



**KEDRON-WAVELL SERVICES CLUB
INC.**

RAMP
Risk Assessed
Management Plan

Updated July 2009

Kedron-Wavell Services Club

RAMP – Risk Assessment Management Plan

The Kedron-Wavell Services Club has developed a RAMP – Risk Assessed Management Plan which is available to all Members and Guests upon request. This Plan is part of the Club's program to provide leadership in all aspects of club service and management.

The RAMP outlines our commitment to ensure that our Members and Guests are provided with a safe environment whilst they are on our premises.

Kedron-Wavell Services Club has carefully developed these guidelines in accordance with Queensland Liquor Licensing Legislation. To ensure that our RAMP is effective and accountable, Kedron-Wavell Services Club has consulted widely to develop these guidelines to our Management and Staff to assist them in understanding their roles and responsibilities in the workplace.

The RAMP informs patrons how Staff are trained in ensuring the responsible service of alcohol and that Staff training on matters of patron care is a priority for the Club.

Kedron Wavell Services Club Inc. offers functions within the premises and is committed to ensuring all the rules, regulations and operating procedures of the venue at times of normal trade apply to functions. Due to licensing there are restrictions to the type of entertainment allowed on the premise and its content.

Kedron Wavell Services Club Inc. is committed to continually improving its best practice approach to training and venue operation and as such welcomes community comment on its operations. Community comment can be sent to: ldelmonte@kedron-wavell.com.au. The Board and Management of Kedron-Wavell Services Club will continue to review the RAMP to ensure that it remains compliant, relevant and is dynamic.

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Chapter 1

Code of Conduct to Patrons:

All patrons of Kedron-Wavell Services Club will be served in a friendly and professional manner. The level of service will also be responsible.

Responsible Service

All Staff must provide responsible service of alcohol and ensure a safe environment for our patrons.

Responsible serving of alcohol is important for legal, social and health reasons. It means responsibly serving liquor to ensure that patrons do not become unduly intoxicated and subsequently a problem for Management, Staff, other patrons and/or the neighbourhood. It also means, legally, liquor cannot be sold or supplied to a person who is under the age of eighteen (18) or to patrons who are unduly intoxicated or disorderly.

Staff should be courteous and caring to all patrons.

Staff members will assist patrons by providing advice on food and non-alcoholic beverage selections. Staff members will also provide information on the location of courtesy phones within the Club for ordering taxis, as needed or requested by any patron.

The Club Management will ensure that each service area has a range of resources including coffee, provision of water and meals are readily available.

Chapter 2

Responsible Hospitality Practices:

In providing responsible service and a safe environment for our patrons, Kedron-Wavell Services Club will:

- Provide free water stations
- Sell light or midstrength beverage options
- Sell a variety of soft drinks, juices and hot beverages
- Promote awareness of drink spiking issues
- Supply liquor in standardised quantities that can be easily recognised
- Serve half measures of spirits if requested
- Not serve double measures of spirits in one standard drink; not serve more than three (3) measures of spirits in cocktails
- Help patrons to arrange transport from the premises
- Provide a Courtesy Bus Service at designated times
- Provide a complementary taxi phone

Chapter 3

Promotions:

Kedron-Wavell Services Club is committed to only engaging in promotions and practices that encourage responsible consumption of alcohol.

Therefore Kedron-Wavell will **not**:

- Encourage or practice a promotion that may encourage the rapid or excessive consumption of liquor e.g. skolling games, no double nips, no shots and limiting drinks per customer at any one given time.
- Kedron Wavell Services Club Inc. policy is to never promote the consumption of alcohol irresponsibly. This includes any promotion which promotes rapid or excessive consumption or price discounting beyond standard Happy Hours. At the forefront of this RAMP is a commitment to responsible hospitality practices. Happy Hour is restricted to the Gallipoli Bar on Tuesday and Wednesday 5pm-7pm and on Saturday 4.30pm-5.30pm.
- Happy Hour applies to beer, wine and basic spirits only.

Chapter 4

Who has Authority to Refuse Service?

Any Staff member has the right to refuse service or entry to any patron who displays signs of alcohol intoxication, or any person who creates discomfort for other patrons (see Appendix 1).

Any Staff member who serves alcohol can refuse service. However, the front line Staff must always consult with a Team Leader or Duty Manager if they believe that there is a problem with a patron or guest. A Duty Manager or Security Officer (in the absence of a Duty Manager) will consult the Staff member regarding their reasoning why the patron should be refused service. The Duty Manager will then assess the patron and make an informed decision of whether the patron should be refused service.

At all times, only a Duty Manager or Security Officer is authorised to speak with the patron and explain the reason why they will be refused service. This process will ensure all refusal of service situations are dealt with in a professional and safe manner.

Chapter 5

Process of Professional Refusal of Service:

The patron will be approached by the Duty Manager or Security Officer; the Duty Manager or Security Officer will explain that the Club can no longer provide alcohol to the patron and the reasons for the action. These reasons may include:

- Continued bad or offensive behaviour
- Inappropriate behaviour
- Annoying/disturbing other patrons
- Aggressive conduct
- Unduly intoxicated
- Minor

The patron must not be told over the bar; instead, discreetly. The patron will be assured that they are most welcome back to the Club the following day.

- The Duty Manager or Security Officers must be polite and avoid judgements
- The Duty Manager or Security Officers must not call the patron any derogatory names, such as a “drunk”, but warn them politely that their behaviour is unacceptable
- The Duty Manager or Security Officers should refer to posters/signs behind the liquor service point to reinforce their decision, such as “No More – it’s the law” posters or RAMP statements
- The Duty Manager or Security Officers must use non-aggressive body language, tact and diplomacy

In the event of a patron being asked to leave the premises, it is preferred that is always one Duty Manager and/or Security Officer is involved. “The premises” is the total leased area, and all Staff members should be aware of the boundaries of the premises. Patrons who are asked to leave by the Duty Manager or Security officer may offer to telephone a taxi on behalf of the patron.

The Duty Managers or Security Officers must ensure minimal, if any, disruption to the Club environs and other patrons whilst refusing service. The Duty Manager or Security Officer must then ensure that a person who has been refused service in one bar does not subsequently move into another bar. Police assistance will be required in cases where the situation escalates, for example: a patron refusing to leave the premise, acts of physical violence or public nuisance.

Any incidents such as refusal of service must be recorded on a Refusal of Service Register for future reference, and will be stored in the Duty Managers’ office, easily accessible at all times by Management.

Managing the Refusal of Service Register:

The Duty Managers Office will have Refusal of Service Register available which is used to record all events and problems involving patron care, such as refusal of service to patrons and situations involving threats or aggression.

Full documentation in the Register is required in each instance.

Details include:

- Date
- Time of incident
- Location of incident
- What the problem was including behavioural patterns
- What the action/remedy was
- Which staff member/s were involved
- Whether the police were called

The Refusal of Service Register may be used if court proceedings are instituted as a result of a particular occurrence. It is also a useful method to assist Staff in recalling the details of the incident and recording how difficult patrons were dealt with.

Chapter 6

Discrimination and Sexual Harassment:

The reasons for, and means of, refusal of service should not be discriminatory. This means the decision to refuse service of alcoholic beverages should not be based on a person's age, sex, religion, race or disability. Reference to these factors must also not be made in discussions with the patron.

A person has the right to take the matter to the Human Rights and Equal Opportunity Commission if they feel they have been subjected to discrimination. As a result, it is important that when service is refused, it is done so respectfully and responsibly. The Duty Manager or Security Officer must carefully consider their choice of words, actions and their non verbal behaviour.

Chapter 7

Requirements of Front Line Staff:

Front line Staff have an important role to play in monitoring patrons attending the Club. The risk of future trouble can be reduced by refusing entry to people that are showing signs of intoxication; dealing with the problem initially ensures that problems are not thrust upon busy liquor service areas inside. It is advisable that either a Duty Manager or Security Officer assists in the process, where possible.

Front line Staff must check identification for all patrons, in accordance with the Liquor Act 1992. All bonafide visitors must produce identification clearly stating residential address. Members and reciprocal members are required to produce the relevant membership card from their club. If you believe the card is misleading and/or suspicious report immediately to a Duty Manager.

It is mandatory that all staff ask for acceptable proof of age for any person who looks under the age of 25 years. This reduces the risk of minors being served alcohol at the liquor service areas as well as complying with licensing requirements.

Front-line Staff must ask for ID if they believe a patron is under age of 25 years. The only ID acceptable in Queensland is one of the following:

- Government-issued proof of age card (18+ card)
- Driver's license or Permit
- Australian or foreign passport
- Victorian keypass
- International drivers licence (English certification documentation is required)

Members and their guests must be cleanly, neatly and modestly attired at all times. The Customer Relations Representative should determine whether clothing being worn is in accordance with the Club's dress code policy displayed in the front foyer and should advise members and guests accordingly.

Chapter 8

Dealing with minors:

Section 17 of the Law Reform Act 1995 states the age of majority is 18 years. Therefore any person under the age of 18 in Queensland is considered a minor.

Young people are legally allowed in some areas of Kedron-Wavell, but they cannot purchase liquor, consume liquor, or be given liquor – even by their parents. Individuals procuring drinks for minors will be removed from the premises. Minors must be accompanied by their parents, legal guardian or responsible adult at all times.

Minors can only be on premises for the following reasons:

- Employed at the Club
- Completing work experience/training at the Club
- Attending a function
- Accompanied by their parents, legal guardian or responsible adult

A responsible adult is someone over the age of 25 years who has legal parental rights and responsibilities for the minor.

Minors are not allowed to be within one metre from the bar, with or without their parents, legal guardian or responsible adult. Minors must not be served anything from the bar or food outlet, this includes purchasing of soft drink, food or any other non alcoholic or alcoholic beverage.

In the event that false or misleading identification presented front line staff will notify a Duty Manager. It is at the discretion of the Duty Manager who will decide whether to confiscate the false or misleading id.

Chapter 9

Security:

The Security Officer role involves liaising with and assisting KWSC's duty of care to provide a safe, comfortable and pleasant environment for all patrons and Staff. The Security Officer will ensure guests are in the right areas and abiding by liquor and gaming licensing laws. They will also ensure members and their guests Health and Safety requirements are being met.

All Security Officers employed or contracted by the Club will be licensed under the Security providers Act 1993 and have a current RSA Certificate endorsed by the Queensland Liquor Licensing Division. Prior to commencement and at the completion of shift the Security Officer will sign the following. Register of crowd controllers and incidents and the KWSC crowd controller's daily shift and incident log.

The Security Officers must ensure that all incidents that occur are recorded in the KWSC Crowd controller's daily log. Security Officers must report the incident to the Duty Manager who will record the incident in the Incident Register. This incident register will be available for inspection by Liquor Compliance Officers and Police Officers.

Public and Private functions requiring security are afforded security at ratios necessary for safe operation and amenity within the venue. It is the commitment of the venue at all times to employ licensed Crowd Controllers directly and ensure ratios are adequate to maintain order and safety for all concerned. Beyond this, the Duty Managers of the venue are all trained in Responsible Service of Alcohol, Responsible Management of a Licensed Venue and are Approved Managers.

The Club operates a Closed Circuit Television System (CCTV) throughout the internal and external premises, in accordance with legislative requirements. Viewing monitors are securely located in the Security Room where recorded footage is stored for a minimum period of 28 days. Footage can and has been used for internal investigations as well as assisting Police with any enquiries.

Chapter 10

Noise and Amenity:

Kedron-Wavell Services Club respects our neighbours and asks that members and their guests respect them too. We are committed to monitoring entertainment and patron noise to comply with all prescribed regulatory noise levels. The Club is conscious of neighbours and rubbish collection is arranged from 5.30am onwards in accordance with Brisbane City Council regulations. The venue responds to complaints regarding noise but undertaking an internal audit and review of processes and complaints to ensure compliance with regulations regarding to the management of noise.

Lighting within the venue is satisfactory at all time so that patron ingress, egress and internal venue movements is safe and suitable for video capture on CCTV surveillance. The Club provides appropriate lighting around the venue for the comfort of our members and their guests. Lighting outside the premise is maintained at levels appropriate for patron safety and care.

In accordance in maintaining goodwill with our neighbours the boom gate to the carpark located at Neilson Street will be opened daily at 10am and closed from 10pm.

Designated outdoor smoking area exists at this venue and operates in accordance with Queensland Health guidelines. Our Smoking Management Plan is available for perusal by any person at any time and appropriate signage is in place at all entrances and in the DOSA's.

Chapter 11

Fire Safety:

The Club has a fire safety plan which is maintained and reviewed on a regular basis, and has appointed internal personnel to ensure in the event of an emergency that the fire and evacuation plan is executed smoothly and efficiently. The Club is committed to ensuring the number of patrons within the venue at any one time does not exceed the number whereby the venue can operate safely and amenably at all times.

Two qualified Fire Safety Advisors (FSA) are responsible for ensuring that the development, implementation and instruction are carried out in the workplace as per legislation requirements. All staff are trained annually in emergency evacuation procedures. Fire Warden training is conducted annually and every two years first response firefighting training is conducted to maintain compliance with legislative requirements.

Floor layouts and emergency evacuation information is posted in each level of the Club, ensuring patrons are aware of fire safety information.

Chapter 12

Closing Procedures:

Staff should aim for a gradual wind-down. Staff, in moving amongst patrons and when serving patrons, should remind them when last drinks are to be called and when closing time is.

Staff must not allow patrons to "double up" on drinks orders at closing time. Not only is this irresponsible and encouraging rapid consumption, but it could also make it more difficult for patrons who have only 30 minutes in which to consume drinks purchased before closing time.

Chapter 13

Staff Training:

The Club understands and respects that the right to sell liquor in the State of Queensland is a privilege not a right. Kedron Wavell Services Club Inc. ensures that all staff are trained beyond the mandatory provisions of the relevant legislation and seeks to go further than what is required through continuous training of staff and to understand how to best operate the business and stay abreast of issues that the business and the community expects.

Staff awareness is also maintained through induction training, mandatory participation in RSA courses, and ensuring a working understanding of internal policies and procedures.

A Training Register, accessible by Operational Managers, holds information on all relevant current certifications held by Staff (e.g. RSA, RSG, RMLV). This Register also states the expiry dates for all certificates. This Training Register will be available for inspection by Liquor Compliance Officers and Police Officers.

Appendix 1

Effects of Alcohol:

Unduly intoxicated patrons may exhibit some of the signs below, although common sense should be used at all times when refusing services. These signs are:

- Ability to evaluate what is going on is greatly reduced
- Can not recognise “inappropriate behaviour”
- Clumsiness in handling small objects (e.g. coins)
- Drowsy/sleepy
- Inappropriate speech patterns (e.g. volume, speed)
- Forgetting where drink was placed
- Increased consumption rates
- Irrational statements
- Aggressive or belligerent attitude towards others, or being overly friendly (e.g. buying everyone drinks or over tipping)
- Diminished ability to concentrate or follow a train of thought for a period of time
- Difficulty in opening a door, holding a glass or inability to find one’s mouth with a glass
- Lighting the wrong end of a cigarette
- Glassy/bloodshot eyes
- Poor reactionary movements
- Bumping into objects and other people
- Staggered walking
- Swaying or slumping while seated at a bar or a table
- Delays in responding to questions
- Not hearing or understanding what others are saying

Appendix 2

The Law

The liquor Act sets out penalties for irresponsible service of alcohol.

Minors (those under the age of 18)

- Sell liquor to a minor
- Give liquor to a minor
- Allow liquor to be given to a minor

Penalty:

Licensee or Approved Manager: \$25,000.00 **

Bar attendant or front-line Staff: \$ 8,000.00 **

Unduly Intoxicated Patrons

It is illegal to:

- Sell liquor to an intoxicated patron
- Give liquor to an intoxicated patron
- Allow liquor to be given to the intoxicated patron
- Allow the intoxicated patron to consume liquor

Penalty:

Licensee or Approved Manager: \$50,000.00 **

Bar attendant or front-line Staff: \$ 8,000.00 **

Irresponsible Hospitality Practices

The licensee must not engage in practices or promotions that encourage rapid or excessive consumption of liquor

Penalty:

Licensee or Approved Manager \$10,000.00 **

In addition, further disciplinary action could be brought against the Club for irresponsible service practices or failure to comply with the Liquor Act. One or more of the following penalties may result from not complying with responsible service regulations:

- up to \$10,000 fine
- suspension of the licence
- cancellation of the licence
- formal reprimand of the licensee; and/or
- disqualification of the licensee from holding a licence

** Source: <http://www.liquor.qld.gov.au/Licensees/Penalties.html> Current as at 15 June 2005

Appendix 3

Workplace, Health and Safety

All Staff have a duty to act responsibly and are expected to take reasonable care to protect the health and safety of themselves and others. Health and safety is not an extra part of any person's job, but an important full-time part of each person's responsibilities.

You should always:

- Follow safe work procedures
- Report any injury or illness immediately
- Report substandard acts, work practices and conditions
- Identify hazards which could prove a risk to yourself, your co-workers or other people in your workplace.

Some examples of safe work practices are:

Manual Handling:

Manual Handling includes lifting, carrying, lowering, pushing, moving, holding or restraining any object, as well as working in the same position or holding the same posture for long periods, particularly when bending or reaching is involved.

Examples of manual handling include:

- Serving behind a bar (standing in the one position)
- Lifting boxes or bulk food items, drink cartons or kegs
- Sweeping floors

To identify what manual handling exists, you can discuss the job with other Staff members and analyse incident and injury data.

After identifying the manual handling tasks, you need to assess the risk of injury is increased when frequency, force or length of time required for manual handling is increased. For example, moving heavy objects by repeatedly bending, twisting or overreaching can increase the risk of injury. The risk of injury also increase if a person holds the same position or posture for long periods. For example a person who works standing in the same position without changing posture may experience swelling of legs, muscle fatigue, sore feet and lower back pain.

To reduce the risks associated with manual handling, task should be varied as much as possible, with rest periods where repetitive tasks are carried out for long periods.

Appendix 3 (cont'd)

In relation to risk management, you need to be aware not just of the immediate risks but also of long-term risks which can result from repeated exposure to some hazards. For example, a worker may develop a back injury after 10 years of manual handling activity without ever having suffered a specific incident.

Hazardous Substances:

Exposure to hazardous substances can lead to skin complaints, loss of feeling in fingers and toes, external and internal burns, respiratory complaints, cancer and death.

It is essential that you know what hazardous substances are used and stored at Kedron-Wavell. These include:

- Acidic and caustic cleaning products
- Chlorine
- Flammable substance such as fuel, oils, gases and lubricants
- Fertilisers and pesticides

Different substances have different effects. These include fire, explosion and acute or chronic effect on the body.

Methods to reduce or eliminate risks associated with hazardous substances include:

- Ensuring all hazardous substance containers are labeled so contents can be readily identified and used correctly. Labels must be fixed to containers at all times, even after use
- Hazardous substances will have Material Safety Data Sheets (MSDS) available where substances are stored
- Ensuring that hazardous substances must not be transferred from one container to another unless the new container is properly labeled
- Following precautions for use
- Ensuring all substances are stored to the manufacturer's instruction and the ADG code
- Making sure all relevant information is made available to all persons who could be exposed to a hazardous substance
- Providing proper storage facilities for hazardous substances and ensuring they are handled safely.
- Ensuring an up to date records of all substances and the quantities is maintained
- Ensuring all safety equipment is available, and in good working condition, for persons handling hazardous substances e.g. safety glasses, masks or respirators, overalls and ventilation.

Appendix 3 (cont'd)

Machinery and Equipment:

Ways in which injury can occur through the use of, or exposure to, machinery and equipment include:

- Being struck by machinery or equipment
- Being caught between moving parts
- Being knocked by another person or object while operating machinery or equipment

Examples of machinery and equipment used by Kedron-Wavell Staff include:

- Cooking facilities such as ovens, benches, dicers
- Gardening equipment such as mowers, whipper-snippers
- Cleaning equipment such as mops

Methods to reduce risks associated with machinery and equipment include:

- Installing adequate and appropriate guarding to prevent the operator coming into contact with moving parts
- Ensuring Staff wear appropriate protective equipment such as aprons, leather shoes
- Ensuring hair, clothing or jewellery cannot be caught

Workplace Environment:

The work environment can affect others such as our patrons. Slips, trips and falls can result in sprains or fractures. Hazards which could cause significant injuries to patrons and Staff need to be identified and measures adopted which reduce or eliminate the risks. For example, all spillages will be cleaned up immediately. The procedure would include:

- An appropriate sign to be placed over the spillage
- Spillage to be removed
- Scan area for any remaining spillage
- Remove sign
- Clean and return equipment used

Medical Procedures:

Staff should at all times be aware of:

- The location of first aid and medical facilities
- The identity of first aid attendants or Staff trained in first aid
- The whereabouts of medical emergency phone numbers (for ambulance, fire or police, dial 000)

Appendix 4

Compliance with Laws:

Kedron-Wavell Services Club Inc. will comply with all mandatory laws including, but not limited to:

- Liquor Act 1992
- Gaming Machine Act 1991
- Anti-Discrimination Act 1991
- Tobacco and Other Smoking Products Act 1998
- Trade Measurements Act 1990
- Security Providers Act 1993
- Workplace Health and Safety Act 1995
- Industrial Relations Act 1999
- Workers Compensation and Rehabilitation Act 2003
- Food Act 1981
- Building Fire Safety Regulation 2008
- Fire and Rescue Service Act 1990; and
- Local by-laws outlined by Local Government.