



FOUNDATION THEATRES

Operational Plan of Management

The Star – Former Part 3A Approval MP08_0098

Section 4.55(2) – Modification Application 18

Alterations and additions to the
Multi Use Entertainment Facility

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1. Introduction

Context

This Operational Plan of Management supports Foundation Theatres submission for the Section 4.55 (2) modification application, submitted to the Department of Environment and Planning for alterations and additions to the Multi Use Entertainment Facility at The Star. It provides additional clarification relating to the theatres management aspects.

Foundation Theatres is proposing to build two additional theatres within the Star Complex. This will be in addition to the Sydney Lyric that is already on site within the Star.

Foundation Theatres

Foundation Theatres is a 100% Australian owned, Sydney based theatre owner, operator, and production investor. Our venues are two of Sydney's premier commercial theatres, the Capitol Theatre and Sydney Lyric.

Our Purpose is to operate thriving, internationally renowned, first-class theatres that present the best commercial theatrical product from around the world to the widest possible Australian audience. Foundation Theatres is renowned for its innovative approach, determination, focus on excellence and passion for the theatre industry. These qualities are the foundations of all that we do.

Working alongside the NSW Government, and with our significant investment in theatrical product and industry initiatives, our theatres are a key driver of a vibrant performing arts sector in NSW.

Foundation Theatres is embarking on building two new theatres at The Star to compliment the Sydney Lyric and Capitol Theatre.

Relationship with The Star

Many elements of the Operational Plan require close working relationship with The Star. To deliver on this Operational Plan, we will be working with The Star on elements such as waste collection, use of loading docks, security, and emergency response.

Foundation Theatres and The Star have worked closely together on the Sydney Lyric since 2011 and have a close and positive working relationship. We would continue this working relationship with the operation of the two new theatres.

2. Management and Use of Theatres

Foundation Theatres is proposing to have two new Theatres on the site.

- 1) Sydney Broadway Theatre:** 1500 Seat Broadway Theatre, with accompanying amenities including offices, green room, and dressing room back of house, and foyers, bars, bathrooms, and box office front of house. Will be programmed to present 8 performances of a single production per week between Tuesday and Sunday.
- 2) Sydney Live Room:** A 1000 seat live performance venue, with accompanying amenities including offices, green room, and dressing room back of house, and foyers, bars, bathrooms, and box office front of house. Will be programmed to present various performances and events throughout the day and night, including but not limited to plays, musicals, live music events, talks, conferences, comedy, and cabaret.

Foundation Theatres will operate the venues. The operational management will be applied in the same manner to both new theatres, and this operational management plan applies to both venues as a singular unit. Foundation Theatres Staff will manage the BOH areas. Management of the venues will include:

- Foundation Theatres will oversee FOH and BOH areas.
- The Star facilities teams will clean the FOH areas and manage waste removal.
- The venues will be frequently patrolled by staffed monitoring safety and cleanliness.
- At all times that they are open to the public, staff will be present constantly controlling RSA, patron volume levels, temperature levels, etc.
- There will be speakers throughout foyer areas and auditorium for use during operation, as well as for Emergency/Evacuation instructions.
- Televisions are present and controlled by Staff only. These are used to display cast board and the show feed. There is no access to regular television programming. Customers cannot access the television to change sound or display settings.
- This area is cleaned, inspected, and locked up prior to the closing time of each night's operations.

3. Hours and Days of Operation

The Sydney Broadway Theatre and Live room will be in operation 365 days a year. Traditionally the venues will open to operational staff from 7am and staff will be present from this point until all activities are finished in the building. On occasions, operational hours will vary based on additional activity, and for short periods throughout the year where a show is loading in or out, it may be operational for a 24-hour period.

Operational hours vary based on our performance schedule; however, an example of our regular weekly roster is as follows. Please note Performance start and end time indicates when the venue is open to the public. All other times venue is open only to staff, contractors, and visitors.

| DAY | Venue Open | Venue Close | Performance Start Time | Performance End Time |
|-----------|------------|-------------|------------------------|----------------------|
| Monday | 9:00am | 6:00pm | N/A | N/A |
| Tuesday | 8am | 11:00pm | 7:00pm | 10:00pm |
| Wednesday | 8am | 11:00pm | 1:00pm | 10:00pm |
| Thursday | 9:30am | 11:00pm | 7:00pm | 10:00pm |
| Friday | 9:30am | 11:30pm | 7:30pm | 10:30pm |
| Saturday | 9:30am | 11:30pm | 2:00 pm & 7:30pm | 10:30pm |
| Sunday | 9:30am | 7:00pm | 3:00pm | 6:00pm |

The peak times of heavy traffic onsite are from one hour prior to the performance start time, until 30 minutes after the performance end time.

4. Unloading and Loading Arrangements

Foundation Theatres new venues will utilize two of The Star complexes existing Loading Docks for all unloading and loading arrangements.

The Star Loading Dock on Jones Bay Road is the main loading dock for the Star complex, and it will be used for majority of the new venues daily deliveries including Food & Beverage, merchandise and rubbish collection. The loading dock is staffed by a warehouse manager, supervisor, 12 store persons and 2 administrative staff.

Current loading dock operating hours are:

- 0700 to 1800 Monday to Friday
- 0700 to 1330 Saturday
- 0700 to 1100 Sunday

The clearance height of The Star Loading Dock door is 3.2m.

For Production Load In and Load Outs, the venue will use The Star Events Loading Dock located on Service Road. Known as the Star Events Centre loading dock, it is located within the northern part of the Light Rail terminal and is accessible via a one-way service road from Pirrama Road. This loading dock operates 24 hours per day 365 days per year. It has a freight elevator and raised loading dock platform that accommodates rear loading of a 19m semi-trailer. The raised dock platform can cater to loading or unloading two vehicles at a time, as two opposite bays. Vehicle heights cannot exceed 4.3m. The freight elevator only provides access to The Star Events back-of-house zone. Stairs physically prevent transfer of loads to other parts of the building. Two security officers' man the dock on a rotating roster. Outside of special events, normal loading dock operating hours are:

- 0600 to 1800 Monday to Friday
- 0600 to 1800 Saturday
- Closed on Sundays and Public Holidays

5. Waste Management

Foundation Theatres has a stable and predictable waste management programme. The waste generated by the business comprises of:

- Cardboard and paper generally from packaging of food and beverage product
- Glass bottles from packaged beverage sold and consumed on premises
- Food and general waste from the bar operations and general maintenance
- Paper and general office waste

Waste is collected throughout the trading period each day and transferred by theatre staff to the various processing units. These include cardboard compactors, waste compactors, bottle crushers and rubbish bins where required.

Foundation Theatres contracts an external waste management service. At present this role is undertaken by Sydney Waste Services.

The expected volumes of waste products per theatre based on averages at the Sydney Lyric and Capitol Theatre are:

- General waste between 14,000 and 17,500 litres per week (2,000 to 2,500 litres per day)
- Co-mingled waste between 11,500 and 14,200 litres per week (1,650 to 2,000 litres per day)
- Cardboard recycling between 6,300 and 7,800 litres per week (900 to 1,100 litres per day)

6. Security on Site

Minimal Standards of Physical Security

Foundation Theatres uses our Stage Door Concierge and Patron Services staff as security for majority of our operational hours. For peak times or times of additional security risk, Foundation Theatres engages experienced and licensed security contractors to assist in the supervision of the event. The Star Security team will be onsite to assist Foundation Theatres team with security issues as required.

All Foundation Theatres staff working Front of House must have a valid Responsible Service of Alcohol certification and have regular training on conflict resolution and the management of undesirables on site.

At a minimum standard any licensed security contractor engaged by Foundation Theatres must hold a Security Master License pursuant to the NSW Security Act.

Each Guard employed must hold a minimum Class 1AC Individual Security License pursuant to the NSW Security Act.

Additionally, each guard must hold current certification in Responsible Service of Alcohol and undergo refresher training at intervals not exceeding twelve months.

The security contractor will also be required to provide regular training in conflict resolution and the safe use of non-armed combat techniques for its staff.

All incidents that occur on site are reported to management at the time of the event. Where required, Foundation Theatres Executive team meet with all stakeholders to analyse incidents and make any adjustments accordingly.

For exceptional circumstance, such as a large premiere event, Foundation Theatres and The Star work with NSW Police and the show's Producer to analyse additional security needs, and roster additional guards as necessary.

Minimal Standard of Electronic Security

Foundation Theatres operates a Digital Video Recording System at all its venues, and intends to install an Electronic Security system into the new venues. An industry specialist will be engaged to advise on the requirements and installation of the system, and once in place the electronic security system will be overseen and maintained by our Head of IT Systems.

Due to the location of the theatres within The Star complex, the venue has no outside or external doors, and access to the venue is only possible after gaining access to the Star. Therefore, Foundation Theatres will rely on The Star's electronic security system to secure the external perimeter of the theatres. The Star will be responsible for maintaining, monitoring, and responding to all external security matters.

Within Foundation Theatres venue area, the theatre will operate and record from its own independent system. The new theatres will have approx. 50 cameras installed throughout the venue at areas including but not limited to venue bars, auditorium entry and exit points, auditorium seating, stage door and BOH corridors.

To achieve longer archiving of recordings each camera records using motion detection at a minimum of 15 frames per second. CCTV recordings are held for a minimum period of 30 days. There is no authority for any person to delete recordings.

Foundation Theatres use an external security monitoring company to monitor their alarms.

Certain areas of the venue have set times on certain days those alarms need to be set before exiting the venue. Failure to do so will alert the monitoring company, and they will carry out specified protocol depending on the Zone.

For the short period of time there is no one physically in the venue, motion sensors will be fitted and are alarmed before the Manager leaves the premises. Any trigger to these alarms will alert the monitoring company who will carry out specified protocol.

All Foundation Theatres Executive Management staff and Head of IT Systems has access to view the CCTV cameras on the phone, allowing them to check the security of the venue 24/7.

7. Noise Management and Mitigation Measures

Foundation Theatres is committed to the safety and well being of their customers and the quiet and good order of the surrounding neighbourhood.

Subsequently, they aim to ensure they foster good relationships with the nearby community and create an environment whereby they can disclose issues which have the capacity to impact on their safety and well being and ongoing quiet and good order.

All complaints are handled with the utmost confidence and where possible action taken to mitigate any risk associated with such issues.

In order to ensure this, the following steps detail which, should be taken when receiving any complaint.

In all circumstances where a complaint is made to Foundation Theatres, they will:

- Investigate all complaints and/or problems disclosed to them by any person.
- Consult with the person concerned.
- Attempt where possible to rectify the complaint or problem disclosed.
- Protect all disclosures made by complainants where possible.

Foundation Theatres ensures that:

- All performance related music and noise will be within the auditorium, and the theatres will be built with appropriate sound proofing so that the performances are not heard outside of the theatre area.
- They will encourage guests to leave the venue in an orderly and quiet manner, so not to impact on local community.
- Where possible, no deliveries will be accepted prior to 7am or after 7pm.
- No external cleaning works will take place prior to 7am.
- No testing of emergency sound systems or services will take place prior to 7am.

8. Emergency Response

Foundation Theatres has an existing Emergency Management Plan in place for the Sydney Lyric and Capitol Theatres. These plans have been developed with an external specialist who has assessed the entire venue, and an Emergency Response Produce Guide was tailored specifically for the Venue. This specialist will be engaged to assess the new venues and produce a new Emergency Management Plan for the new venues.

This emergency management plan is presented to all productions and contractors who are trained in emergency response and evacuation. In addition:

- Evacuation Diagrams are present the Venue which includes EGRESS paths, extinguisher locations, WIP phone locations etc.
- Foundation Theatres engages appropriate third parties to conduct various training exercises with all Staff and Management including:
 - o Evacuation training
 - o Simulated evacuations
 - o Warden Training
 - o Chief Warden Training
 - o Fire Extinguisher Training
- Detailed training takes place with everyone who performs the role of Fire Warden in the EMP.
- Further to this training, addition in depth internal procedures and training will take place in a one-on-one environment all key Managers and supervisors.
- Everyone on site does a venue induction to familiarize themselves with key information. Between the venue induction and department training and toolbox talks, everyone is made aware of:
 - o Emergency alarms and tones and appropriate responses
 - o Where the designated Evacuation Assembly Areas area
 - o Location of emergency exits and where they lead to
 - o Location of WIP phones and Emergency Break Glass
 - o Location of Fire hose reels
 - o Location of First Aid kits and Automated External Defibrillators
 - o Where the EMP are located
 - o What areas they will be responsible for in an emergency.

Additionally, Foundation Theatres employs a trained and certified Fire Officer to be present on site at all times the venue is open to the public. This Fire Officer performs daily fire check of the venue and performs the role of Chief Warden in the case of an emergency.

Foundation Theatres ensures that all Patron Services and Technical Managers and Supervisors have current Senior First Aid qualifications so that someone with First Aid qualifications is always on site.

9. Signage

Directional Signage

Throughout The Star precinct, there will be directional signing to the Broadway Theatre and Live Room. This directional signage will be managed by The Star.

Internally, Foundation Theatres will ensure the venue has adequate directional signing, including signage to various levels, theatre doors, bathrooms, bars and exit points. Within the auditorium, exit signage will be lit to ensure it is visible when dark. All signage will meet safety requirement standards.