CPTED Assessment Report

New Development Winx Stand

ATC Royal Randwick

Response to the SEARs for SSDA 10285

Mostyn Copper

Disclaimer

Prepared by Sheridan Consulting Group Pty Ltd for Mostyn Copper, October 2019.

While all due care has been taken in the preparation of this document, Sheridan Consulting Group assumes no responsibility and shall not be liable to any person for any loss, damage, or expense caused by decision making, reliance or distribution to any third party of the information or advice in this document, to the extent allowable by law.

The information and advice contained within this document has been developed relying on the supply of information from stakeholders, assuming that all such information is accurate and correct. Sheridan Consulting Group assumes no responsibility for advice or recommendations that are the result of inaccurate, incomplete, incorrect or misleading information. All advice is provided from a security risk management perspective and does not constitute professional legal opinion.

Table of Contents

Sheridan Consulting Group has been engaged by Mostyn Copper to conduct a CPTED assessment in response to the SEARs for SSDA 10285 - the Winx Stand development proposal to be located at the Australian Turf Club Royal Randwick.

1 Purpose

The purpose of the CPTED assessment is to provide Mostyn Copper with an assessment in line with the New South Wales Environmental Planning & Assessment Act, 1979, Section 79C Crime Prevention Guidelines a Crime Risk Assessment (CRA) to support the DA application for the proposed new Winx Stand development at Royal Randwick.

The crime risk assessment provides a systematic evaluation of the potential for crime in the area and an indication of both the likely magnitude of crime and likely crime type based on NSW Police crime statistics and historical security instances recorded at Royal Randwick. The consideration of the crime amount and type determines the choice and appropriate mix of CPTED strategies.

2 Development and Surroundings

2.1 Brief Description

Royal Randwick racecourse (Royal Randwick) is located on Alison Road, Randwick in the Eastern Suburbs close to Sydney CBD and Sydney Airport making the location easily accessible for both locals and visitors to Sydney. The site race course has a circumference of 2224 metres and is bounded by Alison Road to the north, Doncaster Avenue to the west, High Street to the south and Wansey Road to the east. The surrounding area is mainly residential with one of the Australia's leading universities and Centennial Parklands as neighbours.

The racecourse has operated for over 150 years and provides world class standard in racing and hospitality offering many bars and restaurants and facilities for visiting patrons and operates all year round with a particularly busy schedule in the Spring and during Sydney Carnivals. Royal Randwick also offers many options for both private and corporate functions.

There are several transportation options available including car parking, existing public transport, taxi stands and the Light Rail. During carnival times, special arrangements are made for public transport optimisation.

The proposed development is an amenity for 7500 patrons during race day with both indoor and outdoor spaces supported by a multifunctional design including facilities to host trade shows, exams, weddings and other functions outside of race mode. The building will be located on St Leger Reserve between the existing car park and the racetrack south of the QEII Grandstand.

The building will comprise of a ground level which will be one hundred metres long completely enclosed and serviced and level one which will 100 metres long with sixty metres enclosed and 40 metres utilised as an outdoor terrace space. There will be a link bridge from level 1 to the QEII Grandstand south. The new development will operate under the same or similar conditions as all existing facilities located within Royal Randwick boundaries.
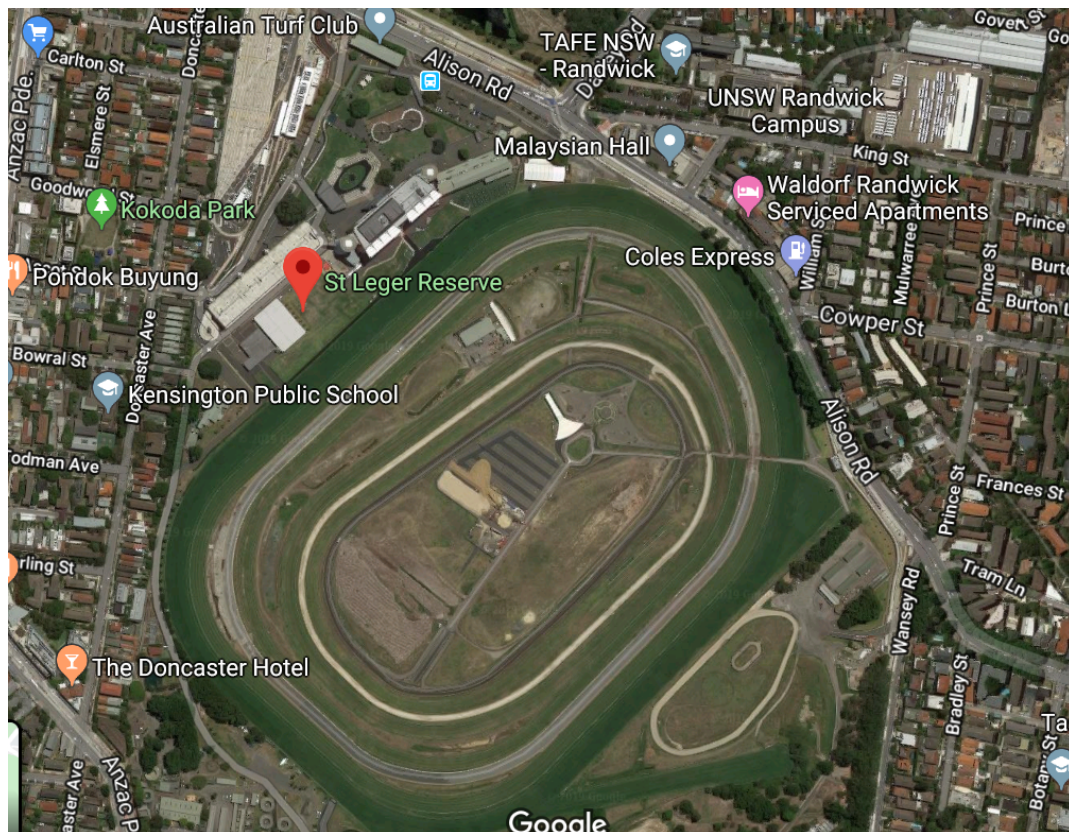
Image: Royal Randwick and surrounding area of Randwick

Image: Proposed development location within Royal Randwick and the immediate surrounding location

ROYAL RANDWICK
PRECINCT MAP

QUEEN ELIZABETH II GRANDSTAND

Ground Level	Kensington Room
Level 1	Grandview Room & Lounge The Chairman's Club & Lounge Directors' Room
Level 2	Royal Randwick Ballrooms Corporate Suites 1 - 6
Level 3	Centennial Room Skyline Room
Level 4	Corporate Suites 7 - 24

OFFICIALS STAND

Ground Level	Owners & Trainers Lounge
Level 1	The Press Room Doncaster Room Champagne Bar Villiers Room

LEGEND

- $ ATMs
- Cloakrooms
- Elevators
- Escalators
- Toilets
- Food Outlet
- Bar
- First Aid
- Police/Security
- P Parking
- Taxi Rank
- Bus Stop
- Designated Smoking Area
- Emergency Assembly Area

ROYAL RANDWICK

2.2   Area Crime

BOCSAR's crime data consist of criminal incidents reported to, or detected by, police and recorded on the NSW Police Force's Computerised Operational Policing System (COPS). While this system is used for record-keeping for all police operations, not just for criminal matters, BOCSAR only reports on criminal incidents. BOCSAR's crime statistics therefore do not capture crimes that are not recorded on COPS.

The following data is a snapshot of the types of criminal activities reported in the Randwick Local Government Area.

Table 1. Recorded incidents of selected offences in the Randwick Local Government Area
Annual totals and 24 month trend from July 2017 to June 2019

Offence	Jul 2017 to Jun 2018	Jul 2018 to Jun 2019	24 month trend
Murder	1	1	Not Calculated *
Assault - domestic violence related	328	406	Stable
Assault - non-domestic violence related	568	546	Stable
Sexual assault	66	73	Stable
Indecent assault, act of indecency and other sexual offences	100	123	Stable
Robbery without a weapon	28	18	Not Calculated *
Robbery with a firearm	3	3	Not Calculated *
Robbery with a weapon not a firearm	13	10	Not Calculated *
Break and enter - dwelling	318	358	Stable
Break and enter - non-dwelling	70	65	Stable
Motor vehicle theft	177	177	Stable
Steal from motor vehicle	499	568	Stable
Steal from retail store	285	231	Stable
Steal from dwelling	304	325	Stable
Steal from person	94	94	Stable
Fraud	1012	936	Stable
Malicious damage to property	680	743	Stable

* A trend is not calculated if at least one 12 month period in the selected timeframe had less than 20 incidents.
** No annual percentage change is given if the trend is stable or if a trend has not been calculated.

Incidents of Assault (Non-domestic assault) from July 2018 to June 2019
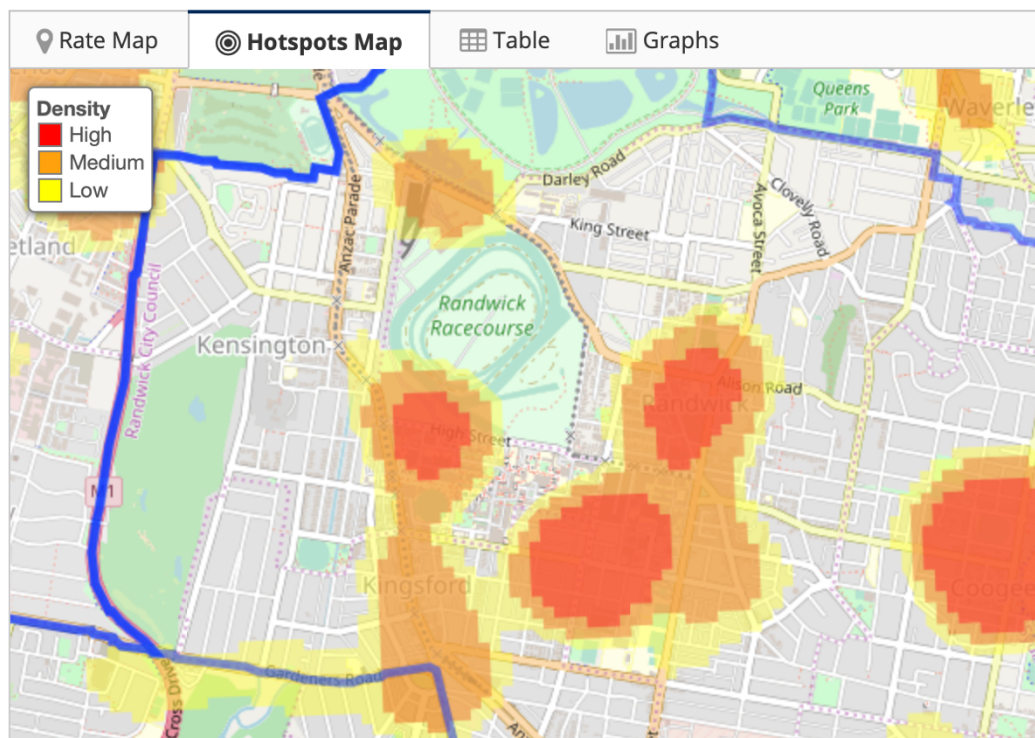
Incidents of Robbery from July 2018 to June 2019
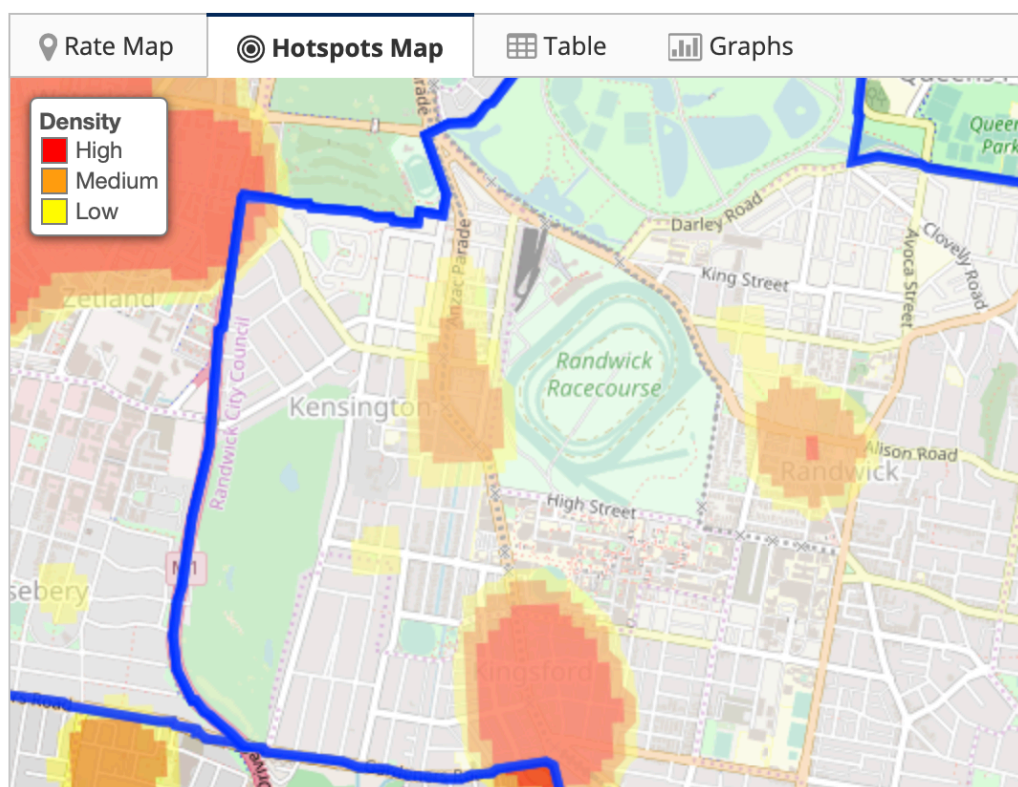
Incidents of Robbery from July 2018 to June 2019
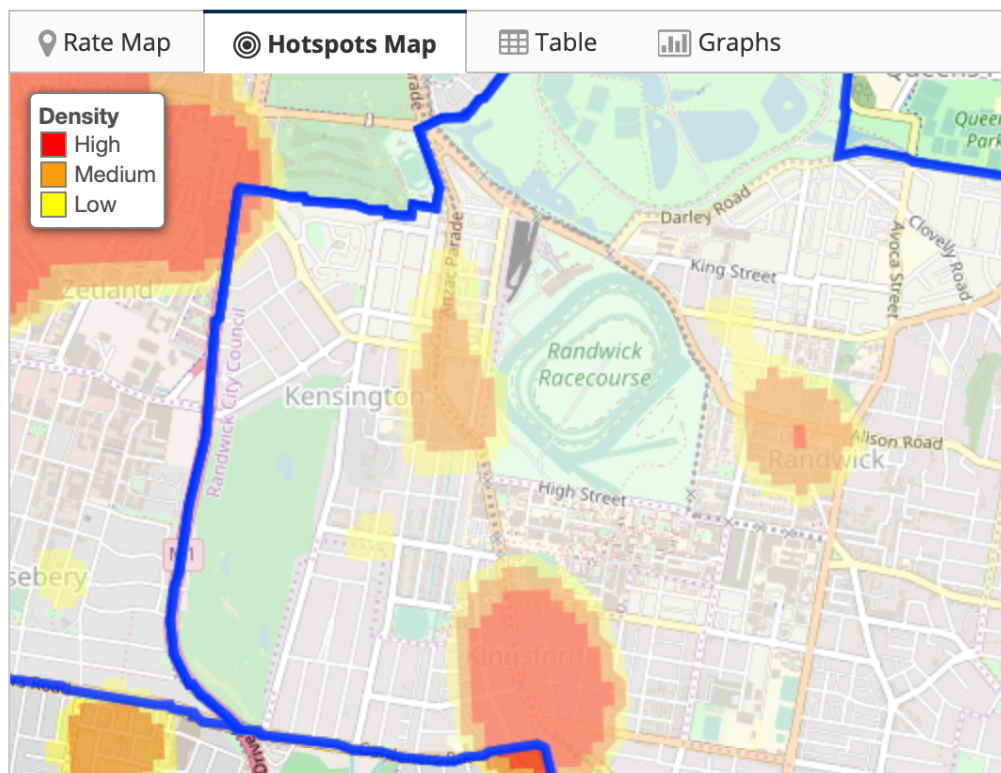
Incidents of Theft (Steal from person) from July 2018 to June 2019
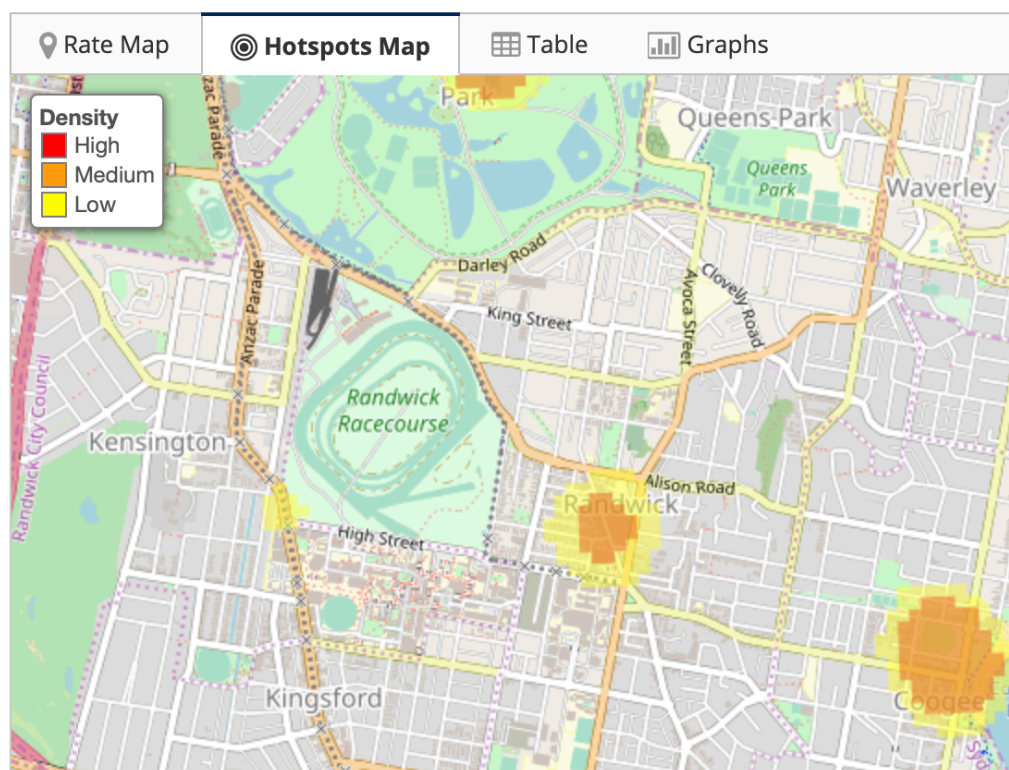
Incidents of Malicious damage to property from July 2018 to June 2019

Source: http://crimetool.bocsar.nsw.gov.au/bocsar/
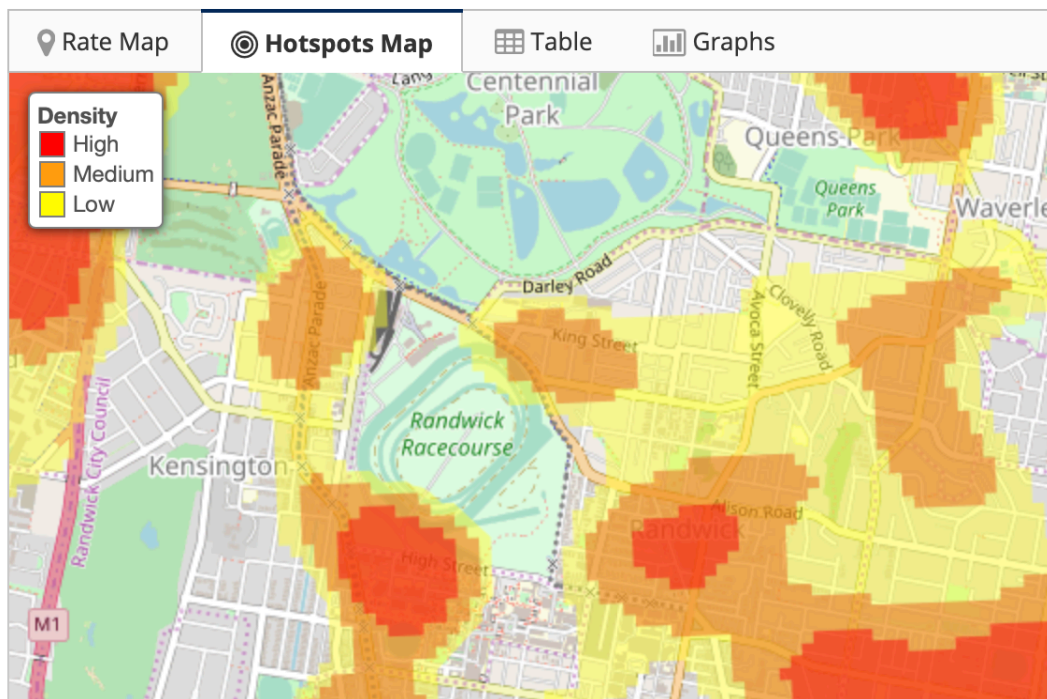
The five categories of crime captured in the hotspot maps above indicate that although a degree of crime incidents do occur within the Randwick LGA, these crime types do not occur within the boundaries of Royal Randwick.

3 Risk Assessment

3.1 Identified Risks

The following security and crime related risks have been identified, assessed and rated for this development.

No	Crime/ Issue	Likelihood	Consequence	Risk Rating
1	Liquor Act and RSA Non Compliance	D	2	Low
2	Crowd Management Overcrowding	E	4	Medium
3	Fire	D	2	Low
4	Anti-Social Behaviour	C	2	Medium
5	Intoxication	C	2	Medium
6	Drug offences	C	2	Medium
7	Assault	C	2	Medium
8	Indecent Assault	D	3	Medium
9	Sexual Assault	D	3	Medium
10	Steal from Persons	C	2	Medium
11	Steal from Motor Vehicle	C	2	Medium
12	Steal from Premises	C	2	Medium
13	Robbery without weapon or firearm	E	2	Low
14	Robbery with weapon	E	3	Medium
15	Robbery with firearm	E	4	Medium
16	Malicious Damage to property	D	2	Low
17	Fraud	D	3	Medium
18	Steal Motor vehicle	D	2	Low
19	Break and Enter	D	2	Low
20	Hostile Vehicle Attack	E	5	Medium
21	Improvised Explosive Device	E	5	Medium
22	Active Armed Offender	E	5	Medium

3.2 Risk Control and Treatments implemented at Royal Randwick

GENERIC SOURCES OF RISK	SPECIFIC SOURCES OF RISK	CONTROLS / TREATMENTS
Liquor Act & RSA Non-compliance	Permit Intoxication	RSA qualified staff ATC RSA Strategy training Security & RSA Monitors deployed Liquor Harm Minimisation Plan Licensee imposed drink limits
	Service Intoxication	RSA qualified staff ATC RSA Strategy training Security & RSA Monitors Liquor Harm Minimisation Plan
	Under 18 Supply	RSA qualified staff ATC RSA Strategy training Signage erected Security & RSA Monitors deployed Liquor Harm Minimisation Plan
	RSA Signage	Liquor Harm Minimisation Plan RSA specific signage in all required areas
Crowd Dynamics	Overcrowding	ATC Incident & Emergency Procedures People counting technology within CCTV system Security personnel to monitor crowd User-pay police deployed to monitor crowd
Fire	Actual	Fire detection & suppression systems Fire & emergency evacuation training Incident & emergency management procedures
	False Alarm	Fire & emergency evacuation training Incident & emergency management procedures
Anti-social Behaviour	On Premise	ATC Standard Operating Procedures ATC RSA Strategy training Live CCTV monitoring Security personnel User-pay police deployed

	Off Premise	Security & User-pay police deployed
		Exit signage & toilets at exits
		Neighbourhood Helpline
		Free transport
Unlawful Activity	Drug Offences	User-pay police deployed
		Drug dog operations – EBLAC Security & RSA Monitors
		ATC RSA Strategy training
Unlawful Activity	Assault	User-pay police deployed
		Security personnel deployed
		Live CCTV monitoring
	Steal From Person	User-pay police deployed
		Security personnel deployed
		Live CCTV monitoring
	Robbery	User-pay police deployed
		Security personnel deployed ATC
		CIT Procedures
		Live CCTV monitoring
		Armed robbery awareness & survival training
Medical Incident	Injury	Hazard inspection
		Security pre-deployment inspection
		Medical personnel on-duty (MD & RN's)
		First aid trained personnel
		NSW Ambulance Service on site
	Illness	Medical personnel on-duty (MD & RN's)
		First aid trained personnel deployed
		NSW Ambulance Service on site
Actions of Security Officers	Wrongful Arrest	E-GROUP Apprehension, Arrest & Detention Policy

	Excessive Use of Force	Failure to Quit Procedure
		E-GROUP SOP Escort Off Premises
		ATC Security Standard Operating Procedure
Vehicle Incident	Pedestrian Struck	Speed limits within facility Vehicle access restrictions Traffic management plan
	Vehicle Collision	Speed limits within facility
		Traffic Management Plan
		User-pay traffic police deployed
Terrorism	Active Armed Offender	Police to be notified immediately
		Numerous routes to exit site
		Emergency Exit doors in every Stand
		ECO – Chief Warden to control until handover to NSW Police
		Emergency Management Manual
		Lockdown determined and activated by Chief Warden
	Improvised Explosive Device	White Level Inspections
		Police to be notified immediately
		ECO and Chief Warden to take control until Police arrive
		Emergency Management Manual
		Evacuation plans rehearsed
		Emergency Exit doors in every Stand
		Lockdown determined and activated by Chief Warden
	Vehicle as a Weapon	Vulnerable areas identified
		Emergency evacuation procedures in place
		ECO and Chief Warden to take control until handover to NSW Police
		Emergency exits to be used
		Emergency Exits in every Stand
		Evacuation routes known and rehearsed
		Lockdown determined and activated by Chief Warden

The CPTED Evaluation process is based upon Australia and New Zealand Risk Management Standard ANZS4360:2013. It is a contextually flexible, transparent process that identifies and quantifies crime hazards and location risk. Evaluation measures include crime likelihood (statistical probability), consequence (crime outcome), distributions of reported crime (hotspot analysis), socio-economic conditions (relative disadvantage), situational hazards and crime opportunity.

After conducting this process the rating for this development has been identified as, LOW crime risk. The existing environment where the new development is to be located has been developed over time to specifically address security and crime issues within the Royal Randwick precinct which has resulted in a robust CPTED environment including the deployment of technical, mechanical and organised treatments in line with a high risk rating. The security principles adopted at Royal Randwick are scalable based on the mode of operation – race mode, or non-race mode.

With this in mind the following Crime Prevention Through Environmental Design (CPTED) treatments should be considered for the new development in order to reduce opportunities for crime.

Natural – Clear site design, territorial definition and designation (purpose of the development). Natural surveillance, strategically located windows, doors and other vantage points. Open building and landscaping sight lines. Natural access control measures including symbolic and real barriers and clearly defined pedestrian route and channelling systems.

Organised (low) – Low level organised guardianship with strategic placement of employee workstations, concierge and the location, timing and use of managed activity. Active place management and routine environmental maintenance and security measure maintenance.

Technical/Mechanical (low) – Basic target hardening and good quality access control hardware and systems. Public address systems, help phones and motion detectors. The technical strategies to build upon low level organised and natural measures.

4 Crime Prevention Through Environmental Design

Crime Prevention Through Environmental Design (CPTED) is a crime prevention strategy that focuses on the planning, design and structure of cities and neighbourhoods. It reduces opportunities for crime by using design and place management principles that reduce the likelihood of essential crime ingredients from intersecting in time and space.

Predatory offenders often make cost-benefit assessments of potential victims and locations before committing crime. CPTED aims to create the reality (or perception) that the costs of committing crime are greater than the likely benefits. This is achieved by creating social and environmental conditions that:

- Maximise risk to offenders (increasing the likelihood of detection, challenge and apprehension)
- Maximise the effort required to commit crime (increasing the time, energy and resources required to commit crime)
- Minimise the actual and perceived benefits of crime (removing, minimising or concealing crime attractors and rewards), and
- Minimise excuse-making opportunities (removing conditions that encourage/facilitate rationalisation of inappropriate behaviour).

CPTED employs a number of principles, surveillance, access control, territorial re-enforcement, space & activity management to reduce opportunities for criminal and anti-social behaviour.

5 Surveillance

Surveillance is achieved when users of the space can see or be seen. Generally people involved in anti-social or criminal behaviour do not like to have their activities monitored. With this in mind the layout of the space, orientation and location, the strategic use of design can make it difficult for criminals to operate with ease. Surveillance should be a by-product of a well-planned, well designed and well used space can help to reduce opportunities for crime by increasing surveillance opportunities.

Natural surveillance is achieved when normal space users can see and be seen by others. This highlights the importance of building layout, orientation and location; the strategic use of design; landscaping and lighting. *Natural surveillance* is a by-product of well-planned, well-designed and well-used space. *Technical/mechanical Surveillance* is achieved through mechanical/electronic measures such as CCTV, help points and mirrored building panels. *Technical/mechanical surveillance* is commonly used as a 'patch' to supervise isolated, higher risk locations. *Formal (or Organised) Surveillance* is achieved through the tactical positioning of guardians. An example would be the use of physical security guards during race mode and at higher risk locations and access control points.

Objectives:

a) Ensure that there is good surveillance to and from the development to reduce opportunities for crime.

b) Ensure that there is good surveillance throughout the development to reduce opportunities for crime.

c) Ensure that lighting in and around the development complies with the Australian Standard – Lighting to increase surveillance opportunities during the hours of darkness.

d) Ensure that lighting in and around the development is commensurate with the closed circuit television requirements.

Surveillance Design Principles:

- The new development faces 'outward' towards public and semi-public areas within the Royal Randwick precinct which provides natural surveillance and informal supervision.

- Entry points have been designed to maximize surveillance opportunities to and from existing areas from both inside as well as outside.

- The placement and orientation of common entry areas provide maximized opportunities for natural supervision by staff and security.

- Transparent walls and windows facilitate supervision of common entry areas.

- The stand design is aligned with other Royal Randwick stands and elevated to maximise surveillance opportunities.

- Proposed internal design appears to consider the placement of areas to maximise lines of sight both internally and externally to increase the natural surveillance. The BOH/utility areas have been designed in a concentrated (central) layout on all levels thereby providing transparency externally on all elevations (trackside, Eat Street, East and West) from the Front of House (public areas).

Recommendations:

- Design of the Stand entrance should be emphasized with windows and transparent materials to encourage good surveillance opportunities into and out of the stand.

- Internal doors within the Stand, i.e. leading to Back of House (staff only) areas should have good electronic access control, but enable as much as possible staff to have good sight lines with each other.

- Surveillance equipment will enhance the physical security of the stand and assist in the identification of people involved in anti-social or criminal behaviour.
    - Cameras should be installed both within and around the stand to maximize surveillance opportunities.
    - Cameras should monitor high risk areas (bar area, cash handling areas, ATMs, restaurants) and any areas with weak natural supervision.
    - CCTV monitored by onsite Security Control Room
    - CCTV recorded and stored in a secured area.

- The deployment of staff and security staff during race day mode is commensurate with the hours of trade and the expected crowd numbers to enhance surveillance and ensure the safety of all patrons and staff.

Lighting

There is a proven correlation between poor lighting, fear of crime, the avoidance of public places and crime opportunity (Painter, 1997). Good lighting can assist in increasing the usage of an area and plays an important role in improving Surveillance in darker areas and to maintain Surveillance at night.

Lighting can contribute to crime prevention because:

- People feel safer in well-illuminated areas because they can see what and who is around them.
- It increases the risk of offenders being seen, reported and potentially apprehended.
- People are encouraged to use well-illuminated areas, which increases activity and thereby further deters crime and unwanted behaviours.

Most lighting systems are developed primarily around Australian Standards, but this may not ensure that enough consideration has been given to lighting that will deter crime and improve safety perception.

There is no information with the plans, which were reviewed to indicate the lighting proposals for the development.

General Comments in Design for Lighting:

- Lighting should be designed to the Australian and New Zealand Lighting Standards.
- Australia and New Zealand Lighting Standard 1158.1 – Pedestrian, requires lighting engineers and designers to consider crime risk and fear when selecting lamps and lighting levels.
- Lighting to support CCTV effectiveness in order to provide footage that can be of value for monitoring, investigations or provision of evidence. Lighting support for CCTV should include even/ continuous lighting levels that do not create shadows or dark spots to ensure clarity of footage. That the lighting does not create glare for the cameras and that the lighting provides good colour rendition.

Recommendations:

- A lighting maintenance policy needs to be established for the development.
- Install security lighting in and around the new development, particularly over entry/exit points to create an even distribution of light with no glare, e.g. sensor lighting, floodlighting.
- NB: Consider installing sensor lighting, which is cost effective as it only, activates when movement is detected within the zone.
- It is recommended that further information be obtained in regard to the use of lighting, both internally and externally to ensure lighting meets required standards to enhance surveillance opportunities during hours of darkness and the safety of staff and patrons.

6 Access control

Access control should restrict, channel and encourage people and vehicles into, out of and throughout areas. It can be used to increase the time and effort required to commit a crime and to increase the risk to people involve in anti-social and criminal behaviour. With this in mind the tactical use of design features including building configuration, security hardware, pathways, landscaping, fencing, gardens and on site guardians can control access and help to reduce opportunities for anti-social or criminal behaviour. Technical/Mechanical access control includes the employment of security hardware and Formal (or Organised) access control includes on-site guardians such as employed security officers.

Objectives;

a) Ensure that access to the property is controlled to reduce opportunities for crime.

b) Ensure that access to restricted areas within the property is controlled to reduce opportunities for crime.

General Comments in Design for Access Control:

- Entry and exit points to the new development should be established and maintained in line with the other facilities within the Royal Randwick precinct.
- Fire exit doors to the development should be fitted with single cylinder locksets (Australia and New Zealand Standard – Lock Sets) to restrict unauthorized access to the development.
- Access control should be set in place to exclude unauthorized access to restricted areas, particularly to the back of house areas and the loading dock.

Recommendations:

- The main entry/exit points for this development should be fitted with single cylinder locksets (Australia and New Zealand Standards – Locksets), which comply with the Building Code of Australia.
- Any operational windows should be fitted with key operated locksets (Australia and New Zealand Standard – Lock Sets) to restrict unauthorized access to the development.
- Bollards /barriers architectural barriers should be installed to reduce the opportunities for vehicle as weapon attacks.
- Counters should be designed to reduce the opportunity for assault of staff and unauthorized access to behind counter areas. Consider adjustments to the width, height and location of the counter.
- Windows can also be re-enforced to restrict unauthorized access.

- A safe designed and installed to the Australian Standards can provide additional security to money and other valuables onsite.

- To enhance the security of the new development a monitored intruder alarm system is recommended.

- To enhance security of the new development the installation of a duress facility at high risk locations (cash handling areas – behind the bar, concierge etc.) within the new development to enable staff to activate in the event of an emergency, such as a robbery.

- Installation of an electronic access control system (EACS) on all external and internal doors of the stand. The system will monitor and manage access across the entire stand and can be integrated with the EACS across the Royal Randwick precinct. The system can set access privileges based on position/ authority of a person and can also be connected to a system that ensures all doors are secured when not in use.

- The EACS system in the new stand can be programmed to lockdown the Stand from within the site or remotely via the Security Control Room if required in an emergency.

- Access to the loading dock needs to be controlled and restricted to all unauthorized persons with Loading dock security practices following the current Royal Randwick precinct loading dock procedures.
    - Security doors should be fitted to the loading dock's main vehicle entry/exit point to restrict unauthorized access
    - Having electronic access control in the loading dock to enhance physical security should control the doors to the loading dock area. This can assist in properly monitoring and controlling deliveries.

7 Territorial re-enforcement

Territorial re-enforcement is about ownership, who owns the space, who manages the space, and who cares for the space. Criminals are more likely to be deterred by the presence of people who are connected with and protective of a space that by people who are just passing through. It employs actual and symbolic boundary markers, spatial legibility and environmental cues to 'connect' people with space, to encourage community responsibility for the space and to communicate to people where they should and should not be and what activities are appropriate.

Objectives;

a) Ensure that the boundaries of the development are clearly defined to reduce excuse making and crime opportunities.

b) Ensure that signage is displayed to provide guidance to users of the development and reduce excuse making opportunities.

General Comments in Design for Territorial Re-enforcement:

- The boundaries of the development are well defined and are within the greater boundary of the Royal Randwick precinct.

- All doors and gates should be kept closed and locked when not in use and regularly maintained to assist with the protection of the property.

- Effective signage and directions will provide guidance to patrons in locating the new Winx stand, the main areas and keep them away from restricted areas.

- Signs can also assist in controlling activities and movements throughout the premises.

Recommendations:

- There is no information to indicate signage, which might be used in and around the development. It is recommended and expected that the new development signage will align to the Royal Randwick precinct signage and provide patrons with clear and concise direction and information minimising the risk of opportunistic crime.

- Signage to be provided at entry/exit points and throughout the development to assist users and warn unauthorised intruders they will be prosecuted.

- Signage also needs to be provided on the fire exit doors warning users that the doors are to be used for emergency purposes only.

Environmental Maintenance

All space, even well planned and well-designed areas need to be effectively used and maintained to maximize community safety. Places that are infrequently used are commonly abused. There is a high correlation between urban decay, fear of crime and avoidance behaviour.

General Comments in Design for Environmental Maintenance

As malicious damage (graffiti) is often an offence caused to such developments strong consideration must be given to the use of graffiti resistant materials, particularly on the fences, ground floor and areas which are accessible by other structures to reduce such attacks or assist in the quick removal of such attacks.

Environmental maintenance of the new development will be incorporated into the overall Royal Randwick precinct maintenance program which is mature with exceptional environmental maintenance observed.

There is no information within the plans which indicate what maintenance policies will be included within this development. A maintenance policy needs to be established for this development.

8 Space and Activity Management

Space and activity management involves the control, supervision, and care of space. All space, even well planned and well-designed areas need to be effectively used and maintained to maximise community safety. Places that are infrequently used are commonly abused. Space and activity management strategies are an important means of developing and maintaining *natural* community control.

Objectives;

a) Ensure that management are aware of their obligations under the Work, Health & Safety Act & Regulations.

b) Ensure that staff are aware of their obligations under the Work, Health & Safety Act & Regulations.

c) Ensure that management are aware of their obligations in relation to fire safety.

General Comments in Design for Space/Activity Management:

- The main activity within the new development is very specific being additional amenities for patrons during race mode and functions also outside of race mode.

- The new development will not be impacted by the external environment as other businesses may be within the Randwick LGA due to the development being within the broader boundary of Royal Randwick. The additional layers of space and activity management in relation to Royal Randwick offer the new development protection from external influences.

- The number of entry/exit points to unauthorized areas should be restricted.

- The new development will operate under the already tried and tested operating hours of the Royal Randwick precinct.

9 Conclusion

By using the recommendations contained in this assessment, any person who does so acknowledges that:

- It is not possible to make areas evaluated by Sheridan Consulting Group absolutely safe for members of the community or the security of their property.

- It is based upon the information provided to Sheridan Consulting Group at the time the assessment was conducted.

- This assessment is a confidential document and is for use by Mostyn Copper.

- The contents of this assessment are not to be copied or circulated for purposes other than that of Mostyn Copper DA application for the new development Winx Stand at Royal Randwick.

The recommendations contained in this assessment are specifically developed with the aim to reduce criminal activity and increase the safety of patrons and the security of their property at the site of the new development.

However, it does not guarantee that all risks have been identified, or that the area assessed will be free from criminal activity if its recommendations are followed.

Should you have any questions in relation to the evaluation contact Craig Sheridan APM, Managing Director, Sheridan Consulting Group.

Yours sincerely,

Craig Sheridan
NSW Security Licence 000222460 1ACE, 2 ABCD
Master License 000102759

10 Annexure A

Risk Assessment Process

The Sheridan Consulting Group strategic risk management methodology incorporates the identification of risks within a thematic framework around **People, Property, Information and Reputation**. Underpinning this methodology is professional experience and the guidance from the following standards / codes of practice and publications. This enables a detailed, nuanced and holistic approach to strategic risk management within the context of the event.

Risk is measured in terms of the likelihood of an event occurring and the magnitude of the consequences. The methodology was undertaken in accordance with the Australian/New Zealand Standard – Risk Management – Principles and guidelines (AS/NZS ISO 31000:2018) and the companion document Risk Management Guidelines (HB 436:2013).

As an outcome, those risks identified and the analysis of likelihood and consequence as well as suggested mitigation strategies will be entered into a risk register. Once mitigation strategies are suggested, the identified risks are then further reviewed to determine how the likelihood / consequence and risk level can be influenced. A final residual risk level is then achieved for each identified risk.

Risk Management Process – Overview
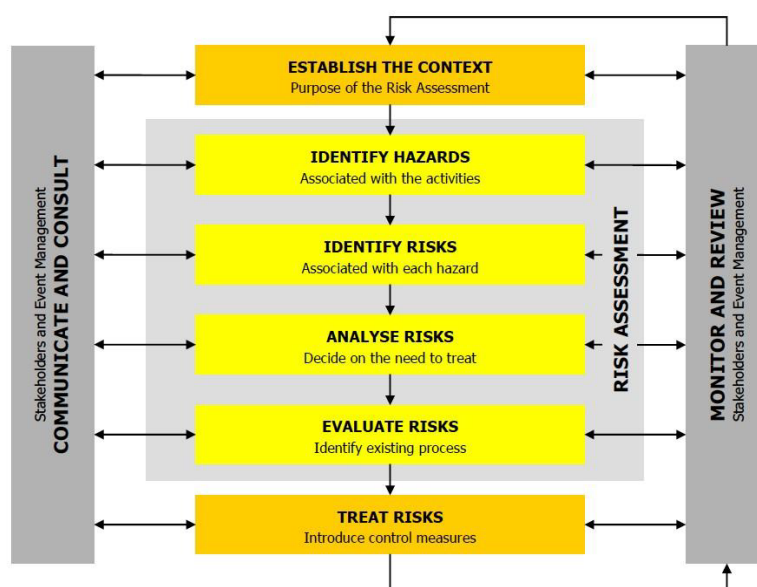
Control Hierarchy

The control hierarchy is a list of control measures, in priority order, that can be used to eliminate or minimise exposure to hazards. Below is the control hierarchy with general examples of each control measure:

- **Elimination** - Avoid the risk by removing the hazard completely.

- **Substitution** - Use less hazardous procedure/substances equipment/process.

- **Isolation** - Separate the process from people using barriers/enclosures or distance.

- **Engineering** - Controls Mechanical/physical changes to equipment/materials/process.

- **Administrative** - Controls Change procedures to reduce exposure to a hazard

- **Personal Protective Equipment** - Gloves, hats, boots, goggles, masks, clothing etc.

Assess and rate the level of risk

Measurement of Likelihood (*What is the likelihood of an incident taking place)*

L1	Rarely likely (61 – 80)	Rarely likely to take place.
L2	Unlikely (49 – 60)	Unlikely to take place.
L3	Possible (33 – 48)	Possibly will take place.
L4	Likely (17 – 32)	Likely to take place.
L5	Almost certain (1 – 16)	Almost certain to take place.

Measurement of Consequence (*What has/could happen should an incident take place)*

C1	Insignificant	Very minor harm or injury to people, financial loss (<$2000) or damage to property, reputation or operation.
C2	Minor	Minor harm or injury to people requiring on site medical treatment, financial loss (>$2000) or damage to property, reputation or operation.
C3	Moderate	Some harm or injury to people requiring medical treatment, financial loss or damage to property, reputation or operation.
C4	Major	Serious harm or injury to people requiring hospitalisation, financial loss or damage to property, reputation or operation.
C5	Catastrophic	Death, serious harm or injury to people, significant financial loss or damage to property, reputation or loss of operation.

Rate the level of risk (*Check the likelihood & consequence to obtain the level of risk)*

Likelihood	Consequence Insignificant C1	Minor C2	Moderate C3	Major C4	Catastrophic C5
Rarely likely L1	Low	Low	Moderate	High	High
Unlikely L2	Low	Low	Moderate	High	Extreme
Possible L3	Low	Moderate	High	Extreme	Extreme
Likely L4	Moderate	High	High	Extreme	Extreme
Almost Certain L5	High	High	Extreme	Extreme	Extreme

What action should be taken

Extreme	Unacceptable	This level of risk is considered **unacceptable** and must be given immediate attention.
High	ALARP	This level of risk is considered **borderline unacceptable** and must be given immediate attention.
Moderate	ALARP	This level of risk is generally regarded as being **tolerable** but should be further mitigated if a benefit in doing so can be demonstrated and there are additional measures which are recognised as best practice.
Low	Acceptable	This level of risk is **tolerable** and should be monitored continuously.
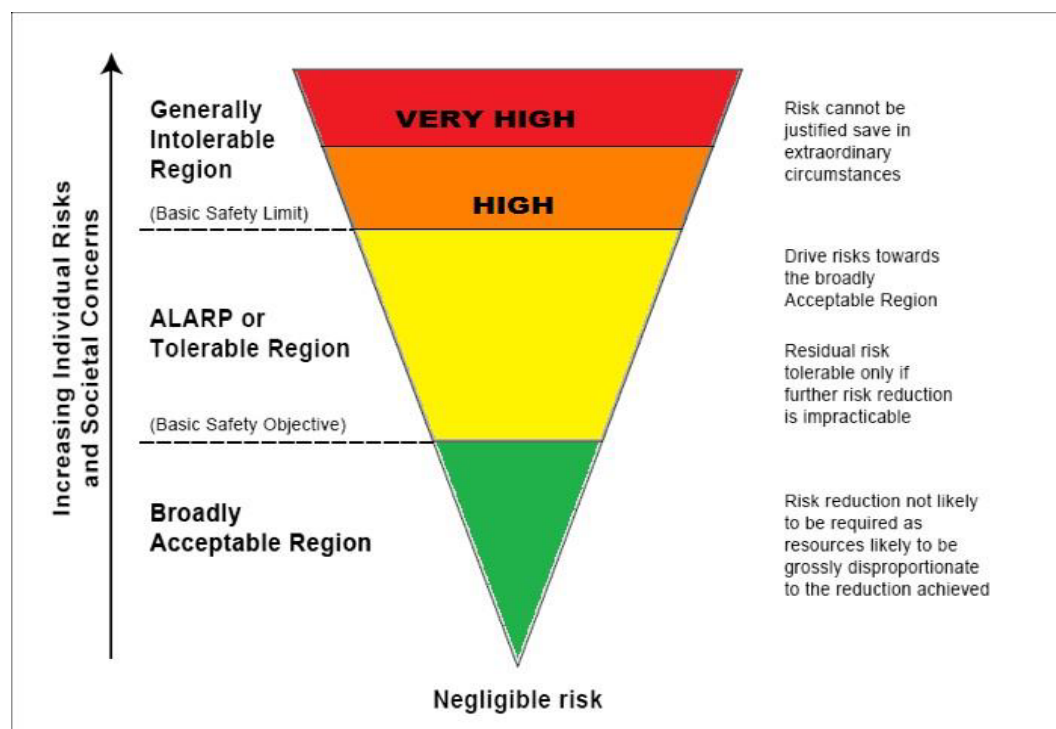
11 Annexure B

Site Opportunity Survey – the site opportunity survey has been completed on the assessors knowledge of Royal Randwick, previous site inspections and risk assessments.

11.1 Surveillance

No	Issue	Positive (+)	Needs Action (-)	N/A	Comments
1	Building orientation to street.	✓			
2	Building, frontage & set- backs.	✓			
3	Building, windows, doors, balconies.	✓			
4	Building, lobbies, foyers, elevators.	✓			Building common areas are supervised through strategic placement of guardians – staff, security
5	Building, internal visibility (can you seen inside)			N/A	Cannot be assessed
6	Building, loading, delivery areas.	✓			
7	Building, common areas.	✓			All space is utilised on race days
8	Grade separated areas (below ground, ground, above ground)	✓			Areas are not accessible by the public RR has a robust layered approach to security
9	Spatial gaps/vacant land.	✓			RR has clear designation ownership links and natural surveillance
10	Public telephones/ taxi stands	✓			Taxi stands at RR are in a highly frequented area with good lighting and security on race and event days
11	Automatic teller machines	✓			It is assumed that ATM placement would follow the current ATM placements specifications at Royal Randwick
	Add ticks in each column & carry them forward to the next page	10	0	1	

Sheridan Consulting Group Pty Ltd || ABN 26608291274 ||
Security License No: 000222460 || Master Security License No: 000102759

Page **17** of 34

No	Issue	Positive (+)	Needs Action (-)	N/A	Comments
Totals brought forward from previous page		10	0	1	
12	Transport shelters/stands	✓			Bus shelters, light rail are supported by security measures, security lighting, security personnel
13	Off street parking	✓			Dedicated off street parking is available
14	Underpasses/tunnels.			N/A	
15	Overpasses/bridges.	✓			Footbridge in new design internal and would present difficult access to an intruder, or an intruder to loiter
16	Car park, internal obstructions	✓			RR carpark is part of a recent build meeting current standards
17	Car park, configuration of bays, parallel vs herring-bone.	✓			
18	Car park, ceiling height	✓			
19	Fencing, permeability (visibility)	✓			RR security fencing is transparent around the majority of the footprint and is well maintained
20	Public toilets & locker rooms	✓			
21	Parks			N/A	
22	Playground			N/A	
23	Pedestrian & cycle ways, routes.			N/A	
24	Way finding	✓			RR signage is clear and legible
Add ticks in each column & carry them forward to the next page		19	0	5	

Sheridan Consulting Group Pty Ltd || ABN 26608291274 ||
Security License No: 000222460 || Master Security License No: 000102759

Page **18** of 34

No	Issue	Positive (+)	Needs Action (-)	N/A	Comments
	Totals brought forward from previous page	18	0	6	
25	Vegetation, type & quality	✓			RR gardens are appropriate and manicured and does not display any safety hazards
26	Vegetation, coverage & quantity	✓			Appropriate
27	Street furniture	✓			
28	Bicycle parking			N/A	
29	Concealment/entrapment opportunity.	✓			Vegetation and landscaping is well designed taking into consideration the main activities of the site.
	Add ticks in each column & carry them forward to "8.Total Scores"	23	0	6	

Sheridan Consulting Group Pty Ltd || ABN 26608291274 ||
Security License No: 000222460 || Master Security License No: 000102759

Page **19** of **34**

11.2 Lighting

No	Issue	Positive (+)	Needs Action (-)	N/A	Comments
30	Lighting, type	✓			Lighting meets minimum Australia and New Zealand Standards. Lighting objectives relevant to crime and fear reduction. Effective lighting in place across the site. New development to implement same standard
31	Lighting, brightness	✓			
32	Lighting, distribution, reflection	✓			Special attention applied to pedestrian pathways and areas adjoining pathways.
33	Lighting, colour rendition	✓			
34	Lighting, vandal resistance	✓			
35	Light, obstructions	✓			Design and landscaping consider lighting requirements
36	Lighting, signs & structures	✓			High levels of security lighting located in higher risk locations
37	Mirrors, corridors, tunnels, fire exits			N/A	Not Assessed
38	Mirrors, ATMs & night safes.			N/A	Not assessed
39	CCTV, type & use	✓			
40	CCTV, coverage	✓			Comprehensive CCTV coverage of RR New design to meet CCTV and video surveillance standards and guidelines
41	CCTV, vandal resistance	✓			
42	Help phones, intercom & public address systems	✓			
	Add ticks in each column & carry them forward to "8.Total Scores"	11	0	2	

Sheridan Consulting Group Pty Ltd || ABN 26608291274 ||
Security License No: 000222460 || Master Security License No: 000102759

Page 20 of 34

11.3 Territorial Reinforcement

No	Issue	Positive (+)	Needs Action (-)	N/A	Comments
43	Community guardians	✓			The location of staff onsite and use of access control
44	Formal guardians	✓			Presence of security guards and presence challenged
45	Clarity of ownership	✓			RR represent strong ownership
46	Place making, street art, animation			N/A	Community supervision not applicable
47	Space transition, hierarchy of space, public, semi public/private, private	✓			Private – space transition provided via entry / exit gates and entry points to RR stands
48	Celebrated entries	✓			Access point identified and inviting
49	Signage, location markers.	✓			Design cues and signage reinforce patron behaviour
50	Vulnerability of night workers, patrons	✓			
51	Street vendors, buskers			N/A	
52	Proximity to high risk groups, locations	✓			Not consider in proximity to high risk groups. Robust security measures in place to address risky behaviour during race mode
53	Area reputation	✓			The area is not considered an unsafe community
Add ticks in each column & carry them forward to "8.Total Scores"		9	0	2	

Sheridan Consulting Group Pty Ltd || ABN 26608291274 ||
Security License No: 000222460 || Master Security License No: 000102759

Page 21 of 34

11.4 Environmental Maintenance

No	Issue	Positive (+)	Needs Action (-)	N/A	Comments
54	Area image, positive, negative	✓			
55	Property damage maliciously, vandalism, graffiti	✓			RR is free of graffiti and any type of vandalism
56	Rubbish	✓			Rubbish is managed effectively rapid removal
57	Urban decay	✓			Randwick is a well maintained area
58	Lighting maintenance	✓			Lighting is maintained. High use of the site during dark hours
59	Landscape maintenance	✓			Landscaping and gardening is highly maintained
60	Other maintenance	✓			The site is well maintained indicating strong area control
61	Robustness of structures, materials	✓			
62	Rubbish bins.	✓			
Add ticks in each column & carry them forward to "8.Total Scores"		9	0	0	

Sheridan Consulting Group Pty Ltd || ABN 26608291274 ||
Security License No: 000222460 || Master Security License No: 000102759

Page 22 of 34

11.5 Space & Activity Management

No	Issue	Positive (+)	Needs Action (-)	N/A	Comments
63	Clarity of land use	✓			RR use of space is clear and people understand behaviour expectations when onsite
64	Conflicting activity	✓			
65	Safe activities in unsafe area			N/A	No real unsafe areas of significance identified
66	Unsafe activities in safe area	✓			
67	Proximity to licensed premises	✓			Licensed areas onsite with strict licensing laws and management in place
68	Night activity & transport	✓			Night activity is limited however site is strongly secured through a layered approach. The site is highly unlikely to experience intrusion through the deter, detect and delay measures
69	Street activity during darkness	✓			Significant early morning (dark) activity onsite
70	Street activity during daylight	✓			Site has multiple activities occurring onsite both race and non-race mode
71	Functional vulnerability, mixed zone	✓			
72	Crime displacement			N/A	
73	Neighbourhood edges, e.g. transition between residential & commercial			N/A	
Add ticks in each column & carry them forward to "8.Total Scores"		8	0	3	

Sheridan Consulting Group Pty Ltd || ABN 26608291274 ||
Security License No: 000222460 || Master Security License No: 000102759

Page **23** of **34**

11.6 Access Control

No	Issue	Positive (+)	Needs Action (-)	N/A	Comments
74	Street type, e.g. cul-de-sac, major road, lane way.	✓			Major Road
75	Linking path ways.			N/A	
76	Building, number of entry/egress points	✓			
77	Building, ease of access to side, rear	✓			Building is protected by layered security gates and security fences
78	Building, fire exit stairways, doors	✓			Built to standard emergency doors remain closed and meet regulations only used for emergencies
79	Building, dumpster, loading docks	✓			
80	Building, natural ladders	✓			Design excludes natural ladders
81	Garden storage shed	✓			
82	Door, security, entry/egress system	✓			EACS in use across site
83	Window, glazing, protection.	✓			
84	Window & skylight security, locks	✓			
85	Car park, pedestrian access	✓			Carpark utilised by race day patrons and RR staff
Add ticks in each column & carry them forward to the next page		11	0	1	

Sheridan Consulting Group Pty Ltd || ABN 26608291274 ||
Security License No: 000222460 || Master Security License No: 000102759

Page **24** of **34**

No	Issue	Positive (+)	Needs Action (-)	N/A	Comments
Totals brought forward from previous page		11	0	1	
86	Car park, vehicle access	✓			Access controlled carpark
87	Car park, actual or symbolic barriers	✓			
88	Car park, management of space	✓			
89	Car park, recreational use	✓			No recreational use of the carpark, security measures and location not easily accessed by non-site users
90	Safe routes.	✓			Help points, lighting, effective security measures
91	Child play areas			N/A	
92	Short cuts, trespassing opportunities	✓			No shortcuts or trespassing opportunities
93	Defensive vegetation			N/A	
94	Cash carrying routes	✓			RR has in place strong CPTED risk reduction treatments in relation to cash carrying
95	Reception, cashier, mail areas	✓			
Add ticks in each column & carry them forward to "8.Total Scores"		19	0	3	

Sheridan Consulting Group Pty Ltd || ABN 26608291274 ||
Security License No: 000222460 || Master Security License No: 000102759

Page **25** of **34**

11.7 Design, Definition & Designation of Activity

No	Issue	Positive (+)	Needs Action (-)	N/A	Comments
96	The design, definition & purpose of space are in harmony	✓			The design facilitates the type of activities the space has a clear purpose
97	Is it clear who is responsible for the space	✓			The design provides understanding of who owns it, cares for it and responsible for it.
98	Spatial boundaries, borders re-enforce intended function	✓			The design provides clear spatial recognition and boundaries
99	Social, cultural norms accord with intended function.	✓			The design communicates the intended function of the facility
100	Legal & administrative requirements are re-enforced.	✓			Legal and administrative requirements are clearly provided at RR entry points across the site
Add ticks in each column & carry them forward to "8.Total Scores"		5	0	0	

Sheridan Consulting Group Pty Ltd || ABN 26608291274 ||
Security License No: 000222460 || Master Security License No: 000102759

Page **26** of **34**

11.8 Total Scores

No	Section	A Positive (+)	B Needs Action (-)	C Not Applicable	D Total Questions	E Total Questions Assessed	F %
1	Surveillance	23	0	6	29	23	0
2	Lighting	11	0	2	13	11	0
3	Territorial Reinforcement	9	0	2	11	9	0
4	Environmental Maintenance	9	0	0	9	9	0
5	Space & Activity Management	8	0	3	11	8	0
6	Access Control	19	0	3	22	19	0
7	Design/Definition/Designation	5	0	0	5	5	0
Totals (*The 'needs action' will need to be dealt with as a priority*).		84	0	16	100	84	0

Sheridan Consulting Group Pty Ltd || ABN 26608291274 ||
Security License No: 000222460 || Master Security License No: 000102759

Page 27 of 34

a) For each section, deduct the total of column 'C' from the total shown in column 'D'; record the score in column 'E'

b) For each section, divide the total recorded in column 'B' by the total shown in column 'E'; multiply the result by 100 to obtain a percentage; record the percentage in column 'F'

c) For each section, compare the percentage recorded in column 'F' to the table below and record the Site Opportunity Assessment rating

Total number of 'Needs Action)' features/conditions	Site Opportunity Assessment Rating	Individual and Total Site Opportunity Assessment Ratings			
0 – 25%	Low	Surveillance	Low	Space and Activity Management	Low
26 – 50%	Moderate	Lighting	Low	Access Control	Low
51 – 75%	High	Territorial Reinforcement	Low	Design, Definition and Designation	Low
76 – 100%	Extreme	Environmental Maintenance	Low	Total Rating	Low

Risk/Context directed CPTED Treatments

A matrix diagram with vertical axis labeled "CPTED Strategies" (bottom to top: Natural, Technical/Mechanical, Organised/Formal) and horizontal axis labeled "Risk Levels" (left to right: Low, Moderate, High, Extreme). A diagonal arrow runs from the lower left (Natural/Low) to the upper right (Organised/Formal/Extreme).

Sheridan Consulting Group Pty Ltd || ABN 26608291274 ||
Security License No: 000222460 || Master Security License No: 000102759

Page **29** of **34**