

South Sydney Graphic Arts Club Mascot

Operational Plan of Management

2018

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1. Introduction

This Operational Plan of Management (POM) sets out the South Sydney Graphic Arts Club Mascot management procedures for the safe and effective management of the club.

The POM sets out a range of policies and procedures to ensure the club is well-managed, offering high a quality of service to club members and guests. The POM also sets out procedures to ensure that the operations of club do not adversely affect its neighbours.

This POM details:

- An Overview of the Club;
- Operational Details
- Staffing and Organisation Structure
- Liquor Licencing
- Patron Management
- Waste Management
- Security Procedures
- Compliant Management

The Club is located at 182 Coward Street, Mascot and is a registered club. The club is also a late night trading premises. The club has a responsibility to ensure that the club is appropriately managed and that it meets its obligations as a registered club and managing the potential impacts of its operations on the surrounding neighbourhood.

2. Club Overview

a. Club objectives

Established as an industry leader, the South Sydney Graphic Arts Club Mascot (SSGAC) is a multi-award winning hospitality venue widely recognised as an asset to the community of Mascot.

From its very beginning, the SSGAC has changed the typical perception of a registered club by creating a 'boutique' venue with a focus on superior catering within a stylish, contemporary setting. As a smaller, smarter club, we have the ability to be responsive to both environmental challenges and our community's needs.

Our unique approach has resulted in a thriving catering operation with an outstanding reputation for quality—from product and presentation right through to service and value. Along the way, we have redefined the community's idea of a registered club and distinguished ourselves within the general club industry while surpassing other hospitality providers in the local area.

The core business of the club is to provide a place for the community to meet and socialise with quality food & beverage and a welcoming environment. The SSGAC is also committed to supporting a range of community service programs and local businesses. Our objectives are reflected in our mission and vision statement as follows;

b. Mission Statement

To constantly move forward through effectual structures & practice that encourage ingenuity and support continuous change for the benefit of club members and the community of Mascot.

c. Board of Directors' Vision

- That the South Sydney Graphic Arts Club Mascot be recognised as a community asset for the people of Mascot.
- That the club take advantage of its personable size to remain relevant to that community by effectively responding to the needs of its membership and changes in the local area.
- That the club strengthen its commitment to the community through the expansion of the local schools program and support of local sporting bodies.
- That the club continue to focus on providing catering excellence, to provide a quality service to members, and to differentiate itself in the marketplace.
- That the club ensure the maintenance of its outstanding facilities, to the highest standard, and identify further improvements.
- That the club sustain its broader industry participation by supporting the activities of Clubs NSW and the Club Managers' Association Australia.
- That the club build on its positive relationship with local government by identifying further opportunities to benefit the people of Heffron and its surrounds.

d. Core offerings and services

The SSGAC currently provides a range of facilities and services for the South Sydney community. A 120 seat al fresco restaurant and stylish bar & lounge provide lunch and dinner seven days a week for a variety of community sectors including workers and residents. The club also offers meeting, conference and function facilities. Our catering operations are well patronised and demand for our services is growing.

We also provide entertainment to our members through special events and gaming facilities including a TAB, Keno and a small installation of poker machines. It should be noted that the catering, beverage and gaming departments each provide approximately 30% of the club's revenue.

A free internet café, free legal service and greatly discounted access to North Coast holiday units are also provided for members.

e. Membership and community

The club has a membership of approximately 5000. This had grown in line with the substantial increase in apartment dwellings in the area. Further increases and demand for the club's services are also expected with the completion of additional residences—including 450 new apartments built on the adjacent site opening in 2018.

As a community-based club, our membership caters for and reflects all demographic sectors of the locality. Membership data shows an equal representation of a range of ages; 20-30 years, 30-40 years, 40-50 years, 50-60 years and 70+ years. It is important to also note that 60% of our members live within a 5km radius of the club with the remaining 40% residing in the vicinity of Bayside Council.

As a club, we are able to set standards for the conduct of our membership to ensure a welcoming and comfortable environment for all patrons. An individual who does not comply will have their membership suspended and will not be allowed access to the premises. This sets us apart from other hospitality providers in the areas and ensures we are an asset to our community.

Another point of difference is the club's commitment to our local community which is part of our underlying ethos. A major focus of our community service is directed towards public education via the significant support of our local school network through a wide variety of activities involving Mascot Public School, JJ Cahill Memorial High, St Therese Primary, Botany Public School, Eastlakes Public School, Gardeners Rd Public School and Banksmeadow Public School. This support forms part of a long-term strategy that aims to secure the future prosperity and wellbeing of our community.

We also sponsor a range of local sporting bodies including Mascot Junior Rugby League, Mascot Netball and community organisations such as Mascot Seniors, along with general community events.

It should be noted that both our financial and in-kind donations well surpass any Community Development and Support Expenditure (CDSE) scheme obligations. As a result, the SSGAC has developed a very strong relationship with our local community and are widely recognised by community members along with local, state and federal government representatives for our approach to community support.

We are proud to welcome a range of honorary members including Kristina Keneally, former Premier of NSW; Ben Keneally, former Mayor of Botany Bay; Ron Hoenig, State Member for Heffron and Matt Thistlethwaite, Federal Member for Kingsford Smith.

f. Operating environment

Previously a heavy industrial area, South Sydney has undergone rapid change and expansion with a fast-growing residential population. State Government projected demographics data indicate ongoing and significant growth in the local area over the next 5-10 years and beyond. This follows the opening of the Airport Link, Mascot and Green Square Stations, and the ongoing construction of a green belt of new apartments. As previously mentioned, Meriton has recently constructed 450 apartments next door to the club.

Within the last decade, two medium-sized registered clubs have closed in contrast to the growth in the local area. Although well-serviced by cafes, takeaways and gyms, there is an increasing and presently unsatisfied demand for high-quality dining, meeting and function facilities for members' use.

At present, the Club receives two to five requests a week from members for hire of the Boardroom that we are unable to accommodate. This is in addition to the five to ten requests a month for functions in the restaurant that we are also unable to satisfy. There are a significant number of lunch and dinner bookings that the Club is also forced to decline when the restaurant is being utilised for functions.

The only other providers of conference & function facilities in the area are international hotel chains who charge significantly higher rates. Similarly, the club's high standards of catering and value for money are not matched in the local area. Both residents and workers regularly utilise the club for dining out. We also offer a range of dining events that bring the community together as well as regular discounted 'meal deals' that enable all socio-economic groups to enjoy our services.

The club has a positive relationship and is well regarded by its residential neighbours. Similarly, the police have no record of any disturbances nor any instances of anti-social behaviour within the club or on its external decks.

With the further development in the locality, and an influx of new residents, there will be an increased need for the services offered by the club with no equivalent provider available to the community.

Any future redevelopment of the club or extension of its facilities would not only directly benefit the community through the provision of much-needed services, but would also have a flow-on effect with increased member benefits, increased support of local suppliers and increased sponsorship of the community and its schools, sports clubs and organisations.

3. Operational Details

a. Hours of Operation

The opening hours for the club are:

Saturday	10am–1am
Sunday	10am–11pm
Monday	10am–11pm
Tuesday	10am–11pm
Wednesday	10am–12pm
Thursday	10am–1am
Friday	10am–1am

On Thursday, Friday and Saturday nights the bar ceases trading one hour prior to closing. The gaming installation is operational until closing.

The opening hours for the restaurant are:

Mon – Sun Lunch	12pm – 2:30pm
Mon & Tue Dinner (Tight Ass Menu)	6pm – 8:30pm
Wed – Sat (A la Carte Menu)	6pm – 9:30pm
Sun Dinner (Casual Dining)	6pm – 8:00pm

b. Catering management

The SSGAC has a highly qualified and experienced kitchen team and have received a 4 star food rating from Bayside Council. Open seven days for lunch and dinner, our changing menus focus on fresh, seasonal produce. We have capably serviced a growing demand for quality but affordable functions, while also providing much-needed conference facilities that are utilised by a wide range of

businesses—including the congregation of our neighbouring Greek church who frequently utilise the club for christenings, wakes etc. We also utilise the Dimmi online reservations system for restaurant bookings and the IVVY system for functions. Unlike the majority of the industry, our catering department is a major and profitable cost centre for the club.

All kitchen staff are fully trained in safe food handling procedures and HACCP accredited. The club utilises the Food Check Program with quarterly, food safety monitoring and certification by an independent auditor. Comprehensive catering policy and procedural guidelines are made available to all relevant employees and form part of their induction, training and performance appraisal. Policy and procedures also extend to requirements for club suppliers.

c. Beverage management

The SSGAC has an exemplary reputation as a licensed venue.

As a boutique community club, our atmosphere is not conducive to the excessive consumption of alcohol. We do not, and will not, offer for sale shot or high alcohol beverages such as Bundaberg OP Rum or Jagermeister, nor participate in any promotions that promote or encourage drinking alcohol.

All staff, including the Board of Directors, have undertaken training and certification in the Responsible Service of Alcohol (RSA). Our Operations Manager is also Chairman of the Local Liquor Accord. We have a positive relationship with Mascot Police who conduct regular walk-throughs and have no record of anti-social behaviour. Our operation of licensed & late-night trading premises fully complies with best practice in policing.

The Beverage Department is a profitable cost centre and is professionally managed through comprehensive stock control and waste management systems. We have specialist technicians on stand-by to deal effectively with any issues that could affect the quality of our beverage products. Our till systems are maintained and operated by Ideal POS and our 'tap-and-go' Eftpos system is maintained by ANZ. Blue Gas is the supplier for gas.

Comprehensive beverage policy and procedural guidelines are made available to all relevant employees and form part of their induction, training and performance appraisal. These high performance standards will continue to apply to all aspects of bar operations.

d. Gaming management

The club presently has 45 poker machines in a dedicated area of the club. Whilst profitable, the club does not rely primarily on income from gaming which has enabled it to thrive at a time when many others in the industry are struggling. We strongly support harm minimisation and are members of the Clubsafe program which enables us to meet government legislative requirements as well as community expectations relating to responsible gambling procedures. This provides access to a range of services and resources including a crisis counselling and referral service. No inducements are offered to patrons and all areas of the club display appropriate signage in full compliance with regulations. All staff, including the Board of Directors, have undertaken training and certification in the Responsible Service of Gaming (RSG).

The club complies with AUSTRAC anti-money laundering and counter-terrorism financing legislation and lodges an annual statement to that effect. The clearance of poker machines is securely carried out at night by a minimum of two staff members.

The Gaming Department is a profitable cost centre and is professionally managed with the poker machine maintenance contracted to Aristocrat. The club utilises a card-operated Metropolis Gaming system and also incorporates a wager exchange. We have agreements with TAB and Keno with a venue management agreement that remains in effect until 2032.

Comprehensive gaming policy and procedural guidelines are made available to all relevant employees and form part of their induction, training and performance appraisal.

e. Financial & cash management

The SSGAC has a safe cash handling and banking procedure in place to ensure the effective and secure management of all cash. Surveillance cameras monitor service, register and cash points. Comprehensive policies and procedures for Security and Armed Hold-up are in place.

The club's bank accounts are held with the ANZ and St George. Cashpoint is used as the ATM supplier. D.A.Strati & Associates act as the club's auditor and insurance policies are provided by Warren Saunders.

f. Data management

Confidential IT data such as the general ledger, membership and gaming records are password protected and accounts, payroll, membership and banking data are appropriately protected. Firewalls are in place for all sensitive material and virus protection updates are conducted regularly. Daily back-up data is securely stored off-premises. An external specialist is contracted to review all IT issues and advise management on changing security demands.

g. Energy management

The club uses Nus as our energy broker to negotiate the best energy deals for the future. Electricity is supplied by Momentum Energy and AGL is contracted to supply gas until November 2018.

h. Maintenance management

In addition to its internal cleaning staff, the SSGAC has contracts with relevant specialists, tradespeople and technicians for electrical, plumbing, gardening and cleaning maintenance. Our plumbing contractor is Croydon Park Plumbing and our electrical contractor is DK Solomon.

Pest control is contracted to Pesto who conduct monthly inspections recorded in a log book. Sanitary services are provided by Flick and cleaning of the industrial skips by Oz Bin. The club does not have a cooling system so air conditioning is provided by Delta Air. Delta Refrigerators services all the club's fridges. The cigarette machine is owned and operated by Wilsons Vending. Daily cleaning of external areas occurs including removing rubbish and leaves from the car park and bus stop.

The club uses its stylish facilities and ambience to stand out in the marketplace and, as a result, the attention to detail and comprehensive maintenance schedules will continue to apply after the redevelopment.

i. OH&S management

The club is fully conversant with and compliant with current Occupational Health and Safety (OH&S) requirements, in respect to due diligence, duty of care and other legislative responsibilities. At the forefront of our minds in this respect are both our employees, contractors and our customers.

All staff also undertake training in First Aid and comprehensive OH&S policy and procedural guidelines form part of their induction, training and performance appraisal. This includes such things as the use of safety signs for spills etc which is reinforced through training also provided to contract cleaners.

Strict policy and procedures are in place for chemical handling including safe storage requirements. The club uses environmentally friendly, biodegradable chemicals, eg. no bleaches or methylated spirits, and appropriate safety equipment is provided. Chemical guide signage is displayed and relevant staff undertake HACCP accreditation. Standard measure disposal systems for chemicals are installed to prevent overuse and old chemicals are professionally removed and disposed. All chemicals are bought through the one, accredited supplier to ensure standardisation of procedures. Bottled gas is chained and a CO2 warning system is in place.

We also ensure that all contractors comply with our OH&S guidelines and request appropriate certification including their certificate of insurance and certificate of currency supplied by their insurance company, and sub-contractor statements with regards to workers' compensation, payroll tax and remuneration.

j. Fire safety

SSGAC complies with the fire rating system. All furnishings and fit-out are fire coded and the club has a back-to-base fire control system monitored by ADT Fire Securities. This is checked fortnightly as part of the electrical contractor service agreement. Fire extinguishers are supplied and maintained through a contract with NSW Fire Extinguishers Services.

In the event that the fire alarm is set off, an automatic directive to evacuate the building is sounded through the intercom system which is audible in all areas of the club. The manager on duty is able to ascertain where the source of the alarm is through the fire control box located at the front door. This enables this area to be checked to establish how the alarm had been triggered.

In the event of a false alarm, the manager is able to notify patrons that there is no present danger and the alarm will cease once the fire service has attended the site. No member of staff is able to turn the alarm off as it must be keyed by a member of the Fire Brigade. If maintenance work is conducted which could create dust or steam that may activate the alarm, the system is disabled by a manager and re-instated once the work is completed.

In the event that a fire is identified, the manager directs staff to evacuate all patrons calmly. Patrons will be directed to exit the club from designated fire exits which are the front door and the restaurant doors. Patrons will not be allowed to exit via the decks, gaming area or level one balcony. All personnel will be asked to congregate at the designated evacuation area at Lionel Bowen Park across the street.

k. Live music restrictions

No amplified music involving live bands with drums and bass guitars is played inside or outside the club at any time. Acceptable live music is restricted to the main lounge, dining room and garden terrace on the ground level. There are no music or PA systems on the front deck.

l. Exiting

The club is committed to minimising any disruption or inconvenience to local residents. We have comprehensive exiting procedures and signage in place. Senior staff members are responsible for ensuring all procedures are carried out effectively.

Once the bar ceases trading on Thursday, Friday and Saturday nights, the club remains open for an additional hour to allow the gradual exit of remaining patrons in a quiet manner rather than ejecting patrons on to the street all at once. It should be noted that historically the number of people in the club is less than twenty (20) at closing time.

Any evening functions held in the Level One meeting or function rooms will be required to finish one hour before closing time to facilitate the dispersal of patrons and minimise large groups leaving the premises at the same time. Based on the experience of previous events held at the club, patrons leaving the events do so gradually over a period of time.

It should also be noted that the restaurant closes earlier than the lounge and bar areas. The restaurant dinner hours are approximately 6.00pm to 9.00pm. Patrons dining in the restaurant would therefore typically leave the club premises earlier than those attending evening functions.

m. Shutdown procedure

At the close of trade, all service ceases and remaining patrons are politely directed to finish their drinks and vacate the premises one group at a time. Lights are turned up and external signage and air conditioning is also turned off. Requested bookings for Uber or taxis are coordinated to prevent patrons waiting on the street. Patrons are politely reminded to say their goodbyes prior to leaving and to disperse quickly and quietly from the club's entrance.

n. Communications

With regard to telecommunications the club has a two year contract with Optus for mobile phones and a three year contract with Telstra for the landline. The club's website is managed by staffmember, James Tucker and its Facebook account is managed by senior members of staff. Email marketing is carried out by John Coglan and Gopher Graphic does all printing.

4. Staffing & organisational overview

a. Executive management team

The Board of Directors is comprised of eight Directors inclusive of a President and Vice-President (including a specialised role for Community Service management). All directors undertake professional development activities through the Club Development Institute (CDI) and have successfully complied with all requirements for carrying out the role. All Directors and Management also engage in training and skill development on an ongoing basis.

The Board of Directors is made up of individuals from diverse ages and backgrounds: business owners and managers, senior public servants, trade union representatives, education professionals, and a local historian. Since its early inception, it has had female representation within its executive. All these individuals bring with them a wealth of skills, knowledge and perspectives. The diversity of backgrounds and age-groups of Board Members has ensured that all club members are represented, consensus is gained and there are no factional interest groups. The decisions are made with a strong focus on risk management to strengthen and grow the club and its position and importance in the community.

Both the Board and Management have strong working relationships, working collaboratively, discussing and debating issues and strategies so that business plans, budgets and policy are implemented effectively. The club implements a succession strategy to ensure continuity and longevity, and enjoys the loyalty and commitment of all key stakeholders—directors, management, staff and members.

Executive Management includes a highly experienced, professional Chief Executive Officer and Operations Manager (2IC).

b. Staffing pool

Of the club's pool of 33 operational staff, 10 are full time and 23 are casual. This includes House Managers, food & beverage staff, administrative staff, kitchen staff and cleaning staff. No contractors are utilised.

Executive Management is on-site seven days a week from 7.30am to 5pm. House Managers are on-site seven days a week from 3pm to closing. External security is also engaged as required for events and functions.

c. Staff travel arrangements

The club has a commitment to ensure that all staff members arrive at work and return home safely. We promote local employment and presently less than a third of our staff arrive by motor vehicle with the majority walking to work. All staff working after midnight are provided with transport vouchers to return home.

5. Liquor licence and/or entertainment approvals

a. Relevant authority approvals

Incorporated since 1961, the club has been providing services to its community for over fifty years. We comply with all requirements for our liquor licence (LIQ300230309) through the NSW Government's Office of Liquor, Gaming and Racing (OLGR), including our Functions Authority, and have approval for 45 gaming machine entitlements. The club undergoes regular compliance audits and satisfies all requirements.

b. Membership with local liquor accord and others

The club was instrumental in establishing the Botany Liquor Accord and is a major player in its operations with club personnel holding the key position of Chairperson.

We are a member of Clubs NSW, the peak body for registered clubs across NSW, and the Federation of Community, Sporting and Workers Clubs (FCSWC). Senior management are also members of the Club Managers Association Australia (CMAA). These associations provide access to professional direction and training in all areas of club operations ensuring the club complies with all relevant legislative, industrial and administrative requirements, and is up-to-date with any issues affecting the industry.

As part of our commitment to harm minimisation, we are also members of the Clubsafe program which enables us to meet government legislative requirements as well as community expectations relating to responsible gambling procedures.

6. Patronage

a. Patrons

The maximum permitted number of patrons in the club is currently 250 persons.

In November 2014, the club conducted a study over a two-week period that measured the number of patrons at any one time of the day from 10:00am to 10:00pm. This encompassed Melbourne Cup which is the busiest day of the club's year. The maximum patron number recorded in each area at any one time was as follows:

Restaurant / Terrace	115	Gaming Room	19
Bar / Lounge	86	Boardroom	22

This indicates a current maximum number of 242 patrons in the club at any one time.

b. Transport to the venue

The club is conveniently located and well-served by public transport. Mascot railway station is in close proximity and the 400 bus stop is literally at the club's front door.

c. Duty of care – RSA & RSG

In the best interests of its members, guests and the community, the club promotes the Responsible Service of Alcohol (RSA). We have a clearly defined house policy and all employees undertake RSA training and certification including the Board of Directors and back-of-house staff. The club effects this policy by;

- Denying entry or service to anyone who is already intoxicated.
- Preventing intoxication by recognising the signs of intoxication and avoiding serving anyone to the point of intoxication.
- Monitoring patron's behaviour and not allowing the disturbance of others by loud talking or offensive language.
- Discontinuing service to persons showing signs of intoxication.

- Any member or guest who purchases alcohol for another person who has been refused service will have their membership suspended immediately and will be asked to appear before the Board of Directors.
- Preventing underage drinking by insisting on valid ID on entry and upon request.
- Managing intoxicated, anti-social, or disruptive patrons by attempting to discourage them from becoming involved in activities which can harm themselves or others.
- Providing and supporting safe transportation options.
- Promoting the service of non-alcoholic beverages and food.

In the best interests of its members, guests and the community, the club also promotes the Responsible Service of Gaming (RSG). The Board and Management recognise gambling as a form of legitimate entertainment and part of the Australian culture. To most members, gambling is something undertaken in moderation, within a controlled and safe environment. However, for a small minority excessive gambling can become a problem that affects all facets of people's lives. The club adopts industry best practice guidelines to minimise the potential risk of problem gambling. The club affects these guidelines by:

- Not cashing any cheques.
- Including its RSG slogan in all internal and external advertising.
- Not advertising in such a way as to mislead, trick or deceive members into believing they cannot lose.
- Providing appropriate warning signs within the gaming and other suitable areas within the club.
- Ensuring any promotion is approved by OLGR.
- Enforcing the exclusion of any member who has alerted the club to a potential gambling problem.
- Providing counselling literature and contacts such as G-Line and Beat the Odds.
- Arranging and covering the costs to an approved value of the counselling provided to its members.
- Limiting access to areas of the club designated as gambling areas.

7. Deliveries

The bulk of deliveries are scheduled to arrive at 8:00am on weekdays before the club starts trading. Goods are delivered to the back kitchen door, cellar loading dock or to reception. Empty beer kegs are stored at the loading dock to minimise noise and increase efficiency.

8. Waste management

a. Waste separation

The club is committed to sustainable approaches to managing waste and separates waste products for the purposes of recycling. We currently separate cardboard/paper and glass/bottles from general waste.

b. Waste storage

Waste bins are housed in a defined area at the rear of the club and are not visible from the street or by club patrons. With secure lids, they do not emit any odours and are washed and sanitised on a monthly basis by a contract cleaner (OZ Bins). Bins are renewed on an annual basis in January.

c. Waste collection

Waste removal is contracted to Veolia until July 2019 who twice-weekly collect general waste. Waste for recycling is collected on a weekly basis. The grease trap is cleaned out once every 10 weeks, the cleaning of range hoods occurs twice a year, and kitchen oil is recycled on a fortnightly basis. Citizen Blue is employed to recycle glass bottles.

d. Waste management plan

As part of the club's Waste Management Plan, the club will continue to monitor waste generated from activities and schedule sufficient waste collection services in consultation with its waste services provider.

9. Security

a. Monitoring

The club has an advanced 24 hour security system incorporating CCTV with 18 cameras and back-to-base monitoring. This includes sensor based filming at all entry points and movement sensors throughout the club including toilets and windows. Senior management are on call from the security company and can be on-site within 15 minutes for any reported disturbances.

b. Security staffing

Additional security personnel are provided on days of heavy trade or relevant functions/events to assist with the door and members sign-in. This is stipulated within our function contracts for large and specific events such as 21st Birthday Parties (it should be noted the club does not host 18th Birthday Parties). Monitoring patrols are extended to the club's car park, Coward Street walk-bys and bus stop.

c. Security procedures

For opening, two members of senior management are on club premises from 7:30am each day (half an hour before delivery times commences).

For closing, our exit strategy is followed by all relevant staff with a minimum of two club personnel present.

The front door is locked one or two hours before closing and a sign is displayed notifying members they need to press the doorbell to gain entry. All members who enter must produce their membership card and any visitors must have valid photo ID sighted before the door being opened and

must be signed in on the club's register. Any person wearing a hoodie or cap will be refused entry. The door is relocked after entry.

A staff member remains behind the bar area at all times to ensure supervision of the floats. The manager is responsible to ensure all windows and doors are locked in preparation for closing. Once all patrons have left, the door is relocked prior to clearance of the gaming machines being carried out by two club personnel.

The car park continues to be floodlit after the club's closure.

d. Armed hold-up

In the event of an armed hold-up, staff are informed to do nothing that may hinder or anger the assailant with the main concern being their own safety and that of any staff or patrons. If safe to access, three panic buttons are available to immediately alert the police of an armed robbery. After the robbery, once they are certain the assailant has left the premises, staff should phone the police as soon as possible and note down observations such as assailant characteristics and escape route while ensuring other patrons and staff are kept away from the armed hold-up area.

The club has a time delay safe which is clearly noted on its exterior and on signage at the club's entrance.

e. Bomb threat

In the event of a bomb threat on the phone, staff are directed to keep the caller on the line and obtain as much information as possible, for example: Where is the bomb located? What is the reason for the threat? When will it go off?

Management will direct staff to evacuate all patrons calmly. Patrons will be directed to exit the club from designated exits which are the front door and the restaurant doors. Patrons will not be allowed to exit via the decks, gaming area or level one balcony. All personnel will be asked to congregate at the designated evacuation area at Lionel Bowen Park across the street.

10. Noise Management

As detailed in Section 3, the club is committed to minimising any disruption or inconvenience to local residents. We have comprehensive exiting procedures and signage in place. Senior staff members are responsible for ensuring all procedures are carried out effectively.

Patrons are directed to leave the club in a quiet manner and management encourages the gradual exit of patrons to minimise large groups leaving the premises at the same time. Groups are politely reminded to say their goodbyes prior to leaving and to disperse quickly and quietly from the club's entrance.

The club provides an Uber service to ensure all members are able to make their way home quickly and safely. Bookings are coordinated by staff and their arrival is announced by alerts to the member's mobile phone to prevent patrons waiting on the street.

In addition to the above measures, music levels within the club premises do not exceed 88dBA. No amplified music involving live bands with drums and bass guitars is played inside or outside the club

at any time. The outdoor terrace areas are closed off earlier and patrons relocated inside the building. Further external doors and windows in the Level One function rooms are closed no later than midnight or during periods when there is amplified speech or music in operation.

The disposal of bottles in the recycle bins is carried out in the early evening at 9pm to minimise noise pollution late at night.

11. Complaint management process

Pursuant to the club's constitution, we have a clear citation policy and process for dealing with complaints against members of the club made by other patrons or staff. If a member is found to be engaging 'in conduct unbecoming of a member' that renders them unfit for membership of the club, their membership is suspended and they are barred from entering the club premises.

If the complaint is in relation to the club and its services, from a member or external source, then this is handled personally by Executive Management who complete a full investigation. This is recorded in the club's Complaint Register and is formally tabled at a meeting of the Board of Directors who oversee complaint management.

12. Consideration of Neighbour

The club has always considered the operations of its neighbouring church and has procedures in place to ensure the church's regular services and events such as christenings, weddings and funerals are not disrupted in any way.

The club is mindful of Greek holy days and services, and does its best to alleviate chaos in the car park. Bottle recycling and keg delivery/removal is never conducted at these times. The disposal of bottles to the recycle bins is carried out in the early evening to minimise noise pollution.

13. Operational Plan of Management review

It should be noted that the club is committed to an annual review of its Operational Plan of Management (OPM) which will be carried out by Executive Management against the high benchmarking standards set by Clubs NSW and the CMAA. This review will also be conducted as part of any changes in usage of the neighbouring property or proposed redevelopment.