

Post-Occupation Review of Event Operations

April 2023



Introduction

On 6 December 2018, the then Minister for Planning approved Stage 1 of Sydney Football Stadium (SFS) comprising a concept approval and concurrent early works package (SSD 9249) to facilitate redevelopment of the Sydney Football Stadium. The concept approval established the maximum building envelope, design, and operational parameters for a new stadium with up to 45,000 seats for patrons and allowing for 55,000 patrons in concert mode. The concurrent Stage 1 works, which were completed on 28 February 2020, facilitated the demolition of the former SFS and associated buildings.

Stage 2 of the SFS Redevelopment (SSD 9835) was approved by the Minister for Planning and Public Spaces on 6 December 2019. Comprehensive monitoring and compliance activities are a key condition of the Stage 2 approval requiring the development of the following operational management plans and programs:

- Event Management Plan incorporating measures from the security management plan, emergency management plan and hostile vehicle mitigation plan;
- Event Traffic and Transport Management Plan;
- Operational Noise Management Plan including noise monitoring requirements;
- Loading Dock Management Plan;
- Event Car Parking Management Plan;
- Passenger Pick Up and Drop Off Facilities Plan;
- Operational Waste Management Plan including a precinct wide approach;
- Emergency Flood Evacuation Management Plan;
- Social Impact Monitoring Program.

The effectiveness of these plans/programs require ongoing monitoring to ensure the performance levels and targets established are complied with.

Post-Occupation Review of Event Operations

Condition A10 requires Venues NSW to monitor a variety of different event scenarios for a minimum of two years from the commencement of operations and prepare a table of compliance against each operational management plan. The events include:

(a) all concert events;

(b) at least one sporting event each month comprising a mix of events in terms of its nature and the anticipated attendance of patrons and including international sporting events when they occur;

(c) all double-header sporting events; and

(d) all events that involve activities extending beyond one day.

Condition A12 requires the development and submission of a Post-Occupation Review of Event Operations which captures the effectiveness of these key operational management plans.

The Condition States:

The Applicant must submit a Post-Occupation Review of Event Operations to the Planning Secretary every six months to report on the results of the monitoring undertaken on the event days listed in A10 (for the duration of two years nominated in condition A10), to validate the effectiveness of:

- (a) each of the operational management plans referred to in condition A9; and*
- (b) the SIMP required by condition D49.*

The report must be submitted within 2 months of the end of each six-month monitoring period. The results of the Post-Occupation Review must be published on the SCSGT website.

In addition, Condition A13 details what must be included in the Review:

*Each **Post-Occupation Review of Event Operations** must include, but not be limited to:*

- (a) type of event monitored;*
- (b) teams, entertainer etc;*
- (c) start and end time of the event;*
- (d) number of patrons at the event;*
- (e) number of staff at the event;*
- (f) rehearsal and sound test requirements (if any);*
- (g) summary of data collected;*
- (h) the results of monitoring strategies in the operational management plans (required by A9) that have been implemented;*
- (i) the commitments in the operational management plans (required by A9) that have not been complied with or were not applicable in the nominated six-month period;*
- (j) a table of comparison between the predicted impacts, the management / mitigation measures applied and the actual impacts on the monitored event scenarios in accordance with D49(g);*
- (k) all additional impacts identified in relation to an event as a result of the SIMP (refer to condition D49); and adaptive management approaches and additional mitigation measures that have been implemented within the nominated six-month period to adaptively manage / mitigate identified impacts on the event days based on the monitoring undertaken in the period. This will include (but not be limited to):*
 - (i) any refinement or amendment of the operational management plans listed in condition A9 (if needed due to identification of additional impacts and mitigation of those);*
 - (ii) the adaptive management and mitigation measures that have been implemented to mitigate the additional impacts identified in A13(k); and*
 - (iii) the management / mitigation measures that have been implemented, if the table of comparison (A13(j)) reveals that the actual impacts were greater than the predicted impacts.*

Events Reviewed

Condition A10 and A13 (a-f)

Type of Event	Teams/Entertainer	Start Time	End Time	Number of Patrons	Number of Staff	Rehearsal/Sound Requirements
Double-header sporting event	NRLW Sydney Roosters and St George Illawarra Dragons NRL Sydney Roosters and South Sydney Rabbitohs	17.40	21.55	35,050	1,339	No
Sport	Sydney FC and Melbourne Victory	19.45	21.30	15,980	901	No
Concert	Bruno Mars	19.30	22.15	34,698	1,563	Yes
Concert	Bruno Mars	19.30	22.15	36,933	1,535	No
Sport	Sydney FC and Celtic FC	19.45	21.30	13,226	794	No
Sport	Sydney FC and Macarthur FC	17.00	18.45	6,014	529	No
Sport	Sydney FC and Wellington Phoenix	17:00	18:45	9,821	487	No
Concert	Elton John	19.30	21.55	32,636	1355	No
Concert	Elton John	19.30	21.55	36,644	1338	No
Multi-day sport	Sydney Rugby 7s	8.45	21.15	54,833	2,420	No

Compliance Report

Condition A13(g-i)

Compliance Summary

Status	Description	Instances
Compliant	Venues NSW has sufficient evidence to demonstrate that the requirement has been complied with.	215 event day requirements 49 non-event day requirements
Non-Compliant	Venues NSW has identified a non-compliance with one or more elements of the requirement.	0 event day requirement
Not-Triggered	A requirement has an activation or timing trigger that has not required to be met	36 event day requirements
In Progress	Implementation of requirement is incomplete but is in progress or being trialed.	8 event day requirements
Not-Applicable (N/A)	A requirement is not applicable to the event being monitored (e.g sound requirements for NRL match)	19 event day requirements

In Progress

Operational Plan and Requirement	Initiatives Underway
Event Management Plan Establish geo-fence restricting taxis and rideshare vehicles to northern and southern sections of Driver Avenue	Updates and discussions have taken place between TfNSW, Venues NSW and the Point-to-Point Commissioner. These discussions are ongoing.
Event Management Plan Maintain geo-fence, and ensure: * dedicated taxi-pick-up occurs on Errol Flynn Avenue adjacent to EQ * rideshare services occur outside geo-fence	TfNSW and Venues NSW are collaborating to utilise the cycleway (when closed) for a taxi rank. The trial is expected to occur in May 2023.
Passenger Pick Up and Drop Off Facilities Plan * implementation of post event ride-share 'geo-fence'	Updates and discussions have taken place between TfNSW, Venues NSW and the Point-to-Point Commissioner. These discussions are ongoing.
Passenger Pick Up and Drop Off Facilities Plan In conjunction with the implementation of the geo-fence, investigate the use of off-site car parks as dedicated pick up zones for ride-share vehicle	TfNSW and Venues NSW are collaborating to utilise the cycleway (when closed) for a taxi rank. The trial is expected to occur in May 2023.
Passenger Pick Up and Drop Off Facilities Plan Introduction of new pick-up areas on Anzac Parade and Lang Road for taxis and kiss and ride vehicles	Discussions underway regarding traffic changes that would need to occur along Anzac Parade to resolve current issues.
Event Traffic Transport Management Plan Introduction of new pick up areas on Anzac Parade and Lang Road for taxis, ride-share and kiss and ride vehicles	Discussions underway regarding traffic changes that would need to occur along Anzac Parade to resolve current issues.
Event Traffic Transport Management Plan Investigation of additional special event bus services from Redfern, Green Square and Bondi Junction	Discussions continuing with resolution required regarding the broader bus driver shortage.

Social Impact Monitoring Program Undertake and collect pedestrian counts of the use of Devonshire Street as the key walking route to and from Moore Park on event days	TfNSW are exploring the use of additional cameras that could be permanently installed to monitor and count pedestrians and cyclists. A trial camera is currently being implemented for event days.
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See Attachment A for the full compliance report outcomes.

Social Impact Monitoring

Condition A13 (j-k)

Impacts predicted in SEIA	Key area/s in SIMP where impacts addressed	Actual Impact
<p>Visitor Experience Improved entry and exit Congregation areas Food and beverage areas</p>	<p>Encouraging a cohesive environment Enhancing patron experience Providing a clean environment</p>	<p>Patrons moving easily throughout the precinct with spaces for people to meet and gather before and after events. Ingress 7 mins, egress 20 mins (baseline). Food and beverage offerings significantly enhanced.</p>
<p>Pedestrian experience</p>	<p>Encouraging a cohesive environment Enhancing patron experience</p>	<p>Improvements in vehicle and pedestrian interactions. Venues NSW advocating for removal of Moore Park Road cycleway to further improve pedestrian experience.</p>
<p>Improved security</p>	<p>Encouraging a cohesive environment Providing a safe and secure environment</p>	<p>A redesigned concourse with hostile vehicle mitigation measures ensure that patrons can move easily within the stadium whilst also enhancing the stadium's defensive capabilities.</p>
<p>Social equity</p>	<p>Encouraging a cohesive environment Enhancing patron experience</p>	<p>Increased female and accessible amenities including significant increase in accessible seating. Family friendly spaces in-stadium and external concourse.</p>
<p>Lighting</p>	<p>Minimising light spill</p>	<p>100% of light spill and glare has been minimised.</p>
<p>Leverage from improved transport efficiency</p>	<p>Encouraging sustainable methods of transport</p>	<p>Increasing use of light rail (31% of patrons).</p>
<p>Capacity and attendance Improved experience for general admission Flexibility of venue</p>	<p>Enhancing patron experience</p>	<p>Stadium provides a significantly improved viewing experience for all ticketholders. 67% of patrons would agree or highly agree they had a positive experience. Changerooms now cater for double-headers and female athletes.</p>

<p>Community</p> <p>Public health and wellbeing Community networks Community needs Value of place</p>	<p>Encouraging a cohesive environment Providing a clean environment Providing a safe and secure environment</p>	<p>The stadium is attracting first-time family and female patrons. There have been no complaints of anti-social behaviour. Community sporting facilities and outdoor gym equipment is popular with local residents.</p>
<p>Noise and vibration</p> <p>Operational noise Sporting events Concerts and events</p>	<p>Minimising adverse noise</p>	<p>100% compliance with noise requirements. Residents and neighbouring organisations notified at least two weeks in advance of concerts.</p>
<p>Transport and accessibility</p> <p>Stadium access and circulation Pedestrian environment</p>	<p>Enhancing patron experience</p>	<p>Patrons moving easily throughout the precinct with spaces for people to meet and gather before and after events. Improvements in vehicle and pedestrian interactions.</p>
<p>Utilisation of public transport Vehicle access and car parking Cycling Bus networks Road network</p>	<p>Encouraging sustainable methods of transport</p>	<p>Light rail usage is at 31%. 8% of patrons walk. 6% bus. 6% Uber. Minimal cycling observed.</p>
<p>Other</p> <p>Frequency of events and use of EP2 and EP3 car parks</p>	<p>Encouraging sustainable methods of transport</p>	<p>41% of patrons travel by car and EP2 and EP3 usage remains consistent.</p>
<p>Anti-social behaviour strategy and security risks</p>	<p>Encouraging a cohesive environment Providing a safe and secure environment</p>	<p>No complaints of anti-social behaviour and zero demerit points incurred by licensee. One complaint about litter in surrounding area.</p>

See Attachment B for the full Social Impact Monitoring Program outcomes.