

Australian Turf Club

Royal Randwick Racecourse Hotel Trackside Terrace

Functions and Events Management Plan (FEMP)

May 2012



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1 Introduction

1.1 Principal Objective and Overview

The development of an international standard hotel at Randwick Racecourse is part of the overall grand masterplan for Royal Randwick Racecourse.

The hotel comprises a building of 8 storey's consisting of a single level basement car park and a 3 level podium and five levels of accommodation. The hotel will accommodate 170 guest rooms with associated bar/function areas on the lower levels and an outdoor deck overlooking the racetrack.

An outdoor grassed area overlooking the racetrack is part of the hotel development and will be used by patrons attending Royal Randwick Racecourse on racedays and will be an extension to the racecourse spectator precinct. Consequently the Functions & Events Management Plan for the Spectator Precinct will also be utilized in respect of the outdoor trackside terrace areas of the hotel development.

The extensive plans for renovation and expansion of Royal Randwick Racecourse Racecourse's (RRR) spectator precinct will have significant benefits for the sustainable operation of the Racecourse's business. Paramount to the plans is the community acceptance to the overall impact these changes will have on the surrounding area.

To facilitate this process, we have an outlined Functions and Events Management Plan (FEMP) which is consistent and should be used in conjunction with our Plan of Management 2009 (POM). All relevant components of the POM have been included within this document. This is a concise way to give the community a condensed view of the major works and also the operational solutions that will minimise impacts on the local community.

The ATC's proactive approach to managing the operations at Royal Randwick Racecourse Racecourse in a responsible manner extends to its commitment to comply with existing approval conditions.

1.2 Schedule Of Works

The Master Plan schedule of works being funded by a NSW Government grant of \$150m is aimed directly at the Spectator Precinct and associated infrastructure. The aim of the Master Plan process was twofold.

Firstly, to guide the club in delivering the highest and best use of available space in an integrated fashion with the ambition to improve facilities, increase spectator numbers, improve the spectator experience and diversify the ATC's revenue streams.

The proposed schedule of works include:

- Extensive renovation of the Queen Elizabeth II Grandstand;
- Demolition and rebuild of the Paddock Grandstand;
- Demolition of the Tea House;
- Newly built parade ring (amphitheatre);
- Demolition of the Randwick Pavilion;
- Renovation and extension of the former SWAB building;
- Landscaping;
- Stabling Complex;
- Infrastructure upgrades.

And secondly, the full vision of the Master Plan is intended to be implemented over a number of years and incorporates such facilities as:

- International Hotel;
- Registered club and associated facilities;
- Conference and exhibition centre;
- Commercial buildings;
- Integrated vehicular parking solutions.

1.3 Randwick Council and its Residents

1.3.1 Primary Goal: Mitigation of Community Concerns

The primary goal of Royal Randwick Racecourse is enabling the day to day operations to coexist with the local community.

Providing the framework to both welcome and address community concerns around the racecourse in both operational and social context.

To ensure equality for the community, Royal Randwick Racecourse will be required to implement best practice strategies to enable accessibility and discrimination issues to be addressed to the required standards.

1.3.2 Specific Strategies to Reduce the Impact on Neighbouring Residences

Historically one of the fundamental aspects of community concern regarding Royal Randwick Racecourse relates to major race day traffic management. Neighbouring streets of the racecourse become significantly congested including Alison Road.

Coupled with issues of transport are the major race day crowds. The historic site in its current form has restricted means by which to manage large crowds entering and leaving the racecourse. To minimise community impact the racecourse will need to address crowd control from within its own site enabling the on flow to the community to be potentially minimised.

Event noise control is a common community issue with respect to large scale outdoor public facilities. The racecourse has in recent times addressed the issue of noise spill into the community to the point where minimal complaints have been received. The issue for the ATC will be to ensure the management of this issue will continue with the new Master Plan works.

The specific strategies for reducing impact on the local community are detailed out in the Plan Of Management 2009. Specific extracts have been taken from the document to form the FEMP, key issues are:

- Traffic management strategies
- Noise control
- Responsible service of alcohol
- Community engagement and complaints

1.4 Royal Randwick Racecourse Overview

Business Overview	
<i>Type of business</i>	Royal Randwick Racecourse is primarily known for its legacy of horse racing and the Australian Turf Club. Other business aspects include venue-for-hire, function production and hosting, event promoter, catering, live music events, sporting carnivals, and innumerable events that contribute to the fabric of Sydney social life.
<i>Number of staff</i>	110 permanent staff and 2,000 (approx) temporary staff per year. Approximately 35 staff in hotel. The above numbers reflect conditions on a Major Race Day which constitute maximum numbers on the site.
<i>Expected number of customers or clients</i>	FY2010 saw a total of approx 290,000 customers visit Randwick Racecourse on a raceday. The peak maximum capacity of customers on site at any one time is anticipated to be up to 45,000, reflecting numbers on a major race day. FY2011 race day attendance was 275,000 from 40 race meetings. Non race day activities attract approx 250,000 customers from approx 150-200 events, this is consistent in both FY 2010 and FY 2011.
<i>Hours and days of operation</i>	Randwick Racecourse operates 7 days a week, 365 days a year. Training work of horses occurs between 4:30am and 8:30am For major events, While the primary activity occurs during public hours (8am – 12midnight), the completion of one day (resupply of essential stocks) overlaps with the preparation for the next day (cooking, site reinstatement, etc.) resulting in a truly around-the-clock venue

<i>Hotel Operations</i>	The Randwick racecourse is a 24 hour, 7 days a week, 365 days a year operation and the proposed hotel will also be operated through these hours Activity, including the use of outdoor areas, will primarily occur during the hours of 8am to midnight. Activity will be managed to ensure compliance with the established noise levels already applied to the site. Access to the hotel room levels will be controlled by the staff operating the Hotel, with access via swipe card or hotel room key. Access to the restaurant, bar and function areas will be controlled by
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2 Issue Mitigation

The relevant components below are taken directly from the POM 2009. This plan is still in operation since its inception and will serve as a management tool through the Masterplan construction works.

2.1 Potential impacts on residents – Traffic and crowd control

Process and Systems:

Description of the current management process that is undertaken as part of operations.

- Recommendations from the current Traffic Management Plan (TMP) and
- Construction Management Plan (CTMP) will be implemented as part of the FEMP.

Management Objectives:

Provide an understanding of the key management objectives that the ATC are implementing in their management process.

Reference Documents:

Refer appendices for the following Key Issues document references:

1. Transport Management Plan

2.2 Noise control

Context:

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

Process and Systems:

Capital works (2008-09) have led to new ingress and egress facilities being:

1. Dedicated on site taxi pick up/ drop off;
2. Dedicated on site bus pick up / drop off.

These works have enabled 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 depicted in section 1.4.

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.

The location and design of the proposed works aims to minimise noise impacts on surrounding residents.

2.3 Odour Control

Context:

The waste collection and cleaning of Royal Randwick Racecourse is currently outsourced a 3rd party cleaning contractor who have a presence on site.

It is the intention of the ATC to tender the cleaning contract for the Spectator Precinct in the early part of 2013.

2.4 Cleaning and Waste Management Plan

Context:

The cleaning contractor to be appointed by the ATC in early 2013 will prepare a detailed Waste Management Plan. This will be applied to this document in due course.

2.5 Responsible Service of Alcohol

Context:

The broad nature of the 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.

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 Service of Alcohol & Harm Minimisation Strategy is employed.

Summary of strategic initiatives to date:

- Introduction of ATC Responsible Service of Alcohol Policy - 2011
- Introduction of the ATC Liquor Harm Minimisation Plan - 2012
- Active member of the Eastern Beaches Liquor Committee and Accord - ongoing
- Active member of the Liverpool City Liquor Accord - ongoing
- Self Imposed Alcoholic Beverage Sale / Transaction Restrictions – 2012
- Alcohol Management Operations Register Document - 2012
- Implementation of RSA Monitors - 2007
- Live CCTV monitoring on Race Days & Special Events – 2008
- RSA & Liquor Act 2007 Awareness Training Program – 2012

Additional detailed conditions have been implemented at the racecourse by the ATC including two drinks per person policy, last drinks 1 hour after race, a five hour maximum length package for hirers and no sprits in packages to reinforce the RSA strategy.

Management Objectives:

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 Master Plan objectives was to improve the safety of patrons on Alison Road at the end of an event. The combination of the mass egress of people that have been consuming alcohol at a function posed safety risks on occasions.

Master Plan Implications:

The initial phases of the new Master Plan will have little impact on the management processes that are currently undertaken at the racecourse regarding liquor licence management. With later phases of the Master Plan the additional facilities will require a review of the management of the systems currently in place.

The improvements and clarity to the circulation of patrons through the common domain will however greatly improve the safety of patrons when mass egress from the racecourse at the end of an event occurs. A much larger area will allow the safer marshalling and circulation of patrons as they leave the facility.

2.6 Community engagement and complaints

Context:

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 down accordingly.

Management 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.

Master Plan Implications:

The ATC will be required to undertake updated training and induction of staff with reference to changing facilities and venue environment. Skill levels will need to be heightened and adapted to reflect the venue developments such as changes to traffic flow, facilities maintenance and management and overall venue operations. Various physical parameters will need to be considered such as general public domain impact and venue access which will be an education process whereby staff will need to be constantly updated. New venues may create new supervisory or Management positions and skill sets and job descriptions/responsibilities will need to be established and fulfilled upon. All the above elements will need to be considered in relation to communication to and management of our customers.

Master Plan and changed venue conditions may cause customer complaints which will need to be managed on a case by case basis.

3.0 Appendices

3.1 Activities / Events

Introduction

The Royal Randwick Racecourse has developed into a multi faceted business accommodating a range of thoroughbred horse racing, equine training, hotel, function, conference, convention and exhibition events. Key site activities can be grouped into:

1. Race day events
2. Non Race day events
3. Training
4. Administration

Royal Randwick Racecourse operates primarily as a thoroughbred horse racing venue which accommodates a number of Group 1, 2 and 3 race meets in a calendar year. The main thoroughbred horse racing emphasis is placed on the autumn and Spring Carnivals although racing forms the primary focuses of the business.

Royal Randwick Racecourse's Non Race Day events currently accommodate a number of different event types through their 11 multipurpose venues. The Non Race Day hospitality and event area of the business has grown into a substantial part of the overall business structure.

Training and stabling is undertaken at the racecourse and is fundamental to the racecourse operations. The ATC also own and operate the Warwick Farm Racecourse where training and stabling is also undertaken. The ownership and joint management of the two racecourses offers the business greater flexibility to meet its equine needs.

The Australian Turf Club administration offices are located on site at the racecourse. From the ATC offices the equine management, racecourse operations and key contractor management is coordinated. The non race day event management is run by separate offices also located on site at the racecourse.

3.2 Staffing Management Plan

Context:

The ATC employs and manages varying levels of staff inclusive of approximately 114 permanent staff, numerous casual staff as well as contracted staff namely security and cleaning in order to fulfill on the ATC's general management framework.

Permanent staff required for daily operations consists of various departments and their daily operations including, administration, finance, marketing, membership, racing and betting, HR and IT. Each department has a specific role to play within the ATC Management framework.

Flexible racing and non racing events require flexible staffing systems and the predominant use of casual or part time employees. The ATC draws on a pool of casual staff as well as extended services of permanent staff in order to fulfill on event objectives.

Types of casual employees range from security, operations, catering, cleaning, parking attendants, etc.

The Convention Centre business and its administration employ a majority of full time employees - approx 32 full time hospitality and events staff.

Process and Systems:

The ATC's Management software system, EBMS, is used to plan, coordinate and manage events which assist in staffing procedures and processes.

The ATC's uses a database of casual employees of approximately 1200. This system enables the identification and use of experienced personnel that generally have a pre understanding of the nature of the event and the operation of the venue.

The ATC implement a staff grading system consisting of 4 different levels ranging from Grade 1 being Junior staff to Grade 4 being Senior Supervisors.

Various function types will have a staff formula applied to enable the pre-management of staffing requirements. Staff to patron ratios that are adhered to include Cocktail 1:30, Standard Dinner 1:25, Pavilion 1:20, Conferences 1:30 and Bars 1:100 (preferably 90).

The ATC has an appointed casual staffing manager who manages and accesses the casual employee database in order to fulfill on casual staffing requirements.

Permanent staff members have specific race day duties and are activated for raceday events in response to event types. Relevant numbers of casual staff are employed to facilitate the management of the various venue facilities.

A standard fee/staff calculator is used to manage staffing costs for all race day and non race day events.

Through the Event Weekly Report, staffing levels and requirements are ascertained as a result

of relevant events booked and venue utilisation. Staffing Manager coordinates staff allocations and rosters.

The ATC implements an WOH&S induction programme for all contractors and staff in relation to safe work methods and practices within the racecourse framework.

Detailed Event Orders are produced by Event Managers outlining key event details and forwarded to a distribution list inclusive of staffing managers in order for relevant staffing allocation. This covers appropriate event set up crew, food and beverage staff and managers, ticketing, security, cleaning, kitchen staff as well traffic management personnel.

Management Objectives:

The key objective implemented by the ATC is focusing on assessing the event needs and allocating the appropriate resources to fulfill on event requirements and objectives.

The ATC breeds a quality culture with a focus on exceptional service which is instilled across all levels of staff. Staff are committed to providing the customer with a quality experience and staffing procedures and management systems are tailored to achieve this objective.

The ATC employs a balance of experienced and enthusiastic staff to complement a variety of event and race day needs. Staff are skilled across various facets of the business both to understand business operations and provide quality service that can be relied upon.

Staffing is a large component of the ATC business operations and there is a focus towards achieving optimum staffing levels for cost effectiveness. Specific data and financial performance of events and race days are monitored and analysed to ensure correct staffing levels are maintained.

Masterplan Implications:

The ATC will be required to undertake updated training and induction of staff with reference to changing facilities and venue environment. Skill levels will need to be heightened and adapted to reflect the venue developments such as changes to traffic flow, facilities maintenance and management and overall venue operations. Various physical parameters will need to be considered such as general public domain impact and venue access which will be an education process whereby staff will need to be constantly updated.

The future introduction of new venues may create new supervisory or management positions, skill sets and job descriptions/responsibilities will need to be established.

3.3 Hours of Operation

Context:

Racecourse hours of operation vary from race days to non race day events and equine training. Race day standard hours of operation are from gates opening at approximately 10.30am – 11.30am (dependant on first race times) to gates closing and all patrons to vacate the premises by 6.45pm.

As a result of the diverse range of events Royal Randwick Racecourse hosts hours of operation can be tailored to suit specific event needs. This is also dependant on event space bookings as grandstand and internal venue spaces can be accessed from as early as 6.30am and well into the evening. The ATC operates with 24 hour onsite security which allows for flexible venue access times. To aid in the bump in/out of events, access to certain venues can effectively be 24 hours to fulfill on their event objectives.

Hours of operation for non race day events can effectively be 24hrs. Functions will rarely extend overnight although operations relating to setup and cleanup may run through the night.

Equine training also starts from very early in the morning. Consideration needs to be given to Equine training when allowing access to the ATC's venues. Equine training is concentrated to the track and infield trainers hut and operate from 4.30am to 8.30am each day. This restricts access to external venues that could possibly impact on the training to outside of these hours.

Process and Systems:

The ATC and its venues are operated based on the demands of the business. Hours of Operation are tailored to suit various event types and their function. There is a race day and non race day management structure in place around hours of operation that is implemented to suit both non race day and race day events.

Control of staff hours / hours of operation relates to the detail planning and management of a specific event. Event planning systems will define and manage event hours of operation through EBMS. The EBMS system is utilised to create specific event orders that include various levels of data that allow for specific operating hour planning. Event details are entered into the system relating to the specific race day or non race day event that indicates venue utilisation and operating hours. This then allows for staffing requirements and hours to be set in order to operate the event at its optimum level.

As a result of the data entered into the EBMS system relevant catering services and requirements are established which allows the COPS – Catering Operational Systems to be produced and implemented. These systems specifically relate to event staffing and requirements of those staff in their positions.

Management Objectives:

Incorporating flexibility in hours of operation offers a unique selling point to potential business which will allow for a variety of events to operate at the ATC.

Communication and relationship management with key staff will need to be implemented and developed with the changing working environment

Staffing control systems and clarity of directives given to staff will enable task oriented approach to fulfilling on duties within specified working timeframes. This will in turn have positive effect on controlling expenditure around staffing and labour costs.

Masterplan Implications:

The ATC will be required to undertake updated training and induction of staff with reference to changing facilities and venue environment. Skill levels will need to be heightened and adapted to reflect the venue developments such as changes to traffic flow, facilities maintenance and management and overall venue operations. Various physical parameters will need to be considered such as general public domain impact and venue access which will be an education process whereby staff will need to be constantly updated. New venues may create new supervisory or Management positions and skill sets and job descriptions/responsibilities will need to be established and fulfilled upon.

Staff training may be required to ensure staff members are familiar with changes to their workplace

