



Operational
and
Security Management Plan

Prepared for Crown Sydney Hotel Resort
Revision: 4



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1 Introduction

1.1 Purpose of Report

This report has been prepared by Crown Resorts Limited to accompany a State Significant Development Application (SSDA) for the Crown Sydney Hotel Resort at Barangaroo South.

The Hotel Resort is proposed in accordance with the approved Barangaroo Concept Plan (as modified) and is located within Barangaroo South.

1.2 Scope of Report

The scope of this report is to identify an Operational and Security Management Plan for the Crown Sydney Hotel Resort. Key areas in the report include;

1.2.1 Management Plan

- Amenity including noise mitigation
- Waste management including deliveries and waste collection
- Cleaning
- Signage
- First Aid facilities
- Occupational Health and Safety
- Responsible Gaming

1.2.2 Security Management Plan

- Responsible serving of Alcohol
- Illegal Drugs (Management on site)
- Public Transport Awareness
- Standard Procedures including
 - Door policy and Dress codes
 - Members Policy
 - Incident register and complaints
 - Building occupancy
 - Security / patron intervention
 - Hold up procedure and policy
 - Money handling and Cash movement
 - CCTV / Surveillance
 - Evacuation and Emergency Management Plan
 - Training

1.3 Site Location and Context

Barangaroo is located on the north western edge of the Sydney Central Business District (CBD), bounded by Sydney Harbour to the west and north; the historic precinct of Millers Point (for the northern half), The Rocks and the Sydney Harbour Bridge approach to the east; and a range of new development dominated by large CBD commercial tenants and the King Street Wharf/Cockle Bay precinct to the south.

The 22ha Barangaroo site is generally rectangular in shape and has a 1.4 kilometre harbour foreshore frontage, with an eastern street frontage to Hickson Road. The site has been divided into three distinct redevelopment areas (from



north to south) – the Headland Park, Barangaroo Central and Barangaroo South, and has been subject to multiple investigations that detail the physical and natural characteristics of the site.

1.4 Crown Sydney Hotel Resort Development

The Crown Sydney Hotel Resort development will comprise a single high rise building that will include a Luxury 6 Star hotel, VIP Gaming facility and residential apartments. More specifically approval is sought for:

- construction and use of a Luxury 6 Star Hotel, VIP gaming facilities and residential apartment building with associated retail and restaurant uses and a basement car park to accommodate parking and servicing allocated to the proposed uses within the development, comprising a total Gross Floor Area of approximately 77,500m² and a maximum building height of approximately 271 metres (RL 275);
- associated building signage; and
- provision of services and utilities required to service the building.

1.5 Hours of operation

The specific hours of operation throughout the complex are proposed as follows;

- VIP Gaming and associated restaurants / Bars - 24 hours per day 7 days per week
- Hotel - 24 hours per day 7 days per week
- Restaurants - 7am till 1am , 7 days per week
- Ground Floor Bars (Not associated with gaming) -12pm – 1am
- Lobby Bar - 7am till 1am, 7 days per week
- Retail – 11am till 10pm, 7 days per week

Crown Sydney Hotel Resort will not have any nightclubs.

1.6 Ongoing Consultation

Ongoing consultation will be carried out with various stakeholders including police and emergency services during the detailed design phase of the project. This will ensure that the Management and Security Plan is developed and detailed as the function and form of the building is further refined.

2 Operational Management Plan

2.1 Amenity

At all times Crown Sydney Hotel Resort (CSHR) shall consider the amenity of its neighbours and where possible shall take measures to ensure that there is no adverse impact on the surrounding area.

CSHR will take all measures to ensure that the behaviour of patrons when entering or leaving the premises does not detrimentally affect the amenity of the neighbourhood.

2.2 Operational Noise

The premises will be operated in accordance with noise conditions imposed by local authority as part of any development approval as well as any requirements of the relevant licensing authority. All sound emissions and noise management practices will comply with Council's requirements, the Protection of the Environment (Operations) Act 1997 and NSW Office of Liquor, Gaming and Racing (OLGR).

Key initiatives to minimise noise on terraces and balconies during normal hours and after hours include;

- Management and staff intervention;
- Installation of noise locks on doors to the terraces / balconies which can be used at night;
- Noise limiting applications on sound systems and equipment;
- Passive Design noise barriers including screens and curtains.

Further assessment will be carried out during detailed design however a Noise Assessment has been conducted and is part of this Town Planning application. Additional initiatives will be developed to suit the specific application of the area.

2.3 Waste Minimisation and Management

A waste management plan has been prepared for the site with the emphasis being on waste minimisation. Management principles that are in place are to encourage the most efficient use of resources, to reduce environmental harm, and to provide for the continual reduction in waste generation in line with the principles of ecological sustainable design (ESD). Key initiatives include;

- The establishment of at source segregation through waste management practices including consideration for ;
 - Glass
 - Co-mingled recyclables
 - Paper and cardboard
 - Soft Plastics
 - Cooking oil
 - Garden waste
 - Residual materials
- Methodologies for the sorting, separating and storage of waste as well as transporting and disposing of waste.
- Training and induction for all staff and contractors on the site.

2.3.1 Waste Storage areas

Waste storage requirements and management practices for common waste storage areas are as a minimum in accordance with City of Sydney Waste policy. Waste Storage will be broken up in to the following key areas

- A central waste storage area will be provided for the commercial and residential waste with a visual divider provided to separate the two;
- A central storage area for hotel waste;
- A bulk storage room will be provided for the commercial, residential and hotel areas. This room will be primarily be for hard rubbish and large recyclables;
- Waste collection and temporary storage rooms

2.3.2 Waste Storage Design

Recyclables and general waste will be collected and stored in colour coded bins to ensure waste streams are not inadvertently mixed. All waste storage areas and bins will be provided with clear labels and directions for use in order to maximise appropriate separation of waste streams and enhance environmental outcomes.

All waste storage rooms will be designed according with the provisions stipulated by the City of Sydney Waste Policy

2.3.3 Waste Collection Frequency

Waste collection services for each waste stream will be provided by appropriate licensed contractors. Written evidence will be provided and held on site at all times of a valid and current contractor with a licensed collector for waste and recycling collection and disposal. Waste collection frequency is summarised as follows for the various waste streams

2.3.3.1 Commercial Waste

Waste Stream	Collection Frequency	Licenced Collector
General waste	Daily	Private contractor
Organic waste	Daily	Private contractor
Co-mingle recycling	Daily	Private contractor
Cardboard/ paper recycling	Daily	Private contractor
Cooking oil	As necessary	Private contractor
Metal waste	As necessary	Private contractor
Plastic wrap	Weekly or as necessary	Private contractor
Electronic waste	Collection scheduled as necessary	E-waste collector
Hard rubbish	Collection scheduled as necessary	Council / private waste contractor (as necessary)

2.3.3.2 Hotel Waste

Waste Stream	Collection Frequency	Licenced Collector
General waste	Daily	Private contractor
Cardboard/ paper recycling	3x weekly	Private contractor
Co-mingle recycling	Daily	Private contractor
Metal waste	As necessary	Private contractor
Electronic waste	Collection scheduled as necessary	E-waste collector
Hard rubbish	Collection scheduled as necessary	Council / private waste contractor (as necessary)

2.3.3.3 Residential Waste

Waste Stream	Collection Frequency	Licenced Collector
General waste	3x per week (every 2 – 3 days)	Private waste contractor
Co-mingle recycling	3x per week (every 2 – 3 days)	Private waste contractor
Electronic waste	Collection monthly or as necessary	E-waste collector
Hard rubbish	Collection scheduled as necessary	Council / private waste contractor (as necessary)

2.3.4 Waste amenity

Management systems and constructed elements of the development will be designed so as to enhance outcomes for building amenity in particular in the following areas;

- Visual aspects – The waste management and central storage areas will not be visible for the exterior of the building
- Noise – All systems and waste movement methodology will comply with the Protection of the Environment Operations Act 1997
- Odour - Any putrescible waste awaiting collection will be sorted in a manner that meets City of Sydney Waste Policy. All waste storage areas will be provided with mechanical ventilation. General and organic waste will be collected daily

2.4 Deliveries and Waste Collection

Deliveries to the complex will predominantly comprise food supplies and business operational requirements (laundered staff uniforms and the like). Deliveries will be made by light commercial vehicles and will occur via a loading dock. All deliveries and collections will be managed by a dedicated dock master to ensure efficient vehicle movement and goods distribution.

Management will ensure that a majority of deliveries and waste collection occurs between 6am and 9am on weekdays and between 6am and 9am on Saturday and Sunday.

Deliveries and waste collection will be to the loading dock via the main building entry point on Lime Street. Access for deliveries and waste collection will not cause any interruption to the flow of traffic. All deliveries and collections will be managed by a dedicated dock master.

2.5 Cleaning of the premises and public domain

CSHR will ensure as far as practicable that the premises are kept in a clean and tidy condition both internally and externally. Staff will be employed to clean up the internal and external areas of the building on a daily basis. This will be closely monitored by the Management.

2.6 Signage

All mandatory and statutory Office of Liquor, Gaming and Racing signage (OLGR) will be displayed internally and at required entrances. All other external permanent signage is subject to Council and Planning approval

2.7 First Aid

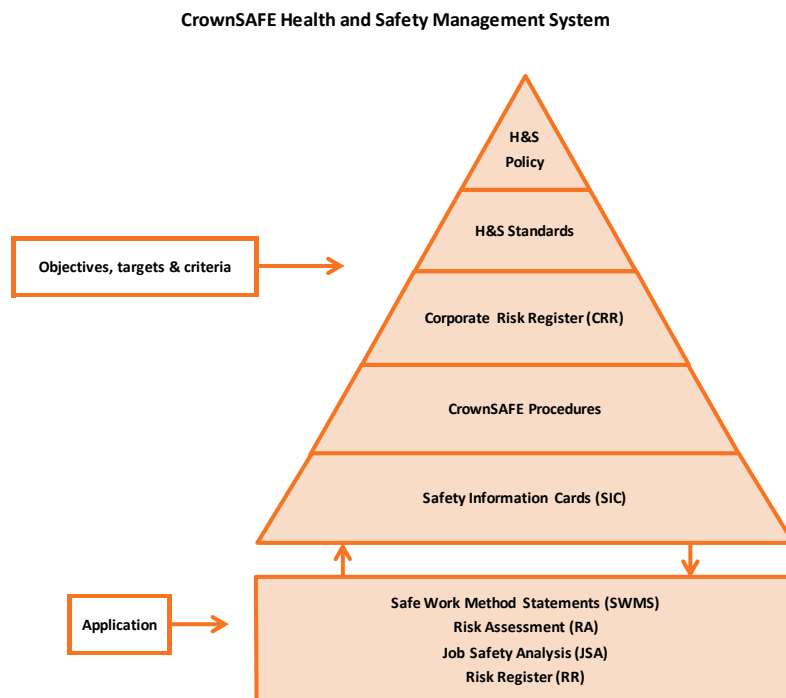
Crown will employ qualified first aid officers on site on a 24/7 basis. In addition all security officers and a number of employees will be first aid trained and qualified.

Security officers will be first responders to all medical incidents and will have access to and are trained in the use of key equipment including defibrillators and trauma kits which will be located in the complex.

2.8 OH&S

The Crown Resorts Limited's Health and Safety Management Systems (HSMS) is known and titled as CrownSAFE. CrownSAFE will also be employed on this site (CSHR). CrownSAFE has been developed in alignment with the principles of AS4801-2001 Occupational Health and Safety Management Systems-Specifications with Guidance for Use, and is utilised as a platform for continuous improvement of health and safety performance.

CrownSAFE is a five (5) tier system, as illustrated in the below figure.





Tier 1 – The Health and Safety Policy

The Health and Safety Policy outlines Crown's commitment, intentions and principles in relation to its overall occupational health and safety performance. The policy provides a framework for action and for the setting of its occupational health and safety objectives and targets.

Tier 2 – The Standards for Health and Safety

The Standards for Health and Safety have been established so as to align CrownSAFE with the AS4801 OHS Management System Model for Continual Improvement. The overall objective of the Standards is to support the delivery of the OHS Policy objectives and targets whilst driving and sustaining a continuous improvement culture in all Crown Properties (including Crown Sydney) and their related activities.

In doing so, the Standards form a simple and practical structure that captures and targets all required health and safety activity for the implementation of CrownSAFE whilst ensuring navigation through CrownSAFE is easily accomplished. Each Standard houses a suite of CrownSAFE procedures relevant to the Standard title.

There are five standards, listed as follows:

1. Commitment, Planning and Administration
2. People
3. Risk Management Processes
4. Workplace Hazards
5. Measurement, Review and Improvement

Tier 3 – The Corporate Risk Register (CRR)

The Corporate Risk Register is a summary document detailing the health & safety risks that may exist at Crown Sydney Hotel Resort. Once identified, the register then lists various controls measures that are applied to these hazards in order to minimise the potential likelihood and consequences to the business.

Tier 4 – The CrownSAFE Procedures

There are 54 CrownSAFE Procedures that are housed amongst the relevant 5 Standards. The CrownSAFE Procedures specify the auditable criteria of CrownSAFE as well as provide guidance to the business in how to enact those criteria.

The Business Units comply with these procedures through the implementation of safe work method statements, work instructions, safety information cards, schedules, programs and other activities.

Tier 5 – Safety Information Cards

Safety Information Cards are practical explanatory documents highlighting methods for undertaking tasks and activities in a safe manner. They will be used by all employees as reference and training documents in day-to-day work tasks.

2.9 Responsible Gaming

Crown Resorts has been a world leader in responsible gaming initiatives for over two decades and commits significant resources to promoting responsible gaming and providing assistance to customers who may be experiencing difficulty with their gaming behaviours.

The Crown Resorts Limited Responsible Gaming Committee is dedicated to overseeing the responsible service of gaming at CSHR. The Crown Responsible Gaming strategy comprises:

- the continued development and delivery of targeted responsible gaming training programs for staff;
- the implementation of the Responsible Gambling Codes of Conduct at all Crown Australian Resorts; and
- the ongoing enhancement of robust internal procedures for Crown's self-exclusion program.

Crown's Responsible Gaming initiatives and its unique array of available services are offered free of charge 24 hours a day, seven days a week by specially trained staff.



Responsible Gaming services include:

- Responsible Gaming Liaison Officers and Advisors
- A voluntary pre-commitment program
- Self-exclusion programs
- Counselling
- Information and assistance (including in languages other than English)
- Referral to Government funded support services
- Comprehensive staff training in Responsible Gaming
- Brochures (including in languages other than English)

The proposed arrangements at CSHR will demonstrate Crown's continued and ongoing commitment to its customers and employees along with its continued dedication to the responsible service of gaming.

It should be recognised that, in Australia, the incidence of a small proportion of casino patrons having difficulties with their gambling behaviours arises principally from the playing of poker machines, not table games. As such, Crown Sydney is unlikely to generate significant problem gambling concerns given that it is not permitted to operate poker machines under NSW legislation.



3 Security Management Plan

3.1 Responsible serving of Alcohol

It is Crowns policy, in addition to being a condition of the Liquor License that all laws are complied with in regard to the sale and consumption of alcohol on the premises. Management will adopt and promote the "New South Wales Liquor Industry Code of Practice for the responsible promotion of liquor products" as its "House Policy". A copy of the Code will be prominently displayed at the premises and will be readily available to all staff involved in the sale and supply of liquor.

All relevant staff will have completed an approved Responsible Service of Alcohol (RSA) course prior to commencing employment. Management will maintain an up to date RSA Register on-site containing all certificates, and will ensure that this register is made available to the Police and OLGR inspectors upon request.

Management's primary responsibility is for the safety and well-being of all customers. CSHR will:

- implement a "House Policy" regarding the responsible service of alcohol at the premises;
- recognise that it is against the Law to serve any person to intoxication;
- have a dedicated RSA officer on site at all times
- recognise that it is against the Law to serve or supply alcohol to any person under the age of 18 years;
- recognise that it is against the Law to allow disruptive or violent behaviour to occur on the premises;
- seek to ensure that no harm comes to patrons as a result of the service of alcohol;
- not serve alcohol to intoxicated patrons on the premises;
- refuse service of alcohol to any patrons showing signs of intoxication or drunkenness;
- encourage patrons to drink responsibly and let them know they will be asked to leave if they become intoxicated, disorderly, violent or quarrelsome;
- refuse entry to all intoxicated persons; and
- promptly and politely ask patrons to leave when they are showing signs of intoxication or drunkenness.

Crown Sydney has and will continue to have a very close working relationship with the police and emergency services.

3.2 Illegal Drugs

Management will take substance abuse very seriously. Any person selling, purchasing, using or in possession of narcotics or other illegal substances on the premises will be subject to management action, including, if necessary contacting police.

3.3 Public Transport awareness

In order to increase patron awareness of public transport availability in the locality, audio and visual kiosks with information about local public transport routes will be installed. The kiosk will also show the location of nearby taxi ranks.



3.4 General Security Procedures

Crown will regularly monitor inside and outside the premises with an aim to ensure that a safe environment for patrons and staff is maintained at all times. Crown's Security department is a 24/7 operation with a security officers allocated around the property. Crown Security Service Officers are trained and qualified in all relevant aspects of security including first aid, OH&S and emergency procedures.

There will also be a presence of security management and officers in and around the wider property at all times who can be readily deployed if required.

It should be recognised that the scale and nature of security issues likely to arise at Crown Sydney will be significantly less than those associated with other major Australian casinos, given that the general public will not be permitted to access the gaming areas. Accordingly the volume of patrons at Crown Sydney will be significantly lower than other Australian casinos, given that Crown Sydney is only permitted under NSW legislation to offer VIP table gaming at high table limits.

3.5 Door policy and Dress codes

Crown reserves the right to refuse entry if guests:

- do not meet the dress code requirements. These requirements will be displayed on appropriate signage as required and be available via the CSHR website;
- are not members of the VIP gaming facility or their guests and/or
- are drunk and disorderly.

3.6 Members Policy – VIP Gaming Facility

Crown Sydney's VIP Gaming Facility has a strict member's policy. Only members and guests may be admitted to the VIP Gaming. The documented policy is as follows:

- Crown Sydney is required to have a membership policy, a policy for the review of memberships and a guest policy. Copies of each must be provided to ILGA, who may audit compliance by Crown Sydney with each of those policies. Copies of any amended policies must also be provided to ILGA, and those amendments will not be effective if ILGA is not satisfied with the amendments being consistent with agreed principles relating to members and guests.

Under the agreed principles, people may be granted membership if they:

- are already members of a VIP gaming facility;
- are from overseas or interstate and have been accepted into 'high roller' rebate based play (this includes requirements for front money); or
- have applied for membership and that membership has been granted having regard to the membership policy.

NSW residents may be granted membership if they meet the membership requirements, but subject to a 24 hour 'cooling off' period unless they can provide evidence that they are already a member of an International or Australian VIP gaming facility.

The membership policy will require:

- written applications, acknowledging the conditions of gambling in the Barangaroo restricted gaming facility;
- background security checks;



- membership cards (which must contain a provision to identify the member) to be used to grant access to the Barangaroo restricted gaming facility;
- inclusion in a members' database;
- adherence to dress standards and rules;
- not being an excluded, banned or self-excluded person;

Crown Sydney must review each member's status and suitability to be a member within its first six months of operation and at least annually thereafter.

The guest policy will require:

- a maximum of three guests may be admitted with a member;
- all guests' personal details will be recorded in the database;
- except in the cases of spouses or partners, there will be limits on the number of times that a person can be admitted as a guest;
- persons staying in the Crown Hotel Resort hotel may be admitted as guests for the period of their stay (with background security checks if their stay is for more than two days);
- management may grant guest access to people who live outside NSW or Australia;
- people who are accompanied by a director of a Crown Group company may be admitted as guests.

To provide some context on the level of accessibility to the VIP Gaming Facility, it is estimated that only 5% of existing customers at Crown Melbourne would be eligible to access the VIP Gaming offer within the Crown Sydney Hotel Resort.

3.7 Incident Register and complaints

An Incident Report Register will be completed where an incident that necessitate action by an emergency service, fire brigade, police and maintenance.

At all times CSHR Management will be available on site if a patron wishes to discuss or report an incident. Any complaints received will be documented and followed up by the Management.

In addition, an executive of the company will be informed of all incidents or complaints.

3.8 Building Occupancy

CSHR will be responsible for monitoring occupancy levels at all times as indicated by the occupancy permit. Crown Management will:

- monitor occupancy numbers via physical count and CCTV analytics ; and
- count customer numbers for Management reporting purposes.

Management will ensure that the behaviour of patrons entering and leaving the premises does not detrimentally affect the amenity of the neighbourhood. Patrons will be advised to leave the premises quietly and quickly.

Appropriate signage will be placed within the clearly visible location within the premises to this affect.

Management will be responsible for the control of noise; loitering and litter generated by the patrons of the premises and shall ensure that patrons leave the premises and area in an orderly manner.

3.9 Security / Patron Intervention

If a removal of a patron(s) is deemed necessary and appropriate in the circumstances of a security patron intervention, the removal will be carried out within Crown Security's Operational Procedures and directives including:



- Crown Tactical Options which are designed to avoid or minimise the risk of injury to Security Officers, the patron and other people present.
- An incident report for any notable security related incident containing all relevant details completed as soon as practicable after the incident.
- Any force used in a removal must be lawful, justifiable and proportionate

Management may also notify the Police for assistance in removing any customer from the premises if required.

3.10 Hold up procedure / policy

Staff will be provided with training with regard to the holdup procedure and policy. The primary philosophy is as follows;

- activate alarm devices as soon as possible;
- try to remain calm and assess the situation;
- unless otherwise ordered, "continually observe the offender making a mental note of their appearance";
- pay particular attention to scars, tattoos, firearm or weapon, plus any unusual or prominent features;
- note his / her conversations including any indecent language, accent, nicknames or speech peculiarities;
- look to see if a motor vehicle is being used and note any occupants;
- obey the instructions of the offender, do not be over co-operative;
- move slowly. Only do this with safety. Advise of any sudden movements you have to make;
- do not put up a fight;
- do not discuss the incident with anyone other than police or senior Management; and
- observe the direction taken after the offender leaves the premises.

3.11 Money Handling and Cash movement

Crown Management will move money and handle cash as per standard operating policy and procedure.

The building is fully monitored via 24/7 CCTV with active and passive security systems that assist in the application of the standard operating policy and procedure.

3.12 CCTV / Surveillance

Crown Management will install and maintain a highly sophisticated 24/7 digital video surveillance system. This system will be complete with cameras and recorders to monitor and record all entrances to the premises and public areas as well as activities within the complex. Refer to CPTED report for further information as required.

3.13 Evacuation / Emergency Management Plan and Emergency Closing Plan

A comprehensive Emergency Management Plan will be in employed on the site which will be prepared in compliance with Australian Standards A detailed evacuation plan will also be prepared for the complex and will be part of the training for all staff.

In summary:

- the prime concern of the management will be the total safety of patrons, staff and neighbours;
- management will ensure that up to date safety procedures and equipment are implemented at all times;
- management will ensure that a current list of emergency telephone numbers are near all phones at all times;



- management will ensure that all staff are aware and trained of the fire safety and emergency requirements and the procedures to be followed in the event of a fire or emergency at the premises; and
- an appropriate qualified fire equipment maintenance contractor will be contracted to provide an ongoing service to maintain all fire prevention and control of equipment at the premises and ensure all relevant codes are complied with and any recommendations outside of the code which emphasize the safety of patrons will be implemented.
- If required CSHR will form an Emergency Control Organisation which consists of key personnel across the site to manage any required emergency.

3.13.1 Evacuation Plan

In the event of fire alarm activation or any other emergency, Security and Maintenance department personnel will be immediately despatched to assess the situation. A Security Services Manager will concurrently attend the Surveillance Communication Centre and assume the role of Chief Warden. At this location the Chief Warden has access to CCTV, Fire and Emergency Warning Intercommunication System graphics (EWIS located in the complex), telephone, radio and the Building Integrator system.

In the event of a confirmed emergency a warning system is deployed and the local emergency service is automatically notified by the systems as well as communication as directed by the Chief Warden. The emergency management and evacuation plan will take effect.

3.13.2 Emergency Closing Procedure

In some circumstances it may become necessary to close the complex, for example fire, flood, power failure, bomb scare and other major emergencies. In this instance the emergency is monitored by the Surveillance Communications team that is staffed 24/7. Any emergency incidents are managed by the Chief Warden under the framework of the corporate Emergency Management Plan. Crown will liaise with Police and other Emergency Services should there be an emergency and will deploy resources and liaise with guests if required.

Approval will be sought from the Executive Manager on duty prior to closing.

3.14 Security Training

Crown's training has been developed in consultation with internal and external stakeholders, industry experts in health and safety, the use of force, tactical options and the law. The training and associated documentation is regularly reviewed and benchmarked against best practice.

Crown Sydney will take the following actions to ensure the safety and security of its staff and patrons:

- Management and staff will be trained in effective communication strategies and techniques to enable personnel to diffuse potentially aggressive situations.
- Management and staff will be trained in Safety Principles which are designed to ensure that the risk profile for each Security Officer, other staff and the public is effectively minimised.
- Management and staff will receive refresher training on a yearly basis to ensure all personnel are competent as well as continuing to be up to date with industry / legislative requirements.