

Gaming Plan of Management

The purpose of the Doyalson Wyee RSL Club Ltd's [the Club] Gaming Plan of Management is to provide guiding principles for day-to-day self-regulation and management of gaming and wagering operations of the licensed premises. This is at the discretion of the Club Board of Directors and Club Secretary while underpinning the Club Liquor Licence authorities and conditions and responsible conduct of gambling principles.

The Plan of Management is an active document that may, from time-to-time, be adjusted or updated, or modified of information where necessary in and also in consultation with the Tuggerah Lakes Police Area Command.

The Plan of Management should not be interpreted as a mandatory set of additional conditions on the Club Licence that removes the reasonable use of discretion as operational circumstances require. It will serve as an aide for Club Management and staff in delivering service and safety to Club members, visitors and staff.

The Plan of Management provides an overview of the Club's mandatory and voluntary operational, management and compliance strategies. This will ensure effective implementation and compliance with the provisions of the Gaming Machines Act 2001 and Regulations, Registered Clubs Act 1976 and Regulations, and the Independent Liquor Gaming Authority [ILGA] guidelines and the conditions of the Club Licence as they relate to the responsible service of gaming and wagering.

The Plan of Management is supplemented by a range of documented procedural measures in the form of policy procedures and guidelines developed and adopted by the Club.

The Plan of Management also identifies key venue management functions responsible for assuring the responsible service of gaming and harm minimisation strategies adopted by the Club to ensure the safety and wellbeing of patrons, staff and the community.

Doyalson Wyee RSL Club Gaming Plan of Management – June 2023

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PART 1 – Preamble

Purpose and Intent

The purpose and intent of the Club's voluntarily adopting the framework of the Liquor and Gaming NSW advocated Gaming Plan of Management is:

- To ensure compliance with the conditions of the Club's Liquor Licence.
- To mitigate the potential for harm that may be caused by gambling to individuals, their families and the community generally that may evolve from non-compliance with registered club legislation, regulations, and conditions of the Liquor Licence.
- Clearly identify operational and management roles and responsibilities in ensuring the effective Responsible Conduct of Gambling [RCG] and related patron and staff security / safety practices at the Club venue.
- Identify at a high level a system of mandatory and voluntary RCG related policy.
- Have procedures available to employees to ensure compliance, with effective and appropriate responses to RCG related incidents. This will guide and train staff members and to assist in identifying gaps in Club operations.
- To effectively demonstrate the commitment of the Club's Board of Directors, the Secretary / Approved Manager and staff generally to the ideals of RCG and harm minimisation.

PART 2 – Venue Overview

Liquor Licence

A copy of the Clubs Liquor Licence and Conditions is maintained within the Club's Compliance Folders located in the Club Managers Office.

Venue Floor Plan

The currently approved Floor Plan is also maintained in the Compliance Folders. Non-restricted area authorisation: Area: Ground floor - The whole of the licensed premises excluding the internal Gaming Area, the external Gaming Area. Basement - The whole of the licensed premises.

Licensee

Doyalson Wyee RSL Club Limited

Licence Number	LIQC300240533
Start Date	24 th December 1964
ABN	69 000 985 008
Address	80 Pacific Highway Doyalson NSW 2262
Telephone Number	02-4390 0622
Email	darrent@doylo.com.au
Website	www.doylo.com.au

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Key Staff	
CEO – Approved Manager	Darren Thornton
Approved by ILGA NSW	03/08/2007
Address	Pacific Highway, Doyalson NSW 2262
Email	darrent@doylo.com.au
Phone Number	02-4390 0622
RSA / RCG Card number – Expiry	CCH10063730 – 6 February 2027
Operations	
Group Operations Manager	Mark Irrgang
Roster	Monday to Friday 0900 – 1700
Phone	02-4390 0622
Email	marki@doylo.com.au
RSA / RCG Card number – Expiry	CCH10197554 – 05 June 2028
Chief Financial Officer	Jason Willis
Roster	Monday to Friday 0900 – 1700
Phone	02-4390 0622
Email	jasonw@doylo.com.au
RSA / RCG Card number – Expiry	N/A
Chief Marketing Officer	Scott Purcell
Roster	Monday to Friday 0900 – 1700
Phone	02-4390 0622
Email	scottp@doylo.com.au
RSA / RCG Card number – Expiry	CCH10063574 – 19 March, 2027
Chief People Officer	Rory Calbert
Roster	Monday to Friday 0900 – 1700
Phone	02-4390 0622
Email	roryc@doylo.com.au
RSA / RCG Card number – Expiry	CCH10187332 – 12 May 2027
Gaming Manager	Matthew Robertson
Roster	Monday to Friday 0900 – 1700
Phone	02-4390 0622
Email	mattr@doylo.com.au
RSA / RCG Card number – Expiry	CCH11448990 – 12 June 2028
Group Marketing Manager	Shaleigh Willingham
Roster	Monday to Friday 0900 – 1700
Phone	02-4390 0622
Email	shaileighw@doylo.com.au
RSA / RCG Card number – Expiry	CCH10328857 – 11 June 2024

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Club Managers	
Duty Manager	Cliff Southcombe
Roster	Rotating
Phone	02-4390 0622
Email	cliffs@doylo.com.au
RSA / RCG Card number – Expiry	CCH10311385 – 16 May 2024
Duty Manager	Ben Stockdale
Roster	Rotating
Phone	02-4390 0622
Email	bens@doylo.com.au
RSA / RCG Card number – Expiry	CCH10850374 – 18 December 2023
Duty Manager	Carly Biggins
Roster	Rotating
Phone	02-4390 0622
Email	carlyb@doylo.com.au
RSA / RCG Card number – Expiry	CCH10333088 – 13 December 2026
Duty Manager	Josh McMahon
Roster	Rotating
Phone	02-4390 0622
Email	joshm@doylo.com.au
RSA / RCG Card number – Expiry	CCH10457499 – 17 June 2025
Duty Manager	Brady Jacobs
Roster	Rotating
Phone	02-4390 0622
Email	bradyj@doylo.com.au
RSA / RCG Card number – Expiry	CCH10483844 – 30 June 2026
Duty Manager – Relief	Rachel Johnston
Roster	Rotating
Phone	02-4390 0622
Email	rachelj@doylo.com.au
RSA / RCG Card number – Expiry	CCH10565485 30 June 2026
Duty Manager – Relief	Bennett Walker
Roster	Rotating
Phone	02-4390 0622
Email	bennettw@doylo.com.au
RSA / RCG Card number – Expiry	CCH10775372 – 4 June 2028
Duty Manager – Relief	Gemma Clancy
Roster	Rotating
Phone	02-4390 0622
Email	gemmacl@doylo.com.au

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RSA / RCG Card number – Expiry	CCH10817774 – 16 September 2023
Functions Coordinator	Stacy Coombe
Roster	Event Based
Phone	02-4390 0622
Email	stacyc@doylo.com.au
RSA / RCG Card number – Expiry	CCH10462552 – 30 June 2026

Gaming Machine shut down hours		
	From	To
Monday	0330	0930
Tuesday	0330	0930
Wednesday	0330	0930
Thursday	0330	0930
Friday	0330	0930
Saturday	0330	0930
Sunday	0330	0930

Gaming Machine Details	
LGA Classification	Metropolitan
Band	3
Gaming machines on floor	220
Gaming machine entitlements	230
Entitlements not in use	10

Part 3 – RCG Cards and incident register

Register – RSA and RCG cards

All staff are required when on duty to be able to produce their RSA and RCG cards when requested.

Regular checks are made by Club Managers and Gaming leaders to ensure all staff are able to produce their RSA / RCG cards when requested. ERM end of shift reports requires all Duty Managers and Gaming Leaders to report that staff on duty were carrying their RSA / RCG competency cards.

RCG Register	People and Culture Office
Person responsible	Chief People Officer
RSA Register contents	<ul style="list-style-type: none"> ✓ A copy of the Licensee's RSA / RCG Competency Card * ✓ A copy of staff RSA / RCG competency cards * <p style="text-align: center;">*This is a legislative requirement</p>
Audits and inspections	Club Managers and Gaming Leaders conduct spot inspection of floor staff to ensure they are able to produce their competency cards

Gaming Incident Register	
Incident Register	Maintained electronically through the Club's online ERM system. It is accessible by all Senior management, Club Duty Managers and Gaming Leaders
Procedure	The Club has an inhouse procedure, Gaming Incident Procedure, clearly identifying the incidents to be recorded and the information required
Person responsible for updating the Register	Club Duty Managers and Gaming Leaders are responsible for ensuring the register is completed as outlined in the Club's Gaming Code of Conduct Implementation Plan as soon as reasonably possible
Types of incidents recorded	<p>Include but not limited to:</p> <ul style="list-style-type: none"> ✓ Request for self-exclusion ✓ Request for 3rd party self-exclusions ✓ Signage issues noted by staff and steps taken to rectify ✓ Often gambles for long periods without a break ✓ Showing signs of distress ✓ Aggressive behaviour (kicking/hitting machine, swearing, etc) ✓ Significant increase in spending pattern ✓ Has run out of money when leaving the venue ✓ Leaving children unattended ✓ Complains to staff about losing, or blames venue/staff for losing ✓ Breaches of self-exclusions by patrons ✓ AML/CTF related issues ✓ Soliciting monies

PART 4 – Harm Minimisation Measures

The Licensee / Secretary and staff acknowledge that while most members and guests participate in gambling activities in a socially enjoyable and harmless manner, gambling can create problems for some individuals.

The Club therefore aims to deliver, advertise and promote gaming services in a lawful and responsible manner, having regard to the potential harm that may be caused by gambling and the community concerns about the conduct of gambling. The Club urges all patrons to gamble responsibly.

Checklist

Legislative Requirements	
Venue gambling signage and information, and internal self-audit strategies	✓ Yes, gambling contact cards above and beyond what is required, with card available at a minimum of both ends of every bank. Self-audits are carried out quarterly and reported to the Board of Directors
Procedure for assisting patrons with accessing self-exclusion schemes and counselling services	✓ Yes, a Duty Manager is always available during trading hours to facilitate self-exclusion of patrons and help contacting counselling services
Strategies to prevent minors from gambling	✓ If a person who looks under 25 is found in the gaming area/s, proof of age will be requested and if the person is found to be underage or unable to produce proof age the person will be asked to leave the Club
Controls around gaming related advertising	✓ Yes. Gaming related advertising cannot be seen outside the club venue. Checks on advertising material are carried out by several people to ensure legislation is being adhered to before being distributed to the public.
Policies on cashing cheques, prize winning cheque procedures and limits	✓ Yes. Under no circumstances does the club permit the cashing of cheques or providing cash through credit cards or credit betting. The Club imposes a limit on the amount of any prize or accumulated credits that is paid in cash. The amount of any cash payment must not exceed the limit imposed by law (currently \$5,000). The balance above any prize or accumulated credits may be paid by crossed cheque made payable to the prize-winner or paid by electronic funds transfer to an account nominated by the prize-winner. This will be paid by the Club within 48 hours of the request.
Player reward scheme controls including	✓ Yes. Player activity statements are

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player activity statements, prizes and inducements	available on request which report the patrons spending on gaming machines over a monthly period. All requests will be fulfilled at the time of the request by the Duty Manager.
Staff training and qualifications	✓ Yes. All staff involved in the conduct of gambling must hold a current recognised RCG certification. Staff will undergo RCG training and refresher courses on a regular basis as appropriate. The Gaming Plan of Management will be shared with all staff.
Plan updates and review strategies	✓ Yes. The Gaming Plan of Management and strategies will be reviewed annually or when a change to policy/procedure is implemented. Once updated, the new Gaming Plan of Management will be shared with Tuggerah Lakes Police for feedback and review.

Foundational	
Regular in-house training and refreshers on policies and procedures	✓ Yes. Staff will undergo regular training on the policies and procedures as well as training if/when a new policy or procedure is introduced.
Have a strong presence of supervisors in gaming room	✓ Yes. The Duty Manager's office is located inside the cashier room off the gaming floor. The Duty Managers are encouraged to walk the gaming floor on a regular basis ensuring the safety and wellbeing of patrons. Gaming Leaders are rostered on the gaming floor during peak trade to also ensure the safety and wellbeing of patrons.
Make it clear to staff that patron welfare is of the utmost importance	✓ Yes. Any communications to staff will have a message about the importance of patron welfare and a reminder of a policy or procedure
Display information about local support services in strategic locations	✓ Yes. Signage about local support services is displayed prominently in each

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	gaming area (3 in total) and also local counselling services information is available at reception.
Initiate self-exclusion when requested regardless of the day or time.	✓ Yes. There is a Duty Manager present at all times during trading hours who is able to process self-exclusions
Have strong systems for staff to familiarise themselves with photos of self-excluded patrons	✓ Yes. A printout of all current self-excluded patrons is available in the Oasis Bar. Staff are required to review the printout at the start of each shift

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Intermediate	
Training/resources on the signs of risky/problematic gambling behaviour	✓ Yes. Identifying signs of potentially risky or problematic behaviours is part of the regular training for staff.
Provide feedback on the actions taken by managers when an issue is reported	✓ Yes. Bi-weekly meetings are attended by the Gaming Manager and Gaming Leaders where issues and problems are discussed, and feedback given.
Maintain a Gambling Incident Register to record RCG related incidents and the actions taken to address them	✓ Yes. An online Gambling Incident Register is in place to record RCG incidents and the actions taken to address them. This record is automatically emailed to all Club Managers, the Gaming Manager, Gaming Leaders and Executive Management team.
A Gambling Incident Register Summary is reported to the Board of Directors on a Quarterly basis	✓ Yes. The Responsible Gambling Officer, Matthew Robertson, will present a summary of these incidents every 3 months in a report to the Board of Directors.
Using technology and systems to initiate self-exclusion	✓ Yes. The Club advertises self-exclusion through all its member kiosks. Explaining that a Duty Manager is always available if they wish to self-exclude
Proactively talk to patrons about self-exclusions during welfare checks	✓ Yes. Club Managers will suggest self-exclusion during any welfare checks, if they feel it is in the best interest of the patron to do so.
Have a robust customer complaint policy in place with specific arrangements for RCG-related complaints	✓ Yes. Like any complaint the Club receives, there is a process in the handling of the complaint and the actions taken during all stages of the complaint investigation/resolution.

Advance Measures	
Communication skills training to support staff to approach patrons identified as at-risk	✓ Yes. Internal training is given to staff on how to identify patrons as “at-risk”. This training will be given by the P&C department. It will be mostly role-playing, mimicking different scenarios and how to handle them.
Have structured systems for staff to do welfare checks, encourage breaks in play and suggest	✓ Yes. The Duty Manager and Gaming Leaders can use the gaming system to determine if

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alternatives to gambling available in the venue or beyond	a patron has been playing a gaming machine for an extended period (more than 3 hours). The Duty Manager will conduct a Welfare Check to gauge their mood, stress level and assertiveness. If the patron is showing signs of distress, the Club Manager will offer assistance by way of encouraging a break in play or by discussing potential exclusion options, or counselling and support services.
Increase welfare checks and patron interactions after midnight to encourage breaks in play	✓ Yes. Staff are trained to approach members at hourly intervals after midnight to conduct a welfare check.
Recognise staff who demonstrate a commitment to harm minimisation	✓ Yes. Staff are recognised through a rewards system for those who demonstrate a commitment to harm minimisation.
Make staff and patrons aware of how to report a breach in legislation to L&G NSW	✓ Yes. Appropriate information materials located at Guest Services and bar areas for staff to access. Signage displayed for patrons with current information.

Minors – Unaccompanied Minors and Preventing Underage Gambling

The ALL staff and Security will comply with legislative requirements and will take all reasonable steps to ensure that no person under the age of 18 years is the Club, without being accompanied by a responsible adult over the age of 25.

In instances where a minor is identified on the licensed premises in any restricted area, including the Gaming Floor, relevant steps will be immediately implemented ask proof of age documents, if the person is unable to produce proof of age or are found to be underage, they will be asked to leave the premises. If the person[s] refuse to leave the Police will be called.

The Club policy is that all minors on the licensed premises must vacate by 2200 on any night and that all minors must be continuously accompanied and / or supervised by a responsible adult.

Any parent or guardian bringing a minor to any part of the venue must ensure that the child is not left unattended. If a child is unattended, the parent or guardian will be asked to leave the premises and further restrictions might be enforced. The matter may also be referred to the police.

Checklist

Proof of age ID checks are in place at the entrance and within the venue	✓ Yes
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Staff check ID for all patrons who appear to be 25 years or younger	✓ Yes.
Staff are trained in ID checking procedures and have access to Intoxication ID Checklist	✓ Yes
Proof of age signs are displayed at each entry point to the venue	✓ Yes
Responsible adult signage displayed at entrances to Club	✓ Yes
Authorised area and restricted area signs are displayed in relevant areas	✓ Yes

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Checking Proof of Age		
Location	Responsibility	Document required
Entry to Club	Guest Services staff, Security	Current Driver Licence, Proof of age Card, Passport, Key Pass and NSW Photo Card
All Bars	Bar Staff, Security	Current Driver Licence, Proof of age Card, Passport, Key Pass and NSW Photo Card
Gaming Floor	Gaming Hosts, Security	Current Driver Licence, Proof of age Card, Passport, Key Pass and NSW Photo Card
General Floor	All Staff, Security, Manager, RSA Marshall	Current Driver Licence, Proof of age Card, Passport, Key Pass and NSW Photo Card
Policy	All staff, wherever an identification is presented by a person appearing to be under the age of 25 years, shall carefully examine the identification and ask questions relating to aspects of the identification. This is to verify that it is valid, relevant to the person producing it and not fraudulent i.e. not the subject person or has been altered or fabricated.	

Underage Entry Procedures	
Fraudulent Proof of age documents	
Type of incident	Action to be taken
Tampered or Fraudulent	<p>Confiscate the fraudulent or tampered ID</p> <p>Attempt to confirm and verify identity of minor and ask them to remain until police arrive.</p> <p>Police to be called and provided the fraudulent or tampered ID and any information available regarding the person who presented it.</p> <p>Request Name of Officer and Event Number from Police</p> <p>Incident register to be completed reflecting incident</p>
Use of another person's proof of age documents	<p>Confiscate the Identification</p> <p>Attempt to confirm real identity of minor and ask to remain until police arrive</p> <p>Police to be called and provided the fraudulent or tampered ID and any information available regarding the person who presented it</p> <p>Request Name of Officer and Event Number from Police</p> <p>Incident register to be completed reflecting incident</p>

Problem Gambling Counselling Service

The Club is a member of ClubSafe , the preferred responsible gambling program in NSW, which is used in over 900 clubs state-wide. It is based on a Multi-Venue Self-Exclusion Program (MVSE), designed to assist people with a gambling problem to self-exclude from multiple venues around where they live, work, and socialise.

As an integral part of our community, we ensure we are always working positively, productively, and passionately for residents and businesses, and our members and guests. The Club takes the issue of responsible gambling very seriously, and we actively promote several initiatives to ensure all visitors to our club are aware of the services available to them.

Self- Exclusion

This initiative allows our patrons to exclude themselves from all areas of our club, whenever they feel the need. The minimum period for self-exclusion is six months. Once a patron agrees to exclude from the club for a specific time, we will assist them in honouring that commitment. If a patron wishes to self-exclude, they should speak with a Club Duty Manager at the venue.

The Club supports the ClubSafe Multi-Venue Self-Exclusion (MVSE) program which allows patrons to ban themselves from multiple venues in the area, to avoid gambling activities. This program has helped more than 6,000 individuals to regain control over their gambling habits. If a patron breaches their self-exclusion, it is reported through the MVSE program for assessment by trained counsellors.

For more information, visit <https://www.clubsnsw.com.au/services/clubsafe/multi-venue-selfexclusion>

Partial Self Exclusion

This initiative allows our patrons to exclude themselves from gaming activities at our club, but still allows them access to other areas including restaurants, bars, and entertainment precincts. The minimum period for a partial self-exclusion is six months. Once the patron agrees to stay away from our gaming areas for a specific time, we will assist them in honouring that commitment. The only difference between this option and a full exclusion is that the patron can still attend the venue, however they will not be permitted entry to the gaming floor. If a patron wishes to partially self-exclude, they should speak with a Club Manager at the venue. Alternatively, they can contact a gambling help counsellor. If a patron breaches their partial self-exclusion and enters a gaming area, it is reported through the MVSE program for assessment by trained counsellors.

For more information, visit <https://www.clubsnsw.com.au/services/clubsafe/multi-venue-selfexclusion>

Online Self Exclusions

Many people are too embarrassed or ashamed to ask for help so this initiative allows our patrons to exclude themselves from all areas of our club, by filling a form available online whenever they feel the need. The patron needs to attach a photo to the online exclusion form and will be contacted by the Club Duty Manager, so they can confirm the self-exclusion agreement and encourage the use of counselling services.

Third Party Concern

Any approach to staff by a family member or a friend of a patron with respect to concerns of a patron's gambling habits or a request to exclude that patron from the Club is immediately referred to the Club's Responsible Gambling Officer or in their absence, a Club Duty Manager, who are trained in dealing with these matters. A self-exclusion application will then be lodged with the Club's responsible gambling provider, ClubSAFE. ClubSAFE will then contact the person to be excluded and independently deal with the request according to the legislated process.

Club Initiated Exclusions

Doyalson Wyee RSL Club Management may initiate a Multi-Venue Exclusion for a Player if it is of the opinion that it is necessary to prevent that Player from experiencing serious gambling-related harm. The Club will initiate a Multi-Venue Exclusion if a Player displays any of the following problem gambling behaviours:

- seeking credit for gambling.
- seeking to borrow money for gambling.
- admitting to borrowing or stealing money to gamble; or
- leaving a minor unattended while playing gaming machines.

Doyalson Wyee RSL Club Management may also change a gaming area only exclusion to an entire Club premises exclusion if a Player breaches or attempts to breach their exclusion on two or more occasions.

Part 5 – Staff Training

The Club is committed to ongoing training of staff to ensure everyone is kept updated and competent in implementing required RCG practices, made aware of new information about relevant laws, venue initiatives, and venue operating procedures. This, from time to time, may involve the assistance of independent external licensing experts. These meetings also encourage the exchange of ideas between venue management and staff. This is supplemented by regular briefings of gaming staff at the commencement of their duties regarding their responsibilities regarding RCG and Minors.

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Checklist	
Staff Updates	Gaming Hosts receive regular designated training sessions, on the job training and updates through email
Information received about	<ul style="list-style-type: none"> ✓ Club licence requirements ✓ RCG Policy and Procedures ✓ Entry procedures ✓ Minors policy and Procedures ✓ Other information including promotions, events, Policy changes
Staff have access to resources	<ul style="list-style-type: none"> ✓ Liquor and Gaming NSW resources ✓ Gaming Plan of Management ✓ Minors Policy and Procedures ✓ Current Promotions, Events, Policy changes