

Australian Turf Club



ROYAL RANDWICK RACECOURSE

OPERATIONAL MANAGEMENT PLAN

2019

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1. Introduction

1.1 Objective and Overview

The Royal Randwick Racecourse has a long history of use, both as a host to horse racing events and non-horse racing events. The Australian Turf Club (ATC) regularly hosts minor and major events in both of these categories – including corporate events such as trade exhibitions, corporate seminars, award nights, end of year functions and so forth catering for anywhere between 1,000 – 5,000 guests. Further to this, the ATC plays host to the university exams for the University of NSW catering for approximately 30,000 students. In terms of race meetings held at Royal Randwick, these range from approximately 5,000 patrons for smaller meetings, to 52,000 patrons for signature Group 1 events. Each of these events, irrespective of size and category, require considerable resources to ensure they run smoothly, both internally and externally, whilst ensuring minimal impact and disruption to the surrounding areas is maintained at all times.

This Draft Operational Management Plan (OMP) has been prepared in response to SEARs for SSDA 10285. This OMP for the Royal Randwick Racecourse site contains management plans that deal with each and every category of event that will occur on the site for the foreseeable future. This OMP is intended to inform and guide the respective managers and staff of the ATC when preparing to host an event, whilst also outlining the appropriate procedures to be undertaken throughout the running of an event. The plans or guidelines within this document are aimed at minimising impacts on the respected neighbours of the Royal Randwick Racecourse.

The Australian Turf Club (ATC) proactively manages the operations and events at Royal Randwick Racecourse in a responsible manner which extends to its commitment to comply with existing approval conditions.

1.2 Background

The ATC has the responsibility to administer horse racing at the four major racetracks in the Sydney Metropolitan Area including: Warwick Farm, Canterbury, Rosehill Gardens and Royal Randwick. A key part of the ATC business, aimed at fully utilising the Royal Randwick racecourse site and facilities, is to also organise and host non-race day events.

Planning provisions and development approvals provide for the use of the sites for all types of race day and non-race day events with the exception of non-race day events over 5,000 patrons (a separate development application needs to be lodged in this instance).

An extensive amount of bodies, committees and processes are already in place to manage these events. These bodies are listed within the table below:

Body	Role	Responsibility / Details
ATC	Principal organiser and administrator of events at the site	ATC Event and Hospitality Department responsible for: <ul style="list-style-type: none"> - Taking event bookings - Communicating to key stakeholders - Implementing event management plan - Running the event with any event promoter.
Moore Park Event Operations Group (MEOG)	Coordinating and communicating transport infrastructure and provision for all events in the Moore Park precinct. Meets monthly.	Consisting of key organisers and stakeholders, including: <ul style="list-style-type: none"> - Transport agencies (STA, TMC) - Randwick Council - City of Sydney Council - ATC - Fox Studio owners and occupiers - SCG/SFS Trust Centennial Parklands - NSW Police
Department of Planning & Infrastructure / Minister	Consent Authority for the Royal Randwick Racecourse – a State Significant Development – Identified Site	Administer existing approvals: <ul style="list-style-type: none"> - Minor Non-Race Day Events (patrons less than 5,000) - Two day music festival for 50,000 and 20,000 patrons each year until 2024. Consent Authority for new development: <ul style="list-style-type: none"> - Non-race day events greater than 5,000 patrons Any new buildings or infrastructure with a Capital Investment Value greater than \$10m.
Festival Key Stakeholder Group	Oversee environmental performance of each festival event, including endorsement of the event details and management plan	Comprises of: <ul style="list-style-type: none"> - Randwick City Council - STA - TMC - NSW Police - MEOG 2 community representatives

1.3 Format

This Operational Management Plan has been updated from the original OMP that was prepared and implemented in 2014. The OMP collates the details and processes already implemented by the ATC, whilst addressing new processes and procedures to manage the events on the site and provides a framework for all types of events and their management going forward. The OMP outlines characteristics of all types of events that are typically held on the site whilst picking up on the existing processes, prescribed management plans, roles and responsibilities that are to be implemented in each instance.

Section 1 outlines the race day and non-race day events that are catered by the ATC.

Section 2 describes the Royal Randwick Site and identifies its major attributes and the way it is typically used for various events.

Section 3 outlines management plans for each of the key areas of event management. These include:

- Pedestrian, Traffic and Access Management
- Noise
- Security, Safety, Emergencies and Medical Support
- Alcohol
- Waste and Odour

In each instance the aims, objectives and key management initiative are outlined and addressed

Section 4 outlines how this Operational Management Plan is to be implemented and the process of consultation

Appendices include a copy of the each of the detailed operational procedural plans under each of the key areas.

2. The Site

Royal Randwick Racecourse is located at the southern end of Sydney's entertainment and park precinct extending south from the Sydney Football Stadium, Sydney Cricket Ground, Fox Studios, Moore Park, Centennial Park to the Racecourse site. This precinct is host to most of the premier outdoor events in Sydney's east including sporting events to music festivals.

The Royal Randwick Racecourse site at the southern end is an 80 hectare area of public open space that has had horse racing as its principle use for over 150 years (since 1853). As a racecourse, the site is secured as a large tract of accessible open space with a host of buildings built specially for hosting events. The grandstand completed in 2013 was designed as a truly multi-function space that has the ability to host a wide range of events. The building addresses both east and west and allows interaction with the outdoor area on both sides. In addition, the site accommodates the "Theatre of the Horse", a sunken 4,500 capacity amphitheater to the rear of the grandstand.

The site has a number of access points around its perimeter and a number of car parking areas that can accommodate over 4,000 vehicles (the infield can accommodate up to 3,500 vehicles, whilst the on premises Multi Deck Car Park can cater for 574 vehicles). Upgrades to the transport infrastructure in 2007 saw the introduction of significant bus drop off, taxi drop off and entrance gateway facilities associated with the main Spectator Precinct on site. The existing transport facilities on site include the following features:

- Alison Road
 - o Gate 1 – serves as the main entrance gate off Alison Road. Gate 1 has recently been realigned following the construction of the CDB & South East Sydney Light Rail stabling yard to the west of the racecourse. Gate 1 serves as the main entrance for vehicles during non race day events. During race day events Gate 1 is secured for pedestrian access and hire car movements only.
- Wansey Road
 - o Gate 10 – recently realigned as part of the development of the CDB & South East Sydney Light Rail . Gate 10 is predominately used for horse related vehicles requiring access to the stripping stalls precinct on the eastern side of the track. Gate 10 is only used on race days during peak events to as an alternative overflow to the High St vehicle tunnel
 - o Gate 11 – the introduction of the CDB & South East Sydney Light Rail, has seen the operation of Gate 11 change to exit only. This gate is only to be used by industry personnel.
- Darley Road – entrance to bus drop off area used for large events and a car park for 150 vehicles for minor events.
- Doncaster Road – two entrances, the main entrance via Ascot Street provides access to the taxi drop-off and pick-up area accommodating 10 taxi stands and the newly constructed Multi Deck Car Park. The secondary entrance being Bowral Lane.
- High Street – main entrance providing access to the infield (car parking for 3,500 vehicles) and stables precinct.

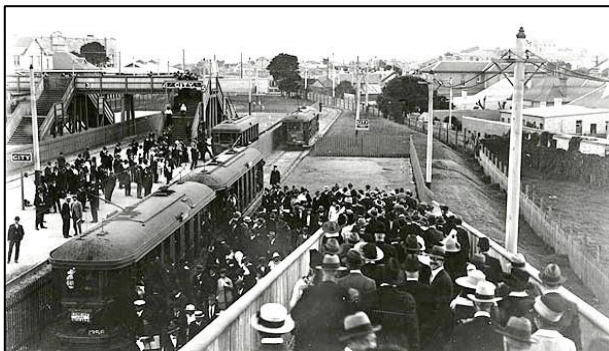
Currently Transport for NSW are in the process of testing & commissioning the CDB & South East Sydney Light Rail (CSELR) a 12 km route integrating major interchanges with other transport modes at Circular Quay, Wynyard, Town Hall, Central, Randwick and Kingsford. The expanding light rail

network will connect people to jobs, homes, entertainment precincts and form part of an integrated public transport solution to ease congestion and improve services. The Randwick Light Rail stop on Alison Rd to the north of the Gate 1 entrance to Royal Randwick Racecourse will serve as a key partner for the movement of patrons to and from the precinct. The light rail is due to commence staged operation by early December 2019 from Circular Quay to Randwick, with the remainder of the light rail to become operational by March 2020.

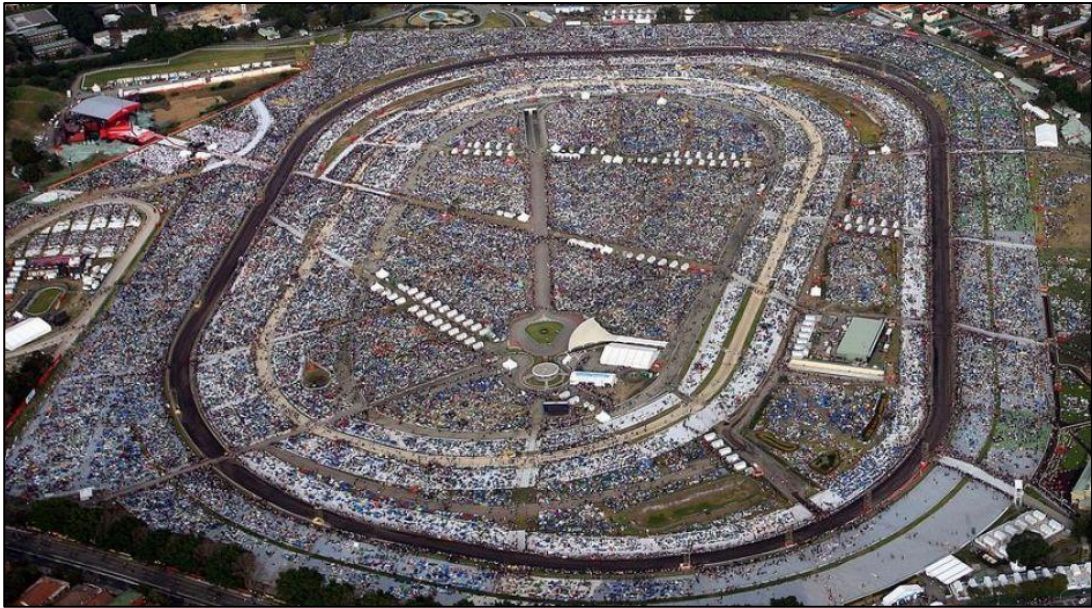
The site sits adjacent to two main transport corridors in Alison Road and Anzac Parade. These routes currently carry frequent bus services to and from the City and directly into Central Station, with the inclusion of the light rail which will become operational in 2019. The introduction of the CSELR will reduce the number of buses required to move patrons to and from the precinct. This corridor has been utilised to egress large numbers of patrons from the site quickly away from the area.

The substantial uninterrupted open space together with the purpose-built entertainment buildings and transport infrastructure make the Royal Randwick Racecourse an ideal entertainment venue not just for horse racing events, but for any style of entertainment event.

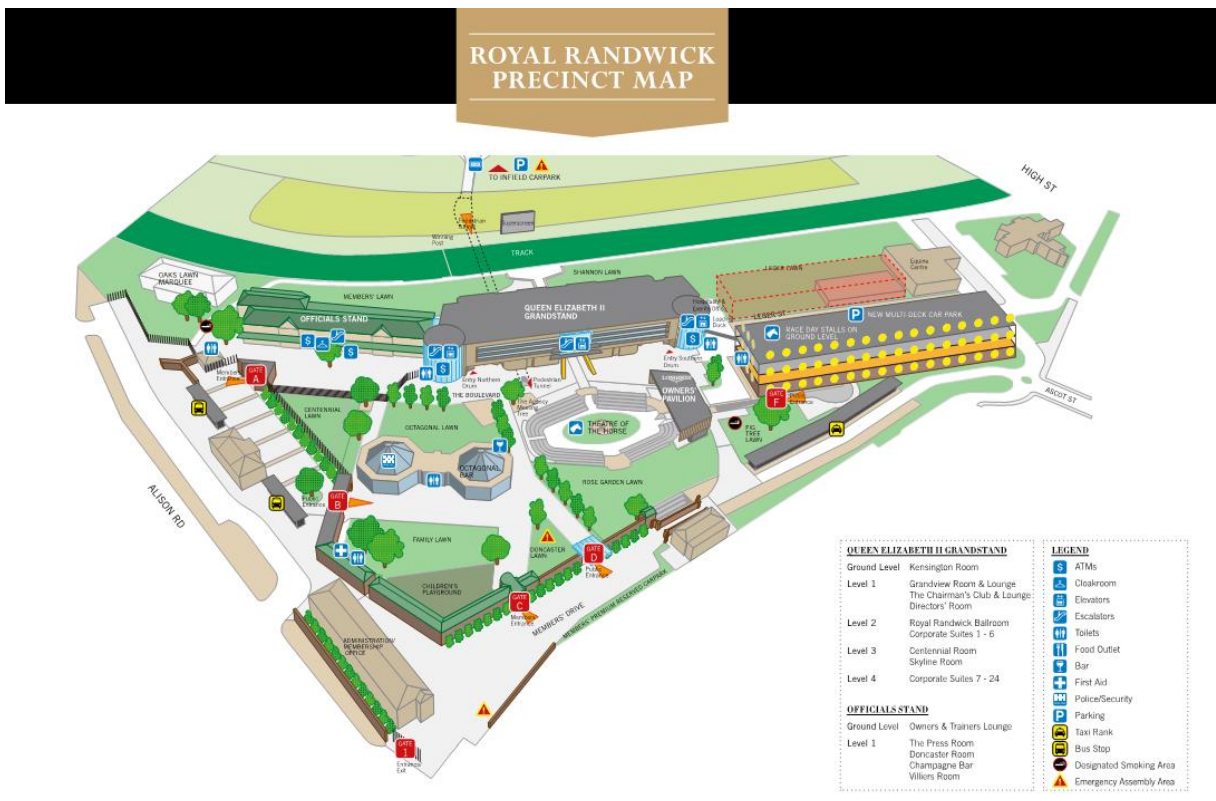
A plan of the site indicating the key features of the site including access points, vehicle routes, pedestrian routes, car parking areas and event precincts. The zones indicated in this plan are not definitive but serve to provide a general indication as to how the site might be used for a large event. The entire racecourse has been modified to accommodate even larger events in exceptional circumstances (e.g. World Youth Day 2008, Approx. 300,000).



Royal Randwick Racecourse – Historic Photographs



Royal Randwick Racecourse - World Youth Day 2008



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ROYAL RANDWICK

Royal Randwick Racecourse – Spectator Precinct Map (indicative Winx Stand)

2.1 Description of Event Operations

The Royal Randwick Racecourse has evolved to be an important part of Sydney City’s Entertainment and Recreation Precinct, and is an event precinct in its own right. Together with the regular race day events that the site was originally designed around, the site is regularly host to non-race day events. The Australian Turf Club administer both forms of events and both are critical income streams for the organisation. Business drivers aside, there is an overriding imperative to ensure that this large piece of well-located public open space is well used and accessible to the community in as many ways as possible.

The completion of the multi-purpose Queen Elizabeth II grandstand in 2013 made the facilities on site industry-best and able to cater for the widest range of large entertainment events the city can offer. Events at the site can be split into two main categories: Race Day and Non-Race Day. The size of events within these categories vary from small through to large. A summary of the types of events within these two categories is made below.

2.1.1 Race Day Events

Component	Characteristics
Regularity	A typical yearly racing calendar will predominately feature 45 publicly accessible race days at Randwick racecourse. This does not include other industry related race events such as barrier trials and the like that happen regularly at the site.
Categories/Patronage	Yearly attendance can reach up to 300,000 in any single year with events ranging from 5,000 patrons for minor race days and between 35,000 and the design capacity of 55,000 for large carnival events.
Staffing	Royal Randwick has 100 permanent staff and approximately 1500 temporary staff.
Hours of Operation	Royal Randwick Racecourse is a 24 hour operation, 7 days a week, 365 days a year. While the primary activity occurs during the hours of 7am to midnight, the completion of any day (resupply of essential stocks) overlaps with the preparation of the next day (cooking, site reinstatement etc.) resulting in a truly around the clock venue. Training work of horses occurs daily between 3:30am and 9:30am.
Parking	Parking for race day events occurs in the following areas: <ul style="list-style-type: none"> - On premises Multi Deck Car Park – parking for 574 vehicles - On premises Infield parking – for up to 3,500 vehicles
Access	Access to the site is via the following: <ul style="list-style-type: none"> - Gate 1 – main entrance, pedestrian and hire car - Ascot Street – multi deck carpark, taxi and hire car - Alison Road – buses - High Street – infield access (vehicular only)

2.1.2 Non-Race Day Events

Component	Characteristics
Regularity	Non-race day events are regularly held at the site to complement and fully utilise the open space and the purpose built event buildings. A wide range of events are held each and every week, often multiple events in separate areas at the same time. On average approx. 6 events would be held at the Royal Randwick Racecourse site.
Categories/Patronage	<p>The following list provides an indication of the types of events and patronage of those events in any one year:</p> <ul style="list-style-type: none"> - Consumer events - Corporate events - Entertainment / music events - Markets - University exams - Functions including weddings and parties <p>Events range in size from 100 patrons to 55,000 patrons. Most events are in the Minor category, being up to 5,000 patrons.</p>
Staffing	The venue has 100 permanent staff and approximately 1500 temporary staff.
Hours of Operation	Royal Randwick Racecourse is a 24 hours operation, 7 days a week, 365 days a year. While the primary activity occurs during the hours of 7am to midnight, the completion of any day (resupply of essential stocks) overlaps with the preparation of the next day (cooking, site reinstatement etc.) resulting in a truly around the clock venue. Training work of horses occurs daily between 3:30am and 8:30am.
Parking	<p>Parking for non- race day events occurs in the following areas:</p> <ul style="list-style-type: none"> - Spectator precinct – members parking for over 700 vehicles - Infield parking – for up to 3,500 vehicles
Access	<p>Access to the site is via the following:</p> <ul style="list-style-type: none"> - Gate 1 – main entrance – bump-in and bump-out - Ascot Street – taxi and hire car drop off - Alison Road – buses - High Street – infield access

3. Operational Management Plans

3.1 Pedestrian, Traffic and Access Management

Objective:

- Outline the key issues relating to pedestrian, traffic and access management.
- Describe the current management processes that are undertaken as part of operations.
- Outline an overarching Traffic Management Plan that addresses the various race day and non-race day events that occur at the site.
- Provide a framework within which detailed Traffic Management Plans are prepared and coordinated including formal stakeholder consultation processes in accordance with the RMS Guide to Traffic and Transport Management for Special Events.

Process and Systems:

- Recommendations from the Traffic Management Plan (TMP) by Parking and Traffic Consultants will be implemented in relation to each event.
- Parking for all events will be located on site in any one of the car parking areas, subject to variation by a detailed Operational Traffic Management Plan that might be prepared in relation to special events. Approximate car parking provision includes:

Location	Capacity
Multi Deck Car Park	574
Taxiway	80
Busway	150
Racecourse In-Field	3,500

- The total parking available within the premises will be ample for a large majority of smaller and larger events. The methodology for determining the management solution for any particular event is the subject of a weekly event coordination meeting where each event is analysed and management measures employed accordingly.
- Standard car parking operation procedures will be employed for minor events which will involve a minor deployment of car parking attendants and security personnel. With events that are attended by patrons closer to 5,000 in number or where patrons are expected to arrive simultaneously, the use of the infield car park and a greater deployment of car parking

attendants and security personnel may occur. Similarly, decisions are also made on how to manage the designated taxi and bus areas.

Event Classification

- According to the characteristics and size of each event, each will be classified to determine the management measures required to manage pedestrians and transport, see table below:

ATC ROYAL RANDWICK RACECOURSE EVENTS CLASSIFICATION				
	CATEGORY	CHARACTERISTICS	RMS CLASS*	EVENT MEASURES
RACE DAY	Minor	spectator precinct location	Class 3	standard TMP, with TCP at parking ingress/egress advise Council and Police
		all on site parking available		
		standard vehicle access and taxi operation		
		standard public transport		
		may have patronage up to 10,000		
	Medium	spectator precinct location	Class 2	detailed TMP advise Council and Police coordinate transport with transport authorities
		all on site parking available		
		standard vehicle access and taxi operation		
		may have augmented public transport services		
		may have patronage between 10,000 and 35,000		
	Large	spectator precinct and some infield	Class 1	special/tailored TMP prepared coordination with Police, Council and transport authorities neighbour notification and advertising
		minimal on site parking available - 1100 on infield		
		managed vehicle access and taxi operation		
		augmented public transport services		
		may have patronage between 35,000 and 55,000		
NON-RACE DAY	Minor Event	spectator precinct location	Class 3	standard TMP, with TCP at parking ingress/egress advise Council and Police
		all on site parking available		
		standard vehicle access and taxi operation		
		standard public transport		
		may have patronage up to 10,000		
	Medium Event	concentrated egress period	Class 2	detailed TMP advise Council and Police coordinate transport with transport authorities
		spectator precinct location		
		all on site parking available		

		standard vehicle access and taxi operation		
		may have augmented public transport services		
		may have patronage between 10,000 and 35,000		
	Large Event	staggered ingress and egress period	Class 1	special/tailored TMP prepared
		spectator precinct and some infield		coordination with Police, Council and transport authorities
		minimal on site parking available - 1100 on infield		neighbour notification and advertising
		managed vehicle access and taxi operation		
		augmented public transport services		
		may have patronage between 35,000 and 55,000		
*NOTE - See RMS event classification notes at TAB A				

Bump-in and bump-out management:

- Details of typical bump-in and bump-out arrangements are outlined in the table below:

Event	Typical equipment	Bump-in / bump-out details
Consumer event	Exhibition set up, panelling	0600 / 3 hours after event
Corporate event	Lighting, food, hire equipment	0600 / 3 hours after event
Entertainment/music event	Staging, hire fencing, seating	0600 / 3 hours after event
Markets	Food deliveries, small stalls	0700 / 1 hours after event
University exams	nil	0900 / 1 hours after event
Functions	Lighting, food, hire equipment	0600 / 3 hours after event
Medium sized event	Staging, hire fencing, seating	0600 1 day prior / 1 day after event
Large sized event	Staging, hire fencing, seating, lighting and other special equipment	Up to 10 days prior to event and 10 days after event

Security measures and management:

- In addition to parking attendants Employed for certain events outlined above, security personnel will be Employed to man entrance points in relation to events within the Spectator Precinct and doors in relation to function spaces within the grandstand building.
- Security solutions for each particular event are resolved at the weekly event coordination meeting and prior to each event. Typically security will be deployed at a ratio of one person

per 100 patrons and these personnel will be managed in accordance with this Events Management Plan.

- An example of onsite management solution for a standard event and one demanding greater resourcing is outlined in the table below:

	Standard Small Event	Minor Events (up to 10,000 patrons)	Medium Events (up to 35,000 patrons)	Large Events (up to 55,000)
Parking area location	Perimeter of Spectator Precinct (including bus way)	Perimeter of Spectator Precinct (except for bus way) and potentially in field car park	Perimeter of Spectator Precinct (except for bus way) and in field car park	Subject to separate operational management plan
Car parking attendants / security personnel and location	Attendant located at Gate 1 – Alison Road entrance	Attendants at each car park entrance – Alison Road, High Street, Doncaster Ave, as required.	Attendants at each car park entrance – Alison Road, High Street, Doncaster Ave	Subject to separate operational management plan
Taxi operation	Generally via Gate 1, drop and exit via Ascot Street	Designated taxi area in operation with attendants	Designated taxi area in operation with attendants	Designated taxi area in operation with attendants
Busway operation	Not in operation, existing public transport on Alison Road	May be used as a bus drop-off if required for events	Used as a bus dropoff and pick-up if required for events	Subject to separate operational management plan

Reference Documents:

- Traffic Management Plan, see **Appendix A**.

3.2 Noise

Objective:

- To minimise event and crowd noise effects on the surrounding residents.

Process and Systems:

- The site contains purpose built ingress and egress facilities including:
 - o Dedicated on site taxi pick up/ drop off (via Ascot Street)
 - o Dedicated on site bus pick up / drop off (off Alison Road).
- This infrastructure enables the ATC to manage this section of an event on site and reduce the amount of patrons infiltrating the surrounding residential streets.
- The ATC conducts its events within the hours of operation approved as part of any development consent.
- During high noise level events specific infrastructure is Employed to direct the noise northward over Alison Road into Centennial Park and away from the surrounding residential streets.

Management Measures:

- The following management measure will be Employed to assist with mitigating noise impact:
 - o Closure of outdoor terraces by midnight every night
 - o Sound system compliance with relevant noise criteria
 - o Hired amplified sound systems to be directional and angled away from nearby residential properties
 - o Noise level monitoring to be undertaken for all outdoor amplified events
 - o The following noise criteria be applied for outdoor amplified events:
 - Maximum 60dB(A) $L_{a1, 5min (event)}$ and 80dB(C) $L_{C1, 5min (event)}$ as measured at any residential premises up to 11pm on any particular day.
 - o When background music is played through the installed sound system within the Grandstand and other buildings, the doors and windows must be closed after 11pm.
 - o Temporary hire PA systems and equipment shall be designed and operated in such a fashion as to minimise noise spill to the site boundaries at all times.
 - o In addition or alternatively:

- Minor Events (up to 5,000 patrons) to be conducted in accordance with conditions of consent MP10_0097 MOD 2 except for development that is exempt under Randwick Local Environmental Plan 2012.
- Two Day Music Festival (10 year consent to 2024) – to be conducted in accordance with the conditions as outlined in the consent to SSD 6134-2013 dated 5th March 2014.

3.3 Security, Safety, Emergencies and Medical Support

Objective:

- To ensure a comprehensive suite of plans and procedures to account for all situations at events including emergencies.
- To ensure management and staff understand the procedures and protocols in dealing with all situations at events.

Process and Systems:

- A Security Alert and Escalation Plan is in place to outline the various levels of security alert and procedures in dealing with each circumstance.
- An overarching Emergency Management and Procedures Manual applies to all of the ATC land assets including Randwick. This document should be used to brief staff and as a reference tool in understanding the emergency resources and procedures on site.
- An Emergency Response and Contingency Plan is in place to ensure authorities are appropriately briefed to deal with emergencies.
- A Medical Plan is in place to outline the key contacts and resources that might be used in the event of an emergency.
- A Safety Plan is in place to ensure that all staff are appropriately briefed on safety procedures and risk management processes.
- Security and Risk Information Plan outlines the key contacts and resources that might be used in the event of an emergency.

Management Measures:

- See details and procedures outlined in the following plans:
 - Safety Plan
 - Emergency Management Plan and Procedures Manual

- Security Alert and Escalation Plan
- Medical Plan
- Emergency Response and Contingency Plan
- Security and Risk Information

Reference Documents:

- Security Alert and Escalation Plan, **Appendix B.**
- Security and Risk Information Plan, **Appendix C.**
- Emergency Response and Contingency Plan, **Appendix D.**
- Emergency Management and Procedures Manual, **Appendix E.**
- Medical Plan, **Appendix F.**
- Safety Plan, **Appendix G.**

3.4 Alcohol

Objective:

- The broad nature of the Royal Randwick Racecourse business dictates that a range of event types will be undertaken throughout the site including race days, conference centre events, temporary pavilions and other outdoor temporary setup events.
- The racecourse has an On-Premises Liquor Licence that covers the entire site including temporary pavilions.
- The main management objective of the ATC is compliance with associated State Government Act and Regulations to ensure the protection of the Club's liquor licence.
- The ATC recognises the need to minimise the harm associated with the misuse of alcohol and is stringent in its application of Responsible Service of Alcohol & Harm Minimisation Strategy.
- One of the key objectives is to improve the safety of patrons on Alison Road at the end of an event.
- A separate on premise license is in place for Level 4 of the QEII Grandstand. This license works within the confines of the existing ATC Royal Randwick license.

Process and Systems:

- The ATC recognises the need to minimise the harm associated with the misuse of alcohol. As a business the ATC encourages responsible attitudes and practices towards the promotion, sale and consumption of liquor.
- The racecourse guidelines for the sale of alcohol as a minimum require compliance with associated State Government Act and Regulations. The legislation dictates the level of compliance required i.e. signage, Responsible Service of Alcohol (RSA) and the definition of intoxication.
- To achieve total compliance an overall strategy was developed to ensure that the ATC effectively delivers on its policies, procedures and corporate responsibility.
- ATC's Responsible Alcohol Management Operations Register (AMOR).
- Summary of strategic initiatives to date:
 - o Introduction of ATC Responsible Service of Alcohol Policy – 2004
 - o Introduction of the ATC Liquor Harm Minimisation Plan – 2006
 - o Active member of the Eastern Beaches Liquor Committee and Accord – ongoing
 - o Self-Imposed Alcoholic Beverage Sale / Transaction Restrictions – 2006 and ongoing
 - o Implementation of RSA Monitors - 2007 o Live CCTV monitoring on Race Days & Special Events – 2008
 - o RSA & Liquor Act 2007 Awareness Training Program - 2008
- Additional alcohol safety practices have been self-imposed by the ATC including two drinks per person policy, limited package for hirers and no sprints in packages in some instances to reinforce the RSA strategy.

Reference Documents:

- Responsible Alcohol Management Operations Register (AMOR), refer **Appendix H**.

3.5 Waste and Odour

Objectives:

- The incumbent cleaning contractor has appointed an internal Waste Management Consultant. Cleaning and waste management will be done in accordance with the ATC Waste Management Plan.
- The waste collection and cleaning of Royal Randwick Racecourse is outsourced to a third party cleaning contractor who have a presence on site.

Management Measures:

- Refer to Waste Management Plan at **Appendix I**.

4. Implementation and Consultation

4.1 Implementation

All race day and non-race day events at the Royal Randwick Racecourse site are to be managed in accordance with this Operational Management Plan. In the lead up to each event, the ATC will undergo a process of consultation with other key stakeholders. The degree of consultation will depend upon the character and size of each individual event, but broadly, the length of preparation and extent of consultation will be more extensive the larger the event. The events can be broadly categorised as one of the following:

1. **Exempt** – includes any event on the site up to 5,000 patrons, a maximum of 10 days in length per event and maximum of 200m² of temporary structures. If within a building on the site, a maximum of 10 events per calendar year and end by 11pm.
2. **Minor** – any event with up to 10,000 patrons not an exempt event.
3. **Medium** – any event with between 10,000 and 35,000 patrons.
4. **Large** – any event with between 35,000 and 55,000 patrons.

The following reference chart outlines how the provisions of the management plan should be applied for each event category.

Event Category	Approval	Consultation	Management Plan
Exempt	N/A	N/A	As seen fit
Minor	Race day events approved. Development Consent MP10_0097 MOD 2 dated 3 March 2014 applies to all non-race day events	Advise Moore Park Event Operations Group and Council and OLGR	Minor Events and Functions Management Plan
Medium	Race day events approved. Non-race day events require approval from the Minister	Advise MEOG and Council and OLGR	This Event Management Plan, plus detailed operational management plans prepared for each special event as necessary

Large	Race day events approved. Non-race day events require approval from the Minister, except two day Music Festival as per consent SSD 6134-2013 dated 5 March 2014	Two day music festival – Key Stakeholder Group process	This Event Management Plan, plus detailed operational management plans prepared for each special event as necessary
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4.2 Consultation and Complaints Handling

Objectives

- The key management objective is to exceed the expectations of the diverse range of customers and provide a framework for resolution based complaints management. It is key objective of the racecourse to grow membership and spectator attendance. To enable this growth a high quality service must be delivered which will be based around continual improvement.
- Due to the diverse nature of the business at the ATC there are varying levels of customer needs that require attending to. From race day guests to racecourse members and corporate clients to non-race day event managers, there are a variety of expectations to meet.
- Consideration for complaint management also extends outside the racecourse to the local community who are included in our event considerations and planning.

Process and Systems:

- The racecourse has in place a complaints process and complaints register which enables the registering of the type and level of complaint. This enables a system to be implemented where all reports are dealt with both swiftly and thoroughly.
- The system covers all areas of management ranging from customer complaints in relation to food and beverage or security. For all types of complaints a strict process and protocol is followed.
- Regarding complaints that include the local community the ATC have a specified contact at Randwick Council to refer complaints to.
- Depending on the level of complaint certain procedures are followed and register maintained. Complaints are taken and maintained with resolution and customer satisfaction the focus.

- Complaints are logged on a register and level of complaint assessed and based on the nature of the complaint the relevant manager is contacted to provide resolution. Complaints are received, processed and assessed by Executive Management and then filtered accordingly.
- Complaints can be logged online via the ATC website. The ATC website also provides a contact number for out of hours recording of complaints.
- Hotline signage on all external fencing which is manned 24hrs per day.

Appendix A – Traffic Management Plan

Appendix B – Security Alert & Escalation Plan

Appendix C – Security & Risk Reference Book

Appendix D – Event Operational Management Plan RR

Appendix E – Emergency Management Plan

Appendix F – Medical Plan

Appendix G – Safety Plan

Appendix H – Alcohol Management Operations Register (AMOR)

Appendix I - Waste Management & Recycling Plan

Appendix J – Co-ordinating Instructions Transport & Pedestrian Management

Appendix K – Royal Randwick Spectator Precinct Map

