

Kongwak Butter Factory

DRAFT OPERATIONAL MANAGEMENT PLAN



Document Control

Document History

Version	Date updated	Author	Summary of any changes
2.1	July 2024	D.Backholer	Early draft

Note: This is an early draft of the Operational Management Plan, which will be built out further during the subsequent project development and operational planning phases, with further input from operational advisors, prospective partners and key operational leadership team members.

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**ADVERTISED
PLAN**

DRAFT

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1 PURPOSE OF THIS DOCUMENT

The Kongwak Butter Factory (KBF) acknowledges that it has a responsibility to ensure that the design and future operations do not cause detrimental safety, amenity and enjoyment impacts to the Kongwak community, particularly neighbouring properties.

In addition to specific design attributes that been included the architecture and master plan for the site (as outlined in section 3 below), this Operational Management Plan serves to articulate operations considerations and controls which will further ensure that impacts are minimised and managed in an effective and sustainable way.

2 VENUE OVERVIEW

2.1 The site and community interfaces

The KBF estate comprises a number of allotments, formally known as Lots 1 and 2 PS716625R, Lot 11 LP4610 and Lots 1, 2 and 3 PS331420F Parish of Kongwak, situated on land that is traditionally owned by the Bunurong People.

Cumulatively, the estate encompasses approximately 16 hectares of land situated on the northern side of Korumburra-Wonthaggi Road, between Church Road to the east and Bena-Kongwak Road to the west, with the historic KBF buildings in the southwestern portion of the site, in the heart of the Kongwak Township, with commercial properties to the immediate south and a small number of neighbouring residential properties to the west.

There are also two residential properties opposite estate on the eastern side of the Foster Creek, and three farming zone properties with associated residences adjacent to the property, with one to the north of Brownes Road, and two to the east of Church Road. The Kongwak Primary School is also situated opposite the estate in the south east corner of the site.



Figure 1: The Kongwak Butter Factory estate and immediate surrounds. Source: VicPlan.

2.2 Development philosophy

The re-imagining of the Kongwak Butter Factory buildings and the associated masterplan enables a rich and holistic expression of Gippsland through the intermingling of food, culture, art, landscape, and environment. Visitors from both near and far will have the opportunity to explore, relax and connect with this special place on their own level.

Importantly, the project has a deep respect for the significance of the iconic Butter Factory buildings and the social capital which has shaped and sustained the Kongwak community over generations. As such, community and environmental benefits have been key drivers in the design process.

It is hoped that this project represents the beginning of another chapter in the rich history of Kongwak and the iconic Butter Factory can once again become the pride of its community.

2.3 Connection with context and community

It is hoped that offerings such as the general store, restaurant, and gallery can provide new life to the main street of Kongwak and will be a place for the local community to socialise over a coffee, connect with the creative community or obtain basics like milk and bread.

The north facing parkland and sculpture walk will be permanently open to the public and provide a stunning new perspective to appreciate the avenue of honour trees, with a walking loop in the parkland traversing past a new reservoir and wetland with the Kongwak township, which will increase town amenity, and provide a place to stop, rest and enjoy.

As seen from the public realm, the Butter Factory buildings will once again have pride of place, being fully restored in close collaboration with an expert in heritage architecture who has paid careful attention to internal and external heritage values of the buildings. All new functions will be carefully integrated and hidden behind the heritage façade, with the day-to-day operation of the site and movement of guests has been carefully planned to occur within private property and as far away from the public realm as possible.

Visually, all new buildings have been designed to be sympathetic to the Bunurong landscape and in character with the township and rural setting using simple agricultural materials of corrugated iron and timber. Building placement in the landscape and broader lands uses have been shaped to ensure that the masterplan both supports increased agricultural production, whilst also adopting a regenerative approach to landscape within a rural agricultural community. Associated land use features include 3.2 hectares of farming and township zoned land repurposed for rehabilitation, including extensive replanting of the riparian corridor to support improved biodiversity, as well as mixed agricultural uses including the market garden, vineyard, orchard, and paddocks for livestock grazing.

3 DESIGN AND ENGINEERING CONTROLS

As part of shaping the design for the KBF careful consideration was made to incorporate design and engineering controls to help manage the interface with neighbouring properties whilst protecting community amenity, human health and safety. In doing so, measures have been taken to invest in design solutions beyond a minimum acceptable standard, and to ensure that engineering controls exceed stipulated mandatory requirements. These design and engineering controls include:

- Noise – An acoustic assessment, was prepared by JTA Health, Safety and Noise Specialists (dated July 2023). The Acoustic Assessment recommends that: a 2.4m high acoustic wall be constructed along the shared boundary with 1494 Korumburra-Wonthaggi Road; external mechanical plants be acoustically enclosed/treated; a noise limiter be installed to the speaker system; windows in the dining area of the cheese factory be installed in acoustic frames; and existing vegetation be maintained to suppress noise.
- Patron movements – A footbridge has been included in the masterplan to support the traversing of KBF patrons to accommodation and car parking on private land, without needing to venture onto public land.
- Car parking – All car parking needs are catered for onsite, without any reliance on existing parking opposite the KBF, and no new parking in the road reserve. A 9.6 metre by 21.7 metre landscaping buffer is also proposed at the frontage between the vehicle crossover to the main car parking and the shared boundary 1494 Korumburra-Wonthaggi Road, to improve the visual amenity of the site and encapsulate the proposed car parking area behind the vegetation screening.
- Accommodation – New accommodation has been carefully designed to be sympathetic to the Bunurong landscape and in character with the township and rural setting. Building placement in the landscape ensures long distant views are not interrupted, and new informal landscaping, trees and vegetation have been designed to respond to the existing character of the site and are used to integrate and screen any new built form.
- Heritage – The Butter and Cheese factory buildings are of historical, aesthetic and architectural significance to the region. In preserving heritage, and maximising associated amenity, the restoration of these buildings has been done with extensive input from a specialist Heritage Consultant. Design features include restoring street facing elements of both buildings back to original heritage condition – this includes removing current aluminium windows, and replacing these with original timber sash windows, and restoring the Cheese factory post-war modern façade in line with its original finishing and signage.

Beyond design and engineering controls, the broader economic development, environment, social and agriculture benefits of the project should be acknowledged. This includes catering for community as a key customer cohort in shaping signature experiences for the site, and in establishing the KBF as a gateway offering which fulfil a role as a leader for skills development, and lift the profile and support growth of agriculture, tourism, arts and culture, and other related industries across the region.

4 PATRON NUMBERS AND HOURS OF OPERATION

4.1 Permit patron numbers

The historic Kongwak Butter Factory is comprised of two heritage buildings with significant space available for adaptive re-use. The plans for the buildings have been carefully designed with a mix of different size, format and primary use and density to utilise all available spaces in an effective way which caters to varying needs both through the week and across seasons.

The patronage for all elements of the Kongwak Butter Factory, in line with the associated Planning Application are as follows:

1. Event space – 200 patrons
2. Restaurant – 150 patrons, however 130 patrons for normal operations
3. Art Gallery – 20 patrons
4. Conference space – 52 patrons
5. Bridal Suite / Small conference room – 6 patrons
6. Accommodation capacity (total) = 40 cabins / 42 bedrooms / 84 visitors



Figure 2: Cheese and Butter Factory spaces which contribute to permit patron / visitor numbers

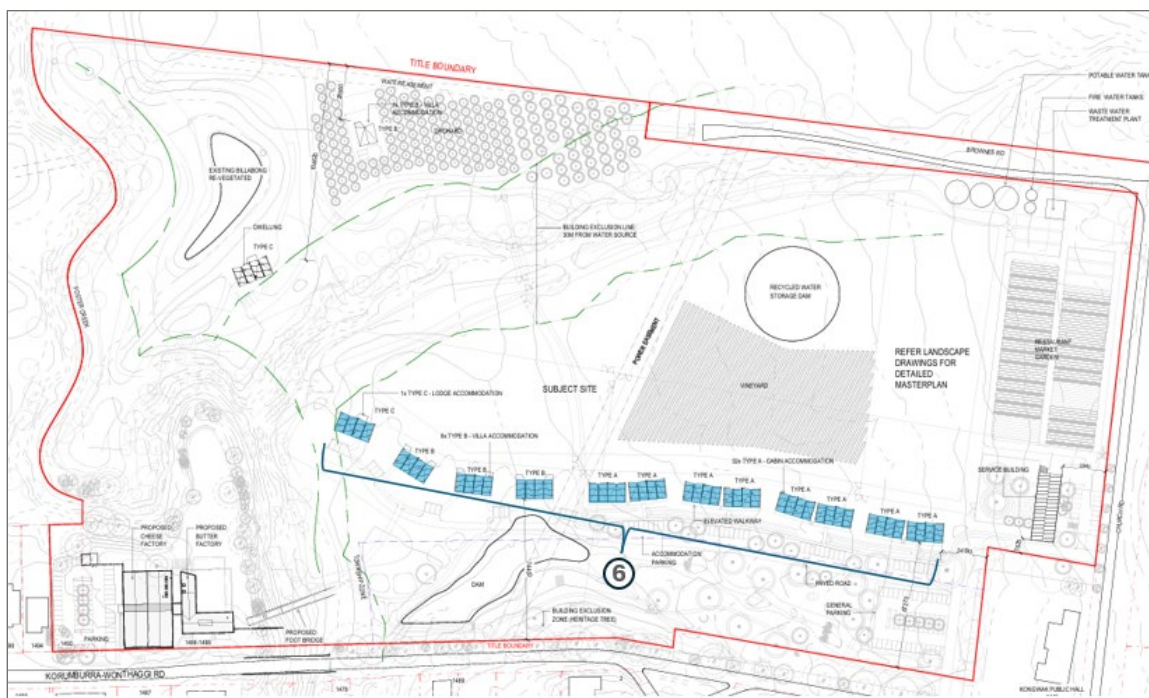


Figure 3: Figure 2: Accommodation which contributes to permit patron / visitor numbers

Importantly, considering all of the above as a collective to form a view on total maximum patronage / visitor numbers is inaccurate, as it does not consider the ancillary and supporting nature of different elements, as well as the purpose of different spaces which cater to different modes of operation across the week and seasons. Engineering studies support this notion, with associated design factoring in the likely operational nature of respective elements. This is explored further from an operational standpoint in Section 5.

4.2 Operating hours

The operating hours for the KBF as stipulated in the related planning permit are as follows:

- Sunday to Wednesday – 7:00 am to 10:00 pm
- Thursday – 7:00 am to 11:00 pm
- Friday and Saturday – 7:00 am to 12:00 am

Hours of operation may vary during off-peak season. Hours will also likely vary across different offering elements (i.e. Restaurant closing earlier than event space). Again, these details are explored further from an operational standpoint in Section 5.

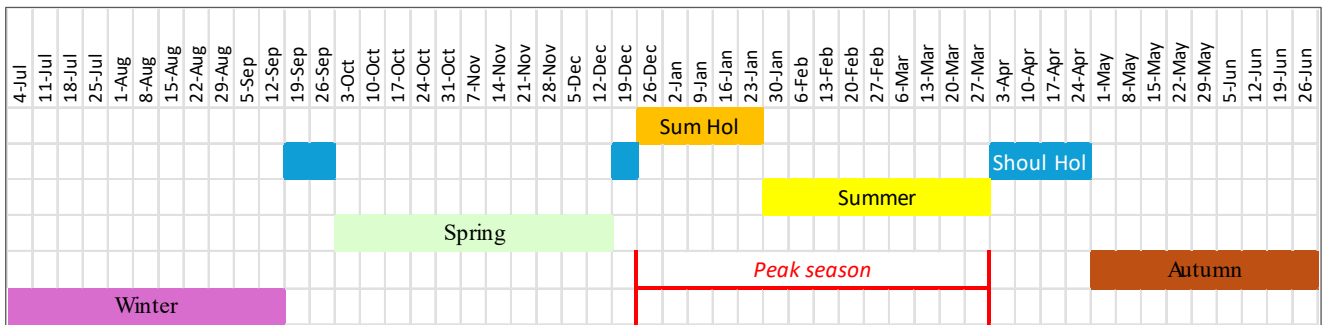
5 SEASONAL CONSIDERATIONS AND MODES OF OPERATION

5.1 Seasonality

South Gippsland experiences significant seasonal variation in visitation, with coastal nature-based attractions being the predominant drawcard for visitors, with hospitality businesses that rely on tourism experience increased demand during these periods.

From research, there is seen to be six distinct seasons in South Gippsland that influences visitation numbers – these are outlined below – being Summer, Summer Holidays, Autumn, Winter, Spring, and the Shoulder Holiday seasons.

These seasonal factors inform the anticipated weekly and seasonal usage of KBF offerings, which is explored further the next section.



5.2 Modes of operation

Outlined in the table below are the intended relationships of respective KBF spaces, and associated commentary in relation to anticipated weekly / seasonal usage.

Space	Visitor / patronage capacity and intended relationship to other spaces	Anticipated weekly / seasonal usage
Accommodation		
Group Accommodation	<ul style="list-style-type: none"> 40 cabins / 42 bedrooms / 84 visitors. As a destination precinct, guests will serve as patrons for the restaurant and places of assembly offerings 	<ul style="list-style-type: none"> Greater usage on weekends and during peak season
Caretakers Dwelling (Private)	<ul style="list-style-type: none"> Ancillary use to the broader Group Accommodation and Place of Assembly activities. Allows for the on-site management of the overarching uses 	<ul style="list-style-type: none"> All year-round private usage
Butter Factory		
Guest reception / lounge	<ul style="list-style-type: none"> Ancillary use to the Group Accommodation 	<ul style="list-style-type: none"> Ancillary usage to Group Accommodation
Conference space (Place of Assembly)	<ul style="list-style-type: none"> 52 patrons, conferences will not operate when events are occurring 	<ul style="list-style-type: none"> Mid-week use only
Conference room / Bridal suite (Place of Assembly)	<ul style="list-style-type: none"> 6 patrons, ancillary use to the Place of Assembly 	<ul style="list-style-type: none"> Ancillary usage by conference or events spaces – refer these items
Cheese Factory		
Restaurant	<ul style="list-style-type: none"> 150 patrons, however 130 patrons for normal operations 	<ul style="list-style-type: none"> Mid-week usage by corporate groups booking accommodation and conference space Mid-week usage by local community, including a structured local's night A significant portion of weekend usage by overnight guests coupled with events Weekend usage will also include local community, day visitors, and overnight visitors staying at other locations in the area
Event space (Place of Assembly)	<ul style="list-style-type: none"> 200 patrons 	<ul style="list-style-type: none"> Low / no usage mid-week Small scale usage on weekends during off-peak season driven by curated arts and culture program – typically as part of restaurant and event package Larger scale usage on weekends during peak season, primarily driven by arts and culture program – typically as part of restaurant and event package Potential for private booking of this space (working in with arts and culture program), with restaurant and event space operating in parallel
Providore / General Store	<ul style="list-style-type: none"> Ancillary use to the Restaurant and Place of Assembly, and will only be operating when one or both of these uses is occurring, generally catering for guests to those uses 	<ul style="list-style-type: none"> Ancillary usage by Restaurant and Place of Assembly guests – refer these items
Art Gallery	<ul style="list-style-type: none"> 20 patrons, ancillary use to the Restaurant and Place of Assembly, and will only be operating when one or both of these uses is occurring, generally catering for guests to those uses 	<ul style="list-style-type: none"> Ancillary usage by Restaurant and Place of Assembly guests – refer these items

6 ACCESS AND PATRON MOVEMENTS

As part of shaping the design for the KBF, careful consideration has been given to access and patron movements through operation, and how these can be managed in an effective way to minimise impact to nearby properties.

From the modes of operation outlined above, whilst not a common occurrence, the operating scenario with anticipated maximum patronage across spaces which requires closest operational management is when the restaurant and event space are operating in parallel, at nighttime, and managing patron movements following the event / use of the restaurant. This scenario has been considered when shaping the operational management details below.

6.1 Restaurant access and patron movements

- The car park to the west of the Cheese Factory shall be used predominantly by restaurant patrons who are visiting the KBF by vehicle
- Clear instruction will be given to accommodation guests to leave their vehicles parked at their accommodation location, and to make their way to the restaurant on foot, unless there are any special needs. Private shuttle will also be made available to transport guests to the Butter Factory via the private footbridge during inclement weather
- The restaurant will typically close earlier than the event space, which will decouple the movement of respective patrons
- Clear signage will illustrate to restaurant guests to keep noise to a minimum in respect of neighbours when exiting the venue

6.2 Event space access and patron movements

- The car park to the east of the site adjacent to the Town Hall shall be used predominantly by event patrons who are visiting the KBF by vehicle
- Clear instruction will be given to use this car park for events as part of booking the event space or as part of ticketing. Private shuttle will also be made available to transport guests to the Butter Factory via during inclement weather
- Clear instruction will be given to accommodation guests to leave their vehicles parked at their accommodation location, and to make their way to the restaurant on foot, unless there are any special needs. Private shuttle will also be made available to transport guests to the Butter Factory via the private footbridge during inclement weather
- Clear signage will illustrate to restaurant guests to keep noise to a minimum in respect of neighbours when exiting the venue
- Dependant on the time and nature of the event, security will provide assistance to the Site Manager to control access to the venue before / after events
- Event patrons may also access the site via bus / minivan, with the associated drop off point to the south of the Butter Factory main entrance on Korumburra-Wonthaggi Road. All event patrons arriving by bus / minivan shall use this entrance to enter the venue
- Importantly, the movement of event guests upon completion of an event, will be through the Butter Factory and across the footbridge to the event car park. This will direct the flow of patrons away from the residences to the west of the Cheese Factory, and across private land a considerable distance from residences to the event car park – this is illustrated in the figure 4

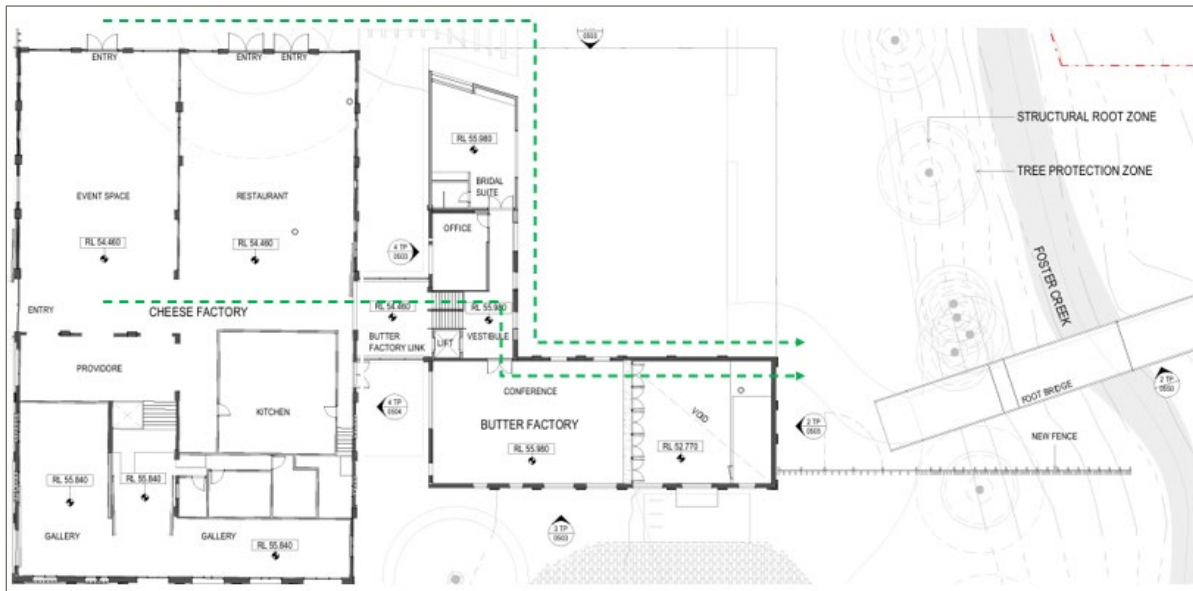


Figure 4: Predominant patron movements for events are away from the residences to the west of the Cheese Factory

7 WASTE MANAGEMENT

It is proposed to utilise a private contractor to manage the collection and disposal of all waste streams associated with the development.

Bulk waste bins for the Cheese and Butter Factory component will be stored within a dedicated bin storage area located adjacent to the main car park, whilst for the accommodation component, bulk waste bins will be stored within the service building located on the eastern side of the site.

The waste collection vehicle (up to a 9.8m long truck) will access the site and prop adjacent to the respective the bin storage areas, from where the bins will be transferred directly to the waiting truck for emptying. The bins will be returned to the bin storage areas immediately following collection.

Smaller bins will be placed throughout the Cheese and Butter Factory and within each accommodation unit to ensure the separation of garbage and recyclables at the time of disposal. Staff or the appointed cleaning contractor will be responsible for emptying these bins into the larger bins at the collection location.

The collection locations and expected transfer routes for both the Cheese and Butter Factory and the accommodation is shown in Figure 5 and Figure 6 respectively.

To minimise the disturbance to the surrounding residential areas during waste collection, the collection should follow the criteria specified by the EPA, as below:

- Collections occurring once a week should be restricted to the hours:
 - 6:30am to 8:00pm, Monday to Saturday;
 - 9:00am to 8:00pm, Sunday and Public Holidays;
- Collections occurring more than once a week should be restricted to the hours:
 - 7:00am to 8:00pm, Monday to Saturday;
 - 9:00am to 8:00pm, Sunday and Public Holidays;
- Refuse bins should be located at sites that provide minimal annoyance to residential premises;
- Compaction should be carried out while the vehicle is moving;
- Bottles should not be broken up at the collection site;
- Routes which service predominantly residential areas should be altered regularly to reduce early morning disturbances; and
- Noisy verbal communication between operators should be avoided where possible.

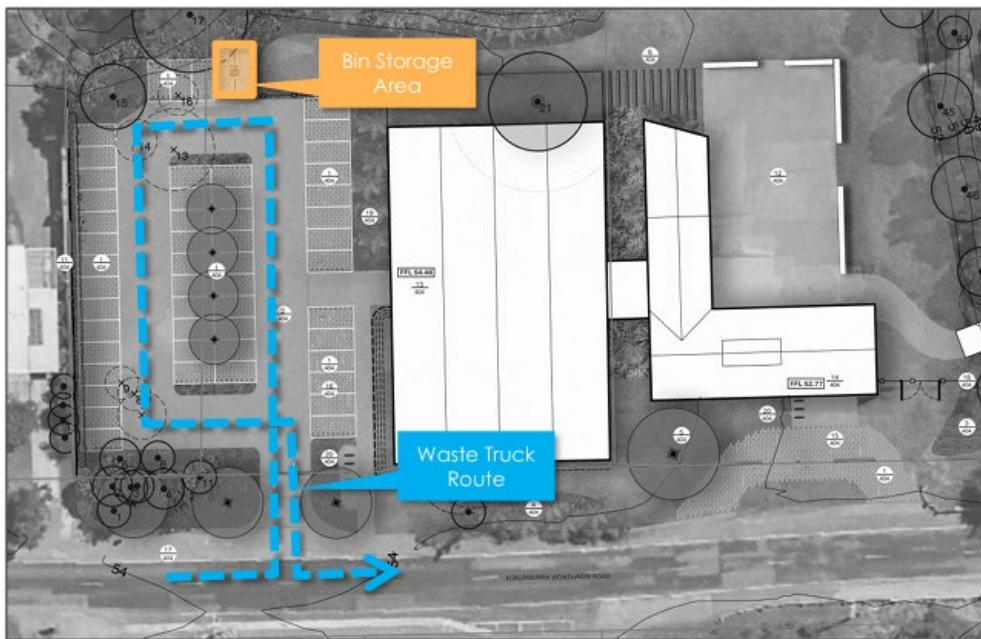


Figure 5: Bin Storage Room and Collection Details – Cheese and Butter Factory

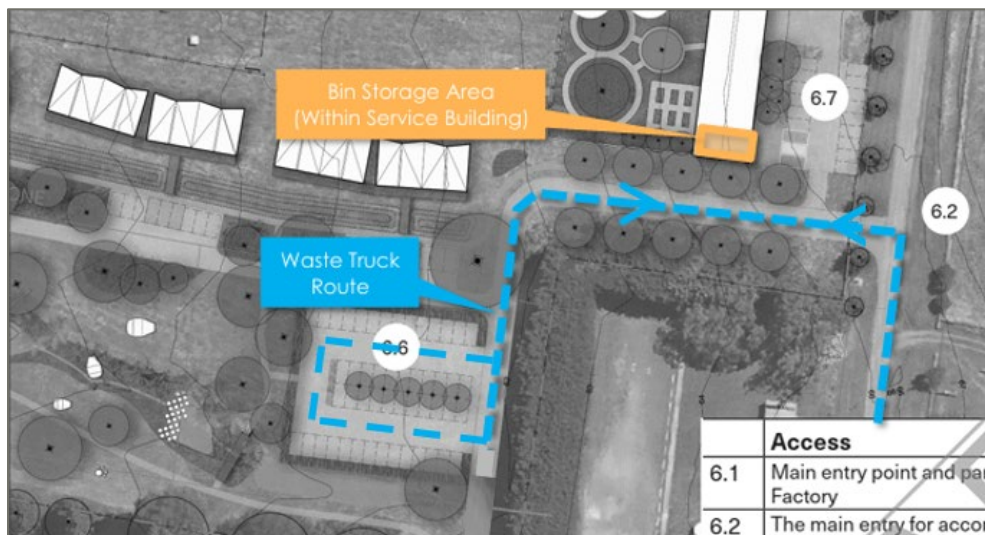


Figure 6: Bin Storage Room and Collection Details – Accommodation

8 FARM MANAGEMENT

Agricultural use of the site will be confined to dedicated with either no or controlled guest access – this includes the market garden, grazing paddocks, fenced off crop areas (i.e. vineyard), and private crop areas (i.e. orchard). During the next phase of project development a Farm Management Plan will be developed, building on the early work undertaken as part of the Agricultural Development Report and associated addendum.

9 PUBLIC SPACE MANAGEMENT

It is proposed that the delineation of private land and publicly-accessible areas will be managed primarily using natural landscape features, such as the east-west drainage channel and newly planted vegetation. Pedestrian pathways throughout the space will be closed off by gates to the private land, whereby direction signage (no permit required) and the gates will be used to manage and control access to private areas.

10 DRUG AND ALCOHOL

KBF will apply for a liquor license for alcohol to be sold and consumed on the premises in line with the red line plan which has been included in the Town Planning application. Alcohol will be provided only by individuals who have obtained all the relevant licenses, as well as the necessary RSA qualifications. As required, access controls and signage will ensure that patrons only consume alcohol in areas which are in use at the time of operation (i.e. restricted access to conference space when not in use, restricted access to area north of bin storage area adjacent to creek line and neighbouring residence, etc.)

Any attendee displaying signs of intoxication or under the influence of drugs, either upon arrival or when onsite at the KBF, should be approached and, if necessary, politely asked to leave the premises. This shall be done in a safe and orderly manner in line with a Drug, Alcohol & Risk Management Plan which will be developed during the next phase of the project.

KBF provides offerings and promotes events that are inclusive to all people, and have a strict zero tolerance approach to inappropriate behaviour of any kind. KBF sees any behaviour as unacceptable and inappropriate if it consist of any of the following:

- prejudice towards another person based on their race, religion, gender, sexual orientation, etc.
- unsolicited sexual advances, either physical or verbal
- harassment
- drunk and disorderly conduct
- inciting physical altercations
- verbal or physical abuse
- vandalism

Any person found to be behaving in an inappropriate way will be asked to leave the venue, or removed in the case of refusal.

11 CCTV

A CCTV system will be installed at the entrance to the property, as well as areas where the public have access. The CCTV system shall be maintained in working condition and record the premises 24 hours every day. The equipment will have a USB export method as well as direct to mobile device for immediate viewing.

Recordings will be retained for a minimum of 31 days and be made available to the Police or any other local authority upon request and be of evidential quality, in any light conditions. At all times during the permitted hours, there shall be at least one member of staff who is available to download CCTV if requested to do so by Police or Local Authority Officer. Copies MUST be made available to authorities upon request.

Cameras at the entrances must capture full frame shots of the heads and shoulders of ALL people entering the premises, i.e. capable of identification, in any light conditions.

There will be signs displayed at the entrance to the customer area to advise that CCTV is in operation. Should the CCTV become non-functional this will be reported as soon as reasonably practicable to the Operations Manager, and rectified within 1 working day.

CCTV cameras will be installed in the following areas, to monitor numbers and prevent crime and disorder:

- Entrance and exit points to property
- Bar service points
- All areas of public assembly

12 INSURANCE

To fulfil our insurance obligations, The KBF Co will put in place the following insurance policies:

- Public Liability Employers Liability
- Employers Liability
- Product Liability Insurance

In addition, all contractors, third party suppliers and associated parties will also be required to provide copies of their insurance policies to show Public Liability to a minimum level of \$10 million. Copies of these insurance documents will be collated prior to works being carried out by the contractors at our site.

13 NOISE

KBF acknowledges that they have a responsibility to ensure that the venue does not cause environmental noise nuisance to residential areas. Engineering design controls are outlined in section 3, with operational noise controls addressed as part of section 6: Access and Patron Movements and section 7 Waste Management.

Any noise complaints will be directed to The Venue Operations Manager.

14 INCIDENTS

In the case of an incident or a near miss, an incident report needs to be filled out by a staff member, regarding the person involved in the incident/near miss.

If the person involved in the incident is unable to help complete the incident report (e.g. taken off site in an emergency vehicle) then a witness who was with the person involved needs to provide details before they leave the property.

In the instance where the injured is under 18, the guardian needs to complete the report with a staff member. If there is no guardian onsite they need to be notified of the incident immediately or as early as practicable. Any other staff who witnessed the incident need to fill out a separate incident form as soon as practically possible. This needs to be completed before the end of their rostered shift on the day of the incident.

15 COMMUNICATION

Clear communication is a key factor in the safe delivery of any operation and will result in an efficient, cost effective and well-organised venue. Clear communication will also mitigate the chance of misunderstanding or unexpected issues.

Communication will be managed by the Venue Operations Manager, to ensure that all departments / areas of operation are kept informed of changes, decisions and progress, toward the delivery of the day to day running.

Experienced venue management staff will be able to give situation-based reporting – both in the normal running of the venue, and in the event of an incident or emergency. Where necessary and applicable, some of this communication may be shared with third parties, including statutory authorities.

The KBF will have an appropriate communication system installed to assist with delivering a safe and smooth flowing venue, in line with best practice for venues of similar scale and nature. This will be defined as part of the next phase of the project.

16 STAFF TRAINING

All persons engaged in work at the KBF must be adequately trained / instructed in the safe working procedures for their specific role/s.

All staff will be adequately inducted with the venue's values, policies and procedures, code of conduct, child safety standards and the appropriate training for the area that they're working.

Key staff will have their First Aid/CPR training. CPR training is done annually while First Aid training is ever 3 years.

Risk Assessments and Standard Operating Procedures will be developed for different offerings at the KBF during the next phase of project development.

17 EMERGENCY MANAGEMENT PLAN

An Emergency Management Plan (EMP) will be developed during the next phase of project development, including the structuring of an Emergency Response Group who will own and be responsible for activating the EMP when required.

18 KEY STAFF ROLES

Key anticipated staff roles and responsibilities are outlined below. Dependent on the structure of roles, and capabilities of individuals, some roles may be fulfilled by the same person – this detail will however be worked through as part of the next phase of development for the project.

18.1 Venue Operations Manager

The Venue Operations Manager is responsible for the overall running of the venue and supervising various teams to ensure that the Operational Management Plan is adhered to.

18.2 Caretaker

The Caretaker is responsible for taking care of the security and maintenance of the site and integration of overall operations. The Caretaker shall be responsible for responding to and activating the EMP as required outside of hours.

18.3 Site Manager

The Site Manager is responsible for the management of the venue infrastructure including the upkeep and daily checking of the venue spaces and cleaning of the venue:

- Completion of daily checklists
- Site cleanliness/ tidiness checklist
- Management of the access / egress to / from the site of all contractors and personnel
- Management of the site staff/ site teams to perform daily tasks

18.4 Venue Safety Advisor

The Venue Safety Advisor is responsible for:

- Co-ordinating all elements of safety, ensuring that all operational activities are delivered according to their risk assessment and standard operating procedures
- Advising all operations and area teams of any improvements or issues that may arise, and liaising closely with the security and medical supervisors.
- Ensuring that all periodic safety checks are undertaken, and corrective action taken in line with the defined preventative maintenance program for all operating equipment
- Ensuring that all on-site staff undertake a safety induction before they commence works on site
- Undertaking all reporting of medical issues, including the provision of data for statutory reporting as required.
- In the case of when the Venue Safety Advisor is not present on site then a competent and suitably trained alternate person shall fulfil this role under delegation of authority

18.5 Security Manager

The security manager, and as required supporting security personnel, will provide assistance to the Site Manager to control access to areas of the site during events. The Security Manager will be responsible for:

- Manage the security of the venue site, before, during and after events.
- Control access to 'off-limits' areas of the venue
- Work with any front of house teams to ensure that all areas of the site are covered
- Protect / prevent where possible injury or damage being caused to persons or property in relation to the event
- Ensure that prohibited items are not brought into the venue
- Remove persons/ prohibited items from the venue
- Provide trained staff for the overnight security of the venue if required

18.6 Communications and Media Manager

The Communications Manager is responsible for:

- Handling all media requirements (PR, media for events etc).
- In the event of an incident, the media manager will be the only authorised person to talk to the media. They will be trained how to address the media in different circumstances
- No security staff or other unauthorised event contractors, subcontractors or staff are to offer opinions or give statements to the media at any time.