

Management Plan Template

General Code of Practice

Liquor Licensing Act 1997

Under section 42 of the Liquor Licensing Act 1997, it is a condition of every licence that the licensee complies with the Commissioner's codes of practice.

Introduction:

Good Sports has developed the following management plan template to help licensed community sporting clubs comply with the mandatory written management plan requirement of the new General Code of Practice. The examples provided throughout the template are only examples and your plan may differ significantly based on your clubs licence, size, hours of operation and other circumstances. You must make this template relevant to your own club, by reviewing the template and personalising the examples & information within it to ensure it accurately reflects the risks and measures applicable to your club.

Your clubs management plan (whether you use this template or not) must be done in conjunction with the supporting code of practice guidelines provided by Consumer & Business Services (CBS): http://www.olgc.sa.gov.au/Liquor/Licensees_Obligations/Code_of_Practice/GCOPGuidelines.pdf These guidelines provide greater detail and examples of good practices that will help your club assess risks and meet your obligations under the *Liquor Licensing Act 1997* and the General Code. Good Sports recommends all clubs use the Code of Practice Guidelines as an **essential** tool in completing this template and creating your own management plan. All bar servers/volunteers must regularly review and refer to these guidelines and the management plan.

The General Code:

The General Code of Practice came into force on 18 January 2013. It is a mandatory requirement that all licensed clubs (regardless of licence type) have a **written management plan** in place **by 18 April 2013**. The management plan needs to contain the practices your club has undertaken (or will undertake) to reduce and manage any risks and you must demonstrate your club has taken **reasonable steps** to assess the risks associated with your licence. Your written management plan must be **current** and **all staff and/or volunteers must receive training** in relation to the content of the management plan (and how they are required to implement the practices within it). The extent of this induction and/or refresher training will also be in proportion to the risks, size and scope of your club's operations (so may be quite informal for many smaller clubs). Importantly, the level of risk and reasonable steps you need to take may change from time to time, so your plan will need to be updated accordingly.

Assessing & Managing Risk at your Club

The General Code outlines the requirements and the Guidelines assist your club to identify potential risks, while providing examples of good and bad practices to help you with compliance. Reviewing and completing this template will help your club highlight and better manage any licence risks.

Code of practice requirements	Risk Assessment (itemise risks relevant to your club/licence)	Risk minimisation measures (itemise measures relevant to your club/situation)
<p>General Code of Practice</p> <p>Undertake an assessment of the risks of the operational practices</p> <p>Do not undertake operational practices involving unacceptable risks</p>	<p>Yes/No Type of liquor licence the club holds identified? <i>eg. Club licence, Limited Club licence, or other licence type?</i></p> <p>Yes/No Licence Number: <i>eg. 12345678</i></p> <p>Yes/ No The extent of the licence identified</p> <p>Yes/ No Unacceptable risks associated with licence identified and strategies to remove risks documented</p> <p>Yes/ No Reasonable measures put in place to meet the risk associated with licence identified</p> <p>Yes/ No Hours of operation considered, including lateness of operation</p> <p>Yes/ No Entertainment included in club operations</p> <p>Yes/ No Size of licensed area considered and number of locations of licensed area <i>eg. change rooms</i></p> <p>Yes/ No Capacity of licensed area considered <i>eg. number of people</i></p> <p>Yes/ No Type of patrons the venue attracts and caters for considered</p> <p>Yes/ No Type of special events such as 18th and 21st birthdays considered</p> <p>Yes/ No BYO is approved as part of your licence</p> <p>Yes/ No Age group and gender of patrons considered</p> <p>Yes/ No Past or existing 'culture' around alcohol</p> <p>Yes/ No Limited Licence (<i>eg. a licence obtained for special or one-off events</i>)</p> <p>Yes/ No Any examples in this template removed and relevant examples added to reflect the operations of the club</p> <p>Yes/ No Code of Practice Guidelines referred to in developing the management plan</p>	<ul style="list-style-type: none"> • Overall risk associated with your licence assessed and recorded here as: high risk, medium risk or low risk • Relevant members of the club involved in developing the club's Management Plan • Measures adequately reflect the nature and extent of your business and clubs level of risk. • Club management plan completed and in place by 18 April 2013 • Club has a policy that provides information in relation to the operation of its liquor licence

Club XYZ Management Plan

Please review each section of this management plan template by answering the questions, leaving or adding the information that is relevant, and personalising the examples throughout to ensure it accurately reflects the risks and measures applicable to your club.

1. Required Training and Practices

NOTE: An exemption from RSA training requirements currently exists for venues operating under a **Limited Club Licence** if stated on the licence.

Code of practice requirements	Risk Assessment (Itemise risks relevant to your club/licence)	Example risk minimisation measures (Itemise measures relevant to your club/situation)
<p>General Code of Practice Part 2, Section 7(1)</p> <p>1. A licensee must ensure that all staff involved in the service or supply of liquor on the licensed premises complete nationally accredited responsible service of alcohol (RSA) training</p>	<p>Yes/ No Bar servers don't understand or correctly apply SA liquor licensing law</p> <p>Yes/ No Non-responsible service of alcohol (RSA) trained bar servers/ volunteers serve alcohol</p> <p>Yes/ No RSA training conducted in another state, country, or training was completed a long time ago</p> <p>NOTE: there is no current requirement for RSA refresher training (often confused with induction & refresher training: section 7) but it is good practice to update your RSA training (where possible).</p> <p>List any other identified risks</p>	<ul style="list-style-type: none"> Accredited as a Good Sports club Regularly undertake RSA training via Good Sports or other RSA courses. Retain copies of RSA training certificates for all volunteers/staff on the licensed premises Non-RSA trained and any new bar servers at the club undertake RSA training and gain new qualification (within 3 months of starting) Existing bar staff (not currently RSA trained) undertake RSA training (12 months to comply from 18 Jan 13) Existing bar servers update their RSA qualification by undertaking accredited RSA training through registered training organisation Responsible Service of Alcohol posters prominently displayed <p>List any other relevant measures</p>
<p>General Code of Practice Part 2, Section 7(5)</p> <p>(5) A licensee must produce evidence of the completion of responsible service of alcohol training by persons as required by this clause or by licence conditions, within 7 days of being requested to do so by an authorised officer</p>	<p>Yes/ No No approved responsible 'badged' person in licensed area (if a condition of your licence)</p> <p>Yes/ No No evidence, copy or record of any previous RSA training certificates available</p> <p>Yes/ No Lost RSA certificates</p> <p>Yes/ No Person not actually RSA trained, possible breach of licence condition (eg. for Club Licences)</p> <p>List any other identified risks</p>	<ul style="list-style-type: none"> Ensure an approved responsible 'badged' person is in licensed area at all times (if a condition of your licence) Keep a register (readily available if requested for compliance purposes) with the commencement date of employment for each employee (or when started as a volunteer) and the date that each employee/volunteer completed their RSA training Request duplicate copy of RSA training certificates from training provider (if certificate can't be found) Existing bar servers (with RSA training qualifications) provide the club with copies of their RSA certificate, or undertake new RSA training to update qualification <p>List any other relevant measures</p>

2. Practices relating to minors

Code of practice requirements	Risk Assessment (Itemise risks relevant to your club/licence)	Example risk minimisation measures (Itemise measures relevant to your club/situation)
<p>General Code of Practice Part 2, Section 8(1)</p> <p>(1) A licensee must take reasonable steps to prevent –</p> <p>(a) minors consuming or being supplied with liquor on the licensed premises</p> <p>(b) minors unlawfully entering or remaining on the licensed premises or any part of the licensed premises that is out of bounds to minors.</p>	<p>Yes/ No Outdated or no signage displayed (eg. Section 111, 112 & 113 signs where applicable)</p> <p>Yes/ No Minors employed to sell, supply or serve liquor</p> <p>Yes/ No Liquor is sold to minors and no evidence of age/ID is asked for</p> <p>Yes/ No Use of fraudulent ID cards</p> <p>Yes/ No Minors not in the immediate company of a responsible adult</p> <p>Yes/ No Minors allowed access to out of bounds areas on the premises</p> <p>Yes/ No Minors enter and remain on licensed premises after midnight</p> <p>Yes/ No Liquor is provided in club change-rooms or other areas where minors are not checked for ID by RSA trained bar staff</p> <p>List any other identified risks</p>	<ul style="list-style-type: none"> • <i>Ensure up-to-date Section 111, 112, 113 & other signage is displayed at all times (where these signs are applicable)</i> • <i>Club policy states no minors sell, supply or are served liquor at the club</i> • <i>Fraudulent ID cards seized and forwarded to police</i> • <i>Service of alcohol refused to any person suspected of being underage and no identification (ID) to show otherwise.</i> • <i>Staff are aware of the acceptable proof of age ID</i> • <i>Signage identifying acceptable forms of ID is prominently displayed</i> • <i>Relevant signs are placed at all entry points for any areas of licensed premises declared out of bounds to minors</i> • <i>Where appropriate, patrons required to provide proof of age before entry to a licensed premises</i> • <i>Club adopts the recommended strategies from page 7 of the General Code of Practice Guidelines when checking IDs.</i> • <i>Minors not allowed on the premises after midnight</i> • <i>Unaccompanied minors are refused service</i> • <i>No liquor is provided in club change-rooms or other areas that minors may not be checked for ID or served properly by RSA trained bar staff</i> <p>List any other relevant measures</p>
<p>General Code of Practice Part 2, Section 8(2)</p> <p>(1) A licensee must not promote, advertise or conduct their operations in a way that tends to encourage minors to consume liquor</p>	<p>Yes/ No Club advertises and promotes events that target minors (eg. promotions linked to ‘schoolies’ week or ‘after parties’)</p> <p>Yes/ No Club uses interactive images, games, merchandise, celebrities that appeal to minors, to encourage underage drinking</p> <p>Yes/ No Club places advertisements about club functions in or near the vicinity of schools or places that minors frequent</p> <p>List any other identified risks</p>	<ul style="list-style-type: none"> • <i>Club only advertises and promotes functions and events involving the sale of liquor via club approved channels, and to members over 18 years old</i> • <i>Club does not use images, games or merchandise that appeals to minors when promoting club events involving the sale of liquor</i> <p>List any other relevant measures</p>

3. Practices promoting a responsible attitude to the consumption of liquor on licensed premises

Code of practice requirements	Risk Assessment (Itemise risks relevant to your club/licence)	Example risk minimisation measures (Itemise measures relevant to your club/situation)
<p>General Code of Practice Part 2, Section 9(1) (1) A licensee must not promote, advertise or conduct their operations in a way that tends to encourage the rapid or excessive consumption of liquor or that discourages a responsible attitude to the consumption of liquor</p>	<p>Yes/ No Not all bar servers RSA trained</p> <p>Yes/ No No free cool water available for patrons on request</p> <p>Yes/ No Club conducts extended happy hours with significantly cheaper alcohol prices</p> <p>Yes/ No Club conducts all you can drink type functions</p> <p>Yes/ No Club conducts drinking competitions (eg. beer pong and boat races)</p> <p>Yes/No Club provides alcohol only drink vouchers, player awards, raffle prizes & incentives that encourage patrons to drink rapidly or excessively</p> <p>Yes/ No Club only has full-strength beers available and limited non-alcohol drink options</p> <p>Yes/ No Club encourages stock-piling of drinks by patrons</p> <p>Yes/ No Club has an honour-board highlighting patrons who have rapidly consumed liquor or excessive amounts of liquor (eg. 100 pint club)</p> <p>Yes/ No Club uses language, images or slogans that encourage patrons to drink rapidly or excessively (eg. Beer' Olympics)</p> <p>Yes/ No Club runs promotions offering free (or heavily discounted) liquor</p> <p>Yes/ No Club runs multiple recurring promotions in one-trading period (eg. two-for-one spirits all night)</p> <p>Yes/ No Bar servers consume alcohol while on duty</p> <p>Yes/ No Non pre-packages alcohol is not served in standard drinks measures</p> <p>List any other identified risks</p>	<ul style="list-style-type: none"> • All staff/bar servers are RSA trained • Club has a current Level 3 Good Sports Alcohol Management Policy • Club has free water available near the bar area for patrons • Club conducts members hours, where the price of all drinks (not just alcohol) is moderately reduced • Club does not conduct all you can drink style functions or drinking competitions • Good Sports functions policy in place when running club events (where alcohol is served). • Range of mid & light beer options and other affordable non-alcoholic options provided (eg. 3 of each) • Club purchases new coffee machine & offers range of hot beverages. • Purchase of liquor is limited to 2 standard drinks only (at a time) per person to discourage stock-piling of alcoholic drinks • Club has no honour-boards and images promoting excessive or rapid consumption of alcohol • Club does not offer free or heavily discounted liquor to patrons • Club does not run recurring drink promotions in one trading period • Club provides discounts on food and non-alcoholic drinks for designated drivers at club functions • Non-packaged drinks are served in standard drink measures <p>List any other relevant measures</p>

4. Practices relating to drink spiking

Code of practice requirements	Risk Assessment (Itemise risks relevant to your club/licence)	Example risk minimisation measures (Itemise measures relevant to your club/situation)
<p>General Code of Practice Part 2, Section 10</p> <p>(1) A licensee must take reasonable steps to reduce the likelihood of drink spiking occurring on the licensed premises</p> <p>(2) A licensee must cooperate with and assist police in any investigation relating to alleged drink spiking</p> <p>(3) In this clause – drink spiking includes any addition of alcohol or other substance to a person’s drink without the person’s knowledge or permission (whether at all or in the quantity added).</p>	<p>Yes/ No Not all bar staff RSA trained and/or no drink spiking operational procedures in place</p> <p>Yes/ No Bar servers add extra alcohol to drinks on request from members</p> <p>Yes/ No Unattended glasses are not collected by bar servers</p> <p>Yes/ No No drink spiking signage is displayed at the club</p> <p>Yes/ No Club allows self-service or table service of liquor eg. wine or punch, at events</p> <p>Yes/ No</p> <p>List any other identified risks</p>	<ul style="list-style-type: none"> • Club has a Good Sports Incident Register in place at the bar, to report & record any drink spiking-related incidents • All staff/bar servers are RSA trained and monitor/report any suspicious behaviour to the bar manager & committee • Club prominently displays ‘patron safety’ signage in the licensed area • Club trains all bar staff to be aware of unusual beverage requests • Unattended drinks are collected & patrons are made aware of this practice • All liquor is dispensed from the bar by RSA trained staff • No liquor is dispensed in club change-rooms or areas that may be unlicensed(or not served by RSA trained bar staff) • Patrons are encouraged to buy their own drinks • Club policy does not allow patrons to ask to add extra alcohol to friends drinks (without their knowledge) <p>List any other relevant measures</p>

5. Practices relating to intoxication and disorderly, offensive, abusive or violent behaviour

Code of practice requirements	Risk Assessment (Itemise risks relevant to your club/licence)	Example risk minimisation measures (Itemise measures relevant to your club/situation)
<p>General Code of Practice Part 2, Section 11</p> <p>(1) A licensee must take reasonable steps –</p> <p>(a) To prevent the sale or supply of liquor to intoxicated persons in circumstances where their speech, balance, coordination or behaviour is noticeably impaired and it is reasonable to believe</p>	<p>Yes/ No Not all bar servers RSA trained</p> <p>Yes/ No No signs or brochures relating to intoxicated persons (and fines applicable) displayed throughout the licensed premises</p> <p>Yes/ No No club incident register in place</p> <p>Yes/ No Club members allowed to buy liquor for other intoxicated patrons (eg. secondary supply)</p> <p>Yes/ No Too many exits to properly assess all persons level of intoxication</p>	<ul style="list-style-type: none"> • Club has a Good Sports Alcohol Management Policy in place • All staff/bar servers are RSA trained • Club has a Good Sports Incident Register in place at the bar, to report and record any incidents • Alcohol is not served to patrons showing signs of intoxication • Intoxicated persons are prevented from entering or remaining on the premises (eg. call police, or free call for taxi). If a patron becomes intoxicated (and is putting other patrons at risk due to their behaviour) they will be asked to leave the premises immediately and offered safe transport options • Alcohol is not served to patrons buying liquor for other patrons (who are intoxicated) • Bar staff regularly check for intoxicated patrons and are familiar with the Intoxication Guidelines: http://www.olqc.sa.gov.au/liquor/responsible_liquor/intoxication_guidelines_At_a_glance_Bar_staff.pdf

that the impairment is the result of the consumption of liquor or illicit substances;	Yes/ No upon entering the licensed area Staff too busy and too many patrons to gauge intoxication levels of patrons	<ul style="list-style-type: none"> If a patron becomes intoxicated (and is not putting other patrons at risk with their behaviour) they will not be served alcohol but will be provided with water and options for safe transport home from the club (where available).
(b) To reduce the likelihood of incidents of intoxication and/or disorderly, offensive, abusive or violent behaviour on licensed premises; and	Yes/ No No security provided at functions or events where alcohol is served and large numbers attend	<ul style="list-style-type: none"> Ensure adequate number of bar servers are on duty (for size of your venue and/or events) Security always employed and in attendance Police advised in advance of any large club functions/events (especially where alcohol is served)
(c) To manage incidents related to intoxication and/or disorderly, offensive, abusive or violent behaviour that may occur on licensed premises.	Yes/ No Police not advised in advance of any large club functions and events where alcohol is served Yes/ No No documented barring procedures in place at the club	<ul style="list-style-type: none"> Barring procedures in place and bar staff instructed on their use
List any other identified risks		List any other relevant measures

6. Practices relating to disturbances

Code of practice requirements	Risk Assessment (Itemise risks relevant to your club/licence)	Example risk minimisation measures (Itemise measures relevant to your club/situation)
<p>General Code of Practice Part 2, Section 12</p> <p>(1) A licensee must take reasonable steps –</p> <p>(a) To prevent undue offence, annoyance, disturbance, noise or inconvenience to people who reside, work or worship in the vicinity of the licensed premises, resulting from entertainment or activities on the licensed premises or the conduct of people making their way to or from the licensed premises; and</p> <p>(b) To ensure public order & safety</p>	<p>Yes/ No No signs advising patrons re: disturbances, noise & respecting others as the leave the premises</p> <p>Yes/ No No club incidents register in place</p> <p>Yes/ No No security provided at functions or events where alcohol is served and large numbers attend</p> <p>Yes/ No Police not advised in advance of any large club functions</p> <p>Yes/ No No barring order procedures in place & staff not trained to use</p> <p>Yes/ No No safe transport policy in place to promote public transport information or options</p> <p>Yes/ No Hazards and a poorly lit car park</p> <p>Yes/ No Other identified risks?</p> <p>List any other identified risks</p>	<ul style="list-style-type: none"> Signs displayed advising patrons re: disturbances, noise & respecting others as leaving the premises Club has a Good Sports Incident Register in place at the bar Police are advised in advance of any large club functions/events Barring procedures are in place and bar staff instructed on their use Paid security always in attendance, particularly at large functions or events where alcohol is served Entry/exit areas & parking areas have adequate lighting and are free of hazards/obstructions. Good Sports Safe Transport Policy in place Club actively promotes & displays information about taxis and other public transport services to assist with patron dispersal <p>List any other relevant measures</p>

7. Induction and refresher training

Code of practice requirements	Risk Assessment (Itemise risks relevant to your club/licence)	Example risk minimisation measures (Itemise measures relevant to your club/situation)
Induction and refresher training		
<p>General Code of Practice Part 3, Section 13</p> <p>(1) A licensee must provide to all staff involved in the service or supply of liquor on the licensed premises, training in relation to the management plan to be implemented to address the risks associated with the operational practices.</p> <p>(2) The training must be provided –</p> <p>(a) In the case of a person who is such a staff member immediately before 18 January 2013 – before 18 July 2013 and at least once in each subsequent period of two years; and</p> <p>(b) In the case of a person who becomes such a staff member on or after 18 January 2013 – on induction into that employment and at least once in each subsequent period of two years.</p> <p>(3) The licensee must produce evidence of the completion of the training by persons as required by this clause within 7 days of being requested to do so by an authorised officer.</p>	<p>Yes/ No Not all bar servers RSA trained</p> <p>Yes/ No Records of bar staff induction & refresher training not recorded</p> <p>Yes/ No Staff not familiar with the general code of practice, and not provided or trained on the clubs written management plan</p> <p>Yes/ No No regular bar staff training or updates re: changes to liquor licensing legislation, club licence, functions or other changes occur</p> <p>List any other identified risks</p> <p>NOTE: The extent of any staff/volunteer induction or refresher training will be in proportion to the risks, size and scope of your club's operations (and may be quite informal for many smaller clubs).</p>	<ul style="list-style-type: none"> • All Bar servers are RSA trained • Details of any bar staff induction & refresher training (relating to the general code of practice and the clubs written management plan) is documented and records are kept on the licensed premises • Regular bar staff meetings are held. • Relevant sections of the Liquor Licensing Act 1997 are included in all bar staff induction/refresher training • Bar staff & volunteers consulted on any house policies or operational procedures, or when significant changes are made to house policies or operational procedures, the Liquor Licensing Act 1997 and relevant Codes of Practice. <p>List any other relevant measures</p>

Approval of Management Plan

This management plan has been approved by the **licensee, clubs board or committee.**

President, Chairman or Licensees Name:

Signature: _____

Date: ____ / ____ / ____

This management plan was last reviewed on:

This management plan is due to be reviewed on:

General Code of Practice, Part 3, Section 13

(3) The management plan must be reviewed and if necessary, modified every two years or when operations under the licence alter in such a way that warrants a review and modification of the management plan to be undertaken

Attachment A

Training in relation to this management plan has been provided to the following staff/volunteers:

Name _____ Date ___ / ___ / ___

Signature _____

Name _____ Date ___ / ___ / ___

Signature _____

Name _____ Date ___ / ___ / ___

Signature _____

Name _____ Date ___ / ___ / ___

Signature _____

Name _____ Date ___ / ___ / ___

Signature _____

Name _____ Date ___ / ___ / ___

Signature _____