



ABN: 50 000 243 756
Phone: 02 6882 1019
Email: manager@macquarieclub.com.au

Address: 313 Macquarie Street
Dubbo NSW 2830
PO Box 697

Monday, 01 March 2026

Gaming Plan of Management

Purpose

To govern the responsible conduct of gambling at Macquarie Club Dubbo venues.

Scope

This policy applies to all staff members and contractors of Macquarie Club Dubbo.

This policy does not form part of any employee's contract of employment.

Macquarie Club Dubbo may vary the policy from time to time, for example if there are changes in legislation.

Goals

That Macquarie Club Dubbo provides gaming services to members, guests and visitors in a manner that promotes safe, enjoyable, and responsible use of its gaming machines.

That Macquarie Club Dubbo proactively identifies customers that may be experiencing problems with their gambling and actively refers those people to support services and self-exclusion.

Staff training and resources

- All Gaming Staff have current RCG.
- Staff have access to the ClubSAFE Responsible Gambling Management Manual
- See the following link for details:
<https://www.clubsnsw.com.au/clubsafe-training>

Interaction with Patrons

- Gaming floor staff perform welfare checks on gaming machine patrons at 3 hourly intervals during the hours of 10:00am to midnight.
- There are no gaming machines operational after midnight.

Venue and Service Design

- The club does not provide food & drinks service at gaming machines at any time.
- The ATM is located outside the gaming machines area and is not visible from the gaming machines area. The Club has reduced the amount of cash that can be withdrawn from the ATM to \$500
- Minors will not be allowed to gamble. Staff will not serve any person under the age of 18 at the TAB, Keno or Gaming terminals.
- Gaming Staff will check ID of anyone that appears to be under 25 years of age that enters the gaming area.

If no amendments are required as a result of legislative changes this Plan Reviewed at least Annually by Management and Board - Changes are approved by Authority.

Macquarie Club Gaming Plan of Management was reviewed and updated 01/03/2026.

Promotion of support services

- The club displays information about the ClubSAFE Counselling Line in various locations including posters in the gaming area, contact cards on EGMs and on digital displays.
- The club includes information about the ClubSAFE Counselling Line on its website and social media platforms.
- The club includes information about the Gambling Help Line in all direct marketing to club members.

Reduce Stigma associated with Gambling Problems

- The Club incorporates promotional material from ClubSAFE Ambassador Nathan Hindmarsh designed to reduce stigma and encourage early help seeking behaviour.
- The Club completes regular audits to ensure gambling signage and information is compliant.
- The Club has quarterly meetings with the local gambling help services provider.

Self-Exclusion

- The Club operates a self – exclusion scheme for Patrons and their guests who may have a problem with their gambling. This information is gained from the Manager through members of Staff.
- The Club is a member of the ClubSAFE multi-venue self-exclusion scheme.
- The Club promotes self-exclusion through posters and brochures in the gaming machine area.
- Self-Exclusion can be processed at the club by the Gambling Contact Officer whenever gaming machines are in operation.
- Self-Exclusion can be processed at any local gambling counselling service across NSW.
- Reception and Gaming Floor Staff have a daily checklist to review the persons on self-exclusion register.
- Staff actively recommend self-exclusion to patrons showing signs of distress.

Promote responsible gambling

- The Club promotes responsible gambling behaviours among patrons including:
 - Setting affordable limits
 - Balancing gambling with other activities
 - Understanding how gambling works
 - Gambling for entertainment
 - Using help and support if needed.
- Promotion is via messages on the clubs website, newsletters, and other marketing materials.
- Please see attached Policy on policies on cashing cheques, prize winning cheque procedures and limits.
- The club DOES NOT advertise its gaming/gambling facilities externally by any means, this includes but is not limited to external signage, the internet, social media, electronic media or newspaper advertisements.
- The club does not operate a 'Player's reward scheme'.

Gaming Payouts

- Maximum gaming cash payout \$5000. If over \$5000 they can take up to \$5000 in cash and the remaining in cheque. If they choose, they can get to total in cheque.
- If payout required, they would need to show their ID and member card or sign in slip.

Gambling Incident Register

- The licensee must keep and maintain a gambling incident register.
- The gambling incident register must record:
 - a. any incident in which a patron of the venue displays or engages in problematic gambling behaviour of the kind specified in the 'Signs of risky and problem gambling behaviour: Know the signs and how to act' factsheet published on the L&GNSW website as amended from time to time.
 - b. the time, location and machine number(s) and brief description (or identity, if known) of any gaming machine player identified displaying or engaging in that behaviour
 - c. any proposed or implemented self or third-party exclusions of gaming machine players (specifying the player's name (where provided or known), membership number (if applicable) and duration of any exclusion) and the patron's response to the same.
 - d. Any breach or attempted breach of a self or third-party exclusion
- The gambling incident register must also record details of the action taken in response to the incidents, applications and other matters recorded in the register.
- The licensee must review the gambling incident register at least monthly and must consider whether an exclusion order is appropriate for any person who has been asked to self-exclude but has declined to do so.
- The information recorded in a gambling incident register must be retained for at least 3 years from when the record was made.
- The licensee must, at the request of a police officer or L&GNSW inspector, make any gambling incident register available for inspection.

Responsible Gambling Officer (Gambling Contact Officer)

- The Licensee shall ensure that one Responsible Gambling Officer (Gambling Contact Officer), being a dedicated staff member who holds a current RCG certificate, is on duty and monitoring the gaming machines of the venue whenever gaming machines are operating.
- The Officer's primary duties are to:
 - a. maintain the gambling incident register;
 - b. make reasonable efforts to identify gaming machine players who display or engage in problematic gambling behaviour;
 - c. if any gaming machine player displays or engages in multiple problematic gambling behaviour as outlined in the Authority's Guideline, during a single trading day, then the Officer must (at least once during that trading day):
 - i. request that the player take a break from gaming machine play until the close of trade on that day or night (noting that a player who complies with a request to take a break may remain on the premises and consume other goods and services);
 - ii. provide information about the self-exclusion scheme offered at the premises (being the scheme available pursuant to s. 49 of the Gaming Machines Act 2001) and ask whether the player wishes to participate in that scheme;
 - iii. provide information about and access to problem gambling counselling.
- This condition is not breached by:
 - a. a Responsible Gambling Officer (Gambling Contact Officer) undertaking minor additional gaming duties, so long as such duties do not detract from the Officer's primary duties; or
 - b. the temporary absence of the Officer from the gaming machine areas, where such absence occurs in the ordinary course of their primary duties (for example, to engage with a gaming machine player in a private space) or is by way of a routine break from work (such as a meal break or a bathroom break).
- At all times, the Duty Manager or other senior manager responsible for gaming machine operations will assist the Responsible Gambling Officer (Gambling Contact Officer) in carrying out the duties described in this condition.

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Staff and Customer Complaints

- The Club has a formal Whistle-blower policy in accordance with the requirements under the *Corporations Act 2001* to allow staff to report any misconduct.
- The club has a customer complaints policy that incorporates complaints related to the responsible conduct of gambling.
- Club members can also make a complaint under the ClubsNSW Code of Practice to the independent Code Authority.
- Complainants that are unsatisfied with the above-mentioned process are referred to Liquor & Gaming NSW.

Patrick L. Wilson

Secretary / Manager

Macquarie Club (Dubbo) Ltd

Signs of risky and problem gambling behaviour: Know the signs and how to act

General Signs		What to do
<p>Length of play</p> <ul style="list-style-type: none"> Starts gambling when the venue is opening or only stops when venue is closing Gambles most days 	<p>Money</p> <ul style="list-style-type: none"> Asks to change large notes before gambling Rummages around in wallet for additional money Uses coin machine at least four times Has run out of all money when he/she leaves venue 	<p>Seen by themselves, these signs may be an early warning sign. Someone displaying several of these signs could be experiencing problems with gambling.</p> <ul style="list-style-type: none"> Monitor the person's behaviour If you have an incident register, record what you have seen If you observe a patron who is exhibiting two or more signs you should notify your manager or licensee
<p>Behaviour during play</p> <ul style="list-style-type: none"> Gambles on two or more machines at once Rushes from one machine to another Significant increase in spending pattern Complains to staff about losing, or blames venue or machines for losing Rituals or superstitious behaviours (rubbing or talking to machine) 	<p>Social behaviours</p> <ul style="list-style-type: none"> Stays on to gamble even after friends leave venue 	
Probable Signs		What to do
<p>Length of play</p> <ul style="list-style-type: none"> Gambles right through normal meal times Finds it difficult to stop gambling at closing time 	<p>Money</p> <ul style="list-style-type: none"> Gets cash out on two or more occasions through ATM or EFTPOS Avoids cashier and only uses cash facilities Puts large wins back into the machine Leaves venue to find money to continue gambling EFTPOS repeatedly declined 	<p>Someone displaying any of these signs is much more likely to be experiencing problems with gambling.</p> <ul style="list-style-type: none"> Monitor the person's behaviour If you have an incident register, record what you have seen If a patron displays two or more of these signs, consider whether an immediate response is required according to your venue's procedures
<p>Behaviour during play</p> <ul style="list-style-type: none"> Often gambles for long periods (three or more hours) without a proper break Plays very fast Gambles intensely without reacting to what's going on around him/her Sweats a lot while gambling 	<p>Social behaviours</p> <ul style="list-style-type: none"> Avoids contact or conversation with others Becomes angry or stands over others if someone takes their favourite machine/spot 	
Strong Signs		What to do
<p>Length of play</p> <ul style="list-style-type: none"> Gambles from opening to closing 	<p>Money</p> <ul style="list-style-type: none"> Tries to borrow money from customers or staff 	<p>It is highly probable that someone displaying any of these signs is experiencing problems with gambling.</p> <ul style="list-style-type: none"> Monitor the person's behaviour If you have an incident register record what you have seen Consider whether an immediate response is required according to your venue's procedures
<p>Behaviour during play</p> <ul style="list-style-type: none"> Shows obvious signs of distress (crying, holding head in hands, shaking) Has an angry outburst towards staff, customers or machine (shouting/swearing, kicking/hitting machine) 	<p>Social behaviours</p> <ul style="list-style-type: none"> Leaves children unattended Tells staff that gambling is causing them problems Significant decline in personal grooming and/or appearance over several days Friends or family raise concerns Conceals their presence at the venue (doesn't answer mobile phone, asks staff not to let others know they are there) 	



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House Policy

Macquarie Club (Dubbo) LTD. will provide a safe and friendly atmosphere for community members and guests to meet and socialise in a responsible environment.

On entry to the club, you are required to sign-in using photo ID if you are not a member.

- Photo Drivers Licence
- Service NSW Digital Drivers Licence
- Passport
- RTS Issued Proof of Age Card
- Photo Birth Card

The five forms of identification listed above are the only forms of identification recognised and accepted by the Club and the law as proof of age identification. They cannot be a photo or copy of their ID it must be the original, they need to refresh the screen for the Service NSW App Digital ID.

Responsible Service of Alcohol:

- All front of house staff will be trained in RSA
- A register and copy of Statements of Attainments by Staff are kept by management
- Management constantly reinforce RSA principles and practices in every day trade
- Management support staff who practice and enforce RSA learning

Minors:

- Minors will not be served alcohol. Staff will not serve alcohol to any person under the age of 18 years.
- Individuals procuring drinks for minors will be removed from the premises
- Minors will not be allowed to gamble. Staff will not serve any person under the age of 18 at the TAB, Keno or Gaming terminals.
- Gaming Staff will check ID of anyone that appears to be under 25 years of age that enters the gaming area.
- All patrons are required to provide acceptable evidence of age where there is any doubt, they are under 25 years of age.
- All staff are trained in what constitutes acceptable evidence of age under the *Liquor Act 1992*
- Management support staff who practice and enforce ID checking.
- Bar Staff: It your direct responsibility to check the age of all persons that you believe may be under age when they are ordering drinks. If in doubt check I.D.
 - Photo Drivers Licence
 - Service NSW Digital Drivers Licence
 - Passport
 - RTS Issued Proof of Age Card
 - Photo Birth Card

The five forms of identification listed above are the only forms of identification recognised and accepted by the Club and the law as proof of age identification. They can not be a photo or copy of their ID it must be the original, they need to refresh the screen for the Service NSW App Digital ID.

Unduly Intoxicated & Disorderly Patrons:

- All staff are trained in identifying signs of undue intoxication
- Unduly intoxicated patrons will not be served
- Management support staff who do not serve unduly intoxicated patrons
- Unduly intoxicated patrons will be asked to leave the premises
- A taxi can be called for unduly intoxicated patrons, to take them home safely
- All staff actively monitor levels of undue intoxication of all patrons
- Management do not support drinking practices which foster a culture of binge drinking or encourage irresponsible consumption practices
- Management seeks to meet its duty of care obligations to all patrons
- Jugs of spirits or shots of spirits/liquors will not be permitted by staff

Any person who is caught serving or supplying liquor to an intoxicated person or a minor on Registered Club premises is guilty of an offence, with the MAXIMUM PENALTY BEING \$5500 or as the penalty may apply.

The Club takes this issue very seriously and any person not complying with this policy or procedures will face disciplinary action, the result of which may be termination of your employment.

SIGNS OF INTOXICATION may include one or all of the following:

- Dizziness
- Slurred Speech
- Poor Coordination
- Slower Reactions
- Blurred Vision
- Flushing
- Loss of Inhibitions
- Aggression
- Unconsciousness

Staff Training:

- Management encourage staff to be trained efficiently and effectively for their job
- All staff have signed off and agree to work according to this published House Policy
- A register is kept to ensure all staff have read and understood the House Policy
- Regular staff meetings are held to ensure staff are kept informed of changes in the industry
- Records are kept of all meetings attended by staff
- Macquarie club at all times will provide adequate staff to service needs of patrons

Responsible Hospitality Practices:

- We provide water free for patrons and bottle of water at a reasonable price to all patrons.
- We sell light or mid-strength options at cheaper prices than full strength.
- We will actively promote awareness of drink spiking issues.
- We encourage you to monitor and control your consumption of liquor.
- We will deter you from rapidly and excessively consuming liquor.
- We will supply liquor in standardized quantities that can be recognized by you.
- We will serve half measures of spirits if requested.

Responsible Conduct of Gambling:

The responsible conduct of gambling is important to minimise the harmful consequences associated with problem gambling.

Regulatory measures that are currently in place include:

- Controls over the nature of certain gaming-related advertising and promotion
- Ensure signage and information is compliant this is to be checked on a regular basis.
- Prohibitions in relation to participation by minors, and the advancement of credit for gambling purposes; and
- Measures which limit the accessibility and availability of commercial gambling activities in the broader public interest

An extract from the Liquor and Registered Clubs Amendment (Responsible Gambling) Regulation 2000 is as follows:

In summary the Regulations will do the following:

- Require Clubs to provide information to Patrons and their guests on counselling services, the use and operation of gaming machines, the chances of winning and the problems caused from excessive gambling. On entering the Club and displayed on each gaming machine is an advisement on how to contact “Gambling Help” Phone: 1800 633 635
- Place limitations on the payment of prizes by cash;
- Require cash dispensing facilities to be located away from the areas where gaming machines are located;
- Prohibit the offering of inducements to gamble;
- Require the Club Secretary, Board of Directors’ and certain employees to undertake an approved training course in the responsible conduct of gambling;
- Make other miscellaneous controls.

Self-Exclusion Scheme:

In accordance with the State Liquor and Registered Club Act Management and Staff of the Macquarie Club will ensure Responsible Conduct of Gambling at all times.

The Macquarie Club has a policy to serve patrons in a responsible, friendly and professional manner. The Staff are on hand to provide Patrons with documentation and contact telephone numbers to help them identify a gambling problem and provide assistance.

In accordance with the Gaming Machines Act 2001; the Macquarie Club operates a self – exclusion scheme for Patrons and their guests who may have a problem with their gambling. This information is gained from the Manager through members of Staff.

Promotions:

- Free liquor and multiple quantities of liquor are not promoted off the premises
- Management do not heavily discount or offer free alcohol to encourage drinking for drinking's sake
- Management do not promote activities that encourage harassment of patrons or staff
- Management will promote the amenities of the venue
- Management strives to provide patrons with a relaxing, entertaining, and enjoyable atmosphere which encourages their patronage.
- Management and staff are here to ensure patrons have a good time, one which they remember, and are pleased to return to have again.

Noise and Amenity:

- We respect our neighbours and ask you to respect them too
- We monitor entertainment and patron noise to comply with all prescribed noise levels
- We scrutinize behaviour in and around the vicinity of the premises
- We maintain an incident register recording all incident on or around the premises
- We have provided appropriate lighting around the venue for patrons comfort and safety
- We have a fire safety plan which is maintained and reviewed on a regular basis

Consultation with the Community and Key Stakeholder Groups:

- Management regularly attends local licensee forums and meetings
- Management actively participates in community events and forums
- We pride ourselves on being a responsible community citizen in the local business community.

Compliance with Laws & Legislations:

We comply with all mandatory laws & Legislations including-

- Liquor Act 2007
- Gaming Machine Act 2001
- Anti-Discrimination Act 1977
- Public Health (Tobacco) Act 2008
- Work Health and Safety Act 2011
- Industrial Relations Act 1996
- Workers Compensation Act 1987
- Food Act 2003
- Fire and Rescue NSW Act 1989
- Local by-laws outlined by Local Government