

SYDNEY SWANS



PLAN OF MANAGEMENT

Royal Hall of Industries

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1. INTRODUCTION

The purpose of this plan is to ensure the safe and successful operation of the proposed operation of the Royal Hall of Industries building, and its ancillary functions. It is also set out to safeguard the ongoing operation and amenity of the surrounding businesses, and to ensure neighbours will not be adversely affected.

Effective from 1 May 2019 the Sydney Swans Limited (SSL) will take over the Royal Hall of Industries under a sub-lease from PlayOn Group Pty Ltd.

The Sydney Swans are long term tenants in the Moore Park Precinct having called the SCG home since 1982.

The Club has developed long standing relationships with Centennial and Moore Park Trust and the Sydney and Cricket and Sports Ground Trust over this time.

The Club attracts an average home crowd of almost 34,000 to games staged at the SCG and has in excess of 60,000 Club members.

2. SITE AND LOCALITY

2.1. THE SITE

The site is situated at 1 Driver Avenue, Moore Park, NSW 2021. The site comprises of the two buildings, the Royal Hall of Industries and the Hordern Pavilion. Situated between the two buildings is a Plaza area.

The Royal Hall of Industries is currently serviced by a loading dock at the rear and at the side of the building. Please refer to the site map in appendix 1 and 2.

2.2. SURROUNDING AREA

The site is defined by Driver Avenue on the Western boundary; Lang Road on the Southern boundary; Errol Flynn Boulevard on the Eastern boundary and the entrance to Fox Studios (Gate D) and the Sydney Cricket Ground on the Northern boundary.

2.3. LATE NIGHT TRADING PREMISES

Both the Hordern Pavilion and the Royal Hall of Industries are permitted under the license to trade from 5am up to 3am Monday through to Sunday. A special provision of the license enables an extension of trade for the Mardi Gras After Party from Saturday 10:00pm until 10:00am Sunday morning.

3. OPERATIONAL DETAILS

3.1. ORGANISATIONAL OVERVIEW

The Sydney Swans has the following operational teams:

Match Day and Event Management Team – responsible for managing all operational aspects of the events held within the Royal Hall of Industries, including bump in and out planning, food and beverage operations, RSA, public safety, emergency management and compliance. They are also responsible for client management and maintaining an annual diverse range of events.

Building Services (TBA) – responsible for maintaining and managing the building, fittings and service contracts essential to maintaining and operating a heritage event facility.

Administration – HR, financial services, administrative and legislative obligations are met.

Playbill Event Services – are responsible for managing all operational aspects of the events held in the Plaza area, including the public safety and emergency management. Where the events are SSL events, Playbill Event Services will work in conjunction with the SSL Match Day and Event Management Team and Plaza Activation Committee

3.1.1. Royal Hall of Industries

The Royal Hall of Industries is a high-performance training facility for the Sydney Swans AFL team, the Sydney Swans AFLW Team (TBC) and NSW Swifts. The venue will also cater for a range of events supporting community, school and charity groups as well as local, national and international corporate partners.

On Sydney Swans match days, the facility will be open to the public with various areas available to the general public:

Space	Use	Notes
Multi-purpose area	Professional team use (AFL, NEAFL, AFLW)	Viewing areas available from the foyer and museum
Foyer	Open to public <ul style="list-style-type: none"> Retail sales operating Memorabilia/history displays available to view Information point with Swans staff available for key facility and match day information 	Overflow into plaza – merging into relevant entertainment on offer in plaza area
Café	Open to public	Overflow into plaza – merging into relevant entertainment on offer in plaza area
Museum	Open to public <ul style="list-style-type: none"> Pre-booked tours (set times) hosted by ex-players available at key matches 	Guests to be encouraged to move to plaza area post visit
Auditorium	Open to public <ul style="list-style-type: none"> Curated historic content on looped vision Pre-booked tours (set times) hosted by ex-players available at key matches to include Q&A in auditorium 	Guests to be encouraged to move to plaza area post visit
Level 1 Dining	Pre-game/in-game <ul style="list-style-type: none"> Operational for all players and staff Post-game <ul style="list-style-type: none"> Player and staff immediate family meeting point 	
Plaza	Pre-game activation zone <ul style="list-style-type: none"> A hosted zone operational from approximately 2 hours prior to gates opening, through to 	

	<p>approximately 1.5hours after the final siren. In game it will operate as a live site with the match shown on the big screens</p> <ul style="list-style-type: none"> • The area will incorporate a hosted pre-game show with MC's, live entertainment, interviews, big screen content and Club and sponsor activations • F&B to be available via Swans Café, Hordern Pavilion outlets and food trucks 	
General office areas	Operational for all players and staff	
Blood bank	Operational	

For non-Swans match days, the below spaces will be available for public use (fees and charges may apply):

Space	Usage	Notes
Multi-purpose area	<p>Sydney Swans Membership/Community Clinics</p> <ul style="list-style-type: none"> • Sydney Swans Junior Program Clinic • Red Rookie Clinics • Swans Fit Sessions 	<ul style="list-style-type: none"> • Café to be available for catering and/or casual dining • Plaza area available for additional activities and/or activations and catering (food trucks etc.)
	<p>Academy training</p> <ul style="list-style-type: none"> • Youth Girls • Boys 	<ul style="list-style-type: none"> • 28week program • Café to be available for catering and/or casual dining
	<p>Local sporting clubs</p> <ul style="list-style-type: none"> • Evening training and tours • Weekly schedule for visiting Clubs within the Swans zone. Usage includes: <ul style="list-style-type: none"> – Skills based training – Tour of facilities – Guided visit to museum and auditorium 	<ul style="list-style-type: none"> • Café to be available for catering and/or casual dining
	<p>Local sporting clubs</p> <ul style="list-style-type: none"> • End of season presentation nights 	<ul style="list-style-type: none"> • Set up restrictions may apply due to training surface
	<p>Charities</p> <ul style="list-style-type: none"> • Mid-week visits and player meet and greet (pending time of year) 	<ul style="list-style-type: none"> • Available for small groups with player meet and greet and viewing of training available
	<p>Schools</p> <ul style="list-style-type: none"> • Weekday visits (pending day of week and time of year) • Viewing of training to tie in with visits to museum and auditorium (see below) • Graduation events 	<ul style="list-style-type: none"> • Café to be available for catering and/or casual dining • Plaza area available for gathering area and other activities • Set up restrictions may apply due to training surface
	<p>Corporate training nights</p> <ul style="list-style-type: none"> • Sydney Swans corporate partner training, with basic skills and Club tour incorporated 	<ul style="list-style-type: none"> • Dinner to be provided in café area
	<p>Tertiary Education</p> <ul style="list-style-type: none"> • Overflow exam space (pending day of week and time of year) 	<ul style="list-style-type: none"> • Set up restrictions may apply due to training surface
Museum and Auditorium	<p>Schools</p> <ul style="list-style-type: none"> • Weekday visits • Weekly schedule for Schools (primary and secondary). Usage includes: <ul style="list-style-type: none"> • Guided visit to museum and auditorium • Tour of facilities (pending time of year) 	<ul style="list-style-type: none"> • Café to be available for catering and/or casual dining

	<p>Community groups</p> <ul style="list-style-type: none"> • Aged care, disability and special needs groups, childcare groups etc. • Weekday visits • Weekly schedule for Community Groups. Usage includes: <ul style="list-style-type: none"> – Guided visit to museum and auditorium – Tour of facilities (pending time of year) 	<ul style="list-style-type: none"> • Café available for catering or casual dining
	<p>Junior Clubs</p> <ul style="list-style-type: none"> • Host AGM's • Training courses, parent information sessions etc. 	<ul style="list-style-type: none"> • Café available for catering or casual dining
	<p>Supporter groups</p> <ul style="list-style-type: none"> • Host AGMs and meetings • Host information sessions, briefings etc. 	<ul style="list-style-type: none"> • Café available for catering or casual dining
Café/Museum/Foyer combined	<p>Schools, local clubs, charities, community groups</p> <ul style="list-style-type: none"> • Bespoke events for up to 200-cocktail 	<ul style="list-style-type: none"> • Weeknight and weekend bookings
	<p>Celebration/recognition events for key dates to be hosted by SSL. Examples include:</p> <ul style="list-style-type: none"> • International Women's Day, Pride Match, Indigenous Round, NAIDOC week, RUOK Day, International Day of People with a Disability etc. 	
NSW Swifts netball court	<p>Local netball clubs</p> <ul style="list-style-type: none"> • Evening training and tours • Weekly schedule for visiting Clubs. Usage includes: <ul style="list-style-type: none"> – Skills based training – Tour of Swifts facilities – Guided visit to Swans museum and auditorium 	<ul style="list-style-type: none"> • Café available for catering or casual dining

Special Event and Mardi Gras integration into the RHI and Plaza:

Space	Usage	Notes
Multi-purpose area	<ul style="list-style-type: none"> • 1000* person function. Space includes back of house area for talent and AV 	<ul style="list-style-type: none"> • Set up restrictions may apply due to training surface
Café/Museum/Foyer combined	<ul style="list-style-type: none"> • Bespoke event space for up to 200 cocktail 	<ul style="list-style-type: none"> • Weeknight and weekend bookings
RHI - Museum/Auditorium	<p>Mardi Gras Festival (two-week festival)</p> <ul style="list-style-type: none"> • Ticketed evening and weekend events for short film and/or moderated interviews focusing on topics key to the festival and its awareness campaigns • Museum display to include RHI Mardi Gras history and Pride in Sport history throughout the festival weeks 	<ul style="list-style-type: none"> • Café available for catering or casual dining
The Plaza	<p>Mardi Gras Festival (two-week festival)</p> <ul style="list-style-type: none"> • Themed area throughout the festival – via colour, plaza set up, big screens, music etc. • Outdoor events across the festival weeks with the opportunity for live music, moderated presentations and speakers, market style set up, more formal set up with marquee set up etc. • Live site for parade night to view the parade on the big screens • Hordern Pavilion after party overflow 	

Transition to event mode:

The foyer, café, museum, auditorium, meeting spaces, multi-purpose area and netball court are designed for public use and do not need to be modified to accommodate events.

The multi-purpose area, if being used for a function or special event (as opposed to community uses noted above), may require additional infrastructure to be bumped in, including floor covering (Terra Plas), staging, audio visual and additional toilets. Requirements will be dependant on the style and scale of the event. Special conditions relating to the multi-purpose area are noted below.

Bump in and out of large-scale items to the multi-purpose area will be via the main entry way to the Royal Hall of Industries building, off The Plaza.

Management of events:

The Match Day and Event Management Team are responsible for managing all operational aspects of the events held within the Royal Hall of Industries. The team will work with hirers on all aspects of their event planning to ensure safe and efficient management of the site and the successful execution of their event.

Bump in and out of all events held at the Royal Hall of Industries will be managed and overseen by the Match Day and Events team.

Multi-purpose area special conditions:

Strict conditions around surface preservation apply to all bookings, with restrictions on footwear, food and beverage service on the surface and the bump in of equipment.

For events requiring infrastructure such as tables, chairs and AV, Terra Plas protective flooring needs to be laid over the training surface at the hirers expense.

For dance party/concert style events Terra Plas protective flooring needs to be laid over the training surface at the hirers expense.

Commercial kitchens are not available at the Royal Hall of Industries. If required they will be at the hirers expense. The Café can provide mid-level event catering.

There are no inbuilt large-scale AV systems built into the Royal Hall of Industries. All AV requirements will be at the hirers expense.

3.1.2. The Plaza

The Plaza is the current name for the forecourt area between the Royal Hall of Industries and The Hordern Pavilion. It forms part of the Royal Hall of Industries experience and will be activated in various formats to allow event patrons to enjoy an outdoor event experience, either as a standalone event, or in conjunction with an event being run at either the Royal Hall of Industries and The Hordern Pavilion.

PlayOn Group manage the usage of The Plaza and all bookings will be coordinated through the Plaza Activation Committee which is made up of representatives of both Playbill and the Sydney Swans. This coordination will ensure event clashes are minimised, and where they may occur, work will be done to allow them both to run side by side (pending the event size).

Plans include increasing public access when the area is in non-event mode and increased activation of the space for greater corporate, community and sporting club use. Refurbishing The Plaza are will also ensure the space remains relevant to partners in the Moore Park precinct.

The pending upgrade to the Plaza will ensure the venue is at the forefront of Sydney's diverse venue offering.

On Sydney Swans match days, The Plaza will be activated from approximately two hours prior to SCG gates opening, to approximately 1.5hours after the final siren. The area will feature a hosted pre-game show with MC's, live

entertainment, interviews, big screen content and Club, charity, community and sponsor activations and food and beverage options. The match will be shown live for those not moving into the SCG.

For Swans away games, a hosted live site will be available to fans to watch the match from.

3.1.3. Food and Drink Premises

The Royal Hall of Industries provides both retail and event catering.

The retail provision of Food and Beverage will be operated by SSL via a permanent café in the foyer area of the RHI.

The catering facilities on site do not include a full retail kitchen. The addition of catering facilities will be at the hirers cost.

Function catering is overseen by SSL. We will provide a choice of external caterers to clients requiring services, inclusive of the café operators. These preferred suppliers to SSL and their clients will meet quality and service standards required under City of Sydney and State legislated food services procedures.

A commercial waste contract will be set in place prior to occupation and will cover all day to day and function waste requirements.

3.1.4. Outdoor Dining

Outdoor dining is offered in a retail context via the Café.

For larger events in the plaza, food and beverage outlets in the Hordern Pavilion will also be utilised and a variety of food trucks are engaged on an event basis to best satisfy the audience requirements. The foods trucks operate under a supply agreement and meet the required safety and legislative requirements.

3.2. HOURS OF OPERATION

The RHI will operate in accordance with the following hours of operation:

Use	Hours
Office hours	Operating hours will vary due to the range of uses proposed. Hours will typically range from 7:00am to 9:00pm Monday to Sunday
Café hours	Pending
Event spaces	Operational – event dependent. Some events may run until 12midnight (pending format) Anticipate regular 5:00pm to 9:00pm use
Large scale bump in/out of multi-purpose training area	Restricted bump in around SSL training – event dependent

3.3. PATRON CAPACITY

The maximum number of persons (including staff) permitted on the premises at any one time is 1000 persons.

The current maximum patron capacity for each area (including staff) is set to the numbers specified below:

Area	Patron Capacity - standing
Multi-purpose area	1000 <i>*See total RHI capacity note below</i>
Café/Museum/Foyer – combined	200
Café	40 inside, up to a max of 100
Museum	80 (pending final layouts)

Auditorium	80 (pending final layouts)
Level 1 Dining	200
RHI total capacity at any one time, including staff and player operational areas and any relevant event staff (caterers, wait staff etc.)	1000*

The event manager/licensee is responsible for ensuring that the number of persons in the premises does not exceed capacity. A digital registration system is in place for large scale events.

3.3.1. Staff

The SSL Match Day and Events Team comprises of six full-time team members, supplemented with other SSL department team members for event roll out.

When required for events, casual staffing is engaged from a labour hire business partner. Casual team members are responsible for food and beverage service, guest check in and coat check services.

Contractual service providers during events include catering suppliers, security services, sound monitoring, cleaning services, technical production support services, responsible service of alcohol staff, traffic management, waste management and coat check staff.

3.4. SIGNAGE

The venue has limited external signage sites but has numerous indoor locations for event promotion.

The external signage sites are located on the corner of Driver Avenue and Lang Road, Moore Park. There are two permanent poster locations and one LED screen capable of showing multiple events on a scrolling basis.

Responsible service of alcohol, public safety, compliance and WH&S signage will be in place in several locations to satisfy various legislative requirements. This is managed and monitored through various audit processes including fire safety inspections and pre-event site inspections.

4. MANAGEMENT MEASURES

4.1. NOISE

The venue operates within the guidelines and legislation for both the EPA and the Liquor Act 2013.

Events run in the RHI will conclude by midnight Monday to Sunday. On the rare occasion the event is scheduled to go beyond midnight, SSL will work with our sound monitoring partners to monitor throughout the local areas to proactively manage sound levels and undertake any remedial actions, if required.

4.2. AMENITY

Situated in Moore Park, the venue is conveniently located next door to the Sydney Swans home ground, the SCG, and is close to the city centre and the eastern suburbs.

The building was re-purposed from the Showbag Pavilion on the original Sydney Showground site in the 1970s and has staged memorable concerts, functions, launches and events throughout the years.

Its latest renovation will see it become a first-class high-performance training and community facility for the iconic Sydney Swans. The venue will have the ability to accommodate boutique indoor events and will support major outdoor activations and events held in the Plaza area. The RHI will also house a museum and auditorium.

The RHI will become an integral part of the Sydney Swans match day experience.

The venue is well located for community access and use. Located in the Moore Park entertainment precinct it is positioned next to the Entertainment Quarter multi-storey car park with further vehicle access and parking on Driver Avenue on days without stadium events.

Multiple bus services operate along Anzac Parade and the Moore Park bus roadway on stadium event days with fast access to Central station. Moore Park will also be serviced by the Light Rail which is anticipated to be operational in 2020 before the conclusion of the venue upgrades.

4.3. SAFETY AND SECURITY

4.3.1. Security

SSL will work with our contracted security partners to service SSL's and our client's event needs. Security requirements will be tailored to event needs.

A detailed Security Plan will be finalised as building layout and security access is confirmed. This Plan will be available upon request as publishing publicly may impact its integrity.

4.3.2. CCTV

The RHI will be supported by Closed Circuit Television cameras (CCTV) in limited, fixed locations throughout the venue. All event spaces in the in the venue will be supported with CCTV.

The Forecourt, side entry ways and loading dock also have CCTV surveillance. These locations are then able to be monitored remotely and digital recordings able to be made for up to a duration of 30 days. After that, the recordings are automatically erased and recorded over.

4.3.3. WH&S and Incident management

Staff, contractor and patron safety is integral to how we operate the RHI event areas.

SSL will develop the below documents and procedures when building layout and security is confirmed:

- WH&S Policy
- Safe work method statements
- Operating procedural documents
- Hirers Manual
- External safety review and audit services
- Event safety inspections

A two-tiered system of Incident Reporting will operate at the Royal Hall of Industries.

The first is an incident reporting system whereby all incidents that occur on site are centrally stored and managed in an online system. This enables the team to investigate, recommend and rectify incidents in a structured and pragmatic way, whilst ensuring they are permanently stored for future reference.

The second is an event-specific record system called the security log whereby a nominated individual in the security team notes all two-way radio activity within an event to record any incident in a real-time log. This log is then kept within our records and referenced if the need arises.

The combination of both systems ensures that all event and non-event incidents are recorded and acted upon.

4.4. RESPONSIBLE SERVICE OF ALCOHOL

Refer to Appendix 4 of this document

4.5. RESPONSIBLE CONDUCT OF GAMING (RCG)

The Royal Hall of Industries, whilst a Licensed premise, does not own or operate any gaming machines on site. It is not permitted under the Lease from Centennial Park and Moore Park Trust.

4.6. WASTE MANAGEMENT

SSL will work with our service partner to manage our waste and recycling generated by events.

Tenders for this service will be finalised during the construction phase.

4.7. PARKING

Accessible parking:

The Royal Hall of Industries site is close to many accessible parking spaces provided as part of the Entertainment Quarter precinct, including the multi-storey car park opposite the site. One accessible car park will be provided on site at the Royal Hall of Industries.

Car parking:

Approximately nine spaces will be available on site for parking. These will be accessible via the one-way driveway on Errol Flynn Boulevard. Planned events will result in these car parks being managed by Sydney Swans staff as required.

For major events public access to the on-site car parking will not be permitted and will be enforced by removable bollards. If required, authorised vehicle access would be permitted under prior agreement and managed by Swans staff and/or traffic control as part of the broader Entertainment Quarter major event measures.

For major events, patrons will be advised to park in the multi-storey car park opposite the Royal Hall of Industries or other existing car parking within the broader Moore Park precinct.

For all events, of all scales, event information will always include details on how the site can be accessed by foot, bicycle or public transport, in addition to car parking options.

Passenger pick up and drop off:

For small scale drop off, the one-way driveway off Errol Flynn Boulevard will be utilised, and where required, managed by Sydney Swans staff.

The driveway allows for vehicles up to 8.8metres long, including minibuses. Where larger coach access is required, designated bus zones on Errol Flynn Boulevard opposite the site will be utilised

For major events, public access to the on-site drop-off will not be permitted and will be enforced by removable bollards. If required, authorised vehicle access would be permitted under prior agreement and managed by Swans staff and/or traffic control as part of the broader Entertainment Quarter major event measures.

An alternate drop-off location is adjacent to the Royal Hall of Industries at the multi-storey car park, with pedestrian connections already provided to ensure the safe crossing of Errol Flynn Boulevard.

Bicycle parking:

Bicycle parking will be provided within rails adjacent to the building and façade for use by visitors. Other existing facilities within the broader Entertainment Quarter precinct would also be available should there be any unexpected spikes in demand for bicycle parking.

4.8. DELIVERIES

The current practice is for deliveries to enter the site via Errol Flynn Boulevard. Deliveries will be managed on the Royal Hall of Industries site.

4.9. COMPLAINTS HANDLING

SSL understands the importance of the customer experience and the central part it plays in return patronage and positive word of mouth.

Where negative experiences occur, we capture them to modify our approach to ensure we reduce future negative experiences.

The collection and management of any complaints is initially managed by the nominated Event Manager, and if possible, rectified on the spot. If this is not possible, the complaint is then directed to the nominated representative to be investigated and then remediated. Complaints of a serious nature are escalated to the General Manager, Match Day, Events and Hospitality for review and response.

Complaints are routinely discussed in the weekly event debrief meetings with a focus upon continual improvement for our organisation.

Online customer review ratings and digital media platforms are to be routinely utilised and monitored to provide real time customer feedback.

SSL adopts a continual improvement outlook and uses any incidents to improve the customer experience.

APPENDIX 1 – FLOOR PLAN

REQUIRE RHI FLOOR PLAN TO BE INSERTED

APPENDIX 2 – CONTEXT PLAN



Site Plan with The Hordern Pavilion, Royal Hall of Industries and The Plaza



APPENDIX 3 – Responsible Service of Alcohol (RSA)

The Royal Hall of Industries RSA

Operational Procedure - House Policy

Playbill Venue Management (PVM) and the Sydney Swans (SSL) understands its obligation to provide a safe environment for our patrons. We understand our duty of care and responsibility towards the Responsible Service of Alcohol (RSA). It is our intention to provide the best entertainment facilities for the use and enjoyment of our patrons while providing a safe and responsible environment.

Our Principals for Responsible Service of Alcohol

1. To ensure all service staff are trained in Responsible Service of Alcohol (RSA)
2. We will manage and support all our staff who practice and enforce RSA
3. To not allow an intoxicated person access to our premises
4. To not allow any alcohol being brought onto our premises
5. To not serve liquor to a person on the verge of intoxication
6. To ensure patrons that are on the verge of intoxication are removed from our premises
7. To accept Passport, Photo Card, Keypass (over 18's card – blue with red borders) and Driver or Rider licence cards as proof of age methods to our bar areas
8. To screen our patrons for signs of possible intoxication at all service points
9. Actively encourage consumption of low alcohol beers and soft drinks during each event by promoting and pricing them accordingly
10. To provide free drinking water wherever alcohol may be served
11. To limit our alcoholic drinks to four (4) per transaction in all bar areas
12. To not allow the service of shots or double nip spirits in our venues
13. To ensure substantial food offerings are always available for the duration of alcohol service
14. To maintain the services of the NSW Police Force as required for events as established in our Alcohol Management Plan.
15. Follow the Industry Code of Practice for the Responsible Service of Alcohol
16. To display the signage as per our liquor license in each bar area that serves alcohol

Our Principals for Illicit Substances

17. We will not allow access onto the premises to persons that show signs of having consumed illicit substances or drugs and that are behaving in an inappropriate manner
18. We have a zero tolerance for the use or distribution of drugs on our premises
19. We will report any potential illegal activity to the NSW Police Force at the time of the alleged incident
20. The RHI is under constant surveillance using CCTV footage

Our Principals to the Community

21. SSL will continue to enforce a zero tolerance to anti-social behaviour
22. We will encourage our patrons to leave orderly in a safe manner without creating any disruption to our local community
23. We will facilitate a safe departure for our patrons by promoting and assisting with NSW transport options

24. Meet all our liquor licence requirements and conditions

Our Responsibilities to the Independent Liquor and Gaming Authority

- 25. To maintain records of all incidents and customer feedback statements in our incident logbook, during the event and post event
- 26. To provide adequate number of uniformed licensed security personnel for the event as stipulated in our liquor licence conditions
- 27. To provide an approved nominated manager to supervise and control the service of alcohol on our premises
- 28. To maintain the requested documentation by local authorities in our licensing logbook and to have this onsite at each event
- 29. To provide a safe and responsible environment to our staff, members and guests and PVM