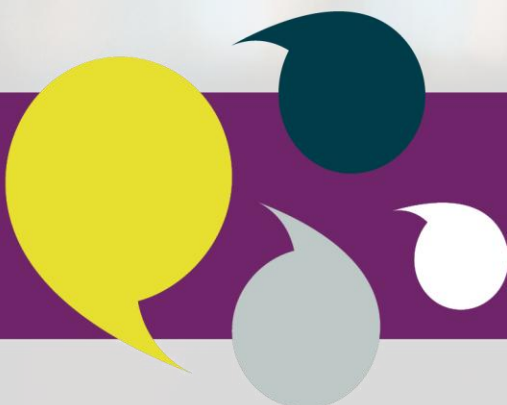


# Fyansford Hotel RSG Compliance Report

FEBRUARY 2026

VERSION 1.0

**DNS**  
SPECIALIST SERVICES



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# 1 QUALIFICATIONS OF EXPERT

## 1.1 DANNY NIXON-SMITH RG CREDENTIALS

With over 30 years of experience in the gaming industry, Danny Nixon-Smith brings a wealth of knowledge and a deep commitment to responsible gambling practices. Having served in numerous capacities, from General Manager to Consultant, Danny has gained a comprehensive understanding of the multifaceted aspects of the industry. For almost 15 years, he has operated as a consultant, providing expert advice to venues seeking to optimise their operations while prioritising harm minimisation.

Danny's expertise is further validated by his active involvement in industry leadership roles. He currently sits on the board of the Safer Gambling Advisory Committee (Qld) and is also a board member of the RSL Association, demonstrating his commitment to community service and responsible gaming. As a seasoned consultant, Danny has completed in excess of 300 Community Impact Assessment reports across multiple jurisdictions, including Qld, NT, Tas, and Vic, showcasing his in-depth understanding of the social and economic impact of gaming in diverse communities.

Beyond his consulting work, Danny has been an active participant in shaping policy and promoting industry best practices. He served as a working group member with the Office of Fair Trading (Qld) and as a working member of Qld's Harm Minimisation Strategy. Danny also represented the Tasmania Hospitality Association at the Government level, advocating for responsible gaming changes. He has presented at numerous government and industry events, sharing his insights and knowledge, and has lectured at Qld University on Gambling. He is also a member of the AICD (Australian Institute of Company Directors), reinforcing his commitment to governance and ethical leadership. He has presented numerous Strategic plans and gaming designs for venues including Spirit Hotels (Coles) gaming venues.

Danny's company, DNS Specialist Services (DNS SS), employs approximately 25 staff and works with a diverse range of clients, from clubs and pubs to casinos. DNS SS has extensive experience in implementing harm minimisation strategies to meet government expectations, including working with the Ville Casino. The company has a strong background and demonstrated skillset in providing a full service from policy to practice.

Through his extensive experience, active participation in industry leadership, and unwavering commitment to responsible gambling, Danny Nixon-Smith is uniquely qualified to provide expert advice and guidance to venues seeking to create a safe, responsible, and thriving gaming environment

## 1.2 DNS SPECIALIST SERVICES RG CREDENTIALS

- ... Member of Qld Government Gambling Harm Minimisation 2025 Strategy Working Group.
- ... Documentation of Harm Minimisation plans for large gaming operators (e.g. The Ville Casino, Townsville, Arana Leagues Club Qld).

- ... Managing Director sits on Qld Govt Responsible Gambling Advisory Committee.
- ... Developed Safe Stakes module for BI Tool Eagle i360.
- ... Managing Director and Snr Consultant accredited to deliver RMLV qualification in Qld jurisdiction.
- ... Completed greater than 50 Community Impact Assessments in the past 5 years for gaming applications in Qld, NT and Tasmania.
- ... Snr Consultant has previously been RG compliance auditor for gaming venues in Victoria and appeared at Gaming Commission Hearing as witness.
- ... Developed and documented responsible gambling policies for venues.
- ... DNS Clients have been finalists for Special Achievement RG awards at Clubs Qld Awards.

In both principle and policy terms, and as a hands-on venue operator, the personnel at DNS SS possess the knowledge and experience necessary to provide this independent assessment.

## 2 INSTRUCTIONS

### 2.1 ENGAGEMENT & SCOPE

DNS Specialist Services Pty Ltd (DNS SS) has been engaged by BSP Lawyers on behalf of the Fyansford Hotel (the Venue) to undertake an independent Responsible Service of Gaming (RSG) auditing and reporting engagement in support of the Venue's application to the Victorian Gambling and Casino Control Commission (VGCCC) for the transfer of gaming machine entitlements from Bell Park Sports Club to the Fyansford Hotel.

Consistent with the agreed fee proposal, our role is to provide an evidence-based assessment of existing and proposed RSG systems, practices, and physical venue characteristics relevant to the introduction of transferred EGMs at the Fyansford Hotel, and to report on the likely effectiveness of those measures in meeting legislative and Code of Conduct obligations.

The scope of DNS SS's engagement includes a desktop audit of relevant RSG policy documents and framework for both the current and proposed environment at Fyansford Hotel; planned and unplanned site visits to assess the proposed gaming area within the floor plan and to covertly observe operational RSG practices; consultation and interview-style discussions with key personnel responsible for RSG at the Venue; and the preparation of an independent report detailing findings, commentary on the proposed layout (including any recommendations to improve RSG outcomes), and general recommendations for refinement of RSG practices.

This engagement is supported by DNS SS's specialist credentials and extensive experience in harm minimisation, RSG policy development, and gaming-related impact and compliance assessments across multiple jurisdictions, ensuring that the opinions expressed in this report are informed, independent, and grounded in best-practice responsible gambling principles.

### 3 EXISTING VENUE

The Fyansford Hotel in Fyansford (Greater Geelong) presents as a newly refurbished, family-friendly “country pub” that blends historic hotel character with a modern, casual hospitality offer. The venue is positioned around a large, warm and informal bistro environment (approximately 200 seats) supported by multiple distinct trading areas including a heritage-style public bar, lounge spaces, an outdoor courtyard/beer-garden, and dedicated function rooms for community and private events.

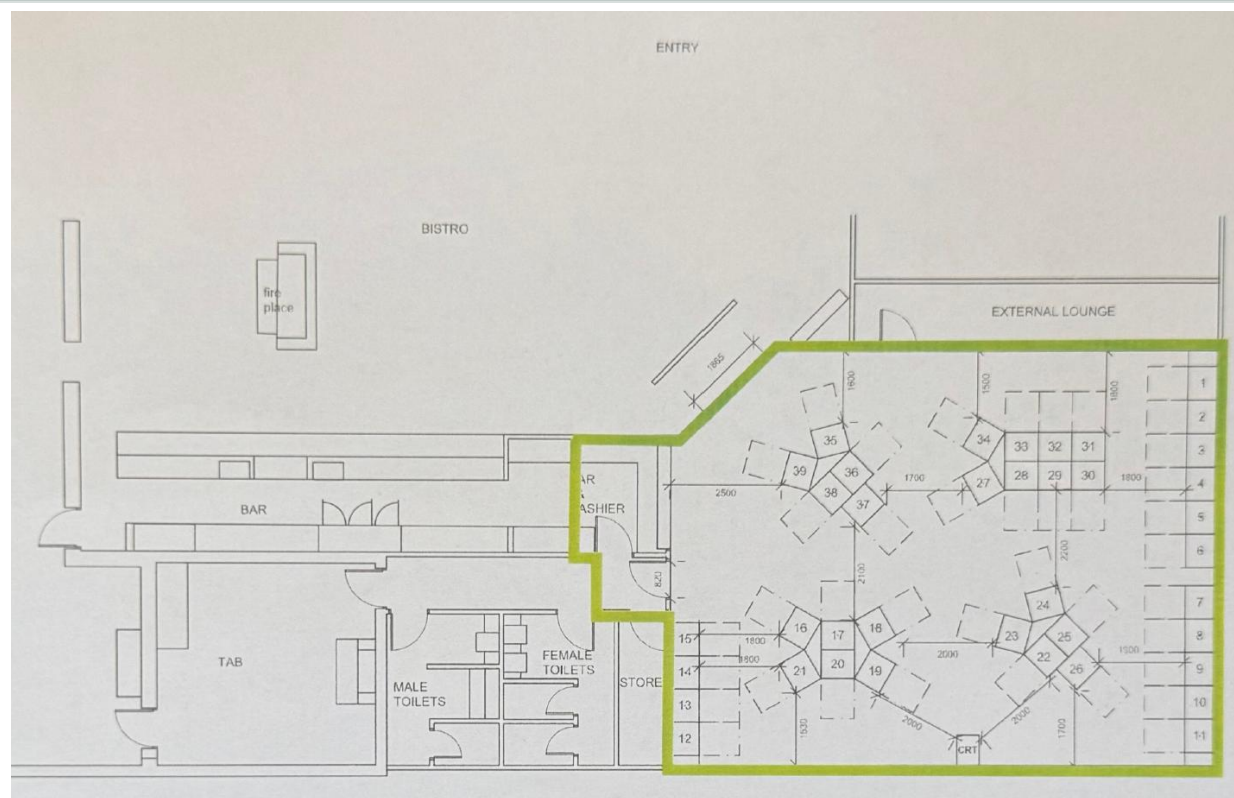
Product offerings are broad and geared to high volume pub dining and social occasions, with the hotel promoting one of the largest and most varied menus in the Geelong area covering premium steaks, pub classics, seafood, pizza, share plates, salads, desserts, seniors’ value meals and dedicated kids/teen menus.

The hotel also operates a sports-bar/TAB style area that supports live sport viewing and wagering amenities, reinforcing its role as a multi-purpose local social hub catering to families, groups, and patrons seeking dining, drinks, entertainment and adjacent gaming room.

#### 3.1 EXISTING GAMING LAYOUT

The following image shows the current layout and location of the gaming machine room encompassing the 39 EGMs (Electronic Gaming Machines), however it is noted the venue is licensed for 40 EGMs.

**Figure 3.1 – Existing Gaming Layout**



Source: ONYX Gaming

The existing gaming machine layout at the Fyansford Hotel comprises 39 EGMs (operational) arranged within a dedicated gaming room that is designed to support supervision, controlled access, and safe patron movement. The room is positioned off the bistro corridor and partially obscured by a privacy barrier, which limits passive exposure from the family dining area while still allowing some visibility through the glass entry doors.

A key feature of the layout is the central cashier location, which anchors operational oversight: all entry points converge within the cashier's field of view, and the cashier has direct line-of-sight to the majority of machines, supplemented by CCTV monitoring for any areas not in immediate vision. Patron access to EFTPOS is managed outside the gaming room, requiring patrons to exit and re-enter in full view of the cashier, reinforcing natural checkpoints and staff awareness.

The existing floorplan also provides generous spacing between machines, enabling staff to circulate the gaming floor freely and observe behaviour without physical obstructions. The adjacent smoking area, visible through a glass wall, remains connected to the gaming space while still functioning as a separate controlled zone.

#### Key layout features

- ... 39 EGMs located within a single, dedicated gaming room.
- ... Smoking area positioned directly adjacent to the gaming room and visible through a glass wall.
- ... Two entry points, all within accessible reach and visibility of the gaming cashier.
- ... Cashier has direct sightlines to most EGMs; CCTV screens are used to monitor machines not in direct vision.
- ... EFTPOS access is outside the gaming room, requiring patrons to leave the room in direct visibility of the cashier.
- ... Spacious machine spacing allows staff to walk the floor and monitor patrons without barriers.
- ... Gaming room entry off the bistro corridor with a privacy barrier reducing passive exposure from dining areas.
- ... Slight visibility into gaming area through glass entry doors, while still maintaining separation from family spaces.

### 3.2 LCA (LOCAL CATCHMENT AREA) PROFILE

The Fyansford Hotel is located in Fyansford, a small riverside suburb on the western edge of Greater Geelong, directly adjoining the Moorabool River/Barwon River corridor and connected to Geelong's urban area via Hyland Street and the Princes Highway. The surrounding catchment is predominantly residential and has changed rapidly in recent years, with Fyansford experiencing strong population growth and substantial new housing supply through master-planned estates such as Gen Fyansford and other recent developments.



This growth has attracted a mix of young families and established households seeking a semi-rural lifestyle close to Geelong, reflected in the suburb's relatively young median age and high levels of owner-occupation, alongside a steady cohort of older residents and retirees in the broader Geelong West/Fyansford corridor.

Housing values and ongoing estate investment indicate a generally medium to higher socio-economic profile compared with many northern Geelong localities, noting that ABS SEIFA indexes are used by government to measure relative advantage/disadvantage across areas (Ratio Consultants Pty Ltd. (2025). Social and economic impact assessment: Fyansford Hotel, 67 Hyland Street, Fyansford (p. 50). Commercial services in Fyansford itself are limited and largely centred on local convenience and hospitality nodes, meaning the Hotel functions as a key community venue for dining and socialising rather than a destination within a dense entertainment precinct.

Importantly, the Hotel also benefits from tourist patronage due to its proximity to the highway/arterial route into Geelong, with passing trade typically oriented to meals and short-stay visits. Taken together, the local area characteristics—family-oriented residential growth, a stable retiree presence, and a mid-range socio-economic setting with limited local commercial alternatives—support the view that the proposed additional EGMs are unlikely to create a new or intensified gaming-focused market, or to detrimentally affect the prevailing family and community use of the venue.

### 3.3 TRANSFER OF ENTITLEMENTS

It is proposed that 28 gaming machine entitlements be relocated from the Bell Park Sports & Recreation Club to the Fyansford Hotel pursuant to an agreement between the two venue operators.

The Bell Park Sports & Recreation Club, located at 34/70 Calvert Street, Hamlyn Heights, currently operates 28 EGMs under a Club - Venue Operator Licence. The Club is a well-patronised football, netball and cricket facility, with purpose-built sporting amenities, a sports bar, bistro, gaming lounge and hireable facility spaces. The venue is located approximately 3.0 kilometres north-east of the Fyansford Hotel. Both venues attract overlapping patronage, drawing customers from at least four of the same surrounding suburbs (Ratio Consultants Pty Ltd, 2025, Social and Economic Impact Assessment: Fyansford Hotel, 67 Hyland Street, Fyansford, pp. 18–19).

Should the Commission approve the transfer of entitlements, gaming operations at the Bell Park Sports & Recreation Club will cease, resulting in a net reduction in gaming venues within the City of Greater Geelong. The removal of EGMs at the Club is supported by community members who currently access the venue (Ratio Consultants Pty Ltd. (2025). Social and economic impact assessment: Fyansford Hotel, 67 Hyland Street, Fyansford (p. 78).

If the Commission refuses the application, the 28 EGMs will remain active at the Bell Park Sports & Recreation Club.



### 3.4 KEY PERSONNEL

On 22 January, DNS SS conducted an on-site interview with the venue nominee, Jayden Jacobson. Jayden outlined his hospitality and gaming management background, his current role and team structure at the Fyansford Hotel, and the operational systems in place to support compliance and harm-minimisation. He described a venue with established gaming operations integrated within a broader family-focused hotel offering, supported by regular manager oversight, head-office compliance inputs, and ongoing staff training and communication channels.

Key items from the interview

#### Role and experience

- ... Current nominee; this is his first role as venue/manager nominee.
- ... Around 7 years at the venue previously, left for ~12 months, then returned for the past ~3 years.
- ... Career background entirely in hospitality.
- ... Prior roles include Venue Manager and Assistant Manager at the Sphynx venue in Geelong, which operated EGMs.

#### Compliance and professional development

- ... Keeps up to date through VGCCC/VCCC newsletters and online attendance at regulator sessions.
- ... Head office provides a Compliance Director and training support.
- ... Participates in industry events.
- ... Weekly operational meetings with other area managers.
- ... Circulates meeting agendas that include a standing Harm Minimisation agenda item.

#### Gaming provider / systems

- ... Onyx Gaming is the gaming provider.

#### Staffing and management structure

- ... Supported by an Assistant Manager (Jocelyn Gribsy) with ~10 years' experience.
- ... 7 duty managers (approximately 70% full-time).
- ... Total staffing of roughly 50 employees.

#### Gaming operations

- ... Current gaming room contains 39 EGMs.
- ... Gaming trading hours:
  - Mon–Sat: until 2:00am
  - Sun: until 12:00am
- ... No dedicated security staff reported.

### Venue facilities and customer offering

- ... TAB area with 2 EBTs plus a main terminal.
- ... In-house kitchen operating 11:30am–8:30pm, 7 days.
- ... All-hours gaming menu available, ordered via the cashier station and external of gaming room.
- ... Takeaway food available via online ordering.
- ... Bistro capacity ~200 seats.
- ... Lounge and public bar areas plus a public TAB/lounge space.
- ... Kids' rooms (internal and external), accessed from main doors and not adjacent to the gaming area.
- ... Multiple function spaces: one room and courtyard (~60 pax), additional smaller space (~20 pax), and a Riverside area (~55 pax).
- ... No courtesy vehicle service.

In addition to venue-level management controls, Venture Hospitality provides structured head office oversight to support consistent and effective harm-minimisation practices across its venues. A meeting was held with senior representatives Raf Profenna and Richard Davis to establish Venture Hospitality's corporate profile and confirm alignment between head office governance frameworks and on-site gaming operations. Raf Profenna provides dedicated, ongoing support to venues in relation to harm minimisation, including oversight of policies, procedures, and their practical implementation. An interview was conducted with Raf to confirm the scope of his role, which includes working closely with venue management and external service providers to support compliance, staff capability, and continuous improvement in harm-minimisation outcomes.

As part of this governance framework, it was confirmed that Venture Hospitality engages Leigh Barrett Associates to deliver structured harm-minimisation and compliance training, targeting key operational and regulatory risk areas commonly reviewed during VGCCC inspections. Training content includes adherence to the Code of Conduct; Responsible Gambling Officer (RGO) and Gaming Machine Area (GMA) requirements; accurate RGR entries; appropriate patron interaction; self-exclusion processes; understanding and application of Green Line and Red Line Plans; and compliance with GMA and cashier signage requirements. Additional training covers protocols for VGCCC inspections, including appropriate engagement with inspectors, identification requirements, and requested documentation.

Daily gaming room operations are also addressed, including key register controls, display of GIE licences, AML/CTF monitoring, YourPlay system operation and equipment checks, and venue identification verification requirements, including under-25 rules, use of UV verification, management of suspected fraudulent identification, and distinctions between accepted identification for payouts versus entry.

The venue further participates in Responsible Gambling Officer meetings facilitated by Gamblers Help to remain informed of industry developments, review YourPlay statistics, and strengthen self-

exclusion strategies and patron support mechanisms. Collectively, this demonstrates that Venture Hospitality's directors and senior management are actively committed to harm minimisation through structured oversight, targeted training, and ongoing engagement with industry support organisations.

### 3.5 RESPONSIBLE GAMBLING POLICIES, DOCUMENTATION AND SYSTEMS

DNS SS reviewed the Fyansford Hotel's documented gaming framework against the Victorian Gambling and Casino Control Commission (VGCCC) requirements and the Gambling Regulation Act/Regulations, with specific reference to the venue's Gaming Policy Handbook – Version 1.2024 (the internal policy suite governing gaming operations) and the approved Responsible Gambling Code of Conduct – Code 21 (Leigh Barrett & Associates, Nov 2020) (the venue's harm-minimisation and patron-protection code aligned to VGCCC expectations). Overall, the venue's documented framework is consistent with the critical Victorian obligations for an approved venue operating EGMs.

The Gaming Policy Handbook clearly establishes expected patron behaviour within the gaming room (including prohibitions on loitering, syndicate play, reserving multiple machines, and transfer of credits), supported by a formal barring regime with graded sanctions up to indefinite exclusion for serious or gambling-related misconduct, which aligns with the VGCCC expectation that venues take reasonable steps to maintain order and minimise gambling-related harm at the premises. Importantly, the Responsible Service of Gaming components within the Handbook adopt relevant Responsible Gambling Service Standards and YourPlay pre-commitment training/promotion requirements, confirm that all gaming staff must hold current RSG competencies, and set out an intervention pathway requiring staff to escalate concerns to the Responsible Gambling Officer (RGO), approach patrons supportively, and offer self-exclusion and Gambler's Help referral information.

These measures directly reflect Code 21's core duties—continuous monitoring of the gaming area and entrances, discouraging intensive or prolonged play, interacting with patrons who show signs of distress or extended play without breaks, ensuring staff communications do not induce play or reinforce gambling misconceptions, and maintaining accessible support and referral pathways.

The venue also maintains a Responsible Gambling Register with confidentiality controls and recording requirements that match the Code (including date/time of incident, nature of concern, intervention undertaken, patron response, and staff identity), and the register is kept accessible at the cashier for inspection as required.

### 3.6 STAFF TRAINING & RSG KNOWLEDGE

DNS SS reviewed the venue's staffing structure and compliance oversight processes as part of the audit, with a focus on how the Fyansford Hotel maintains ongoing Responsible Service of Gaming (RSG) and harm-minimisation readiness. The venue demonstrated an established internal governance rhythm, including the use of a structured meeting agenda that embeds regular discussion of harm minimisation and gaming compliance matters. This provides a formal, repeatable

forum for management to monitor operational risks, reinforce expectations, and address emerging issues. In addition, venue directors receive a monthly compliance spreadsheet that records key activities and checkpoints undertaken during the period, supporting transparency and senior-level visibility of responsible gambling and regulatory obligations.

During the audit process, DNS SS sighted staff rosters and associated compliance certificates, confirming that the venue maintains foundational records of staff competencies and shift coverage. The venue further advised that during busy trading periods, a minimum of two staff members are rostered within the gaming room at the same time to enhance active monitoring of patron behaviour and gaming activity, and to ensure timely RSG interactions where required.

Key reference materials—including operational manuals and Code of Conduct documents—were also identified on site; however, several of these resources required updating due to the length of time since last review. While this does not detract from the existence of the compliance framework itself, DNS SS recommends that outdated manuals and Code materials be refreshed and re-issued to ensure alignment with current VGCCC expectations and to support staff with the most up-to-date guidance in day-to-day practice.

### 3.7 ONSITE AUDIT

As part of the agreed audit methodology, DNS SS undertook three unannounced on-site visits to the Fyansford Hotel to observe operations in practice and to gather evidence relevant to the transfer application. Visits were conducted on 22 January 2025, 7 April 2025 and 28 April 2025. The purpose of these inspections was to:

1. observe staff behaviour and engagement with patrons in and around the gaming room;
2. verify that mandatory and best-practice responsible gambling and harm-minimisation signage was displayed and appropriately positioned; and
3. form a general view of venue operations through patron-style observation.

The initial visit on 22 January 2025 was conducted openly with the Venue Manager/nominee, to gain an understanding of day-to-day gaming operations, staffing and supervisory arrangements, RSG systems, and current harm-minimisation practices.

The subsequent visits on 7 April 2025 and 28 April 2025 were undertaken on an incognito basis, enabling DNS SS to assess the venue's "business as usual" environment and staff practices without prompting. During these incognito visits, DNS SS accessed the venue as a patron, utilised the restaurant and associated hospitality facilities, and played the gaming machines for a period of approximately one hour in total in the gaming room, allowing direct observation of staff interactions, floor presence and monitoring practices, patron amenities, and the overall integration of gaming within the broader family-oriented hotel setting. These visits provided the necessary observational evidence to inform the findings and conclusions of this report.

### 3.8 GAMING ROOM ACCESSIBILITY

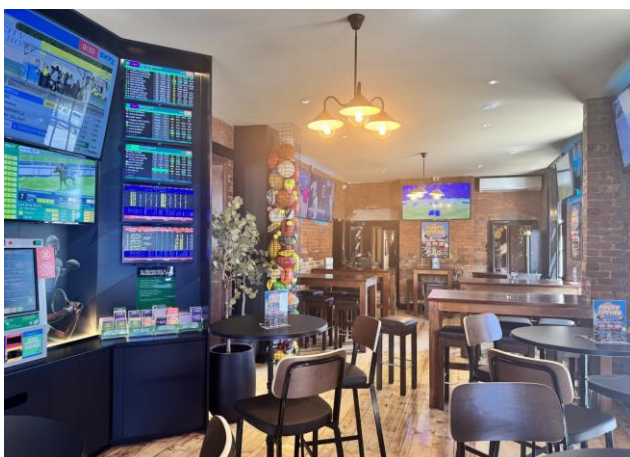
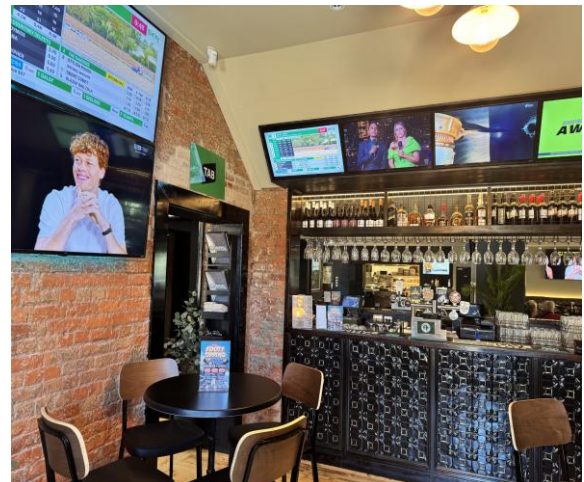
The gaming room at the Fyansford Hotel is accessible via two controlled approaches, each of which limits direct visibility and provides clear adult-only delineation. The two primary internal entries are from the bistro and from the TAB area. The bistro entry is partially screened by a privacy partition, reducing passive line-of-sight from the main dining space.

The second main entry is via the TAB corridor, where patrons move past the amenities and through the TAB zone; wayfinding at this point is modest, consisting of a small A4 sign indicating “through to Pokies and Toilets,” followed by a transparent glass door that is clearly marked “Gaming Room – 18+ Only.”

Overall, the access design requires intentional movement into the gaming room rather than casual drift from family or hospitality areas, and the entry treatments provide multiple cues reinforcing separation from general-access and under-age environments. All entries are additionally monitored through direct line-of-sight from the cashier station and are covered by CCTV surveillance.

Figure 3.2 – Accessibility

#### Sports Bar Entry





Bistro Entry



### 3.9 SIGNAGE

Signage across the Fyansford Hotel was assessed during on-site inspections against the Victorian Gambling and Casino Control Commission (VGCCC) signage requirements and associated harm-minimisation standards. DNS SS found the venue to be compliant in this area, with all mandatory responsible gambling and regulatory notices current, legible, and displayed in conspicuous locations.

As demonstrated in the photographic evidence provided in the Appendix, signage was observed at each key patron touchpoint and risk area, including at EFTPOS terminals, on or adjacent to gaming machines, at all gaming room entry portals, within and around smoking areas, and on/near cash redemption terminals (CRTs).

The consistent placement and visibility of these materials supports effective patron awareness of responsible gambling messages, age restrictions, and support pathways, and indicates that the venue is maintaining signage practices in line with VGCCC expectations.

## 4 REGULATORY AWARENESS AND CONSIDERATION OF DIRECTOR BREACH

DNS SS is aware of the Victorian Gambling and Casino Control Commission (VGCCC) disciplinary decision dated 4 February 2026 concerning Warrnambool Horse Hotel Pty Ltd, trading as the Flying Horse Bar and Brewery. That decision related to multiple and repeated breaches of responsible gambling and operational requirements under the Gambling Regulation Act 2003 (Vic), including failures associated with Responsible Gambling Officer (RGO) availability, gaming industry employee coverage, CCTV retention requirements, and patron interaction obligations.

In preparing this report and forming an opinion regarding the Fyansford Hotel application, DNS SS has given active consideration to that regulatory history and its relevance to the present proposal.

### 4.1.1 CONSIDERATION OF RELEVANCE TO THE FYANSFORD HOTEL APPLICATION

In DNS SS's assessment, the prior breach does not materially impact the suitability of the Fyansford Hotel application for the following reasons:

#### **Distinct operational environment and demonstrated compliance culture**

The Fyansford Hotel has been independently audited through structured desktop review, multiple site inspections (both open and incognito), and interviews with management and head office representatives. During these processes, the venue demonstrated:

- ... Active supervision and floor presence;
- ... Compliant and visible harm-minimisation signage;
- ... Structured RSG documentation and registers;
- ... Ongoing management oversight and head office compliance engagement;
- ... A willingness to adopt enhanced measures (including FRT and strengthened training protocols).

These findings indicate a compliance environment that is proactive rather than reactive.

#### **Strengthened governance and oversight structures**

While the disciplinary decision referenced repeated failures in core harm-minimisation controls over a defined period, the Fyansford Hotel currently operates within a structured governance model supported by layered compliance systems and oversight. To the extent that prior regulatory matters have arisen within the broader group environment, the learning from those matters has been leveraged to review, strengthen and formalise governance, monitoring and harm-minimisation controls, resulting in a more mature and structured compliance framework at the Fyansford Hotel.:

- ... Head office compliance oversight;
- ... Formalised meeting agendas incorporating harm-minimisation discussion;
- ... Engagement with external RSG training providers;
- ... Participation in Responsible Gambling Officer meetings with Gambler's Help;



... Documented policy frameworks aligned with Code 21

The presence of these layered controls materially reduces the risk of systemic non-compliance.

### **Evidence of reflective practice and continuous improvement**

Regulatory history, where present, can serve as a catalyst for strengthened compliance systems. In this context, DNS SS notes that the Fyansford Hotel management and ownership have demonstrated openness to implementing additional structured measures recommended within this report, including:

- ... Formalised minimum two-staff gaming floor presence;
- ... Structured six-monthly internal RSG training;
- ... Annual documented policy review cycles;
- ... Enhanced reporting and digital compliance tracking;
- ... Consideration of Facial Recognition Technology as a harm minimisation enhancement

This forward looking posture is inconsistent with a culture of disregard and instead reflects a governance model responsive to regulatory expectations.

### **No evidence of replicated systemic deficiencies at Fyansford**

During DNS SS's on-site audits and policy review, no pattern of repeated absence of RGO coverage, CCTV non-retention, systemic staff shortfalls, or non-intervention behaviours was observed at the Fyansford Hotel.

While recommendations have been made to modernise and formalise aspects of training and documentation (as is common in expanding venues), the foundational compliance framework is present and operational.

### **Context of entitlement transfer rather than net increase in venues**

The application relates to the transfer of existing entitlements from Bell Park Sports & Recreation Club, which will cease gaming operations if approved. Accordingly, the proposal does not create a new gaming venue in the municipality but consolidates entitlements within a venue that has demonstrated a structured and improving harm-minimisation framework.

### **Conclusion**

Having considered the disciplinary decision referenced above and the operational, structural, and governance characteristics of the Fyansford Hotel DNS SS does not consider that the prior breach materially undermines the integrity of the present application.

In DNS SS's professional opinion, the Fyansford Hotel demonstrates:

- ... An established and functioning Responsible Service of Gaming framework;
- ... Active management engagement with harm-minimisation obligations;
- ... Structural and design features that strengthen supervision and separation from family areas;

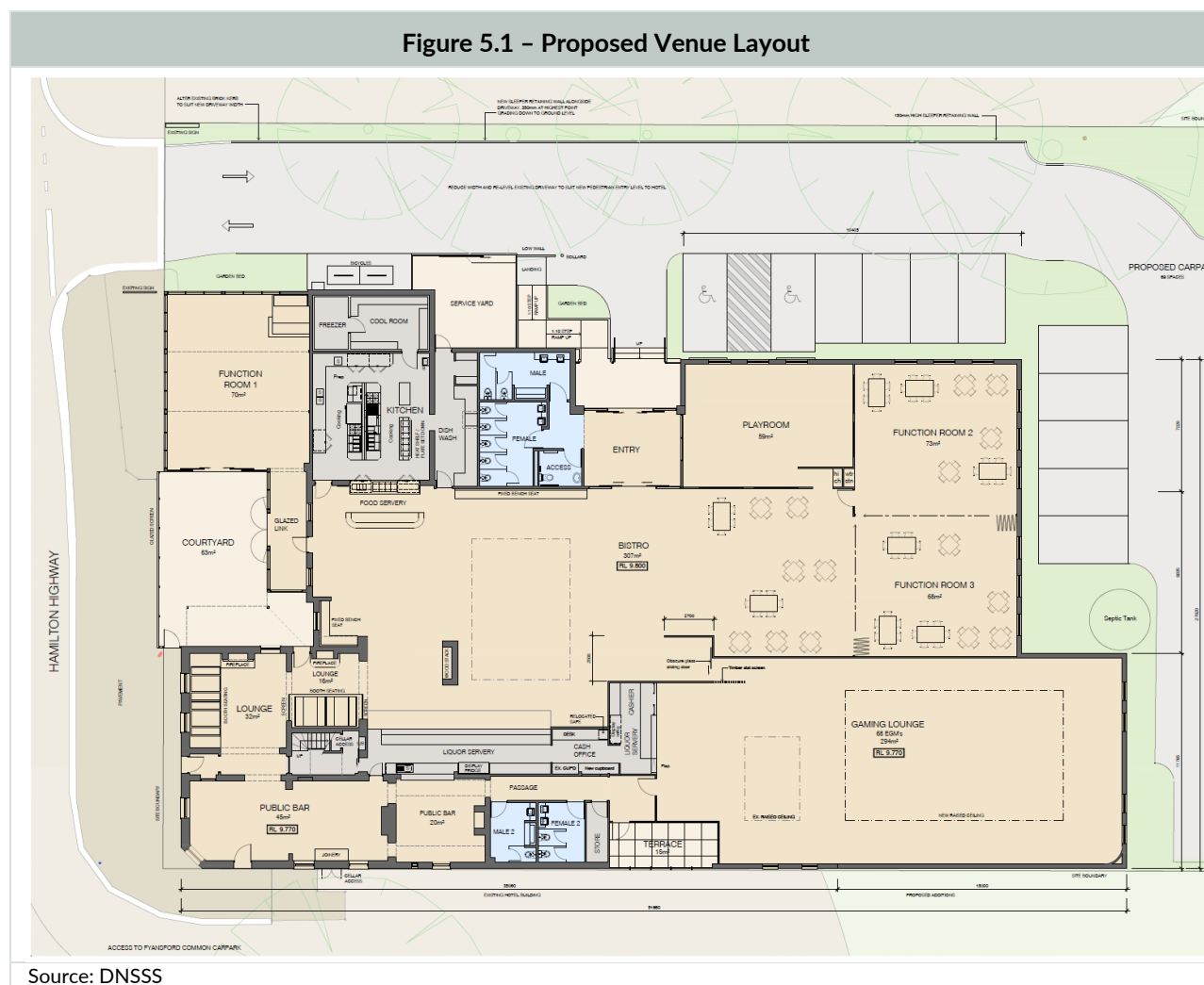
... A clear willingness to implement enhanced compliance and monitoring measures as gaming capacity increases.

Accordingly, DNS SS considers that the application remains consistent with the objectives of harm minimisation and regulatory compliance under the Gambling Regulation Act 2003 (Vic), and that the prior breach does not present a determinative or material risk factor in assessing the suitability of the Fyansford Hotel proposal.

## 5 FINDINGS – PROPOSED LAYOUT

### 5.1 PROPOSED VENUE PLAN

The following image provides the proposed changes to the venue layout incorporating the additional 28 EGMs/



The proposed redesign to accommodate an additional 28 EGMs (bringing the venue total to 68) reflects a considered approach to harm minimisation, supervision, and separation from family-oriented areas.

Under the new plan, the gaming room expands to approximately 294m<sup>2</sup>, which provides sufficient floor area to ensure machines are appropriately spaced and that staff can actively monitor patrons by walking the floor without physical barriers or blind spots. The layout continues the strong control of access and movement with ingress and egress. The entry provides a more obscured and intentional approach to the gaming environment, while still being within clear line-of-sight from the cashier, supporting consistent monitoring of patron flow into and out of the room. Importantly, the

repositioned smoking terrace now requires patrons to exit the gaming room to access it, creating a natural break in play and reducing the likelihood of continuous, uninterrupted gaming.

DNS SS considers the proposed terrace location to be ideal in both amenity and compliance terms, as it discourages patrons from drifting to car parks or external paths to smoke—areas that can generate noise impacts and reduce staff visibility. A separate smoking option remains available via the public bar for patrons not wishing to enter or re-enter the gaming room, ensuring that smoking needs are met without inadvertently drawing non-gaming patrons into the gaming space.

Finally, the design strengthens the family buffer: visibility of gaming is fully restricted from the children's playroom, which is located well away from the gaming footprint and separated by the bistro and function-room zones, reinforcing clear physical and visual separation between gaming and family facilities.

#### Key new design features

- ... Expanded gaming footprint (~294m<sup>2</sup>) allowing adequate EGM spacing and unobstructed staff floor-walking for supervision, this allows circa 4.3m<sup>2</sup> per EGM.
- ... EGM increase to 68 machines total with a layout that supports monitoring without barriers or congestion.
- ... More obscured entry approach to the gaming room, limiting passive exposure from main hospitality areas.
- ... Cashier sightlines maintained to entry portals, supporting active supervision of access and patron movement.
- ... Smoking terrace now only accessible by exiting the gaming room, creating a deliberate break in play and reducing continuous gambling.
- ... DNS SS supports terrace placement as it avoids patrons loitering in car parks/paths (noise and supervision risks).
- ... Additional non-gaming smoking area accessible via the public bar, catering to smokers without channelling them through gaming.
- ... No gaming visibility from the playroom, with the playroom buffered by the bistro and function rooms and located away from gaming.

## 5.2 EXTERNAL VIEW

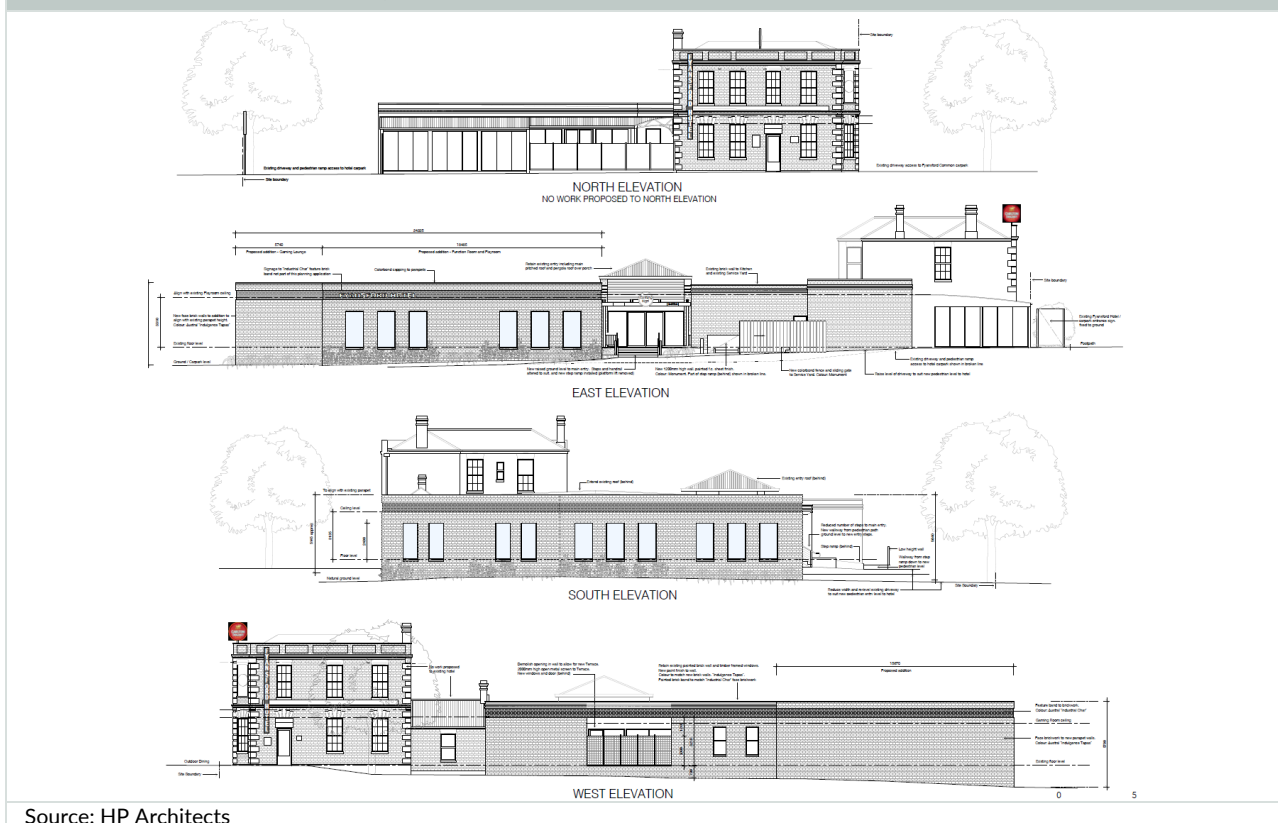
The proposed elevations provide for appropriate levels of natural light within the gaming room while maintaining strict control over external visibility. Glazing is incorporated in a manner that allows daylight penetration without enabling direct views into the gaming area from public or external locations.

The elevation design deliberately inhibits passive surveillance of gaming activity. Glazed elements are treated and positioned to prevent clear lines of sight to EGMs, ensuring that gaming is not visually promoted or exposed to passers-by or patrons not seeking to enter the gaming room. This approach aligns with harm-minimisation objectives by limiting incidental exposure to gaming activity.

Internally, the layout and orientation of EGMs further mitigate visibility. Machines are positioned away from glazed openings so that, even where natural light is present, direct sightlines from external areas to EGMs are avoided. The combination of elevation treatment and internal planning ensures the gaming room remains visually contained while benefiting from a regulated level of natural illumination.

The smoking terrace design supports this outcome. Patrons are required to exit the gaming room to access the terrace, ensuring it does not operate as an extension of the gaming space. This creates a clear physical and behavioural separation and introduces a natural break in play. The terrace location also avoids external viewpoints into the gaming room from car parking areas or pedestrian paths, supporting supervision and harm-minimisation objectives.

**Figure 5.2 – Proposed Venue Layout Elevations**



Source: HP Architects

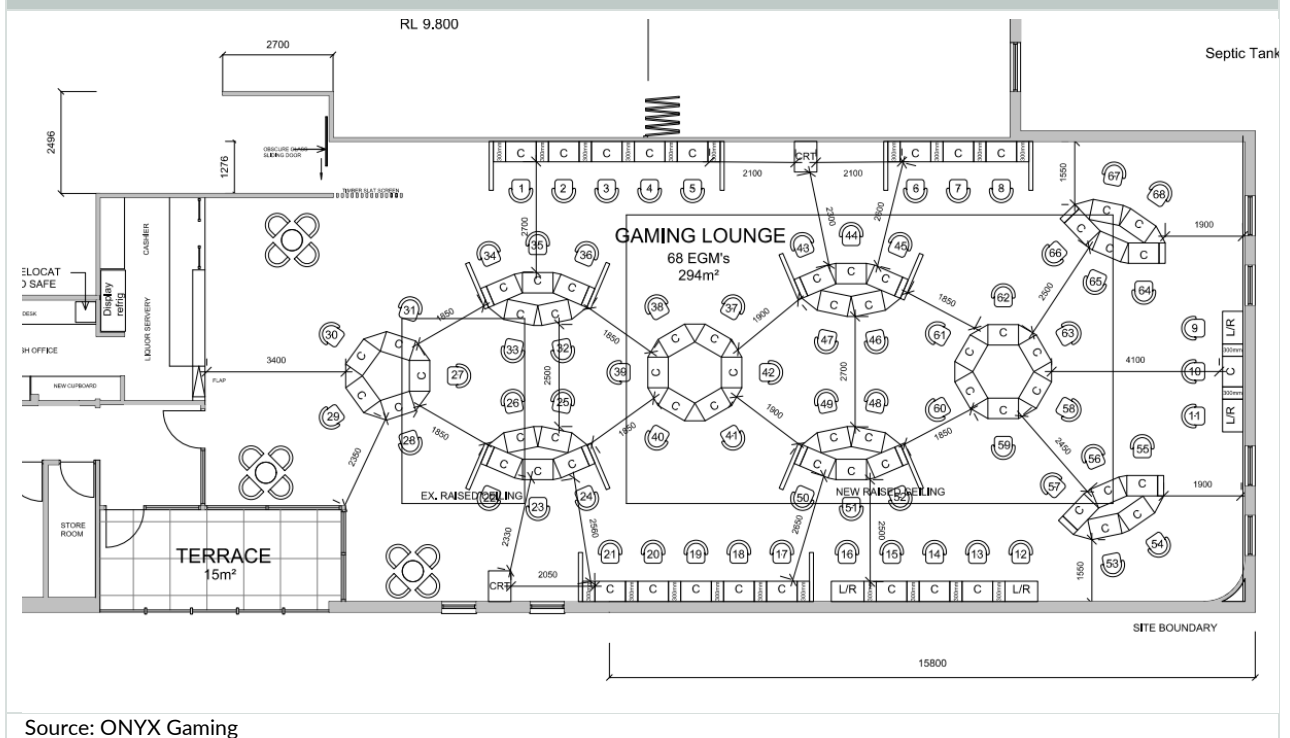
- ... Glazing provides controlled natural light to the gaming room without allowing direct external views of EGMs.
- ... Elevation design prevents passive exposure to gaming activity from public or external areas.
- ... EGMs are internally positioned and oriented to avoid direct sightlines from glazed elevations.
- ... Gaming activity is visually contained and not promoted beyond the gaming room.
- ... Smoking terrace access requires patrons to exit the gaming room, creating a clear break in play.
- ... Terrace location avoids external views into the gaming room from car parks and pedestrian paths.

### 5.3 GAMING MACHINE LAYOUT

The layout of a gaming room plays a critical role in supporting effective supervision, patron safety, and harm-minimisation outcomes. While it is acknowledged that no gaming room configuration can provide uninterrupted sightlines to every EGM at all times, a well considered layout can significantly enhance visibility, staff oversight, and controlled movement. This is achieved through clear sightlines to entry points, logical circulation paths, adequate spacing between machines, and strategic placement of support infrastructure.

The proposed layout for the Fyansford Hotel prioritises visualisation of patron movement, controlled ingress and egress, and active monitoring by staff. The generous floor area enables staff to walk the room freely, observe patron behaviour from multiple vantage points, and respond promptly when required. This active floor-walking approach is supported by CCTV coverage and strong visual connections between the gaming room, the cashier, and entry portals. Collectively, these measures ensure that supervision is continuous, proportionate, and effective, rather than relying solely on static lines of sight.

**Figure 5.3 – Proposed EGM Layout**



Source: ONYX Gaming

- ... Clear, direct lines of sight from the servery/cashier to both gaming room entry portals, supporting active monitoring of ingress and egress.
- ... Former bistro-facing visibility further reduced through the introduction of an alcove and concealed door behind a privacy screen, limiting passive exposure to gaming.
- ... Spacious internal layout providing approximately 4.3m<sup>2</sup> per EGM, enabling clear circulation paths, unimpeded staff movement, and effective floor walking.
- ... EGM configuration supports natural flow through the gaming room without congestion or dead ends, improving supervision and patron safety.
- ... Both Cash Redemption Terminals (CRTs) located within direct line of sight of the cashier, allowing consistent monitoring of high-interaction points.
- ... Provision of tables and seating within the gaming room that are not associated with EGMs, encouraging breaks in play and non-gaming activity.
- ... Layout supports complementary supervision measures, including CCTV coverage and active floor staff, recognising that effective oversight relies on layered controls rather than sole reliance on static visibility.



## 6 RECOMMENDATIONS

### 6.1 FACIAL RECOGNITION TECHNOLOGY (FRT)

#### 6.1.1 PURPOSE AND ROLE IN HARM MINIMISATION

Facial Recognition Technology (FRT) is increasingly used within Victorian gaming venues as a practical harm-minimisation support measure. For the Fyansford Hotel, the purpose of implementing FRT would be to strengthen the venue's capability to identify and monitor patrons who are self-excluded, venue-excluded, or otherwise subject to access restrictions, and to support timely intervention where required. FRT is not intended to replace staff judgement or Responsible Gambling Officer (RGO) engagement; rather, it provides an additional compliance layer that improves the reliability of exclusion monitoring, allowing staff to dedicate more attention to proactive patron care, behavioural observation and supportive, human-centred interactions.

#### 6.1.2 OPERATIONAL OVERVIEW

At the Fyansford Hotel, FRT would be implemented as part of the broader RSG framework and integrated into the gaming room's existing supervision model, including cashier sightlines and CCTV coverage. Key operational features would include:

##### **Automated exclusion monitoring:**

FRT enables discreet identification of patrons recorded as self-excluded or venue-excluded. When a potential match is detected, the system generates a silent alert for staff review, enabling prompt and appropriate action in line with the venue's Gaming Policy Handbook and Responsible Gambling Code of Conduct.

##### **Enhanced staff awareness and enforcement:**

With a planned increase to 68 EGMs and a larger gaming footprint, FRT provides additional assurance that exclusions are consistently enforced, including where patrons attempt to re-enter under different conditions or outside peak staffing periods.

##### **Support for identifying at-risk patrons:**

By automating the exclusion component, RGOs and duty managers are better placed to focus on observable risk indicators (e.g., extended play, agitation, distress, repeated ATM/CRT use), supporting earlier, more informed engagement with patrons who may be vulnerable to harm.

##### **Integration with existing CCTV infrastructure:**

The system would operate alongside the venue's CCTV network and cashier monitoring positions to ensure coverage of the gaming room entry portals and key circulation zones, while maintaining operational efficiency and privacy compliance.

### 6.1.3 PRIVACY AND COMPLIANCE

DNS SS notes that the introduction of FRT must be delivered in accordance with applicable privacy and data protection obligations, including the Privacy Act 1988 (Cth) and Victorian privacy principles/guidance. Safeguards should include:

- ... FRT use limited strictly to harm minimisation, exclusion monitoring and gaming-compliance purposes.
- ... Secure, encrypted storage of images and match data, retained only for the minimum period necessary.
- ... Clear patron notification through visible signage at all gaming room entry points explaining the presence, purpose and operation of FRT.
- ... Restricted access to FRT data to authorised personnel only (e.g., RGO, Venue Manager, senior compliance staff), supported by specific privacy training and documented handling procedures.
- ... Ongoing review to ensure the system remains aligned with VGCCC expectations and evolving privacy standards.

### 6.1.4 BENEFITS TO RESPONSIBLE GAMBLING PRACTICES

The adoption of FRT at the Fyansford Hotel would materially strengthen the venue's responsible gambling controls by:

- ... Improving compliance with exclusion programs and the venue's approved Code of Conduct.
- ... Enhancing the early identification of prohibited entry and potential harm escalation.
- ... Providing staff with greater confidence and efficiency in a higher-capacity gaming environment.
- ... Demonstrating a proactive, best-practice commitment to innovation in harm minimisation as part of the venue's expanded gaming operations.

In DNS SS's view, the implementation of FRT would be a proportionate and appropriate enhancement to the venue's existing monitoring model, particularly in the context of the proposed increase in EGMs and gaming room scale, and would support the overall objective of preventing gambling-related harm while maintaining effective regulatory compliance.

## 6.2 POLICY, PROCEDURE AND TRAINING

DNS SS notes that the Fyansford Hotel is currently meeting the baseline standards required by the Victorian Gambling and Casino Control Commission (VGCCC) and is operating with an established Responsible Service of Gaming (RSG) framework. However, in the context of the proposed increase in gaming machine numbers and an enlarged gaming footprint, DNS SS recommends a more dedicated and structured approach to policy documentation, procedural upkeep, and staff capability development to ensure harm-minimisation measures remain robust, current, and consistently applied in "business as usual" conditions.

While the venue's existing systems provide a sound foundation, more frequent and formalised updating of procedures will better support staff confidence, reduce reliance on informal knowledge transfer, and ensure alignment with any evolving VGCCC guidance or industry best practice. This is particularly important for gaming-floor staff and duty managers, who are required to make timely, sensitive judgements about patron wellbeing, extended play, exclusion monitoring and intervention.

A strengthened internal framework should include a documented annual policy review cycle, a regularised in-house training program beyond mandatory RSG recertification, and clearer internal reporting pathways so that patron observations and harm-risk indicators are captured, discussed and escalated consistently. DNS SS further recommends that staffing levels within the gaming room be formalised to ensure ongoing active supervision, with a minimum of two staff members present at all times (not only during peak periods), supporting continuous monitoring, timely engagement, and improved visibility over entry/exit points, CRT/EFTPOS activity and gaming-floor behaviours. Collectively, these enhancements would position the venue to maintain compliance and proactively manage risk as gaming operations expand, while preserving the venue's broader family-focused hospitality environment.

#### Recommended actions

##### Annual policy and procedure review

- ... Implement a formal annual review and re-issue cycle for all gaming and harm-minimisation policies (including the Responsible Gambling Code, RSG procedures, intervention guides, barring/self-exclusion processes, and AML/CTF operational steps).
- ... Ensure version control, sign-off, and staff acknowledgment of updates.

##### More structured internal training

- ... Introduce a venue-based RSG/harm-minimisation training program at six-monthly intervals for all gaming-exposed staff (cashiers, duty managers, TAB/gaming bar staff, supervisors).
- ... Training to focus on practical intervention scenarios, identifying risk behaviours, YourPlay/self-exclusion processes, referral pathways, and expectations for floor-walking and patron engagement.
- ... Maintain training registers and refresher attendance records.

##### Digital systems and training controls

DNS SS acknowledges that the venue currently utilises an electronic platform (Tanda) to support staff rostering, training visibility and procedural controls. This provides a useful baseline for managing compliance-related records and workforce oversight.

However, given the proposed expansion of gaming operations and the need for consistent, current staff guidance, DNS SS recommends that the venue consider adopting a more integrated digital compliance and training approach.

A dedicated digital RSG and harm-minimisation management system (whether as an extension of existing tools or a specialist platform) would strengthen real-time access to policies, automate

refresher scheduling, improve version control, and provide clearer audit trails for training completion and procedural acknowledgement. A more mature digital framework would reduce reliance on static manuals, minimise risks associated with out-of-date materials, and ensure staff have immediate access to contemporary guidance aligned with VGCCC expectations.

#### Recommendation

- ... Note current use of Tanda as an electronic control for rosters/training/procedures.
- ... Explore a more integrated digital compliance and training platform to support RSG and harm minimisation.
- ... Ensure digital systems provide:
  - automated six-monthly refresher alerts and tracking,
  - clear version control and staff sign-off for policy updates,
  - accessible mobile/on-shift policy reference,
  - stronger audit reporting for management and VGCCC review readiness.

#### Enhanced internal agenda and reporting mechanisms

- ... Expand meeting agendas to include structured harm-minimisation and compliance discussion items, such as:
  - patron wellbeing observations and concerns,
  - incidents/near-misses,
  - exclusion or barring updates,
  - CRT/EFTPOS activity trends,
  - staff interventions undertaken and outcomes.
- ... Establish a simple internal reporting template to capture and track staff observations between meetings, feeding into the Responsible Gambling Register where relevant.

#### Staffing Presence and Coverage

- ... Formalise rosters to ensure appropriately trained and licensed gaming staff are available in the gaming area at all times, not only during busy periods.
- ... Allow for practical deployment of staff within the immediate gaming area rather than requiring staff to remain physically inside the gaming room at all times.
- ... This approach supports continuous monitoring, reduces potential supervision gaps, improves response time to risk indicators, and strengthens compliance with the venue's Code commitments, particularly in a higher-capacity gaming environment.

### 6.3 HEALTH CARE PROFESSIONALS

DNS SS recommends that the Fyansford Hotel formalise and strengthen its relationship with local gambling-harm health providers (e.g., Gambler's Help, counselling and support services), as this interface is critical to effective harm minimisation and positive patron outcomes.

While venue staff play an essential role in recognising potential indicators of harm and initiating supportive conversations, they are not qualified counsellors or clinical practitioners. Without clear role boundaries and guidance, well-intentioned staff actions can inadvertently escalate distress, create confrontation, or unintentionally provide advice outside their competence.

Accordingly, staff should be positioned and trained as conduits between patrons and professional supports—focused on identification, brief intervention, referral, and facilitation of access to help—rather than attempting counselling or problem-solving.

DNS SS further recommends that these expectations be explicitly embedded into staff role descriptions and internal training materials. To reinforce this interface in practice, the venue should institute a regular, scheduled engagement with the local health provider (at minimum biannually).

These meetings should be documented with minutes and used to review emerging harm trends, refine staff intervention approaches, confirm referral pathways, and seek professional guidance on best-practice engagement with at-risk patrons.

This structured collaboration would ensure the venue's harm-minimisation framework remains clinically informed, consistent with VGCCC intent, and properly supported by external expertise.

#### Key items to be addressed

... Clearly define staff as referral and support intermediaries, not counsellors, within:

- role descriptions,
- induction materials,
- RSG refresher training.

... Reinforce the appropriate staff function:

- observe risk indicators,
- initiate respectful RSG interactions,
- provide information and options,
- facilitate referral/self-exclusion,
- escalate to the RGO/manager as required.

... Provide staff guidance on what not to do, including:

- offering personal counselling,
- giving financial/life advice,
- making promises of outcomes,
- arguing with or “diagnosing” patrons.

... Establish biannual meetings with the local gambling-harm health provider (every 6 months).

... Document meetings with:

- formal agendas,
- attendance records,
- minutes and action items,
- follow-up tracking.

... Use meetings to review and refine:

- referral protocols and contact points,
- intervention language/approaches,
- patterns observed at the venue,
- staff support needs and training priorities.

... Ensure updated provider material (brochures, cards, contacts) is always available at:

- cashier,
- RGO station,
- staff back-of-house.

## 6.4 LIKELY IMPACTS

DNS SS considers that the proposed increase in gaming machine numbers at the Fyansford Hotel is unlikely to result in a detrimental impact on the local community, noting both the venue's demonstrated harm-minimisation culture and the broader operational and demographic context in which the transfer is sought.

Throughout the review process—including multiple on-site inspections, staff interviews, and assessment of policies and practices against VGCCC requirements—the venue consistently evidenced a strong and genuine commitment to responsible gambling and patron wellbeing, supported by active supervision, compliant signage, established RSG procedures, and management oversight. This commitment was observed to extend beyond day-to-day operational practice, with both current management and ownership indicating a clear willingness to invest in continuous improvement and to implement new harm-minimisation measures recommended through this engagement.

In DNS SS's view, the introduction of additional EGMs does not in itself create a materially new risk profile; rather, it will provide increased variety and choice within the gaming offer and enable the venue to respond to the area's continuing residential growth, evolving community composition, and increased patronage associated with new estates and the venue's role as a local hospitality hub. Like many contemporary venues, Fyansford Hotel's harm-minimisation journey is best characterised as one of ongoing advancement—embedding best practice, strengthening staff capability, and actively destigmatising “problem gambling” by promoting support pathways, early intervention, and normalised help-seeking behaviours.

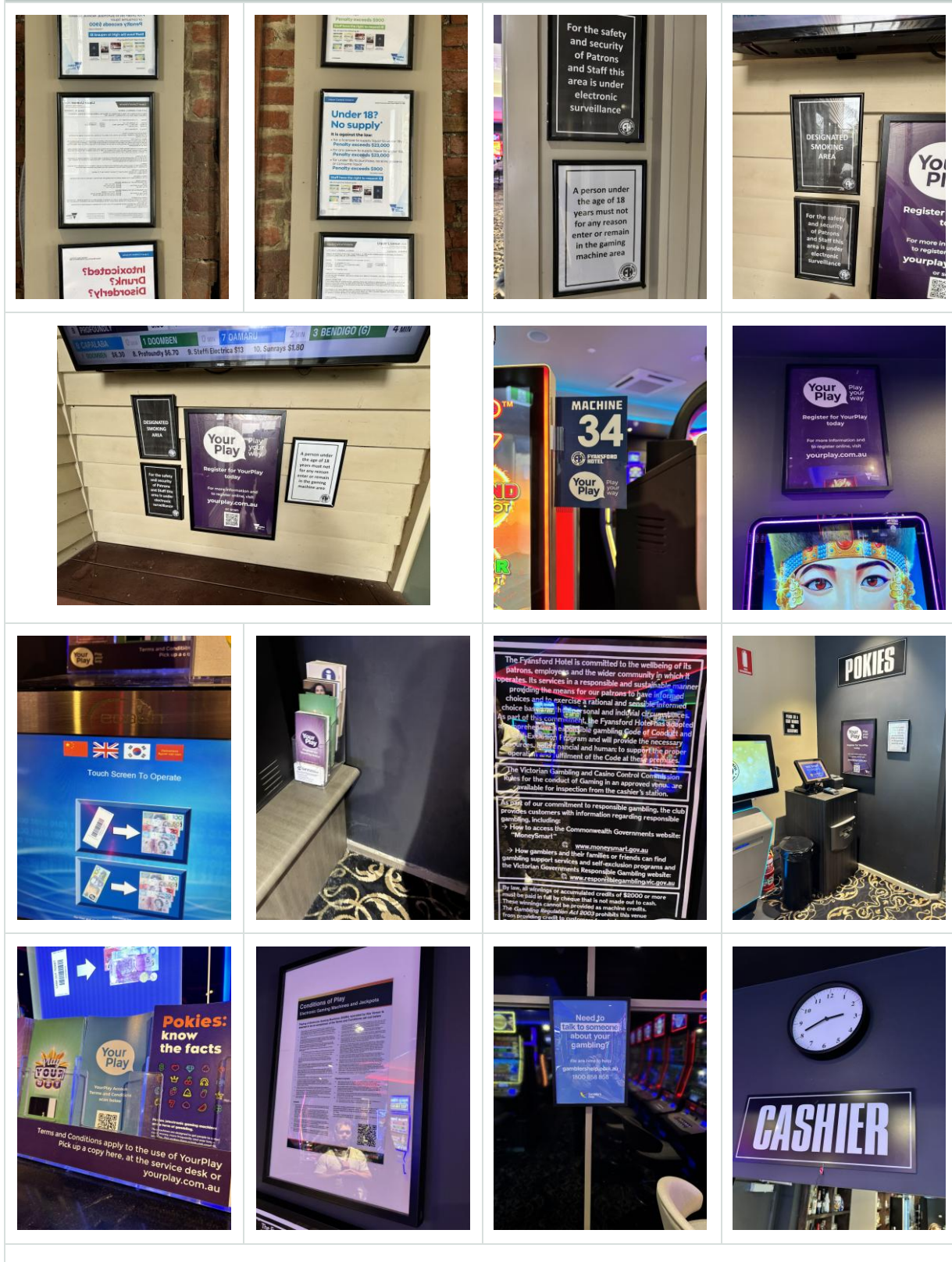
The additional recommendations outlined in this report are intended to provide a more structured, modern framework to support employees and management in sustaining and enhancing those efforts as gaming operations expand, and the venue's ownership commitment to adopting these measures further reinforces the durability of this approach. DNS SS also considers that the proposed structural and layout changes associated with the new gaming design introduce further layers of control and safety—through improved entry management, clearer separation from family areas, and enhanced opportunities for staff monitoring—thereby strengthening the venue's capacity to protect patrons, reduce risk, and maintain a safe and balanced environment for both players and the broader community.



# Appendix

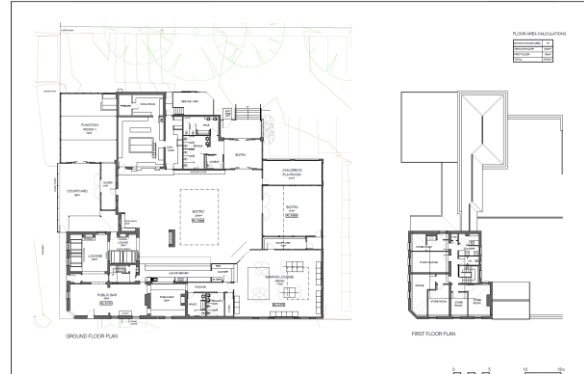
# Signage

Figure 6.1 – Signage



# Plans

Figure 6.2 – Venue Plans



HP Architects

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