This document outlines how Armidale Servies will responsibly operate and manage its gaming machines and gaming activities. It sets out the policies, procedures, and controls that ensure compliance with gaming regulations while promoting responsible gambling practices.

Gaming Plan of Management

Armidale Ex-Services Memorial Club

Version 3.0. Reviewed July 2026

Approved by: Scott Sullivan, CEO

Next Review date: July 2027

ARMIDALE EX-SERVICES MEMORIAL CLUB (SERVIES)
GAMING PLAN OF MANAGEMENT

1. Introduction

Armidale Ex-Services Memorial Club is committed to responsible gambling and as such have developed a plan of management in consultation with Armidale Ex-Services Memorial Club board and management team to promote responsible service and delivery of gambling products.

This plan highlights our current initiatives and support services that are available to our customers and team to improve the overall standard of customer care and encourage a responsible gambling culture.

This Gaming Plan of Management has been adopted at:

Armidale Ex-Services Memorial Club (LIQC300235149)

137 Dumaresq Street, Armidale NSW 2350

A copy of this document can be found on the Club website and in-house upon request at the club's office.

Armidale Ex-Services Memorial Club is in the SA2 of Armidale, which at the time of updating is Band 2 and is licensed to operate 93 gaming machines.

Armidale Ex-Services Memorial Club currently operates 93 EGMs.

For more information, please email ceo@armidaleservies.com.au

2. ClubSAFE Membership

Armidale Ex-Services Memorial Club is a member of Club Safe which is the club industry's leading best practice and preferred responsible gaming program in NSW. It is based on a Multi-Venue Self-Exclusion (MVSE) program designed to assist people with gambling problems by self-excluding them from multiple venues around which they live, work, and socialise.

3. Our Venue

Armidale Ex-Services Memorial Club has an electronic gaming system installed which allows for the reporting of meters in fifteen minutes increments and gives management visibility of activity occurring on each gaming machine throughout the day.

Armidale Ex-Services Memorial Club has a comprehensive CCTV system providing maximum coverage of the venue.

Armidale Ex-Services Memorial Club offers a loyalty rewards program in-venue. This rewards program allows members to earn points for purchases in all areas of the Club as well as for gaming machine play.

A player reward scheme means a system, used in connection with the operation of gaming machines in which players of gaming machines accumulate bonus or reward points from playing the gaming machines.

A promotional prize means prizes or rewards (including bonus points) offered by the hotel or club to their patrons in connection with a player's reward scheme or any other marketing or promotional activity that involves gaming machines.

Armidale Ex-Services Memorial Club does not offer or permit promotional prizes, in relation to poker machine play, that:

- Are in the form of cash
- that exceed $1,000 in value
- that are indecent or offensive (including free giveaways), or
- can be exchanged for cash.

Player activity statements

Armidale Ex-Services Memorial Club does provide Player Activity Statements, upon request.

Monthly activity statements include:

- the player's total amount of turnover, total wins, and net expenditure
- total points earned and redeemed as the result of playing gaming machines
- the total length of time during which a participant's player card was inserted in gaming machines during each 24-hour period in the month, and the total length of time during the whole month
- a note advising that the statement only relates to the gaming machine play while the player's card was inserted into the machine
- GambleAware information: Help is close at hand. Call GambleAware 1800 858 858 or visit the GambleAware website'

Armidale Ex-Services Memorial Club keeps a record or copy of any player activity statement made available to patrons.

Armidale Ex-Services Memorial Club will only disclose information in a player activity statement to:

- The person to whom the information relates, or Persons lawfully entitled to have access to the information.

4. Our customers

The decision to gamble lies with the individual and represents a choice, and to properly make that choice, individuals must have the opportunity to be informed.

Armidale Ex-Services Memorial Club is committed to providing appropriate information to all individuals including those from different cultural and linguistic backgrounds, so they can make informed decisions consistent with their personal preferences and individual circumstances.

Armidale Ex-Services Memorial Club takes the issue of responsible gambling very seriously and actively promotes the following initiatives to ensure all patrons to our club are aware of such services available to them.

4.1 Self-Exclusion

The ClubSAFE Multi-Venue Self-Exclusion (MVSE) Program is an online system designed to enable people with a gambling problem to self-exclude from our venue as well as multiple venues around where they live, work and socialise. Armidale Ex-Services Memorial Club will initiate self-exclusion when requested by a patron at any time during its open hours.

The ClubSAFE MVSE Program removes barriers for people with a gambling problem such as the difficultness of visiting multiple venues or the embarrassment of visiting their local club to place the exclusion and makes the process easier for a person with a gambling problem.

A patron can self-excluded by speaking to a duty manager at the club or by contacting a gambling help counsellor.

The minimum period for self-exclusion is twelve months. Once a patron agrees to stay away from the club for a specific time, our venues have processes in place to help them honour that commitment.

If a patron breaches their self-exclusion, it is reported through the MVSE program for assessment by trained counsellors.

Armidale Ex-Services Memorial Club has an electronic sign-in system at reception which assists with identifying and preventing breaches of self-exclusion.

Armidale Ex-Services Memorial Club uses facial recognition systems to assist in identifying and preventing breaches of self-exclusion.

4.2 Partial Self-Exclusion

A partial self-exclusion allows a patron to exclude themselves from gambling activities at the club such as TAB/KENO and/or gaming machines but still allows them access to other club facilities including restaurants, bars and other entertainment.

A patron can self-exclude by speaking to a duty manager at the club or by contacting a gambling help counsellor.

The minimum period for self-exclusion is twelve months. Once a patron agrees to stay away from the gaming activities of the club for a specific time, our venues have processes in place to help them honour that commitment.

If a patron breaches their self-exclusion, it is reported through the MVSE program for assessment by trained counsellors.

4.3 Gambling Support Services

As required by law, Armidale Ex-Services Memorial Club displays problem gambling brochures and has a range of brochures in multiple languages to help with our culturally diverse community. These brochures contain details about the ClubSAFE Counselling Service and Gambling Help Line:

ClubSAFE Counselling Service – 1800 997 766

GambleAware Helpline – 1800 858 858

Armidale Ex-Services Memorial Club display information about local support services in strategic locations and on the gaming floor.

4.4 Welfare Checks

Armidale Ex-Services Memorial Club aims to ensure all our patrons have a positive experience this includes undertaking welfare checks on guests who may be at risk of problem gambling. Our management and frontline team monitor our patrons undertaking gambling activity. If they are showing signs of extended play or distress, a duty manager or senior manager will conduct a welfare check to gauge their mood, stress level and

assertiveness and if required undertake the steps necessary whether that be encouraging them to take a break, explaining our exclusion or counselling services or asking them to leave the environment.

All encounters are recorded in our incident register.

4.5 Signs of Gambling Harm

Some of the signs of problem gambling are listed below. Staff are to remain vigilant in detecting any of the indicators mentioned below whilst on duty. If uncertain whether a patron is exhibiting any of the signs of problem gambling, the staff member is encouraged to speak with the duty manager, senior management and/or the Responsible Gambling Officer.

Customer Risk Rating Methodology

Category 1		
LOW RISK	"Default Rating" which applies to all customers who do not fall into Categories 2 or 3 below.	No action required.
Category 2		
MODERATE RISK	Customer who requests/receives more than 2 jackpot payouts, in a month, in excess of $5000.00 or more from winnings, credits or a prize from a gaming machine. Customer displays moderate signs of gambling harm. These may include excessive trips to the ATM, aggressive nature towards EGMs, long periods of play without breaks etc.	Obtain KYC information and re-verify ID
Category 3		
HIGH RISK	A customer who receives more than 5 jackpot payouts, in excess of $5000.00 in a month or who is; a known money launderer, known terrorist, known PEP, involved in a suspicious matter or suspected of not being who they say they are. Customer displays extreme signs of gambling harm. These may include excessive trips to the ATM, aggressive nature towards EGMs, long periods of play without breaks etc.	Obtain KYC, Enhanced Due Diligence Required, Notify Senior Management (who will complete a Suspicious Matter Report), monitor and suspend from venue if necessary.

At-risk Gambling Behaviour, is gambling behaviour that leads to gambling harm because it involved:

- Spending more money on gambling than a person can afford based on their income and financial commitments: and/or
- Spending so much time on gambling that it interferes with the person's relationships, social life and/or work responsibilities

Gambling Harm refers to difficulties or other negative consequences that result from excessive gambling and affect the wellbeing of the person and/or their loved ones in many areas of their daily lives. Gambling harm can affect people's physical and mental health as well as their financial wellbeing, relationships, education and employment, social and psychological wellbeing.

5. Our Team

Armidale Ex-Services Memorial Club are committed to facilitating staff training so that we can continue to improve the way we provide a responsible environment for gambling and customer care. Our staff regularly undertake in-house training and refreshers on our policies and procedures.

5.1 Training Requirements

Armidale Ex-Services Memorial Club employees undergo regular Responsible Conduct of Gambling (RCG) training to equip them with the skills and knowledge to identify the signs of risky and problematic gambling behaviour and assist problem gamblers.

In addition to the mandatory RCG training, team members undergo training sessions appropriate to their role in:

- ☐ **Multi Venue Self- Exclusion**
- ☐ **Advanced Responsible Gambling Training**
- ☐ **Compliance Officer Training**

These training sessions are vital in keeping our team up to date with industry updates, legislation and most importantly methods to ensure we are adhering to customer care and making it clear to staff that patron welfare is of the utmost importance.

Such training sessions give our team the forum to discuss and establish appropriate policies, procedures and lines of responsibility to provide customer care. These include house policies, clear accountability, reporting mechanisms, and follow up procedures for dealing with responsible gambling issues.

Non-gaming staff are offered complete induction to RCG training to ensure that every staff member in the venue is trained to respond appropriately to any customer seeking help or display signs of gambling harm.

The Board of Directors are required to complete RCG Oversight training to ensure that there is a structured top-down approach to harm minimisation.

The Licensee, Responsible Gaming Officers and senior staff who supervise gaming machines participate in Advanced RCG training and hold that qualification.

Harm minimisation is discussed at all staff meetings, encouraging and recognising staff who are being proactive in recognising at-risk customers, ensuring that all staff understand that patron welfare is of the utmost importance.

Appendix B provides a list of all staff competency records for RCG and ARCG. This list includes expiry date of these competencies and is reviewed monthly to ensure that staff remain current in their training requirements.

5.2 Responsible Gambling Officers

5.2.1 The Licensee shall ensure that one Responsible Gambling Officer, a staff member who holds a current RCG Certificate and Advanced RCG Certificate, is on duty and monitoring the gaming machines of the venue whenever gaming machines are operating.

5.2.2 The Licensee shall ensure that one Nominated Responsible Gambling Officer, being a dedicated staff member who holds a current RCG Certificate and Advanced RCG Certificate, is on duty and monitoring the gaming machines of the venue at any time that the gaming machines are operating between the hours of midnight and 8am. Nominated RGO's are permitted to perform gaming-related tasks that allow them to interact with, and monitor, gaming patrons.

5.2.3 The Responsible Gambling Officer's duties include: (i) Proactively check-in on and engage with patrons where the RGO suspects they may be experiencing gambling harm (i) Record gambling Incidents in the Gambling Incident Register (ii) Escalate serious instances of gambling harm to senior management (iii) Facilitate the provision of gambling help information and requests for self-exclusion.

5.2.4 At all times, the Duty Manager or other senior manager responsible for gaming machine operations will assist the Responsible Gambling Officer in carrying out the duties described in this condition.

5.2.5 Responsible Gambling Officers may make complaints to Liquor & Gaming NSW about harm minimisation breaches at this venue or if they are impeded from undertaking their duties.

5.2.6 Armidale Ex-Services Memorial Club maintain a register of RGO's and their training within the Tanda platform.

5.3 Gambling Incident Register

5.3.1 The incidents that must be recorded in a gambling incident register include:

a) a patron displays behaviour that indicates the patron is experiencing or at risk of gambling harm

b) a patron, or a person who identifies themselves as a family member of the patron, asks for information about a self-exclusion scheme or some form of intervention for the patron

c) a breach or attempted breach of a self-exclusion scheme

d) an offence, alleged offence or incident involving a minor

e) details of action taken in response to an incident mentioned in paragraph (a)–(d).

Behaviour that indicates someone is at risk of or experiencing gambling harm is at section 4 of this plan. Incidents must be recorded as soon as practicable, but no longer than 24 hours after they happen. A gambling incident register must be kept for three years and made available to police and inspectors. Armidale Ex-Services Memorial Club is subject to the Privacy Act 1988 (Cth) and related Australian Privacy Principles in the collection and use of information for the incident register.

5.3.2 Armidale Ex-Services Memorial Club keeps a physical incident register

5.3.3 The licensee reviews the gambling incident register monthly and considers what harm minimisation actions can be taken in response to trends in the register.

6. NSW Legislative Obligations

The venue is subject to the requirements of the Gaming Machines Act 2001, the Gaming Machines Regulation 2019, the Liquor Act 2007, and other legislation that establishes basic harm minimisation and responsible conduct of gambling requirements.

Inducement

Inducements are incentives that provide benefits to encourage gambling.

Armidale Ex-Services Memorial Club does not offer:

- or supply any free or discounted liquor as an incentive to play on gaming machines

- free credits through letterbox flyers, shopper dockets
- any other form of incentive to play gaming machines.

Cash dispensing facilities

Armidale Ex-Services Memorial Club does not have cash dispensing machines:

- that provide access to cash from a credit card account
- in an area where gaming machines are located
- that are visible from any part of a gaming machine or jackpot prize monitor
- that are visible from a gaming machine, or entry area to the room, or area where gaming machines are located
- that are located 5meters from the entry of the gaming room

Signage for cash dispensing facilities

Signage that advertises or gives direction to cash dispensing facilities is not visible from:

- A gaming machine, and
- The gaming entry, which includes the room or area where gaming machines are located, and the hotel gaming room.

Gaming machine signage

Armidale Ex-Services Memorial Club does not have signage or advertising for gaming machines, that is:

- Visible from a cash dispensing facility
- Located on, or part of, a cash dispensing facility, including on a digital display of a cash dispensing facility

Armidale Ex-Services Memorial Club does not display any gambling-related sign outside of, or in the vicinity or the premises, or inside the premises so that it can be seen from outside the premises.

A 'gambling-related sign' is a sign with anything that:

- draws attention to, or can be reasonably taken to draw attention to, the availability of gaming machines in a hotel or club premises, or
- Uses a term or expression frequently associated with gambling, or
- That relates to a gambling franchise or gambling business.

Gaming machine advertising

Armidale Ex-Services Memorial Club does not publish any gaming machine advertising. This means any advertising that gives publicity to or promotes participation in gambling activities involving gaming machines.

Publish means to disseminate in any way, including:

- audio: radio
- visual: cinema, video, TV
- written: electronics, internet, promotional.

6.1 Minors

Armidale Ex-Services Memorial Club is a licensed venue, and as such, no person under the age of 18 is permitted entry into any part of the club, unless they are in the company of an adult or guardian.

Gambling by minors is prohibited. Failure to comply will result in the person being asked to leave.

Signs are displayed at all gaming room entrances banning minors from entering the room. All Armidale Ex-Services Memorial Club employees share the responsibility for asking for proof of age if they are uncertain whether a customer is at least 18. If relevant verification cannot be produced, the customer will be asked to leave the gaming room.

6.2 Financial Transactions and IDU Process

Armidale Ex-Service Memorial Club award or pay a prize on a gaming machine to a player who is entitled to the prize in accordance with the Gaming Machines Regulation 2019. The following requirements apply:

- Prizes may be paid as money or in a non-monetary form, but Armidale Ex-Service Club only offer cash, cheque or eft payment options.
- If a prize is awarded in money, the prize must be equal to (but not exceed) the value of the credits accumulated by the prizewinner from playing the relevant gaming machine
- A non-monetary prize must not consist of or include:
    1. Liquor in any form, or
    2. Tobacco in any form, or
    3. Knives or knife blades, or
    4. Firearms or ammunition within the meaning of the Firearms Act 1996.

• Monetary prizes are paid within 48 hours of the request.

Prizes over $5,000

If a person claims a prize of more than $5,000, the amount that exceeds $5,000 must be paid within 48 hours in one of two ways:

- crossed cheque made payable to the prize winner - clearly marked with the words: Prize-winning cheque – cashing rules apply.
- electronic funds transfer (EFT) to a nominated account - if those means are available – but no sooner than 24 hours after the prize is won.

If the total prize money is more than $5,000 and the prize-winner requests to have the entire amount paid by crossed cheque or EFT, not just the amount over $5,000, Armidale Ex-Services Club will comply with that request.

If the prize is paid through electronic transfer, the account will be with a financial institution, such as a bank.

Armidale Ex-Services Memorial Club adheres to the strict rules and regulations relating to the positioning of ATM and EFTPOS Terminals around the gaming floor.

Armidale Ex-Services Memorial Club does not “cash” cheques for customers.

The Cash Redemption Terminals (CRTs) are set up with a limit of $5,000 per payment. All winnings over this amount need to be paid via the cashier with staff interaction.

Appendix A provides a floor plan indicating the positioning of all ATMs and CRTs located within the venue.

Keno winnings up to $5,000 can be issued in cash. Any winnings over $5,000 are handled by Keno and the club will be contacted to arrange remaining payment to the player as per Keno terms and conditions.

TAB winnings are paid by cash or into the players account as per TAB terms and conditions.

The Armidale Ex-Services Memorial Club has adopted an IDU (Identity and Due Diligence Unit) process for all TAB, Keno and gaming machine prize payments exceeding $5,000. Prior to any payment, staff must verify the identity of the prize winner using approved photographic identification, verify banking details, complete any required due diligence checks, and retain records in accordance with legislation and Club policy.

The IDU process includes identity verification; customer details collection; sanctions and fraud screening where applicable; PEP checks completed in real time; recording of transaction details; escalation of unusual or suspicious matters to senior management.

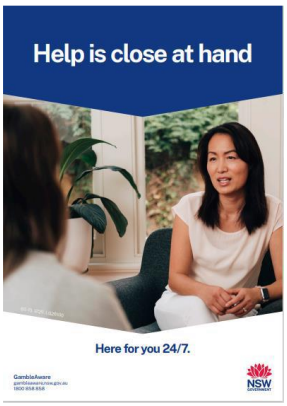
Payments may only be released by authorised managers after all IDU requirements have been completed.

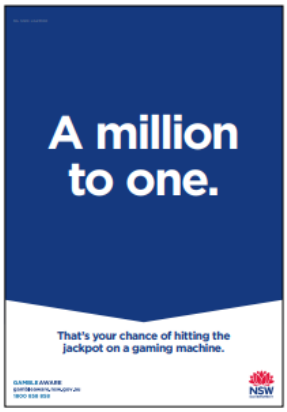
6.3 Signage

Weekly internal signage checks are undertaken by our team at Armidale Ex-Services Memorial Club using a checklist to ensure all gaming compliance signage is up to date and maintained.

All advertising and promotions related to gaming undertaken within our club comply with the Liquor & Gaming NSW advertising guidelines.

The following table outlines all the current compliance signage requirements for Armidale Ex-Services Memorial Club.

Mandatory: Sign 1G - Gambling Warning	
	*"What's gambling really costing you?"* This sign (or a variation of this sign) must be prominently displayed in each gaming area. This sign is displayed in the following locations: 1. Entrance to Gaming Room off Main Bar 2. Smokers Gaming Room
Mandatory: Sign 5G - Gambling Counselling	
	"Need a break from gambling" This sign (or a variation of this sign) must be prominently displayed in each gaming area. This sign is displayed in the following locations: 1. Entrance to Gaming Room off Main Bar 2. Smokers Gaming Room 3. Sports Lounge near E-Bet Machine
Mandatory: Sign 3G - Chances of Winning Sign	



"A million to one"

This sign (or a variation of this sign) must be prominently displayed in each gaming area.

This sign is displayed in the following locations:

1. Entrance to Gaming Room off Main Bar

2. Entrance to Gaming Room off Foyer

3. Entrance to Smokers Gaming Room

Mandatory: Brochure 1 - Info about the odds

"Info about the odds brochure"

These brochures must be prominently displayed and available in each area with gaming machines.

Translated versions are supplied to patrons from non-English speaking backgrounds upon request.

These brochures are displayed in the following locations:

1. Entrance to Gaming Room off Main Bar

Mandatory: Contact Cards 2G - Self Exclusion Contact

	Contact cards are securely attached to or near each bank of gaming machines in a card holder so they can be clearly seen when playing a gaming machine or approaching the bank of machines.
Mandatory: Sticker 4G - Gambling Counselling Sticker	
	These stickers are prominently displayed on each gaming machine.
Mandatory: Problem Gambling Message	
Help is close at hand GambleAware. Gambleaware.nsw.gov.au. 1800858858	This message is prominently displayed on or near all ATM's and Cash-Back Terminals. This message is displayed in the following locations: 1. On CRT Screen 2. On both ATMs in Foyer This message is also included on any player
Mandatory: Sign 2L - No under 18s	

Sign 2L (minors not permitted in this area) is prominently displayed at or close to the entrance to the restricted area in which gaming machines are kept.

This sign is displayed in the following locations:

1. Entrance to Gaming Room off Main Bar

2. Entrance to Gaming Room off Foyer

6.4 Player Activity Statements

Armidale Ex-Services Memorial Club is required by law, to present members with a Player Activity Statement free of charge, should they request it. A Player Activity Statement shows, in a chosen month, the player's total amount of turnover, total wins and net expenditure, the total points earned and redeemed through the club's rewards program as a result of playing gaming machines, the entire length of time the player's card was inserted into gaming machines, and gambling help information.

6.5 Operating Hours

Armidale Ex-Services Memorial Club is permitted to operate as detailed below:

Condition:
The main entrance doors of the licensed premises to close at 12.30 am and no person will be permitted entry after that time.

Source: Authority

Reference: 220

Condition:
Service of all alcoholic drinks to cease at 2.30 am. Non-alcoholic beverages and food may still be sold until closing time.

Source: Authority

Reference: 230

Start date: 01 July 2008

All venues are required by law to shut down their gaming floor operations for a minimum of 6 hours per 24-hour period, to facilitate machine audits and cleaning. Armidale Ex-Services Memorial Club gaming machine shut down hours are identified below, meaning that gaming machines will not be operated within the times specified:

Monday	04:00 AM - 10:00 AM
Tuesday	04:00 AM - 10:00 AM
Wednesday	04:00 AM - 10:00 AM
Thursday	04:00 AM - 10:00 AM
Friday	04:00 AM - 10:00 AM
Saturday	04:00 AM - 10:00 AM
Sunday	04:00 AM - 10:00 AM
Public Holiday	04:00 AM - 10:00 AM

6.6 Gaming Licence Conditions

Armidale Ex-Services Memorial Club does not currently have any gaming-related license conditions in place.

6.7 Community Contributions

All licensed venues in NSW are required by law to return a minimum of 2.25% percentage of all gambling profits to the community.

Armidale Ex-Services Memorial Club contributes to the required amount or above every year, through ClubGRANTS and community contributions.

6.8 Venue Layout

A current plan for Armidale Ex-Services Memorial Club showing the gaming machine areas and surrounding areas is attached as Appendix A.

The plan indicates the location of the:

- gaming rooms
- current layout of gaming machines
- cash dispensing facilities (being ATM and CRT)

6.9 Review Process

All competencies, training records, and policy acknowledgements associated with this GPOM are maintained electronically within the Tanda workforce management system.

The review process is as follows:

1. **Document Distribution**
    - The GPOM will be issued to all relevant employees through Tanda.
    - Employees will receive notification when a new document is assigned or when an existing document has been updated.
2. **Review Requirement**
    - Employees are required to read and understand the contents of the GPOM within the specified timeframe.
    - Managers are responsible for monitoring completion and following up on any outstanding acknowledgements.
3. **Digital Acknowledgement**
    - Upon reviewing the document, employees must electronically acknowledge that they have read and understood the GPOM.
    - This acknowledgement is recorded within Tanda and forms part of the employee's training and compliance record.
4. **Competency and Training Records**
    - All relevant competencies, inductions, refresher training, and supporting evidence are stored and maintained within Tanda.
    - Records are retained electronically to provide an auditable history of employee training, competency assessments, and policy acknowledgements.
5. **Version Control**
    - Where amendments are made to the GPOM, the updated version will be issued through Tanda.
    - Employees may be required to re-read and re-acknowledge revised versions to ensure ongoing compliance and awareness of changes.
6. **Compliance Monitoring**
    - Management will regularly review Tanda records to ensure all required competencies and acknowledgements remain current.
    - Any gaps in training, competency, or document acknowledgement will be addressed through the organisation's performance and training processes.

Record Keeping:
Tanda serves as the central repository for competency records, training completions, and document acknowledgements, providing a secure and verifiable digital record of employee compliance with organisational requirements.

Armidale Ex-Services Memorial Club welcome feedback at any time, by writing to:

Mail: Scott Sullivan

Armidale Ex-Services Memorial Club

137 Dumaresq Street

Armidale NSW 2350

Email: ceo@armidaleservies.com.au

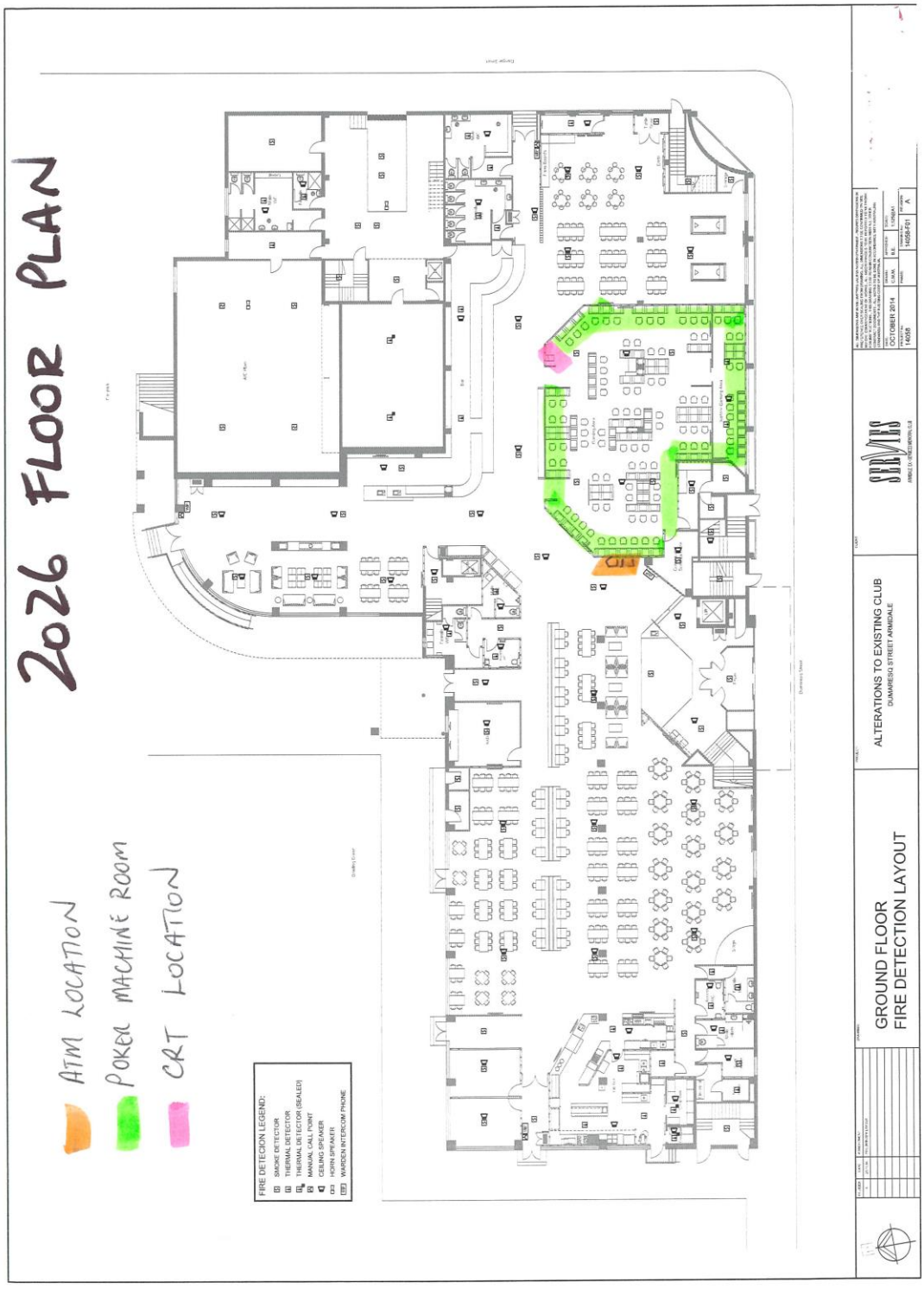
Feedback and complaints will be recorded by Scott Sullivan. If a response is required, this will be done within fourteen days.

Anyone may make an anonymous complaint to Liquor & Gaming NSW about liquor or gaming law breaches. Complaints to Liquor & Gaming NSW can be made in the following ways:

Email: contact.us@liquorandgaming.nsw.gov.au

Phone: 1300 024 720

Website://www.liquorandgaming.nsw.gov.au/community-and-stageholders/have-your-say/complains/make-a-complaint

This Gaming Plan of Management must be reviewed at least annually, as well as periodically when modifications are required to

7. Appendix A – Floor Plan