



# Plan of Management

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ICC Sydney

March 2013

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# 1. INTRODUCTION

This report supports a State Significant Development Application (SSD 125752) submitted to the Minister for Planning and Infrastructure pursuant to Part 4 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

The Application seeks approval for construction of the Public Private Partnership (PPP) component of the Sydney International Convention, Exhibition and Entertainment Precinct (SICEEP) Project at Darling Harbour.

The SICEEP Project will deliver Australia's global city with world class convention, exhibition and entertainment facilities that can compete effectively in the national and international events markets. The SICEEP Project importantly forms a critical element of the NSW Government's aspiration to "make NSW number one again". Indoor and, in some cases, outdoor events will be staged in the PPP component of the Precinct. The SICEEP Project also involves the creation of a new neighbourhood and a community hub.

## 1.1 Overview of Proposed Development

The proposed development involves construction of the PPP component of the SICEEP Project, comprising new, integrated and world-class convention, exhibition and entertainment facilities with associated retail and public domain upgrades.

The application more specifically seeks approval for the following development:

- Demolition of existing improvements on the site, including existing Sydney Convention Centre (part) and Sydney Exhibition Centre;
- Associated tree removal and replanting;
- Construction of a new, integrated and world-class Convention, Exhibition and Entertainment Centre;
- Public domain improvements, including:
  - reinvigorating and expanding Tumbalong Park;
  - provision (part) of a new active north-south pedestrian connection (known as the Boulevard);
  - provision of new east-west connections, including Harbourside Place and Tumbalong Place;
  - Provision of a pedestrian bridge link from Quarry Street;
  - Retention of the tidal cascade water feature;
  - Reconfiguration and upgrade of Darling Drive (part);
  - Provision of a new square adjoining the Chinese Garden;
  - Provision of a new open space 'event deck' (connected with the Exhibition Centre);
  - Integrated art, play zones, water play and recreation areas;
  - Provision of retail kiosks;
- Provision of ground level parking within the Exhibition and Entertainment Centre facilities;

- Ground and elevated loading docks (accessed off Darling Drive) for Convention, Exhibition and Entertainment Centre facilities;
- Two vehicle drop off points off Darling Drive;
- Provision of signage; and
- Extension and augmentation of physical infrastructure / utilities as required.

## 1.2 Background

The existing convention, exhibition and entertainment centre facilities at Darling Harbour were constructed in the 1980s and have provided an excellent service for Sydney and NSW.

The facilities however have limitations in their ability to service the contemporary exhibition and convention industry which has led to a loss in events being held in Sydney.

The NSW Government considers that a precinct-wide renewal and expansion is necessary and is accordingly committed to Sydney reclaiming its position on centre stage for hosting world-class events with the creation of the SICEEP Project.

Following an extensive and rigorous Expressions of Interest and Request for Proposals process, Darling Harbour Live (formerly known as 'Destination Sydney'- a consortium comprising AEG Ogden, Lend Lease, Capella Capital and Spotless) was announced by the NSW Government in December 2012 as the preferred proponent to transform Darling Harbour and create the new Sydney International Convention, Exhibition and Entertainment Precinct.

Key features of the Darling Harbour Live Preferred Master Plan include:

- Delivering world-class convention, exhibition and entertainment facilities, including:
  - Up to 40,000m<sup>2</sup> exhibition space;
  - Over 8,000m<sup>2</sup> of meeting rooms space, across 40 rooms;
  - Overall convention space capacity for more than 12,000 people;
  - A ballroom capable of accommodating 2,000 people; and
  - A premium, red-carpet entertainment facility with a capacity of 8,000 persons.
- Providing up to 900 hotel rooms in a hotel complex at the northern end of the Precinct.
- A vibrant and authentic new neighbourhood at the southern end of the precinct, called 'The Haymarket', home to an IQ Hub focused on the creative industries and high-tech businesses, apartments, student accommodation, shops, cafes and restaurants.
- Renewed and upgraded public domain, including an outdoor event space for up to 25,000 people at an expanded Tumbalong Park.
- Improved pedestrian connections linking to the proposed Ultimo Pedestrian Network drawing people between Central, Chinatown and Cockle Bay Wharf as well as east-west between Ultimo/Pymont and the City.

## 1.3 Site Description

The SICEEP Site is located within the Darling Harbour precinct. Darling Harbour is a 60 hectare waterfront precinct on the south-western edge of the Sydney Central Business District that provides a mix of functions including recreational, tourist, entertainment and business.

With an area of approximately 20 hectares, the SICEEP Site is generally bounded by the Light Rail Line to the west, Harbourside shopping centre and Cockle Bay to the north, Darling Quarter, the Chinese Garden and Harbour Street to the east, and Hay Street to the south.

The SICEEP Site has been divided into three distinct redevelopment areas (from north to south) – Bayside, Darling Central and The Haymarket. The PPP Application Site area is located within Bayside and Darling Central as shown in Figure 1.

**Figure 1**



## 1.4 Planning Approvals Strategy

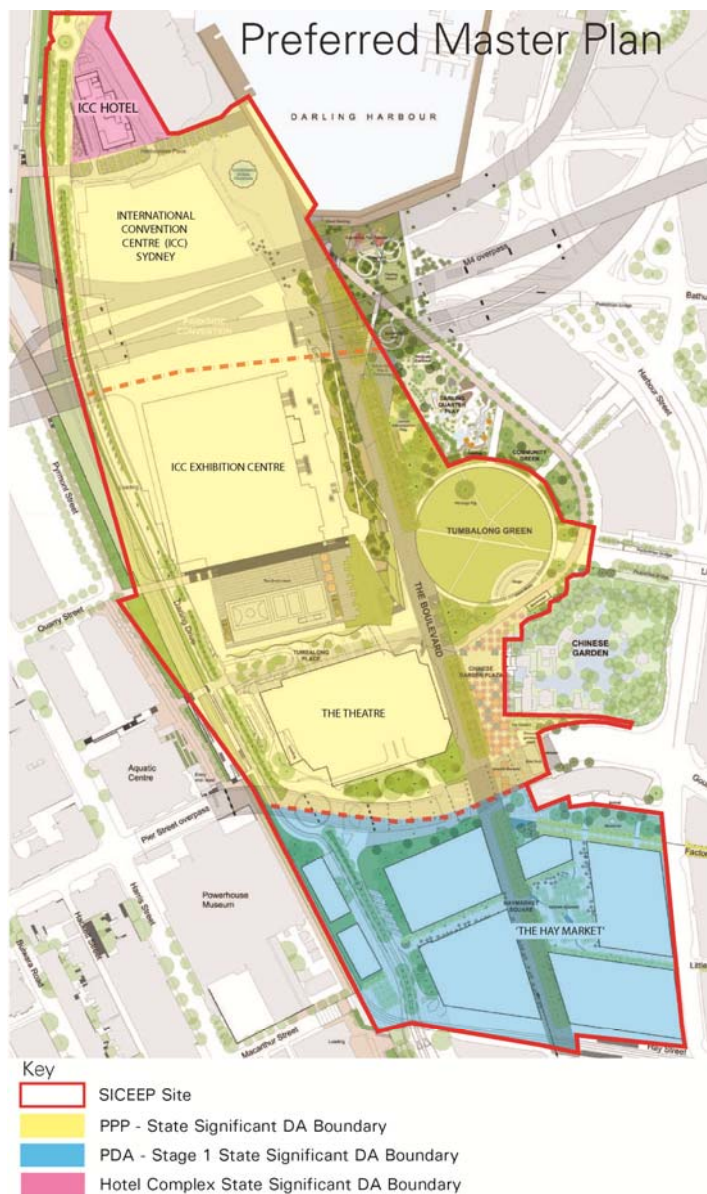
In response to separate contractual agreements with the NSW Government and staging requirements, Darling Harbour Live is proposing to submit a number of separate development applications for key elements of the overall Project.



This Application involves the PPP component of the SICEEP Project, comprising the convention centre, exhibition centre, entertainment facility, and associated public domain upgrades.

Development of The Haymarket is to be staged and accordingly a staged development application is to be lodged. Detailed development applications will follow seeking approval for specific aspects of The Haymarket.

A separate development application will also be submitted for the Hotel Complex.



## 2. SCOPE OF PLAN OF MANAGEMENT

### 2.1 General

The Operator has developed the Plan of Management to cover the operation of the PPP for which it is responsible following commencement of operations, to a level of detail as required by the Director General of the New South Wales Department of Planning and Infrastructure DGRs (Director General's Requirements) provided to Darling Harbour Live on 21<sup>st</sup> January 2013 for the Development Application submission.

### 2.2 Organisational Structure

#### 2.2.1 OVERVIEW

The Operator, AEG Ogden Pty Ltd will establish a wholly owned subsidiary, ICC Sydney Pty Ltd, to be the contracting entity. This special purpose entity will employ all staff and enter into agreements with hirers, suppliers and take on all responsibilities in relevant contract agreements. The expertise and resources of the parent company will be available at all times to ensure unparalleled corporate support to deliver an outstanding level of service to ICC Sydney Pty Ltd.

Attachment 1 provides the outline of the corporate and staffing structure for ICC Sydney's Operator, including an outline of the roles and responsibilities of each department and the proposed level of permanent and casual or contract staff. This structure reflects the operational philosophy of delivering services in-house and as well as employing permanent rather than casual staff where feasible to promote a level of commitment and return on investment for training for staff in service roles such as cleaning, security and the kitchen.

The corporate structure for ICC Sydney is based on that used successfully by AEG Ogden throughout the Asia Pacific region to manage a range of venues, including under a public private partnership (PPP) structure similar to that for ICC Sydney, for the Darwin Convention Centre. The structure provides clear reporting lines and definition of responsibilities, including those in relation to the State, Darling Harbour Live Partnership and Spotless, the Facility Manager for ICC Sydney as detailed in the PPP Project Deed and associated Side Deeds.

## 2.2.2 FEATURES OF THE ICC SYDNEY ORGANISATION STRUCTURE

Darling Harbour Live Partnership's organisational structure has been designed to ensure that the interests and objectives of both the State and Darling Harbour Live Partnership will be protected and promoted while providing the necessary checks and balances. The Operator Contract with Darling Harbour Live Partnership clearly outlines the responsibilities of both parties. AEG Ogden, as Operator of ICC Sydney, plans to create an open and collaborative partnership, where issues and opportunities can be discussed freely as they arise, while also maintaining the requirement to formally meet with Darling Harbour Live Partnership on a monthly basis to report on performance objectives, discuss and set future goals and directions.

Features of the ICC Sydney organisational structure include:

- a core team of compliance staff in the Executive Department with specific responsibility for Quality Assurance, sustainability, statutory compliance and reporting;
- the inclusion of a dedicated person in the Events Department to interface with Sydney Harbour Foreshore Authority, the NSW Government Authority responsible for the Darling Harbour precinct, to coordinate requirements for precinct events;
- a Technical Innovation Manager to ensure the ICC Sydney remains at the leading edge of market changes. Changes or modifications will be implemented progressively as required; and
- the creation of roles such as Food Safety Manager, Nutritionist, Operations Traffic Logistics Executive, Car Park Manager and Speakers Preparation Room Manager all reflect the significance to ICC Sydney of providing world-class, quality services across every area of the operation.

## 2.3 Approach to provision of Operator Services

As Operator of ICC Sydney, AEG Ogden will provide the 'total service' approach to management, for which it has achieved international recognition and industry awards for other world class convention and exhibition centres operated by the Company. The management of ICC Sydney will be approached as a 'five star hotel without beds', and will have the flexibility in the operation to adapt quickly and seamlessly from one event mode and type of service delivery to another.

Customer and service orientation will be the key 'cultural' determinant of every aspect of the operation. Such a culture necessitates an uncompromising commitment to service and understands the requirement of organisers and attendees – convention and exhibition organisers, concert and other event promoters, convention delegates, exhibition attendees, concert patrons and function guests. AEG Ogden recognises the importance of service and its direct impact on the reputation of ICC Sydney that will encourage repeat business. Testimonial recommendations will be critical in providing ICC Sydney with such repeat business and new sales leads. AEG Ogden's successful staffing strategies will be essential to achieve this.

AEG Ogden has a policy of providing all services in-house unless there is a compelling commercial or operational reason to contract the service to a third party provider. For ICC Sydney food and beverage, housekeeping, security and car parking will all be delivered in-house, with all costs and revenues brought to account in the operation while assuring the highest levels of service in all areas.



## 2.4 Methods of Dealing with Authorities

AEG Ogden will, as Operator of ICC Sydney, and in close consultation with Darling Harbour Live Partnership, meet the requirements of relevant Authorities to establish respectful and cooperative relationships that support world-class operations at the ICC Sydney.

Relevant Authorities will include:

- Emergency Services including:
  - NSW Police;
  - NSW Ambulance;
  - Fire and Rescue NSW;
- Sydney Harbour Foreshore Authority;
- Infrastructure New South Wales
- Department of Premiers and Cabinet;
- Destination NSW;
- other State Government bodies and departments;
- licensing authorities and regulators including New South Wales Environment Protection Agency (EPA).

AEG Ogden will engage in discussions and planning with Authorities during the Development Phase to establish collaborative working relationships that support seamless operations from day one. As the Operator of ICC Sydney we will work with Authorities to create clear operating policies and procedures that meet their requirements and ensure safety and continuity of operations. These policies and procedures will be embedded in Operator Management Plans which will be developed based on proven AEG Ogden business systems prior to the opening of ICC Sydney and will form the basis of our ongoing interfaces with the Authorities throughout the term of the operations contract.

## 2.5 Precinct Interface Management Plan (Operating Phase)

### 2.5.1 OVERVIEW

AEG Ogden understands the important role of the Sydney Harbour Foreshore Authority (SHFA) to deliver activity across the total Precinct and the obligations of ICC Sydney to the State and all stakeholders. As Operator of ICC Sydney, AEG Ogden's objective is to position this iconic venue as a proactive and creative partner within the Darling Harbour Precinct. ICC Sydney will work closely with Sydney Harbour Foreshore Authority to establish and maintain a cooperative approach to the operation of the Precinct.

The mandate of ICC Sydney's Operator includes maximising the opportunities that can be derived from operating the facilities as part of an integrated precinct. AEG Ogden's experience across capital city convention centres and destination venues will support our activities to position Darling Harbour as

Australia's ultimate event and entertainment location. AEG Ogden manages a number of convention and exhibition centres within a precinct environment, each with varying interface arrangements that have been tailored to meet local requirements and optimise opportunities.

## 2.5.2 INITIATIVES

Initiatives to maximise the Precinct Interface outcomes include:

- The proposal to establish, with the approval of Sydney Harbour Foreshore Authority (SHFA), a Darling Harbour Business Liaison Group led by linking ICC Sydney with businesses within Darling Harbour to share information on activities within the Precinct, particularly major events at ICC Sydney and SHFA Events and to ensure a coordinated approach to all activities;
- weekly updates to Precinct stakeholders prepared and distributed by the ICC Sydney, notifying of Events for the week so that the business operators in the area can work together to enhance delegate and patron experience and maximise opportunities including economic impact. This includes an offer to package and deliver purchases to the hotel at which they are staying or ensuring that guests receive their meals within time constraints so they can get back to their next meeting;
- an information kiosk provided within the main foyer areas of ICC Sydney will promote the attractions and opportunities available within the Precinct and include any offers available to delegates and visitors either for particular Events or for all delegates and exhibition visitors displaying their name badges;
- a dedicated executive in ICC Sydney's Events Department will manage the interface with SHFA for its Events and ensure that planning and delivery is fully coordinated, to enable the on-going operation of the ICC Sydney while simultaneously facilitating and promoting Events in the Precinct;
- inclusion of opportunities within Darling Harbour and the Precinct in familiarisations and promotional material developed for prospective clients;
- development of close working relationship with all hotels in the Precinct to ensure that they benefit from the business derived from the ICC Sydney's Events and in turn to encourage the hotels to provide delegates with additional services, which recognise the needs of delegate guests, including flexibility in terms of room check in and checkout, the ability to handle group bookings, manage luggage and interface with the ICC Sydney for Event-related information;
- incorporating the broader Precinct in communication and information interfaces to ensure the promotion of visitor opportunities and engagement, particularly for the operators of Chinatown, the Powerhouse Museum and The Star Casino;
- participation in stakeholder and community interface groups established during the Development Phase, which will be maintained on an ongoing basis to ensure continuous communication, proactive management of issues and cross promotion of activities and opportunities between all groups;
- effective and ongoing liaison with all educational institutions in the Precinct to establish the ICC Sydney as the meeting place of choice, maximising any cross benefits that may exist. The relationship with UTS will be a significant focus, supporting the development of new international convention opportunities for ICC Sydney;
- ICC Sydney will look to develop and implement a community and social responsibility program that will be coordinated by ICC Sydney's Human Resources Department. Initiatives will be developed during the Development Phase and the first year of operation, but may include:
  - developing relationships with organisations dedicated to the disadvantaged in the local community, providing food and other activities;
  - contribution of leftover food to an organisation such as Food Bank;

- involvement in industry associations and activities, supporting the tourism and hospitality industry in Sydney and Australia as a whole;
- buying local goods and services and working with suppliers, particularly for fresh produce, to ensure services provided are to international standards.

## 2.6 Traffic and Pedestrian Management Plan (Operating Phase)

### 2.6.1 OVERVIEW

The ICC Sydney Traffic and Pedestrian Management Plan (Operating Phase) is to provide a safe and efficient access system to and egress from events at ICC Sydney for pedestrians, cyclists, public transport, car and heavy vehicles, and managing the effects of this movement on the wider road network. The Plan forms an integral part of the Event Management Plan that will be developed prior to the opening of ICC Sydney and will provide a framework of policies, procedures and strategies that will set in place a number of controls to reduce the impact of ICC Sydney events and operations on local traffic, pedestrians, attendees and stakeholders

### 2.6.2 SCOPE

The scope of the Traffic and Pedestrian Management Plan, which extends to the immediate area of influence surrounding the ICC Sydney in operational mode, draws on information contained in Hyder Consulting's Traffic, Transport and Access Report prepared to shape the traffic management strategies for Darling Harbour Live. This, together with the Operator's venue management expertise and knowledge of patron behaviour provides a qualified set of guidelines as to how ICC Sydney will operate and interface with traffic and pedestrians.

### 2.6.3 SUSTAINABILITY

ICC Sydney will support and encourage the State Government's sustainability initiatives in relation to traffic and pedestrian management by maximizing the attractiveness of walking, cycling and using public transport to access the site. Direct pedestrian access points and safe crossing options will optimise the opportunities for easy pedestrian access to ICC Sydney and facilities for cyclists including safe crossings and segregated routes will make cycling an attractive option. Where possible ICC Sydney will encourage the use of alternate fuel vehicles, provide incentives for electric or sustainable vehicles and car pooling. Initiatives such as the provision of charging points for electric vehicles will assist in this.

Traffic Noise will be minimised by the banning of parking along Darling Drive. The Lower Exhibition Hall Loading Dock is located internally on the Eastern side of the facility, therefore there will be no heavy vehicle exhaust noise or noise from forklift's reversing alarms emanating from this area. The Upper Exhibition Halls Loading Dock is elevated above Darling Drive and will be screened and, together with operating noise management protocols, will minimise noise and light impact on residents in the surrounding area.

## 2.6.4 INTERFACE AND CO-ORDINATION

Implementation of the Traffic and Pedestrian Management Plan will include interfacing and co-ordination with authorities and stakeholders including:

- Roads and Maritime Services (RMS): to ensure close coordination with the Traffic Management Centre and that appropriate traffic management measures are implemented during events. For the arterial network, approval of variable message signs (VMS) requires coordination with the RMS. Mobile VMS may be installed to provide information on road and traffic conditions associated with an event where special circumstances exist.
- CityRail, State Transit Authority, Light Rail and Transport NSW: for information dissemination of public transport information, and to ensure that there will be appropriate public transport to respond to increases in usage and that agreed travel promotions are in place.
- NSW Police: to keep the Police Force informed of shows and the event timings and specific issues that may require their attention and support (e.g. potential traffic snarls and jams, security issues). Police support may be drawn on to assist with the arrival and departure of cars and pedestrians to and from the venue, through flashing amber markers and signage and placing intersections under police control;
- CBD parking operators: to seek parking availability information and special offers that can be provided to patrons regarding alternative overflow parking solutions;
- Local businesses and residents: to ensure that appropriate interest groups are aware of events that may cause some disruption and effectively managing potential impacts of such events; and
- Venue hirers: to ensure hirers are conversant and compliant with the plans, strategies and conditions of this document and the relevant details of the Event Management Plan including operational restrictions based on EPA noise regulation.

## 2.6.5 PEDESTRIAN ACCESS/EGRESS

The source of pedestrian journeys and major walking desire lines for pedestrians to and from the ICC Sydney will be:

- the ICC Sydney Car Park;
- the Theatre Car Park;
- Central Station;
- Town Hall Station;
- Light Rail Station adjacent to ICC Convention Centre
- Light Rail Station adjacent to Tumbalong Place between the Theatre and the ICC Convention Centre
- Darling Quarter Civic Connector;
- Quarry Street via the Bridge over Darling Drive
- Tumbalong Green;
- Pyrmont Bridge;
- University of Technology Sydney;
- Ultimo Pedestrian Network;
- Powerhouse Museum; and
- Chinatown.

Crowd management during peak access periods to the various facilities within the ICC Sydney will at times involve queuing at entry points and subjecting patrons to security inspections, particularly for concerts at the Theatre. Queuing systems will be provided at the external front doors, with event staff checking patrons through and security staff monitoring behaviour patterns.

Depending on the type of event and security requirements, access will be granted by ticket ripping, turnstiles or hand scanning of hard tickets or mobile phone bar codes. This will be undertaken at external entry doors. This may, for major events, create large queues at the various entry points.

Crowd management during peak access periods will be assisted by temporary queuing systems and event security staff undertaking pat downs, bag searches and monitoring behaviour patterns if required. The level of security will vary according to the event and expected patronage.

Experience indicates that the majority of patrons will attempt to leave the venue within 15 minutes of the event concluding, generally dissipating along the routes by which they arrived. This will place pressure on a number of locations outside ICC Sydney. ICC Sydney will manage these high traffic areas through implementation of the following strategies:

- requesting and implementing traffic control assistance from SHFA/RMS to re-program traffic signals to facilitate a mass pedestrian surge for 15 minutes immediately at the end of a major event;
- Utilising NSW Police to provide manual traffic control for both the Darling Drive roundabouts.
- ICC Sydney Car Park traffic will be manually directed onto Darling Drive by event traffic management staff.
- Deploying event staff to coordinate potential conflict between pedestrian movements across Darling Drive to the Light Rail and exiting vehicles from the Car Parks.

## 2.6.6 OPERATIONS

ICC Sydney will allocate resources and draw on AEG Ogden's proven policies, procedures and processes to facilitate:

- optimising the number of patrons using public transport by negotiating arrangements to include the cost of public transport in ticket process;
- traffic and crowd management that will promote safe, on-time arrival, prior to the commencement of the event or function;
- safe and efficient access to and from the venue;
- minimal disruption to localised public transport, prior to and after events;
- minimal disruption to cyclists, prior to and after events;
- streamlined access to car parking and reduced traffic congestion at the end of events;
- uninhibited access for emergency services vehicles during emergency situations and venue evacuations;
- efficient access/egress for heavy vehicles for touring concert productions and exhibition heavy vehicles, and service vehicles to the various loading dock areas accessed from Darling Drive;
- safe and efficient access to the loading dock and other functional areas for concurrent events; and
- the prohibition of heavy vehicle or other vehicles servicing the ICC Sydney from parking on Darling Drive by providing on-site parking facilities.

Individual event management plans, based on the ICC Sydney Event Management Plan referenced in 2.6.1, will be well considered, based on AEG Ogden's established strategies and customised around the patron demographic and event type. During events, the following initiatives and strategies will apply:



- where practical, ensuring that event start times do not conflict with peak period traffic;
- implementing a process to educate patrons on alternatives to driving their cars to events during peak times;
- using advertising and promotional incentives to encourage attendees to arrive at their event or function early. Real time traffic updates and warnings can be provided through ICC Sydney's ticket agent, via a mobile app or website, mobile phones and social media;
- a large majority of patrons will purchase tickets online and will therefore be contactable up to the day of the event for updates related to parking and transport;
- promoting and encouraging the public to take advantage of event specific management initiated strategies, to ensure safe, timely arrival and departure;
- managing potential bottleneck areas such as the entrances to the ICC Sydney Car Parks and the roundabouts at either end of the venue on Darling Drive;
- ensuring that security, NSW Police and traffic management staff are on hand to monitor pedestrian flow along Darling Drive and ensure vehicles do not illegally park or stop to pick up patrons from the curb side;
- providing parking and access provisions for emergency services around the perimeter of ICC Sydney as required by relevant authorities. Police, Ambulance and Fire Brigade vehicles will have unimpeded access to the surrounding streets, loading docks, the Boulevard and Tumbalong Green;
- where required variable message signs will be displayed at locations leading up to ICC Sydney, advising the status of parking in the carparks. These signs will indicate reserved parking spaces for large events, the number of spaces available or when the carpark is full; and
- Interactive wayfinding systems located throughout the Public Realm will also assist in providing directions for pedestrians to the respective venues.

## 2.7 Transport and Accessibility (Operations)

### 2.7.1 OVERVIEW

ICC Sydney will be open 7 days a week 365 day per annum and will operate generally between the hours of 7.00am to 11.00pm depending on events requirements. The ICC Sydney traffic, transport and access provisions shown on the map at Attachment 2 are designed to ensure that accessibility is optimised for all persons visiting Darling Harbour Live.

ICC Sydney is very aware of the impact that increased traffic and pedestrian volumes can have on infrastructure surrounding Darling Harbour Live. ICC Sydney is a multipurpose venue comprising convention facilities, exhibition facilities and the Theatre, an 8,000 seat entertainment venue which will attract a wide variety of conventions, meetings, functions, entertainment, indoor sports events and hospitality functions. It will also generate relatively large volumes of vehicles and pedestrians, which need to be managed to ensure safety, efficiency, convenience and minimal impact to external traffic sources.

The previously referenced Hyder Consulting report presented solutions for ICC Sydney that are responsive to the needs of all road users, giving due consideration to road safety, urban design, streetscape requirements and different forms of priority for public transport, pedestrians, parking and cyclists to ensure the viability of all available transport options and to optimise accessibility to ICC Sydney.

## 2.7.2 SET-DOWN/PICK-UP POINTS

Bus stops and set down/pickup areas and associated pedestrian movement across the site are clearly defined in the map in Attachment 2. These areas as shown include:

- **disabled access:** this position will remain consistent throughout all operations and is located as close to the venue within Tumbalong Place and Harbourside Place
- **vehicles:** nominally 10 bays have been selected for general passenger set down and pickup;
- **limousines:** will be used primarily for presentation and gala events. These red carpet events will require set down in front of the nominated ceremonial entrances into the Theatre, ICC Exhibition Centre South, ICC Exhibition Centre North and the ICC;
- **charter buses:** from time to time event plans provided by the venue will request temporary allocation for charter bus set down and pick up. From time to time depending on availability, the eastern Lower ICC Exhibition Centre Loading Dock may be used for coach/charter bus drop-off and pickup as it is relatively close to the ICC and the Theatre;
- **courier/delivery services:** deliveries will be scheduled so that they do not occur during peak traffic times around the site; and
- **taxi drop off/taxi ranks:** taxi drop offs are located at the Theatre and the convention facilities along Darling Drive. Taxi queues will be managed and processed in a similar manner to airports, where demand is high.

ICC Sydney acknowledges that private vehicles dropping off patrons along Darling Drive directly outside the Theatre or the convention facilities will have the potential to delay traffic in the area if it is not properly managed. This same area will threaten traffic flows after an event when vehicles are trying to exit the site. Security/traffic management personnel or NSW Police will be used to keep traffic flowing and preventing vehicles from attempting to stop. Road markings and traffic signage will be provided to indicate no stopping or a clear way during event times – from 6pm to midnight for example.

## 2.7.3 PUBLIC TRANSPORT

ICC Sydney patrons will enjoy convenient access from the site to high quality public transport, including heavy and light rail and extensive bus and ferry services. This network of transportation options will support ICC Sydney's implementation of key strategies to reduce event traffic in keeping with the Traffic, Transport and Access Plan. To encourage the use of public transport, ICC Sydney will:

- negotiate an arrangement whereby the cost of public transport is included in the ticket price. This incentive will be promoted as free travel to and from the ICC Sydney event, to encourage greater utilisation of public transport;
- keep Transport for New South Wales informed of events to ensure that adequate services are scheduled to cope with the surge in numbers pre- and post-event;
- develop a close working environment with public transport operators in Sydney to jointly promote public transport options for large events; and
- work with Transport NSW to share statistical data and travel patterns to identify potential bottlenecks and use targeted advertising to educate market sectors defined by region and demographics.

## 2.7.4 CYCLING

The ICC Sydney will provide cycle racks within the venue's carparks to support cycle access for patrons and staff to comply with statutory requirements.

The greatest interaction between pedestrians accessing ICC Sydney events and cyclists is expected to occur at the following locations:

- Darling Drive; and
- The Boulevard/Tumbalong Green

Peak commuter cyclist activity normally occurs between 7.00am - 9.00am and 4.00pm - 6.00pm. These periods will not generally coincide with peak event pedestrian movements. In the event of conflict of timing, an event management plan will be implemented which includes posting information on relevant council and cycling interest group websites and the ICC Sydney website.

## 2.7.5 HEAVY VEHICLE TRAFFIC AND SECURE SERVICE YARDS

Heavy vehicle loading for entertainment and exhibitions have been deliberately separated from kitchen and general deliveries, which will occur at the in-house loading docks to negate any interference with either operational functions.

All loading dock facilities will be designed in accordance with Australian Standard AS: 2890.2 – Parking Facilities Part 2: Off-street commercial vehicle facilities. The loading dock designs will allow parking and containment of all loading vehicles within the Precinct and will accommodate concurrent operation of sufficient loading/unloading positions during major single and concurrent events at ICC Sydney.

## 2.7.6 LOADING DOCKS

The provision of accessible adequately sized loading docks to meet the size and frequency demands of forecast events for ICC Sydney has been a primary design consideration for ICC Sydney. The following loading dock facilities have been provided for the Theatre, Exhibition Centre and Convention Centre elements of the project. Emphasis has been given to the separation of in-house and functional loading dock requirements, location and design factors to minimise noise impact and operational planning to minimise impact on surrounding businesses and residences.

### **Theatre Production Loading Dock**

The production loading dock access for the Theatre will be provided in a similar location to the current loading dock arrangement to the south end of the exhibition facilities with access via a loading dock access ramp, located off the existing Darling Drive/Pier Street roundabout. The loading dock has been designed with sufficient width to allow the passing of vehicles entering and egressing the Facility concurrently.

The production loading dock will allow for the containment of four 19.0 m articulated vehicles at any one time and is designed for flat floor loading/unloading using temporary ramps and forklifts. The loading dock

layout will permit free movement of vehicles, such that parked vehicles within the loading bays will not hinder access or egress to the loading dock. The Hyder Consulting Traffic, Transport and Access Report indicates that there is unlikely to be queuing of vehicles, on the public road when entering the production loading dock, as the proposed loading dock access ramp will accommodate two 19.0 m articulated vehicles simultaneously.

The design of the production loading dock will only permit the containment of four 19.0 m vehicles at any one time which is adequate for most events at the Theatre, however, where this number of trucks is exceeded in accordance with future demand, a suitable off-site heavy vehicle marshalling yard for waiting vehicles in close proximity to the site will be developed, to allow a bump-in/bump-out system to operate.

### **Theatre In-House Loading Dock**

The Theatre in-house loading dock is located at RL 2.5 and shares an access roadway with the Theatre Carpark and the access road to the SHFA Maintenance Depot under the Pier Street Overpass. The in-house loading dock will be separated from the production loading dock and will accept deliveries of food and beverage from the main production kitchen in the ICC as well as product direct from suppliers and general deliveries. The waste management centre for the Theatre is separate from both the production and in-house loading docks, accessible from the abovementioned access road. Delivery times will usually be between 8.00am and 4.00pm, unless special deliveries are accepted by prior arrangement.

### **Lower Exhibition Loading Dock**

Access to the Lower Exhibition Level Loading Dock will be via a slip lane on the southbound lane of Darling Drive. The slip lane is approximately 155 metres in length, up to the start of the loading dock access ramp where a security checkpoint will be located to grant vehicles access to the site. This will allow the queuing and containment of vehicles in a designated lane, outside of the main public travel lane on Darling Drive. Further vehicle queue containment of 150 metres is provided within the two-lane loading dock access ramp and internal circulation lane, prior to vehicle arrival at the loading dock facility.

The loading dock facilities for the Lower Exhibition Level are located on the eastern side of the exhibition facilities, accessed via a one way, clockwise circulation lane that circulates the ICC Exhibition Centre. The one-way circulation roadway will remove vehicle conflicts, allowing for a more efficient and safer operation.

The two-lane internal holding area at the Northern end of Exhibition Hall 1 can accommodate 12 x 19.0 m articulated vehicles at any one time, to permit vehicles to wait for access to an unoccupied loading bay, or for parallel loading/unloading to take place outside of a loading bay.

The eastern loading dock will accommodate up to 18x 19.0 m articulated vehicles at the one time. There will be sufficient space within the loading dock facility to allow the vehicles to pass stationary vehicles that are loading/ unloading.

Egress from this loading dock facility is proposed via the circulation lane, which exits south of Exhibition Hall 4, onto Darling Drive.

### **Upper Exhibition Loading Dock (Eastern Side)**

The Upper Exhibition loading dock is located at RL21.5 m, where a new access ramp structure will be constructed above Darling Drive. Access to the upper level loading dock will be from the same slip lane as for the first level loading dock, with access from the southbound Darling Drive laneway. Rather than navigating the first level circulation lane, a further ramp structure, located on the western side of the exhibition facilities, will link the first level (RL 6.0 m) loading dock ramp, with the upper level (RL 21.5 m)

loading dock. Consequently, this provides a similar traffic management system, allowing vehicles to queue in a designated queue lane, approximately 155 metres in length, outside the main public travel lane off Darling Drive.

The loading dock facility for the Upper Exhibition Level will cater for the containment of up to 14x 19.0 m articulated vehicles at any one time. The total external area of the loading dock facilities for the Upper Exhibition Centre is approximately 2,870 m<sup>2</sup>.

Access to the upper level loading dock will be a one-way traffic flow from the southern end, with vehicles exiting on the northern end of the loading dock. This will alleviate conflict of vehicle movements within the upper level loading dock, providing separate access and egress at opposite ends. There will also be sufficient space for vehicles to pass stationary vehicles, within the loading bays, when entering and exiting the Facility.

Egress from the Upper Exhibition Level loading dock will be provided via two ramps connecting the upper level to the first level, and then the first level with the southbound lane of Darling Drive. Vehicles exiting the Upper Exhibition Level loading dock will not have to circulate around the exhibition facilities building on the first level, as a separate exit point is proposed along Darling Drive. This will assist with the operation of concurrent loadings on both the first and upper levels of the Exhibition Centre.

The loading docks at both levels will accommodate up to 32 X 19.0 metre articulated vehicles at any one time, based on the international standard for optimal loading of one truck loading bay per 1,000 m<sup>2</sup> of net exhibition space.

### **Convention Centre Loading Docks**

The Convention Centre loading docks, comprising the Production Loading Dock and the In-House Loading Dock, are accessible via Darling Drive. Direct at-grade access to the convention facilities loading docks will be provided via a slip lane approximately 40 metres in length adjacent to the southbound lane of Darling Drive. This slip lane will allow the designated containment and queuing of two 19.0 metre articulated vehicles.

The loading dock facility is sufficiently large, to allow the turning movements of a 19.0 metre articulated vehicle to manoeuvre into the loading dock bays without encroaching onto the public highway, or onto the other loading bays. The convention facilities loading docks have a raised dock with hydraulic dock levellers at each docking position.

The total external area of the loading dock facilities for the ICC Sydney's convention facilities is approximately 1,296 m<sup>2</sup>.

#### **Production Loading Dock**

The production loading dock serving the Darling Harbour Theatre and Exhibition Hall 8 will accommodate three 19.0 metre articulated vehicles or outside broadcasting vans.

Vertical transportation via three large goods lifts has been provided in the production loading dock for food and equipment. The lifts will enable access to the stage level of the Darling Harbour Theatre and all levels of the convention facilities.

#### **In-House Loading Dock**

The in-house loading for food and beverage supplies to the main production kitchen, general deliveries and waste management will accommodate five 8.8 metre medium size vehicles at any one time.



## 2.7.7 LOADING PROCEDURES FOR ENTERTAINMENT EVENTS

Entertainment or concert productions will occur either in the Theatre, Darling Harbour Theatre, or an Exhibition Hall.

Experience across multiple capital city venues indicates that it takes an average of 20 to 40 minutes to unload/load a semi-trailer (depending on content and production requirements). If additional trucks above the allocated number of truck parking areas on the loading docks are required they will remain on standby at an off-site heavy vehicle marshalling area, which is to be arranged and should be situated in as close proximity to the venue as possible. The Production Manager will contact drivers when parking areas or loading docks become available. ICC Sydney will proactively inform and instruct all tour management to follow this coordinated approach for loading and unloading content, to ensure there are no trucks banked up on Darling Drive.

### **Production Bump-In**

Generally touring concert transport will arrive between 5.00am and 8.00am depending on the complexity of the setup. For the larger more spectacular concerts or for rehearsals, this could be a day or two prior to the performance date, if not on the event day. Production Managers will be briefed to avoid coordinating vehicle arrivals during peak hour commuter traffic on weekdays. However if this is unavoidable, arrival times will be synchronised so that convoy arrivals are prohibited and Production Loading Dock capacity is maintained at all times. No trucks are to layover on Darling Drive and wait while the loading dock becomes clear. Event traffic controllers will redirect any excess vehicles away from the site to the marshalling area.

### **Production Bump-Out**

Again depending on the event, the allocated number of trucks will be permitted to access the loading dock/s and additional trucks will layover in the heavy vehicle marshalling area. The technical team and the touring production manager will be responsible for implementing strategies that ensure that there is no bank up of trucks on Darling Drive or the approaches to the ICC Sydney. ICC Sydney will stringently enforce our traffic management plan to maintain clear and safe access to the roads surrounding the venue.

Bump-out generally commences as soon as a concert has concluded (from 10.30 to 11.00pm until the venue is cleared). It will be 40 – 60 minutes before the first fully loaded semi-trailer will leave the building. Given this time lag, there should be minimal obstruction to patrons leaving the venue or the carpark after the show. Event staff will be on duty to monitor traffic and pedestrian access points to ensure pedestrians retain priority.

A set of standard operating procedures, which will include traffic access to the secure service area, will be provided to all production management personnel. All parties will be required demonstrate adherence to these operating procedures at all times.

## 2.8 Security Plan (Operating Phase)

### 2.8.1 OVERVIEW

As Operator of ICC Sydney, AEG Ogden will be responsible for the security of the Convention Centre, Exhibition Centre, Theatre and Car Parks and will liaise with Sydney Harbour Foreshore Authority, which will be responsible for the Precinct Public Realm. The ICC Sydney Security Plan identifies all relevant security risks and hazards for the facilities, including criminal activities, potential terrorist threats and emergency situations, and sets out policies and procedures that are designed to prevent the occurrence of personal injury, property damage and service disruptions for all operational modes.

To protect life and property and maintain business continuity the ICC Security Plan provides a coordinated, structured and cost-effective framework to ensure:

- early detection of security vulnerabilities and their prevention, elimination or control;
- interface and communications with the Facility Manager;
- interface and communications with law enforcement agencies, emergency services, and transport providers;
- processes and procedures for response to security breaches and incidents; and
- processes and procedures for restoration of normal security conditions after security incidents.

The ICC Security Plan acknowledges the roles of the Sydney Harbour Foreshore Authority, Darling Harbour Live Partnership and Spotless Services who are the contracted Facility Manager for ICC Sydney and other stakeholders in Darling Harbour. The Plan recognises the requirement to work with these groups to ensure the overall security of the Precinct. In finalising and implementing the Security Plan ICC Sydney will consult with the authorities including SHFA, NSW Police Force, NSW Counter-Terrorism and emergency services to ensure a consistent and cooperative approach with risk management for the Precinct.

Activities by ICC Sydney to mitigate security risks will be supportive of the overall Sydney CBD Emergency Plan and any changes in the Federal Government's alert level of preparedness for terrorism.

### 2.8.2 SCOPE OF SECURITY OPERATIONS

The responsibility for ICC Security Operations falls within the Building Services Department with the Security Manager reporting to the Building Services Director.

Features of building security include:

- 24/7 manning of the ICC Control Room with monitoring of CCTV surveillance of the Convention Centre, Exhibition Centre, Theatre, Car Parks and the immediate perimeter of the facilities.
- Regular building, car park and perimeter patrols.
- Liaison with Sydney Harbour Foreshore Authority, New South Wales Police, City of Sydney, utility providers and other Darling Harbour stakeholders on security matters.
- Liaison with ICC Sydney Facility Manager on building matters outside of business hours.
- Direct involvement in the development, maintenance and implementation of Risk Management, Emergency Response and Business Continuity plans.
- Emergency Management notification and co-ordination including liaison with Emergency Services agencies and the ICC Sydney Facility Manager.

- Planning of Event Security overlays in consultation with Events Department.
- Coordination of Event Security operations, including contracted event security services, in consultation with Events Department.
- Liaison with New South Wales Police, Federal Police and other Government security agencies regarding security arrangements for VIP attendance at ICC Sydney.

## 2.8.3 GOVERNMENT INITIATIVES

In developing and implementing the Security Plan AEG Ogden will consult with the authorities including Sydney Harbour Foreshore Authority, NSW Police Force, NSW Counter-Terrorism and emergency services to ensure a consistent and cooperative approach with risk management for the Precinct.

Activities by AEG Ogden to mitigate security risks are required to be supportive of the overall Sydney CBD Emergency Plan and any changes in the Federal Government's alert level of preparedness for terrorism.

## 2.8.4 INTERFACE REQUIREMENTS

Security arrangements for ICC Sydney rely heavily on the design and security engineering solutions operated and maintained by the Facility Manager and as such consultative processes with the Facility Manager for planning, implementation and reporting in the areas below are integral to the Quality Management System:

- Building Management Systems;
- CCTV monitoring system;
- lift services systems;
- fire alarms, evacuation and warning systems;
- car park management systems;
- access control and people counting systems; and
- information and communication technology systems.

Effective working arrangements with police, ambulance, fire brigade, other emergency services, transport authorities, utility providers and other appropriate external parties established by the Security Manager provide for analysis of risk, emergency response and business continuity planning.

Additional security overlays (such as accreditation zones, patron searches, crowd control), including manned and electronic security, which are event specific and based on event risk assessments are implemented to meet internal operational requirements and facilitate delivery of ICC Sydney events.

The ICC Security Manager or the Security Supervisor on duty are required to remain in regular contact with the Facility Manager, particularly during event mode, to ensure a coordinated effort for monitoring and response to security and emergency threats and incidents.

## 2.8.5 COMPLIANCE

All security personnel employed or engaged by contract are required to comply with the licensing and other requirements of the New South Wales Security Industry Act and Workplace Surveillance Acts. Security activities must comply with, and/or address compliance with other NSW statutes and their regulations such as:

- Work Health and Safety Act;
- Smoke Free Environment Act;
- Major Events Act;
- Environmental Planning and Assessment Act;
- Protection of the Environment Operations Act;
- Food Act;
- Liquor Act;
- Firearms Act; and
- Weapons Prohibition Act.

Operational modes for core facilities and public realm areas, as appropriate, include security risk mitigations aligned with alert levels defined by the National Counter Terrorism Plan and the Anti-Terrorism Act.

All events are subject to a risk assessment to ensure adequate control measures are implemented to protect life, property, and the environment, and to mitigate security and business continuity risks. Under the Quality Management System (QMS) security is an integral part of the comprehensive event plan prepared to document and communicate the requirements of the Hirer/Event Organiser for each event.

## 2.9 Car Park Management Plan

### 2.9.1 OVERVIEW

ICC Sydney's car parking facilities will be managed and operated by ICC Sydney in accordance with the Car Park Management Plan. The car parking facilities comprise the following:

- |                                     |                                     |
|-------------------------------------|-------------------------------------|
| ▪ ICC Exhibition Car Park at RL 2.5 | 719 cars (includes 8 disabled bays) |
| ▪ Theatre Car Park at RL 2.5        | 107 cars (includes 5 disabled bays) |

The ICC Sydney's car parking infrastructure will offer safe, adequate and accessible parking facilities for people accessing the venue and the surrounding Precinct. ICC Sydney will manage the Car Parks to ensure optimum operation and revenue generation, while supporting the operational needs of the ICC Sydney and Darling Harbour Live Precinct.

The ICC Sydney Car Park Management Plan includes details of ICC Sydney's approach to car park management and the procedures, processes and management systems that will provide the infrastructure and appropriate levels of service in a sustainable and cost effective manner to meet current and future demands of ICC Sydney.

## 2.9.2 CAR PARK LOCATIONS

The locations of the ICC Sydney Car Parking facilities are as follows:

### **ICC Exhibition Car Park at RL 2.5**

The ICC Exhibition Car Park is part of the existing Sydney Convention and Exhibition Car Park, which will be retained for this development. The existing services and equipment will be completely replaced, facilitating higher head height clearance than the current facility. The ICC Exhibition Car Park will be accessed from Darling Drive to the west of the venue. There is one entry point and one exit point.

Three loading and unloading areas for exhibitors will be provided in the north-east, south-east and south-west corners of the Car Park with dedicated goods lifts to transport exhibition material to the two exhibition levels above.

### **Theatre Car Park at RL 2.5**

The Theatre Car Park will be accessed from the Darling Drive/Pier Street roundabout, via a shared roadway that serves the Theatre in-house loading dock. The roadway also provides access to the Sydney Harbour Foreshore Authority Maintenance Depot under the Pier Street Overpass.

The Theatre Car Park entry/exit control point is beyond the In-House Loading Dock.

## 2.9.3 CAR PARK OPERATION

The Operator of ICC Sydney, AEG Ogden, will be responsible for the day to day operation of the car parking facilities, including:

- developing, implementing and managing policies and procedures for the efficient and compliant operation of the Car Parks;
- collecting revenue from users of the Car Park;
- cleaning; and
- security.

The ICC Facility Manager, Spotless Services, will be responsible for Car Park maintenance and repair.

The following strategies will be implemented to ensure appropriate levels of service and maximised revenue generation from the Car Parks:

- 24 hour 365 days per annum operation, ensuring optimisation of revenue potential, and in recognition of the desire by Government to activate the Precinct 18/7;
- where dedicated parking has been booked for events, parking bays will be open two hours prior to commencement of the event and one hour after. The booked Car Parking areas will not be available to any other vehicles during this period;
- early arrivals for events are encouraged by offering pre-event promotional packages, and additional Car Park attendants will be rostered to ensure that traffic entering, exiting and moving around the Car Park is free flowing and incident free;
- broken down vehicles obstructing ingress and egress will be removed by towing if required;
- ticket holders who park in the Car Parks will be advised in advance by various methods of communication available to the Operator that there could be delays in leaving the Car Park at the end of an event. Planned post-event activities will also encourage patrons to delay departure until



pedestrian traffic has cleared. Parking attendants will be available to ensure egress from the Car Park occurs efficiently and safely.

Operations Plans for various scenarios will be prepared to optimise the egress process post event and minimise delays in exiting due to potential traffic conflicts with pedestrian movement, other vehicles and heavy transport. Strategies may include:

- manual opening of access/egress boom gates to the Car Park, to streamline traffic flow in or out as demand requires;
- additional resources to manage traffic flows inside Car Parking areas as demand requires;
- utilising in-house public address communication or car radio interruption to regulate and update customers as to the traffic situations;
- where there are multiple or back-to-back performances/events on the same day, where traffic is arriving for the next event before the previous event is finished, the Operator will:
  - attempt to program event start and finish times so there is enough time between events to mitigate this risk;
  - attempt to contact holders of parking packages by SMS who are arriving for the next session or performance to advise of the situation and direct them accordingly;
  - work with NSW Police / Roads and Maritime Services (RMS) Operations to provide messages on roadside signage advising of potential delays.
- Car Park / traffic management staff will be located on Darling Drive to monitor traffic flow and to ensure only authorised/ticketed vehicles access the appropriate Car Parks during peak event times;
- As required, variable message signage (VMS) will be located offsite, in mobile strategic positions to provide information relating to the traffic arrangements and availability of car parking at the ICC Sydney for particular events;
- The ICC Sydney Car Parks will not accommodate the total peak demand for parking at capacity events. On these occasions patrons will be able to seek alternative parking arrangements and to assist Destination Sydney will:
  - promote and encourage the use of public transport;
  - work with other city Car Park operators to provide up-to-date parking and traffic information that can be passed on ticket holders; ; and
  - develop marketing strategies and promotions that will encourage the public to arrive at the venue early

## 2.10 Ecologically Sustainable Development (Operating Phase)

### 2.10.1 OVERVIEW

Operation of ICC Sydney will be planned, delivered, and evaluated, taking into account the requirements of the NSW Protection of the Environment Operations Act 1997, using a Quality Management System (QMS) and integrated Environmental Management System (EMS) certified to ISO 9001 and ISO 14001 standards respectively. Ecological sustainability for the Operating Phase will take full account of the Ecologically Sustainable Development Report SSDA 1 Application prepared by AECOM. ICC Sydney will utilise the

Ecologically Sustainable Development tools successfully used by the Operator, AEG Ogden, at other venues that it operates. These include:

- AEG1 Earth encompassing environmental policy, visions and goals.
- AEG Econometrics tracking system for monthly resource use and waste generation.
- The Earth Check environmental management and certification program (developed by the tourism industry) is utilised as third-party verification of sustainability commitments via AEG 1 Earth.

The ICC Sydney General Manager will be responsible for implementing and maintaining an efficient, effective EMS to support the ICC Sydney Sustainability Strategy. The Compliance Manager will lead sustainability initiatives within the venue to achieve sustainability objectives and the Director of Event Operations will be responsible for the environmental performance of operations and events staged in the Convention Centre, Exhibition Centre and Theatre and licensed areas of the related Public Realm according to the EMS and the AEG 1 Earth program.

Performance is monitored through AEG Econometrics and reported through business Key Performance Indicators (KPI's) under ICC Sydney's governance program and aligned with the KPI's of the entire project. All employees can contribute to sustainability objectives therefore compliance reports include sustainability under all departments.

While the design of events is the Hirer's direct responsibility published guidelines and online tools such as carbon calculators are used to encourage and influence hirers to consider more sustainable practices when developing events. AEG Ogden gives every support possible to Hirers wishing to stage sustainable events as per the international standard ISO 20121 Event Sustainability Management System.

Sustainability messaging is reinforced through appropriate educational signage at venues, facilities-specific marketing communications, and published guidelines for groups - such as delegates and visitors, suppliers and contractors – in order to drive behavioural change.

To support the EMS appropriate training and awareness programs are delivered to ICC Sydney employees and contractors. ICC Sydney encourages and facilitates ongoing education and professional development in the area of sustainability for employees with key responsibilities in sustainability and environmental performance.

The EMS includes a Sustainable Purchasing Program (SPP) providing all departments with practical guidelines for selecting suppliers and goods and services with reduced impact on the environment and based on sustainable practices.

For any proposed supply chain, process, equipment or technology changes, including refurbishment or upgrades, sustainability in design, implementation, operation and maintenance are primary considerations in risk assessment and decision making processes.

The overall environmental performance of operations at the core facilities will be certified under the EARTH CHECK program according to the following targets:

- Complete benchmark assessment and achieve Bronze status within first year of operation.
- Complete certification audit and achieve Silver status within second year of operation.
- Maintain 5 years continuous Silver certification to achieve Gold status.
- Maintain 5 years continuous Gold certification to achieve Platinum status.

The Earth Check logo and marketing collateral will be used to publicise and market the sustainability credentials of the core facilities as part of Darling Harbour Live.

To continually reduce the facilities' environmental impact AEG Ogden engages with employees via a cross-functional 'Environmental Taskforce' or 'Green Team' tasked with identifying and delivering further initiatives, and associates with like-minded business.

Participation in community awareness campaigns and events such as Earth Hour, and relationships with local and non-profit organisations has long been part of AEG Ogden's activities as an environmentally responsible organisation.

New sustainability issues which arise through the improvement process within the EMS or through the Green Team or community engagement are addressed via internal meetings and communicated to Darling Harbour Live Partnership through routine governance reporting and in any communications relating to evaluation of KPIs or review of the Operating Phase Sustainability Plan.

The KPIs for the Operating Phase Sustainability Plan will be evaluated by the Compliance Manager and the General Manager at least annually and made available to Darling Harbour Live Partnership in a timely manner in order to meet any prescribed reporting deadlines.

The Operating Phase Sustainability Plan will be reviewed, developed, and updated at least annually and if there is any significant change in market or operating conditions. Updates will be provided to the Darling Harbour Live Partnership in a timely manner in order to meet any prescribed reporting deadlines.

## 2.10.2 OPERATIONS

### Energy

Delivering events requires energy, including energy generated using fossil fuels, such as coal for electricity, natural gas, petrol, diesel, and propane. The Building Services Director will consult and cooperate with the Facility Manager to assist the core facilities to reduce overall energy consumption and greenhouse gas emissions and reduce dependence on fossil fuel use by close monitoring of building services and selection of energy efficient options wherever possible.

As the Operator, AEG Ogden must conform to the specific needs of its Hirers – event producers, performers, sports managers. Unlike typical commercial, residential, or industrial buildings our facilities have extreme variability in frequency of use, capacity, and therefore energy needs, which present unique challenges in terms of energy efficiency.

### Water

ICC Sydney will maintain an ongoing commitment to reduce overall water consumption and demonstrate the value of water efficient operations at the core facilities.

The following measures successfully employed at existing buildings managed by AEG Ogden will be employed by ICC Sydney:

- employee and client awareness;
- training in water efficient cleaning practices;
- collection of excess ice and water from events for reuse in cleaning activities;
- continued investment in water-efficient fixtures, appliances and equipment;
- continued investment in cooling and heating measures;
- continued investment in use of harvested rainwater, recycled and reclaimed water; and
- use of irrigation equipment and practices.

## Noise

Noise management during the operating phase of Sydney ICC will be undertaken in accordance with the Sydney International Convention, Exhibition and Entertainment Precinct Environmental Noise and Vibration Impact Assessment undertaken by AECOM. This assessment was undertaken within the scope of the NSW Industrial Noise Policy (INP) 2000, the NSW Road Noise Policy (RNP) 2011 and the Noise Guide for Local Government NGLG 2010.

In addition to the acoustic elements of the ICC Sydney design, which have been tailored to meet statutory and Community Social responsibility (CSR) requirements, the day to day operation of the facilities will take full account of those same requirements. In particular

- loading dock activity will be monitored and managed to minimise acoustic impact on neighbouring residential and commercial properties;
- noise from events, including the noise levels of bands and other musical outputs, will be monitored and controlled in accordance with the licensing requirements of the NSW Office of Liquor, Gaming and Racing Current Noise Condition.
- acoustic considerations will dictate the nature and timing of events that are held on the Event Deck.
- Event Deck operations will be limited to the hours of 6.00am and 11.00pm.

Noise management policies and processes will be incorporated into the ICC Business Management System Policies and Processes and noise monitoring to ensure statutory and CSR compliance will be ongoing.

## Materials and Waste

By its nature the events and entertainment industry can create large amounts of waste in short amounts of time, and the types of waste streams can vary constantly. Unlike single purpose facilities there are often challenges with turnaround times between events and limited space for waste storage or sorting.

In busy facilities exhibitors are a source of large quantities of varied waste streams during set up and break down of exhibitions where time and space constraints can hinder adequate separation of waste streams. ICC Sydney will work with third parties facing these types of challenges to maximise the diversion of waste streams. Recognition programs will be used to highlight exhibitors, event organisers or hirers who demonstrate consistent improvements in reducing waste quantities or the environmental impact of their waste under difficult circumstances.

ICC Sydney will develop and implement a Waste Management Plan which accounts for all material and waste flows in and out of its buildings and the most appropriate methods to reduce material use and waste stream volumes in order to overcome these challenges.

## Transportation

ICC Sydney's own transportation emissions will be minimal with only a few vehicles required for daily operations. Petrol or diesel usage makes up less than 0.5 percent of the total energy AEG consumes across all venues that it operates.

Event related activities result in a significant amount of indirect emissions, such as shipping of goods and services, employee commutes and travel, and audience travel. The ability to influence the transportation

decisions of its employees, partners, Hirers and patrons is recognised by ICC Sydney. The extent of influence over personal behaviour will greatly depend on the local conditions and the car park design.

Where they are within ICC Sydney's control, appropriate measures to reduce both direct and indirect transportation emissions will be implemented or considered in business planning:

- identifiable paths, wayfinding signage, and customer services to efficiently guide pedestrians, cyclists, and public transport users to entrances and public spaces;
- real time display screens for public transport and airport flight information in main reception areas and entrances;
- investigate ability of infrastructure to support linking public transport with ticket sales;
- future proof communications infrastructure (ICT and AV) to support new technologies, particularly around access to real time transport information;
- real-time interactive car park signage to reduce use of lighting and ventilation resources;
- incentives for Hirers or patrons, and rewards for employees, who use cycles, public transport, carpooling, hybrid, electric or alternate fuel vehicles;
- alternatives to petrol/diesel vehicles.

### **Supply Chain Management**

The ICC Sydney procurement policy includes a Sustainable Purchasing Program (SPP) which forms the basis of the Supply Chain Guide to Sustainability.

The SPP addresses the environmental impacts of the full life-cycle of the products and services used in operating the core facilities: defining environmental attributes, general guidance for material selection, and specifications by product or service category. Resources include templates for letters to suppliers and contractors, guidelines for tracking and reporting, and environmental certification schemes.

Environmental certifications, standards or ratings are set in four (4) high impact categories:

- heating, ventilation and air conditioning;
- lighting;
- paper; and
- housekeeping supplies.
- Econometrics tracks and reports percentage of spend on environmentally preferable products or services against targets for minimum spend per facility on green cleaning products, office paper, housekeeping paper, sustainable food (within 100 km radius and/or certified organic), and biodegradable food service disposables.

The SPP also serves as guidelines to the Facilities Manager and companies within the supply chain to understand their obligations, promote sustainable behaviour, and where possible create financial incentives. For example prioritising:

- use of local suppliers with environmentally efficient transport options;
- products certified under environmental certifications, standards or rating schemes;
- products with substantiated environmental claims or attributes;
- products that can be reused or recycled or composted, or have a longer durable life;
- products with organic or bio-based or recycled/recovered or biodegradable content;
- bulk purchases and avoidance of excessively packaging goods;
- products using renewable materials or energy sources, low carbon processes, lower use of energy and water;



- products without (or low in) harmless chemicals such as bleach, dioxin, voc, ozone depleting substances; and
- product stewardship programs for collection of materials/parts at the end of life for alternate use, recycling or regulated disposal.

## 2.11 Community Use of Facilities

### 2.11.1 COMMUNITY MEETINGS

In the densely populated and built-up surrounds of the Ultimo area, suitable facilities for community organisations and groups to meet regularly are a challenge. ICC Sydney will allocate 200 hours of meeting room use per annum free of charge to approved community organisations, in consultation with local authorities. The rooms will be provided on an availability basis and will be subject to a booking process managed by the Operator.

In addition, ICC Sydney will nominate a small meeting room within the Centre that will be available for community groups to book at discounted rates, subject to availability, for community meetings.

### 2.11.2 COMMUNITY SOCIAL RESPONSIBILITY (CSR) INITIATIVES

ICC Sydney recognises the social benefits that convention, exhibition and entertainment facilities can deliver to the communities in which they operate. The Operator, AEG Ogden will implement CSR initiatives similar to those provided by other facilities that it operates. These include:

- Prioritising employment requests from suitably qualified and experienced applicants who are residents of the local community and surrounding areas. This approach will benefit local residents and contribute to environmental sustainability and operational efficiencies as local residents have shorter travel times and the convenience of close proximity. Targeted campaigns will be implemented to inform and identify quality local candidates for casual positions in front-of-house, food and beverage and support services.
- Contribute to the local community via direct interaction and ongoing support of selected local schools under an 'Adopt-a-School' program. Under this program ICC Sydney will advocate for selected students to attend appropriate events within conferences/exhibitions that have educational benefits and/or exposure to future careers (subject to the approval of the event organisers). This may also include the opportunity for school cultural groups to be represented at ICC Sydney events (e.g. School choirs to sing the National Anthem at particular events). In addition, ICC Sydney will provide benefits (e.g. two tickets to a concert nominated by ICC Sydney) free of charge to assist fundraising initiatives. As unique contributions, these items are often among the most sought-after at auctions and regularly return multiples many times their face value.
- Under its 'Community Cooking' initiative ICC Sydney will utilise its experienced culinary team, if possible in association with local community groups or service clubs, to provide lessons in basic nutrition, healthy eating, sensible shopping and affordable meals for those in the local community most in need. The sessions will provide an opportunity to learn new and practical skills and provide a boost in confidence and self esteem
- In addition to specific programs and initiatives, ICC Sydney will at all times be a good corporate citizen of the local community and seek further opportunities for engagement and support as they arise, subject to the availability of resources.

## 2.12 The Event Deck

### 2.12.1 OVERVIEW

The Event Deck is an outdoor space at ICC Sydney. It will be operated by the ICC Sydney Operator and maintained by the ICC Facility Manager, Spotless Services. The space will generally be accessible by the public, however it will be utilised for events, both standalone and as a part of larger events that utilise other areas of ICC Sydney. Additionally, ICC Sydney will work proactively to engage Sydney Harbour Foreshore Authority and other precinct stakeholders and community groups to maximise the use of the Event Deck outside of commercial/ICC events for community events.

### 2.12.2 PUBLIC ACCESS

Public access through the Event Deck will be maintained for all but the most ‘special or high security events’ (noting many events may use much less than the Event Deck’s full 5000 square metres). Where workplace health and safety issues (i.e. while building an event) exist, all reasonable attempts shall be made to divert the public around the restricted area on the Event Deck rather than simply shut down public access altogether.

Public access will generally be on a sun up/sun down basis, similar to the Botanic Gardens or as agreed. In non-event mode the Event Deck will generally be accessible to the public. Policies, Rules and Regulations for the use of the Event Deck by the various precinct stakeholders, community groups and the general public will be developed by the Operator, taking into account management guidelines for the overall Public Realm, and where appropriate, contractual agreements including provisions for insurances and indemnities, hire fees, cost recovery and the like will apply.

### 2.12.3 OXYGEN LOUNGE

The design of the Event Deck provides for a covered area of approximately 1,200 square metres (including amenities) located at the Eastern edge of the Event Deck. This area, to be known as the Oxygen Lounge, will be used for the hosting of smaller events such as cocktail and pre-dinner events and can be incorporated for use in larger events that might use covered structures to extend the covered area.

### 2.12.4 DESIGN

Darling Harbour Live commits to further design development with respect to the look and feel of the Event Deck including exploration of temporary overlays such as marquees/covers/hoekers which would be made available to hirers by third party suppliers for specific events. Moveable landscape elements, the design of which will be detailed during design development, will be provided for periods when the Event Deck is in use as a part of the Public Realm.

### 2.12.5 FREQUENCY OF USE

A notional event program developed by AEG Ogden “Frequency of use of the Event Deck and the Oxygen Lounge” indicated that the maximum number of days on which the Oxygen Lounge and Event Deck would be used would be approximately 220 days, including bump in and bump out days. Of this it is anticipated that up to 80 days, inclusive of bump in and bump out, would require the erection of some temporary

structures. Also included in these estimates is approximately 10 days for major public events organised by Sydney Harbour Foreshore Authority. The majority of events would not prevent public access and thoroughfare.

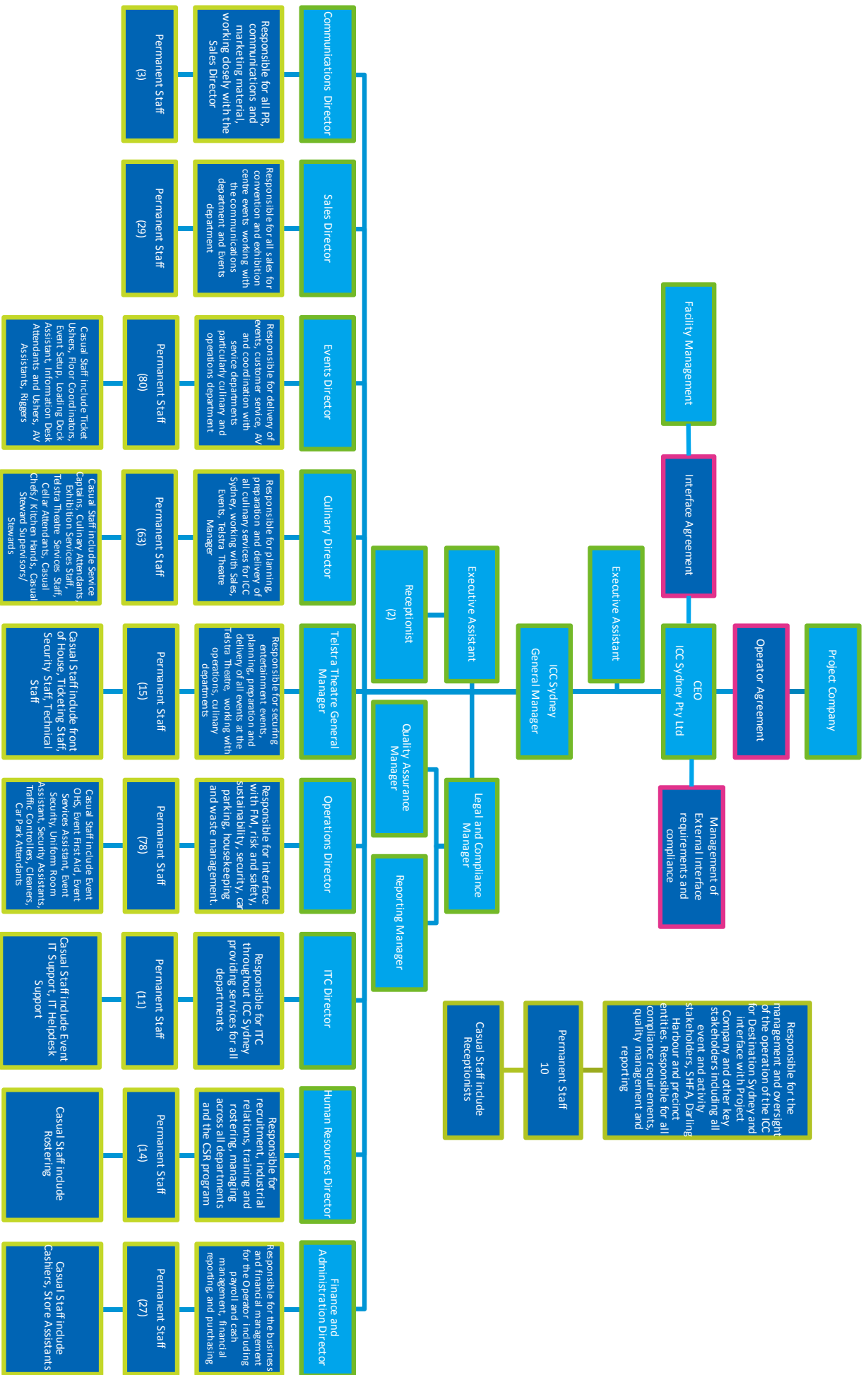
The types of uses envisaged for the Oxygen Lounge and Event Deck include:

- Event at the Oxygen Lounge (e.g. Conference pre-dinner drinks, private functions);
- Outdoor exhibition, with or without a temporary structure;
- Major event set up (Bump in Bump out);
- Conference dinner with background music, either in the Oxygen Lounge or within a temporary structure;
- Conference dinner with live music, either in the Oxygen Lounge or within a temporary structure;
- Up to six large celebratory event (Australia Day, New Years Eve etc) each year.
- These events or functions will be undertaken between the hours of 7am and 10pm (including bump in and bump out) except for large celebratory events. Low noise events or functions where there is no risk of exceeding the recommended noise level at the nearest residence at Night Time (after 10 pm) as recommended in the Environmental Noise and Vibration Impact Assessment prepared by AECOM will be finished by 11.00pm.

Sydney Harbour Foreshore Authority usage shall be at nominal rent for non-commercial use and this pricing shall be subject to the recovery of reasonable costs by ICC Sydney.

# Attachment 1

## ORGANISATION STRUCTURE



# Attachment 2

## TRAFFIC, TRANSPORT ACCESS MAP



