



PLAN OF MANAGEMENT

Hordern Pavilion and The Plaza

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1. INTRODUCTION

Playbill Group has successfully managed the Royal Hall of Industries and Hordern Pavilion—beloved icons within Sydney’s vital Moore Park precinct over the last twenty years. From 1999 until 30 April 2019, the buildings were operated by Playbill Venue Management Pty Ltd. Effective from 1 May 2019, a new entity, Playbill Venues Pty Ltd will commence operating the Hordern Pavilion under a sub-lease from the PlayOn Group Pty Ltd (a joint venture entity of Playbill Venues Pty Ltd and Sydney Swans Limited). From the same date, Sydney Swans Limited will take over the Royal Hall of Industries under a sub-lease from PlayOn Group Pty Ltd.

We are proud of our longstanding relationship with the Centennial Park and Moore Park Trust, working together to conserve the rich culture and heritage of these great buildings for future generations to come.

We have hosted some of the premier events in Australia, some of the biggest artists and performances in the world and some of the most important events in the community. Over our twenty years of management we have hosted 83 Dance Events (675,311 patrons) as well as 515 Concerts (2,331,043 patrons), 291 exhibitions (2,443,764) and 331 Functions (330,000 patrons).

Playbill Venues promote local arts and culture, supports business and education and we work collaboratively with all our partners in the community. We are proudly Australian owned and operated and we are part of the wider Playbill Group.

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 that houses a ticketing outlet to the East of the Plaza. Both buildings are serviced by a loading dock at the rear and also at the side of the two buildings. Please refer to the Site map in appendix 1 and 2.

Effective from 1 May, the site will be leased by the PlayOn Group Pty Ltd

2.2. SURROUNDING AREA

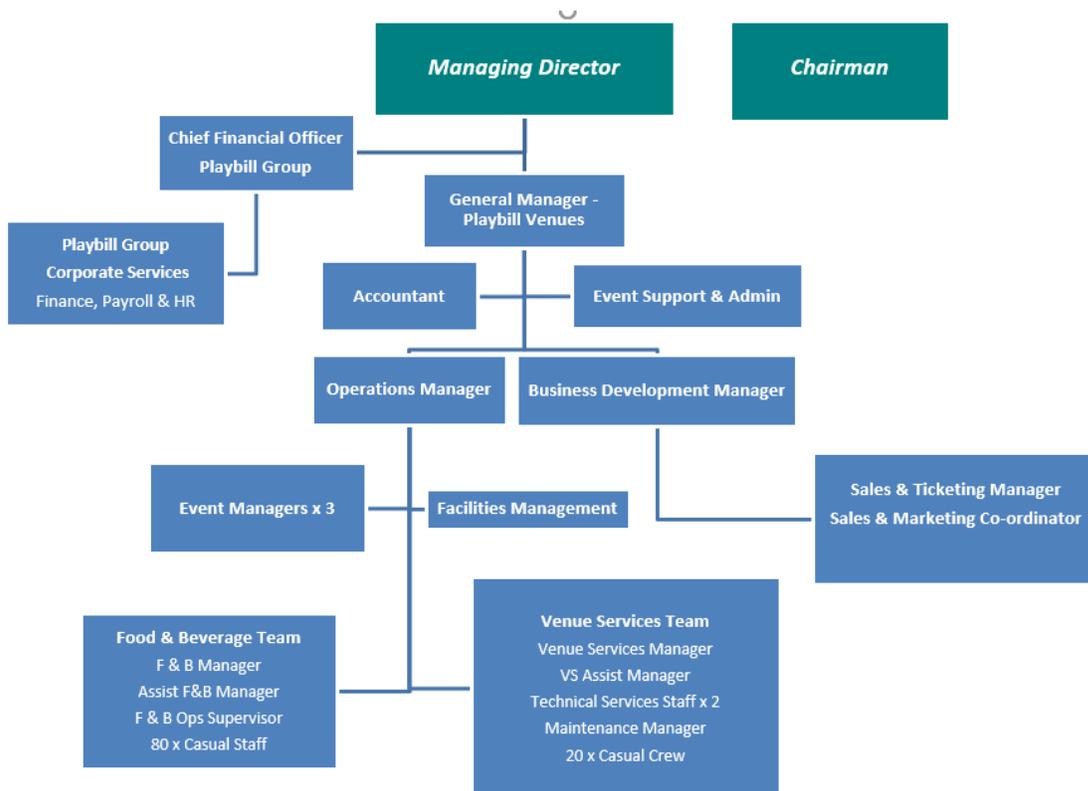
The site is defined by Driver Avenue on the Western boundary; Lang Road on the Southern boundary; Erol Flynn Boulevard on the Eastern boundary and the entrance to Fox Studios (Gate D) and the Sydney Cricket Ground on the Northern boundary as illustrated in Appendix 2.

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 10pm until 10 am Sunday morning.

3. OPERATIONAL DETAILS

3.1. ORGANISATIONAL OVERVIEW



Playbill Venues has the following operational teams:

Event Management – Responsible for managing all operational aspects of the event including the public, safety and emergency management.

Venue Services – Responsible for maintaining and managing the building, fittings and service contracts essential to maintaining and operating a heritage event facility.

Food and Beverage Management – Responsible for managing food and beverage operations for the venue.

Business Development, Sales and Marketing – Responsible for client management and maintaining an annual diverse range of cultural, entertainment, exhibition and sporting events.

Corporate Services – Ensure compliance, HR, Financial services, administrative and legislative obligations are met.

3.1.1. Hordern Pavilion

The Hordern Pavilion is a multi-purpose venue that hosts a wide range of events including concerts, exhibitions and functions in support of the Sydney performing arts scene, local and national businesses and the local community. Playbill Venue Management have managed the Hordern Pavilion since 1999 and through its new associated entity Playbill Venues Pty Ltd, will now continue the custodianship for the foreseeable future.

3.1.2. The Plaza

The Plaza is the current design name for the forecourt area between the Royal Hall of Industries and The Hordern Pavillion. It forms part of the iconic Hordern experience with event patrons experiencing food and beverages in the outdoor Sydney environment before entering the entertainment venue. The future plans include increasing public access and permeability when the area is in non-event mode and increased activation of the space for greater community and sporting use. This is in direct alignment with community endorsed Moore Park Masterplan 2040.

3.1.3. Food and Drink Premises

The Hordern Pavilion provides both retail and event catering.

The retail provision of Food and Beverage is operated directly by Playbill Venues within a combination of permanent and temporary outlets throughout the venue and surrounds. The retail offering comprises of food outlets and bar outlets. The operations predominately support concerts and exhibitions, The catering facilities onsite do not include a full commercial kitchen.

Function Catering is overseen by Playbill Venues, we provide a choice of external caterers offered to clients requiring services. These preferred suppliers to Playbill Venues and their clients meet quality and service standards required under City of Sydney and State legislated food services procedures as well as being reflective of a building of the stature of the Hordern Pavilion.

3.1.4. Outdoor Dining

Outdoor dining is offered in a retail context and mostly within the Plaza and eastern side of the Hordern Pavilion. A diverse 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.

If any meal service is required, then one of our panel of external caterers would be able to support those requirements.

3.2. HOURS OF OPERATION

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

Use	Operating hours	
	Base Hours	Trial period hours
Office Hours	Monday-Friday 0900–1700	Not Applicable
Hordern Pavilion	Move in/out 24 hours Operational – Event dependent	Not Applicable

3.3. PATRON CAPACITY

The maximum number of persons (including staff) permitted on the premises at any one time is 6500 persons.

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

Area	Patron Capacity		
	Seated	Standing	Total persons per area
Plaza	-	2900 Patrons	2900 Patrons
Auditorium	1900 Patrons	3600 Patrons	5500 Patrons
Dance Event	700 Patrons	5200 Patrons	5900 Patrons

1. The event manager/licensee is responsible for ensuring that the number of persons in the premises does not exceed capacity. A ticketed digital entry system is in place for cultural and entertainment events. The Plaza capacity will be monitored by the event manager and the contracted security provider to ensure capacity does not exceed 3 people per square meter.

3.3.1. Staff

The Playbill Venues Team comprises of eighteen full-time team members supplemented with casual team members and partner team members numbering up to 150 casual and contract team members per event.

Casual team members are responsible for food and beverage service, merchandise sales and coat check services. These services may also be supplemented from time to time with support from labor hire business partners.

Contractual service providers during events include 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 and is well-supported with internal locations for event promotion.

The external signage sites are clustered together and located on the corner of Driver Ave 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 is in place in a number of 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.

Most concerts and events are contracted by Playbill Venues and our clients to be concluded by midnight Mon-Sun. On the rare situation the event is scheduled to go beyond midnight, Playbill Venues works with our sound monitoring partners to monitor throughout the local areas to proactively manage sound levels and undertake any remedial actions, if required. The Annual Mardi Gras After Party is one such event whereby our sound monitoring needs are exercised.

4.2. AMENITY

The Hordern Pavilion has established itself as an iconic Sydney concert venue with a strong and loyal support base in Sydney and nationally. Situated in Moore Park, the venue is conveniently located close to the city centre and the eastern suburbs. The building was re-purposed from an Agricultural Pavilion on the original Sydney Showground site in the 1970s, and has now established itself in the Sydney consciousness. The venue has staged thousands of memorable concerts, functions, launches and iconic events throughout the years. The Hordern Pavilion will undergo a major renovation to ensure this long tradition continues.

The venue is positioned in the mid-level capacity for concerts and functions within the Sydney concert venues and also caters to the boutique exhibition market.

The venue can be a blank canvas on which our clients create their unique events.

The venue is ideally 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 is scheduled to 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

Playbill Venues works with our contracted Security partners to service our client's event needs. The scope and diversity of our events requires us to tailor the security profile to the event needs on a routine basis.

A detailed Security Plan is available upon request, however publishing publicly in this process may impact its integrity. Referenced in Appendix 3.

4.3.2. CCTV

The Hordern Pavilion is supported by Closed Circuit Television cameras (CCTV) in limited, fixed locations throughout the venue. All permanent Bars and food outlets in the venue are supported with CCTV.

The Forecourt and rear 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.

It is anticipated that as part of the upgrade project further CCTV cameras will be added to internal and external locations within the venue to strengthen our capabilities.

4.3.3. WH&S and Incident management

Staff contractor and patron safety is integral to how we operate the Hordern Pavilion and The Plaza event areas.

Playbill Venues has a number of subsidiary documents and procedures;

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

A two-tier system of Incident Reporting is in operation within the Hordern Pavilion and the Plaza.

The first is an Incident Reporting system whereby all incidents that occur on site are centrally stored and managed in an online safety management software 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

Kindly refer to Appendix 4 of this document

4.5. RESPONSIBLE CONDUCT OF GAMING (RCG)

The Hordern Pavilion and the Plaza, 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

Playbill Venues works with our service Partner, Waste Free Pty Ltd, to manage our waste and recycling generated by the events. Our refuse is streamed in general waste, cardboard and organic waste. The rubbish is collected in varying sizes of bins throughout our venue and collected early in the morning for processing and sorting at the Waste Free facility.

Alternative on-site compacting as well as removal of waste will be considered in the refurbishment due to space limitations.

4.7. DELIVERIES

The current practice is for deliveries to enter the site either through Gate A or the Round About Gate. When Playbill Venues revert to the Hordern Pavilion, it is anticipated that all Playbill Venue deliveries will enter the site via the Round about gate and any deliveries in support of the events will enter the site via Gate C (please refer to the site map).

4.8. COMPLAINTS HANDLING

The team at Playbill Venues understands the importance of the customer experience and the central part it plays in return patronage and positive word of mouth.

Because of this we seek to maximise the positive aspects of the experience, and where negative aspects may occur, capture them to modify our approach to further reduce any negative experiences.

The collection and management of any complaints is initially managed by the nominated Event Manager or Food and Beverage 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, Playbill Venues 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 intelligence.

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

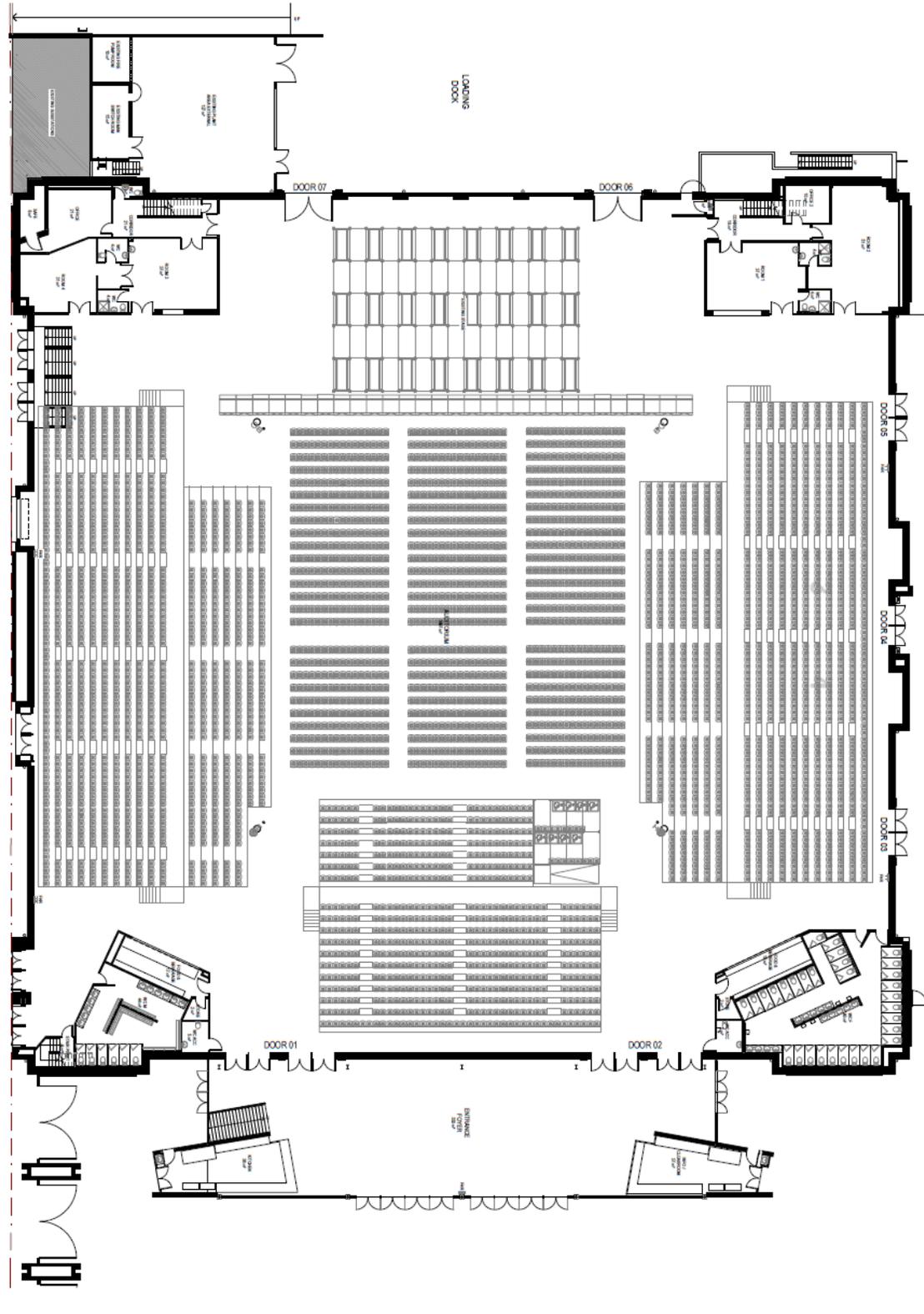
2. REVIEW

The pending upgrade to the Hordern Pavilion at the commencement of the new lease will ensure the Hordern Pavilion and the Plaza remains at the forefront of the Sydney's diverse venue offering.

The upgrades will ensure a higher level of amenity whilst providing new aspects to offer a broader appeal to a dynamic client and audience demographic.

Refurbishing the Hordern Pavilion and the immediate surrounds will ensure the venue remains central to the local, national and international entertainment, exhibition and event communities.

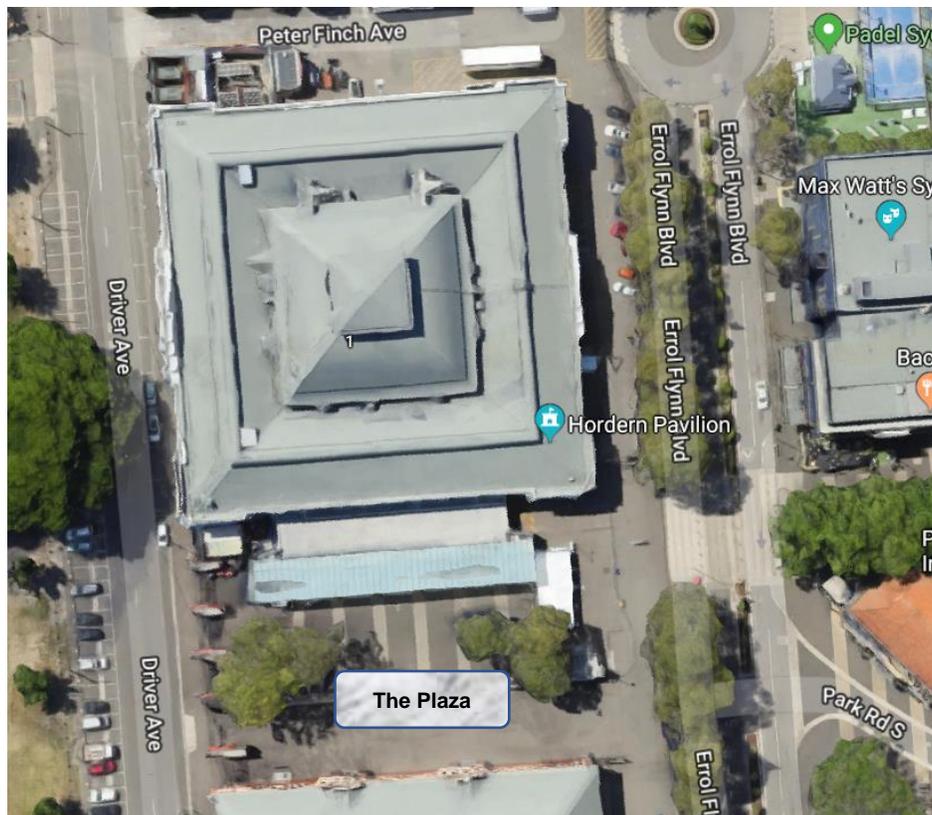
APPENDIX 1 – FLOOR PLAN



APPENDIX 2 – CONTEXT PLAN



Site Plan with The Hordern Pavilion and The Plaza



Appendix 3 – SECURITY OPERATION PLAN

CONFIDENTIAL

NOT FOR PUBLIC PUBLICATION

AVAILABLE AS A SEPARATE REFERENCE DOCUMENT

APPENDIX 4 – Responsible Service of Alcohol (RSA)

The Hordern Pavilion RSA



Operational Procedure - House Policy

Playbill Venue Management (PVM) 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. PVM is under constant surveillance using CCTV footage

Our Principals to the Community

21. PVM will continue to enforce a zero tolerance to anti-social behavior

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 log book, 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 Log Book and to have this onsite at each event
29. To provide a safe and responsible environment to our staff, members and guests and PVM