

LIQUOR MANAGEMENT

GUIDELINES & RECOMMENDATIONS DOCUMENT

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SECTION 1 - Purpose

During the 2004/2005 season it was agreed by the Board of Country Racing Victoria (CRV) that implementation strategies and principles be developed in relation to liquor management on country racecourses. The aim of developing these guidelines and functional templates is to;

- Maintain the image and integrity of Country Racing
- Minimise risk to clubs
- Raise awareness of liquor management issues and offer potential solutions to clubs
- Provide liquor management principles and implementation strategies for clubs
- Take a proactive approach in relation to responsible liquor consumption on racecourses

This recommendation is designed to provide clubs with a background into "Best Practice Management" solutions and guidelines that can be tailored to suit individual clubs, whilst optimising results in adherence with the requirements of the Director of Liquor Licensing.

If clubs are unsure of a certain procedure in regard to liquor management, they should contact Customer Affairs Victoria-Liquor Licensing on **1300 55 81 81** or visit the website www.consumer.vic.gov.au

Section 2 – Licensing

For more information on Liquor Licensing please visit www.consumer.vic.gov.au then follow the link to Business Licensing & Regulation > Liquor Licensing.

2.1 Liquor Control Reform Act 1998

For more information on Liquor Licensing please visit www.consumer.vic.gov.au then follow the link to Business Licensing & Regulation > Liquor Licensing > Liquor Laws.

In Victoria, the hospitality industry is regulated by the Liquor Control Reform Act 1998. Under the Act, a liquor license is required to sell liquor. A person who has a liquor license is called a licensee. They must comply with the rules and guidelines set out within their individual licenses and adhere to the Act. This includes not serving alcohol to:

- Intoxicated persons
- Underage persons
- Customers outside the terms set down on individual liquor licenses

2.2 Responsible Service of Alcohol

For more information on Responsible Service of Alcohol please visit www.consumer.vic.gov.au then follow the link to Business Licensing & Regulation > Licensee Obligations & Responsibilities.

The Responsible Service of Alcohol program (RSA) is a course approved by the Director which assists licensees with the development of policies and procedures assisting with ongoing responsible service of alcohol. This program is designed to increase the knowledge and awareness of staff responsible for serving alcohol.

Key rules for bar staff and licensees with regards to the Responsible Service of Alcohol include the following:

- Do not serve anyone who is underage
- Recognise intoxication and not to serve anyone to the point of obvious intoxication
- Do not serve anyone who is already intoxicated
- Discourage people from taking part in activities that may cause harm

Recommendations for RSA

Licencees can encourage good customer behaviour through the following initiatives:

- It is recommended that clubs employ bar staff who have appropriate RSA training and certification. Clubs should keep a copy of individual staff RSA certificates on file.
- Ensure staff complete refresher courses available online each year
- High levels of cleanliness across service points and within the racecourse generally
- Strategies to remove glassware and potential missiles/waste on course
- Ensure staff are encouraged to 'clear' mess and 'empties' within marquees, bars and the racecourse generally
- Aim for a good balance within the crowd the event is attracting; family goers v party goers etc.
- Employ non-aggressive gate and bar staff
- Ensure ready availability of non-alcoholic beverages and free drinking water
- Ensure ready availability and cross promotion of alcohol service with food
- Provide excellent customer service
- Provide a variety of spaces and activities on course
- Provide adequate seating and facilities to specific event size
- Ensure high presence of crowd control at high-risk events
- Act quickly to remove individuals and groups displaying anti-social behaviour
- Implement systems to eliminate under-age alcohol consumption
- Do not market to potential anti-social groups e.g.: Bucks Parties
- Do not promote excessive alcohol consumption i.e.: happy hour, discounted drinks, two for one etc.

2.3 Serving Strategies

Licensees can effectively increase profitability and increase attendance with the implementation of appropriate serving strategies; creating a safer and more effective working environment for staff and providing a 'low risk' environment for customers.

A responsible serving strategy should include the following;

- Avoiding inappropriate promotions; i.e.: all you can drink, happy hour promotions, 2 for 1 promotions
- Implement an 18 + tagging system to manage underage drinking (developed further under section 6)
- Implement promotions involving low alcohol beer/or low strength RTD products
- Reduce/remove sale of 'double strength' RTDs i.e. Smirnoff Black
- Introduce appropriate purchase limits on high risk race days. For example, a purchase limit of 4 drinks per person might be applied.
- Provide safe transport alternatives and strategies

2.4 Breaches of the Act

For more information on Fines please visit www.consumer.vic.gov.au then follow the link to Business Licensing & Regulation > Liquor Licensing > Forms Fess & Publications > Fact Sheets > On the Spot Fines

Police may identify minor breaches and choose to issue a warning to the licensee, this may be verbal and informal or it may be a written warning.

The Act also enables Police to issue licensees with a penalty notice (On-the-Spot-Fine). An 'On-the-Spot-Fine' is 10% of the maximum penalty. A fine will be issued to each member of the Committee if a breach is detected unless the Club has an approved nominee. In these circumstances the fine will be issued to the nominee.

Licensees are responsible for all breaches of the Act including those of all staff engaged in the service of alcohol. The following table outlines some of the fines that could be applied to any breach of the Liquor Control Reform Act 1998

BREACH	Max Penalty
Server illegally supplies liquor to someone under 18 years of age	\$1074
Licensee illegally allows persons under 18 years of age to supply liquor	\$6446
Licensee supplies liquor to someone under 18 years of age	\$6446
Licensee supplies liquor to an intoxicated patron	\$6446
Adult illegally purchases liquor for a minor	\$6446

Licensees should consider the following guidelines in relation to Police authority:

- Police can enter at any time to any licensed premises. If admittance is refused or wilfully delayed they may force entry into the premises.
- Police can demand to view a plan of the premises and proposed licensed areas., especially if this is a condition of the license
- Police can demand to view a copy of the relevant liquor licence and evidence that RSA courses have been undertaken by staff

SECTION 3 – NO BYO Alcohol Policy

The Director of Liquor Licensing recommends that all clubs consider adopting a 'No BYO Alcohol' policy for all meetings.

For high risk events including Country Cups and feature race days, the most effective method of liquor management is through the implementation of a 'No BYO Alcohol' policy. It is extremely difficult for Clubs to exercise control over risks such as intoxication, security and underage drinking without implementing a formalised NO BYO Policy.

SECTION 4 – Staff

For more information on Staff please visit www.consumer.vic.gov.au then follow the link to Business Licensing & Regulation > Liquor Licensing > Workshops, Seminars & Training.

Staff are required to have a good understanding of the club policy towards Responsible Service of Alcohol and management of Intoxicated Customers. In order for consistent standards of service to be met, management need to;

- Give clear indications of their expectations to staff
- Give staff the authority to make decisions based on training and club policy
- Provide staff with the necessary support to follow through on decisions

All clubs need to ensure that they have adequate staffing records on file. Liquor Licensing and Victoria Police can request a copy of relevant RSA certification. It is recommended that all clubs maintain current records for employed staff.

Across all events staff should be briefed on the clubs' expectations and customer management strategies.

The following guidelines can be used for clubs in the development of bar and event staff policy and induction procedures;

Staff Policy Area	Inclusions
Arrival at work	Expected arrival time prior to shift commencing Direct report to manager on arrival
Uniform requirements	Uniform requirements and appearance to be detailed
Bar staff	Arrival times Staff to be sober Staff are not to indulge in liquor during the course of their shift
Free drinks	Club policy on the administering of 'free' drinks Breakages/wastage and spillage monitoring
Maintaining the bar	Cleanliness Orderly service Removal of waste products Additional stock procedure Stock in/out register Introduce 'bar captains' or 'managers' Clear empty containers and glass Understand ways to minimise drink spiking
Refusal of service	Club policy should include the following strategies <ul style="list-style-type: none"> • Avoid put downs • Keep calm • Provide examples • Provide alternatives • When to involve management • When to involve crowd control staff
Signs of drunkenness and intoxication	Provide staff with fact sheet on Intoxication
Customers with disabilities	Equal access and service
Selling or supplying liquor to minors	Penalties Club process for tagging/ID checking Acceptable evidence of age
Purchase limits	Imposed purchase limits Understand standard drink measures Questions/examples
Course layout	Emergency exits and procedures Security/crowd control placement Additional stock placement

4.1 Security

The employment of security/crowd controllers at medium and high risk events is essential to ensuring a safe and enjoyable atmosphere for all customers to enjoy. The following recommendations should be considered with regard to security on feature racedays:

Security Policy Area	Inclusions
Pre-raceday briefing	<ul style="list-style-type: none"> - Outline details of the liquor licence including purchase limits, glass restrictions and service times - Detail club policy on Eviction - Outline the process tagging customers who are legally permitted to purchase and consume alcohol - Outline potential areas of concern for poor behaviour or underage drinking - Remind crowd controllers of the image of the event and that their behaviour should be proactive.
Communication	Two way radios should be made available for communication between crowd controllers, bar staff and event managers
Written Brief	Prior to event, crowd controllers should receive a written brief outlining all policies, providing a map of the course layout and the necessary contacts including bar managers and event management
RSA Certification	<p>Ensure all crowd controllers are licensed under the Private Agents Act.</p> <p>Bar staff should be RSA trained and the club should keep a copy of the certificate for their records.</p>
Security Levels	The level of security should be negotiated with the security firm responsible to provide crowd controllers and in particular with the Victoria Police Local Licensing Inspector.

SECTION 5 – Course Layout

For more information on Course Layout please visit www.consumer.vic.gov.au then follow the link to Business Licensing & Regulation > Liquor Licensing > Forms Fees & Publications > Fact Sheets > Plans of Licensed Premises or >Dry Areas.

When applying for licences presentation of course layout to CAV-LL should be electronic (CRV is presently compiling aerial photographs for all clubs). Use of aerial photographs and scaled drawings should indicate licensed and dry areas.

Signage

- Dry areas should be clearly marked/identified with appropriate signage and adequate fencing
- Dry areas should include children's zone/stables/horse float car parks

Licensing

It is recommended that two forms of licence are in places. The first licence is the permanent licence (usually an on premises licence). This licence covers low and medium risk events. The licence will cover all grandstand, dining rooms and bars to be permanently licensed and may include an area such as the betting ring grassed area in front of the grandstand as an authorised area.

For high risk events a separate limited licence will need to be applied for. This licence will compliment the existing licence and show the location of marquee areas and both selling liquor for significant events.

- All public bars, temporary and permanent facilities should have a current liquor licence displayed
- All marquee facilities should have current liquor licences displayed
- Appropriate RSA, intoxication, eviction and underage drinking signage to be displayed at all points of sale and within marquees
- Process for 18 + information to be displayed at gates

Pricing

- Pricing signage and limits on liquor (e.g. four serves) should be displayed at all points of sale

Corporate Marquee Positioning

- Where possible corporate marquee and mini marquee structures should be grouped and fenced

Public Areas - Catering

- Catering to be positioned with close proximity to beverage sale outlets
- Non-alcoholic beverage sales to be available at all bar facilities and promoted accordingly
- Position adequate pathways and entertainment zones to allow disbursement of crowd to avoid congestion
- 18 + tagging marquee to be positioned within public area, with low congestion, or alternatively outside the racecourse near the main entry.

Entertainment

- Ideally entertainment should be positioned away from TAB and bar facilities to encourage crowd movement
- Adequate signage and promotion should be organised to attract crowds to stage and entertainment zones
- High risk events should consider placement of entertainment stage within 'dry zones'
- Stage and entertainment should not be placed within typical congestion zones or areas known to attract for underage drinkers or intoxicated customers
- Entertainment should appeal to a broad range of customers and not be typically attractive to underage or groups prone to offensive behaviour

Public Areas - Amenities and Facilities

- Emergency access points to be clearly communicated to staff and management for the event
- Public areas should offer adequate seating
- Public areas should provide appropriate shade and protection for customers
- Appropriate public amenities (toilets) to suit anticipated crowd numbers must be provided
- Where possible, fencing should be used to regulate walkways and ensure separation of marquee areas and general public facilities

5.1 Standard Marquees

Clubs should consider the following recommendations for marquee enclosures:

- Where possible, the mini marquee area should be fenced, excluding members of the general public
- Wristbands should be used for all mini marquee customers and attendees
- A registered crowd controller should be positioned at entrance to mini marquee enclosure
- No glass products are to be taken out of the mini marquee enclosure

- A two-way radio to be made available to the nominated bar manager and crowd controller
- Signage to be placed around bar areas clearly communicating regulations
- Copy of the relevant liquor licence to be placed at entrance to the mini marquee enclosure
- For 'non fenced-off' mini marquee areas, no glass products should be used in this area
- The number of Crowd Controllers should be negotiated with the security firm and in particular with the Local Licensing Inspector. Additional crowd controllers may be required where marquees are not in a fenced environment.
- Ensure that bar staff are responsible for clearing waste from tables and bars and to maintain the cleanliness of the marquee

5.2 Corporate Marquees

Clubs should consider the following recommendations for corporate marquees:

- The marquee enclosure to have one entrance/exit (for customer entry)
- Marquee to comply with OH&S rules and regulations
- Marquee enclosure to hold a limited licence (third party licences may apply)
- All licence signage to be placed at beverage service points
- RSA trained crowd controllers are to monitor capacity numbers of marquee enclosures
- No packaged products to be taken out of the marquee enclosure
- All staff to be RSA trained
- Wristbands to be used for customers attending corporate or private marquees
- Intoxication, 18 + and eviction policy signage to be placed within bar area

5.3 Public & Temporary Bars

Clubs should consider the following recommendations for public and temporary bars:

- Temporary bars should be placed in a general catering zone with access to food catering and alternate refreshments i.e. tea and coffee, soft drink, water
- Roped off queues to be erected to encourage orderly service
- Temporary bar to hold a limited licence, with the appropriate liquor licence and signage clearly displayed
- Crowd controllers to be positioned with clear view of bar staff for appropriate support

- A two-way radio to be made available to the nominated bar manager
- No glass products to be sold
- Crowd controllers can be used to check for wristbands and appropriate evidence of age during the queuing process
- Liquor Licence, purchase limits, intoxication, 18 + tagging system and eviction policy signage to be placed within bar area

5.4 Managing Self-Service

It is recommended that high risk events ensure mini marquee areas are fenced off from the general public. In order to facilitate and promote 'self-service' options the following guidelines should be considered:

- Mini marquee area to be fenced off from general public
- Mini marquee area to hold only pre-booked mini marquee facilities
- Self-service to marquees to be arranged pre-event, this includes responsible pre-purchase of beverages
- Crowd control personnel to check for wristbands on admittance to area
- Individual marquees to have a maximum number of guests depending on space and facilities booked and monitored by crowd controllers throughout the day
- Implementation of no BYO policy
- Bars within the mini marquee zone can be used for purchase of beverages or for delivery to mini marquees
- Adequate staffing should be used to offer 'top-up' service to mini marquees
- All staff should be RSA trained
- Staff will be responsible for the collection of glass waste and maximising visual cleanliness within this zone
- Increased staff to customer ratios should be used in the fenced off area to help facilitate service
- Crowd control numbers should be increased on high risk events. Suggest a minimum of one crowd controller positioned at the entrance to the enclosure, while another is roaming throughout the enclosure.
- Approximate staffing ratios recommended - 1 RSA trained staff member to 100 customers

Example of Process for Self-Service in Mini Marquees with 10 Customers:

1. Customer pre-orders beverages for the event
2. Responsible limit set of 4 standard drinks per person
3. Customer receives 10 wristbands, allowing access to the mini marquee area
4. Beverages are delivered pre-event to the designated mini marquee
5. RSA trained staff will visit the marquee regularly to check on 'top-up' service
6. Club is responsible for implementing a 'billing' procedure, which may incur a 'delivery fee'
7. Security personnel will be available to assist bar staff as required
8. Emptyies and glass containers are to be removed by staff on a regular basis.

SECTION 6 – Development of Club Eviction Policy

For more information on Eviction please visit www.consumer.vic.gov.au then follow the link to Business Licensing & Regulation > Liquor Licensing > Forms Fess & Publications > Fact Sheets > Barring Problems Customers.

It is recommended that all clubs develop an eviction policy, so that customers, crowd controllers and bar staff have a clear understanding of acceptable behaviour. The club eviction policy needs to be clearly displayed throughout the course, and particularly at every bar. The following points should be considered in the development of an eviction policy:

- Offensive behaviour
 - Violence
 - Unwarranted sexual advances
 - Smuggling in alcohol
 - Anti-social behaviour (i.e.: urinating in a public place)
 - Threatening behaviour (abusive)
 - Intoxication
- Vandalism
- Barred patrons (from Liquor Accord List)
- Track invasion
- Intoxication prior to entry

- Failure to respond to lawful requests from officials
- Underage drinking
- Supply of liquor to minors

SECTION 7 – Underage Drinking: 18 + Tagging System

For more information on Underage Drinking please visit www.consumer.vic.gov.au then follow the link to Business Licensing & Regulation > Liquor Licensing > Forms Fees & Publications > Fact Sheets > The Challenges of Underage Drinking or Liquor Licensing > Liquor & Young People.

Underage drinking is a concern for many country clubs, particularly on Cup days and other high risk events. Underage drinking is illegal under the Liquor Control Reform Act 1998. Clubs can implement an 18 + tagging system on major days to alleviate this concern.

The benefit of an 18 + tagging system is that it encourages responsible service of alcohol. It also helps alleviate time delays at bars and ensures efficient bar service.

18 + Tagging System – How it Works

Club displays '18 + tagging marquee' signage inside the racecourse entry.

1. Club displays 18+ tagging marquee' signage inside the racecourse entry
2. 18 + tagging marquee should have one RSA trained staff and one crowd controller checking younger customers for their appropriate proof of age identification.
3. Once the identification confirms that the customer is at least 18 years of age, they are given the allocated wrist band that signals to bar staff that the customer is legally permitted to purchase and consume alcohol.
4. If the customer is suspected of being under 18 years at the service point and does not have the wristband, they cannot be served and should be directed back to the 18 + tagging marquee for their wristband.
5. Crowd controllers and police can also use the wristband to confirm that customers are legally permitted to consume alcohol.
6. Non-tagged customers suspected by Police or crowd controllers should request an approved evidence of age document and then direct the customer back to the 18 + tagging marquee.

Acceptable evidence of age documents includes:

Australian drivers licence

Australian or foreign passport

Victorian learners permit

"Proof of Age" card

Key Pass card

If an underage person uses fake ID to gain admittance to licensed premises, the Liquor Control Reform Act 1998 provides a legal defence for licensees and staff if they have sighted an acceptable evidence of age. A licensee or

employee may, on or near their premises, seize ID (except a driver's licence) if they believe it to be false or fraudulently altered. It must then be handed on to a member of the police force.

SECTION 8 - Intoxication

For more information on Intoxication please visit www.consumer.vic.gov.au then follow the link to Business Licensing & Regulation > Liquor Licensing > Becoming a Liquor Licensee > Becoming a Licensee – Clubs > Intoxication Duty of Care.

It is an offence for a licensee to supply liquor to a person in a state of intoxication. Behavioural signs are the best indicator as to assessing intoxication. Some of the guidelines for identifying intoxication are:

Change in behaviour

- Becoming loud and boisterous
- Suddenly using offensive language
- Slurring or mistakes in speech

Lack of judgement

- Being careless with their money
- Complaining about the strength of a drink
- Suddenly becoming bad tempered or aggressive
- Annoying other customers

Clumsiness

- Spilling drinks
- Fumbling with cigarettes
- Difficulty in picking up change
- Trouble removing articles from a wallet or purse

Loss of co-ordination

- Swaying and staggering
- Difficulty in walking straight
- Bumping into furniture and other patrons

Decreased alertness

- Delays in responding to questions

- Drowsiness
- Not hearing or understanding what others are saying
- Sleeping

SECTION 9 – Waste Management

Clubs are encouraged to avoid using glass containers at high risk events wherever possible. The use of glass containers in marquees should be restricted, and crowd controllers should ensure that glass containers do not leave the enclosure. A table placed at the exit of marquee enclosures allows customers to place their drink before leaving the enclosure. Alternatively, customers can pour the remains of the drink into plastic cups provided on the table at the exit of the enclosure.

Glass containers can be used as ‘missiles’ or ‘weapons’, therefore it is critical that bar staff and crowd controllers remove empty containers regularly throughout the day. Clubs may consider hiring cleaning staff for this specific purpose.

The removal of waste not only reduces the risk of unacceptable behaviour, but also ensures the quality and presentation of the racecourse for all customers to enjoy.

SECTION 10 - Profitability

High and medium risk events require increased management of stock, stock movement and accountability. It is imperative that clubs develop stock ‘tracking’ and movement systems.

These guidelines should promote the following benefits:

Tracking success of marquee pre-paid and all inclusive beverage packages

Tracking volume of sales across the range of beverages (offering greater leverage with suppliers and sponsors)

Volume of lost product i.e.: spillage, wastage, missing etc.

Ability to track performance of staff, bar positioning, stock options

Clubs have a definite duty of care when providing alcoholic beverages for individually licensed marquees on course. The club needs to be aware of volumes of alcohol being provided and served within third party licensed marquees. To continue to supply marquees that are going through ‘high risk’ levels of alcohol consumption may contribute to the overall integrity of the event, having wide reaching impact.

Clubs should consider using a ‘low risk’ event to implement the following initiatives to ensure that staff can competently manage reporting and movement indicators. Use of stock movement registers can alert bar managers to potential issues with oversupply to marquees and assist with responsible service of alcohol.

Stock Movement

Prior to event commencing, an inventory of all stock should be taken at all points of beverage service

All stock moved across points of service should be accounted for

Simple clip boards with stock registers should be used at each facility

Responsibility of bar managers to complete and collect stock movement registers at conclusion of the event

Stock Reconciliation

Simple reconciliation techniques should be in place to gauge accuracy of takings

Staff should complete a 'stock take' at the end of the event for a closing balance

10.1 Sample Worksheets for Stock Management

STOCK INVENTORY & ALLOCATION

Product Type	Label	Unit	QTY	Unit	QTY	Reconciliation	
						Cases	Units
Light Beer	Hahn Premium Light	Case	12	375ml			
Heavy Beer	Tooheys New	Case	24	375ml			
	Tooheys Extra Dry	Case	24	375ml			
	Heineken	Case	24	375ml			
White Wine	Wolf Blass Eaglehawk Riesling	Case	12	750ml			
	Wolf Blass Red Label Chardonnay	Case	12	750ml			
Red Wine	Wolf Blass Red Label Shiraz Cabernet	Case	12	750ml			
	Wolf Blass Red Label Cabernet Merlot	Case	12	750ml			
Champagne	Yellow non vintage (Yellow)	Case	12	750ml			
Mixed Drinks	Bundaberg Rum & Cola	Case	24	375ml			
	Bourbon & Cola	Case	24	375ml			
	Scotch & Cola	Case	24	375ml			
	Vodka Lime & Soda	Case	24	375ml			
	Smirnoff Ice	Case	24	375ml			
Soft	Orange Juice	Case	4	300ml			
	Water	Case	24	600ml			
	Coke	Case	24	375ml			
	Lemonade	Case	24	375ml			
	Lemon	Case	24	375ml			

STOCK MOVEMENT REGISTER

Product Type	Label	Unit	QTY	Unit	QTY	Received	Allocation
Light Beer	Hahn Prem Light	Case	12	375ml	10		Marquee 7
Red Wine	Wolf Blass Cab Shiraz	Case	12	750ml	12		Marquee 10
Soft	Water	Case	24	600ml	6		Marquee 2