

# **WALSH BAY ARTS PRECINCT**

## **DRAFT OPERATIONAL PLAN OF MANAGEMENT**

**January 2015**

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# 1. INTRODUCTION

## 1.1 Purpose of Operational Plan of Management

The Operational Plan of Management (OPM) sets out the overarching operational management framework for activities and events to be held in the Walsh Bay Arts Precinct (WBAP). The purpose of the OPM is to ensure that the operation of the WBAP:

- will not generate any significant or unacceptable impacts on the amenity of residents of the locality
- will be safe for participants and members of the public
- will not damage the heritage fabric of the wharves
- will not interfere with the public enjoyment of the wharf aprons and public domain generally
- complies with the statutory requirements applicable to the precinct.

Arts NSW has overall responsibility for the management of the WBAP. This OPM will be an integral part of the management framework for the precinct. It will be supplemented by Event Management Plans which will be prepared for any major events to be held in the precinct.

This OPM will be reviewed concurrently with the preparation of the detailed State Significant Development Applications for the construction of the public domain, building alterations and specific uses. This is to ensure that operational management is aligned with the final detailed design and use of the precinct.

The OPM may be amended to ensure it remains up-to-date with respect to legislation and/or government policy. Arts NSW will also monitor the operational effectiveness of the OPM and may revise from time to time to ensure the plan's ongoing effectiveness and suitability in managing events in the precinct.

## 1.2 Overview of the Walsh Bay Arts Precinct

The WBAP comprises:

- the use of Pier 2/3 for new arts facilities including performance venues for the Australian Chamber Orchestra, Bell Shakespeare and Australian Theatre for Young People as well as events/art space for the Sydney Writers Festival, Biennale of Sydney and a wide range of commercial and artistic events
- the refurbishment of the ground floor arts facilities of Wharf 4/5 and its associated shore sheds for Bangarra Dance Theatre, Sydney Dance Company, Sydney Philharmonia Choir, Gondwana and Song Company
- new commercial retail opportunities
- the creation of a major waterfront public square to become an innovative external platform for collaborative performances, festivals, public art, cafés, restaurants, commercial and community activities.

A new program of events will be introduced to complement and enhance the cultural and artistic offerings in the Precinct.

## 2. PRECINCT MANAGEMENT

### 2.1 Precinct management overview

The WBAP will accommodate a wide ranging program of arts and cultural events throughout the year, from small scale private functions through to major arts festivals and special events.

All activities and events at the WBAP will need to be controlled to various degrees, from the booking of a space for a small one-off function that requires minimal to no infrastructure and equipment to larger more complex events that require a detailed and comprehensive Event Management Plan.

Overall responsibility for the management of the use rests with the Arts NSW. However, it will be the responsibility of the event organiser to develop the appropriate event specific plans and submit these to Arts NSW for approval. For larger and more complex events the event organiser must work closely with Arts NSW throughout the planning process to ensure all relevant issues as identified in this OPM are appropriately addressed.

At any one time, there will be a person who is designated as being specifically responsible for the management of the precinct, known as the "Precinct Manager". The contact details of the Precinct Manager will be provided to the City of Sydney and NSW Police as well as other relevant government agencies on request.

The Precinct Manager will have responsibility for ensuring that all events and activities in the WBAP are undertaken in accordance with the requirements of this OPM.

### 2.2 Event Management Plan

An Event Management Plan must be prepared for each major event to be held in the WBAP. The Event Organiser is responsible for preparing the Event Management Plan which should be submitted to Arts NSW when seeking approval to undertake the event.

The size, scope and complexity of an event will determine what elements to include in the EMP. Not all elements are required for every event plan. Elements include:

- event details;
- public liability insurance;
- communication strategy;
- site plan to scale;
- traffic management
- emergency management;
- security;
- pedestrian management;
- first aid and public health;
- alcohol management (liquor licensing);
- waste management;
- noise management;
- food offer;

- infrastructure/facilities;
- power and lighting;
- temporary structures; and
- water management

This OPM provides detailed guidance on issues to address when preparing an Event Management Plan.

The timeline for the submission of specific Event Management Plans is subject to the size, type and complexity of the event being proposed. In some cases, it will require consultations between the event organiser and Arts NSW more than 12 months prior to the proposed event date.

An Event Management Plan will need to be accompanied by the following additional plans:

- Security Management Plan
- Emergency and Incident Response Plan
- Risk Management Plan
- Occupational Health and Safety Plan
- Waste Management Plan
- Transport Management Plan

### 3. DESCRIPTION OF ACTIVITIES/EVENTS

#### 3.1 Overview

The WBAP concept anticipates that the precinct will be home to a wide array of arts and cultural uses. The precinct will accommodate performance and rehearsal spaces, artist studios and events spaces allowing for the introduction of a new program of events plus new cultural and artistic offerings. Complementary commercial opportunities, including restaurants, cafes, bars and shops are also anticipated.

The types of events that may be held in the WBAP include:

- Arts festivals
- Musical concerts and other performances
- Special events such as New Year’s Eve
- Markets
- Open air cinema and theatre
- Food and wine events
- Workshops for dance, choirs, children’s performance etc
- Performance rehearsals

The public domain is designed to be both highly accessible and highly flexible, suited to a wide range of events and performances.

#### 3.2 Event Categories

For the purpose of traffic and noise management, events to be held at the WBAP have been categorised into one of four categories. The criteria used to classify an event are outlined in Table 1.

**Table 1 Event Categories**

CATEGORY	CRITERIA	EXAMPLES
<b>Category 1 Major Events</b>	<ul style="list-style-type: none"> <li>▪ up to 10,000 people</li> <li>▪ max 4 times per year</li> <li>▪ must not occur over more than one day</li> <li>▪ use must not occur before 6.00 am or after midnight on any day, except New Year’s Eve (when the use may occur until 2.00 am the following day)</li> <li>▪ music to be ceased by 11pm in all cases (with the exception of New Year’s Eve)</li> <li>▪ set-up/dismantle time for the use must not start earlier than 6.00 am, or end later than midnight, on any day, except New Year’s Eve when set up/dismantle may occur until 2.00am the following day</li> <li>▪ clean up time for the use must end no later than 2</li> </ul>	<p>New Year’s Eve Australia Day</p>

	hours after the use was to stop occurring or may be undertaken the following day	
<b>Category 2 Arts and Cultural Festivals</b>	<ul style="list-style-type: none"> <li>▪ up to 7,500 people moving through the site at any one time</li> <li>▪ can occur over consecutive days</li> <li>▪ max 6 times per year</li> <li>▪ use must not occur before 7.00am or after 12 midnight on any day (including set up/dismantle and clean up time)</li> <li>▪ music to be ceased by 11pm in all cases</li> </ul>	Sydney Writer's Festival Corroboree Vivid Biennale Kaldor Projects
<b>Category 3 Community events</b>	<ul style="list-style-type: none"> <li>▪ up to 5,000 people</li> <li>▪ no limit on number of community events held in a year</li> <li>▪ can occur over consecutive days</li> <li>▪ use must not occur before 7.00am or after midnight on any day, including set up/ dismantle time and clean up</li> <li>▪ music to be ceased by 11pm in all cases</li> <li>▪ use of localised low output amplified sound system for announcements or for live intimate entertainment</li> </ul>	Arts organisation open days Community markets City of Sydney Art and About Tropfest live site ACO Christmas Gala
<b>Category 4 Private events</b>	<ul style="list-style-type: none"> <li>▪ up to 1,000 people</li> <li>▪ no limit on number of private events</li> <li>▪ use must not occur before 7.00am or after midnight, including set up/dismantle and clean up time</li> <li>▪ music to be ceased by 11pm in all cases</li> <li>▪ private event should not restrict or impede public access to public outdoor areas</li> <li>▪ use of localised low output amplified sound system for live intimate entertainment</li> </ul>	Commercial launches Exhibition openings Private functions Conferences, expos and the like

## 4. NOISE MANAGEMENT

### 4.1 Purpose

The purpose of this section is to summarise and outline mitigation and management measures to control the impact of noise from events at the site on surrounding noise sensitive properties. A full Event Operational Noise Management Plan (EONMP) including identification of surrounding noise sensitive locations is included in Appendix 1.

All noise management policies and noise control targets within this Plan should be reviewed and agreed to by NSW EPA. The EONMP outlines WSP's recommendations for such noise management measures and control targets, based on knowledge of targets and controls placed on similar facilities in Sydney, including those referenced in the case studies provided in *NSW Noise Guide for Local Government* [NSW DECCW, 2010] (NGLG).

All targets and controls are developed for the proposed event category types for the facility, as detailed in Section 3.

### 4.2 Noise limits and controls

Recommended event noise control targets for each event category type are presented in Table 2.

**Table 2 Recommended event noise control targets**

Category	Event Noise Control Targets
<b>Category 1 Major Events</b>	<p>The following noise limits apply at all surrounding noise sensitive receptors:</p> <ul style="list-style-type: none"> <li>■ A-weighted average sound pressure level (<math>L_{Aeq,7}</math>) <math>\geq 70</math> dB</li> <li>■ A-weighted maximum sound pressure level (<math>L_{Amax}</math>) <math>\geq 80</math> dB</li> <li>■ C-weighted maximum sound pressure level (<math>L_{Cmax}</math>) <math>\geq 100</math> dB</li> </ul> <p>An exceedance of these noise limits during a single 5-minute period of the first 15 minutes of the performance of each new separate band or act will not be taken as a breach</p>
<b>Category 2 Arts and Cultural Festivals</b>	<p>The following noise limits apply at all surrounding noise sensitive receptors:</p> <ul style="list-style-type: none"> <li>■ A-weighted average sound pressure level (<math>L_{Aeq,7}</math>) <math>\leq</math> Background noise level (<math>L_{A90,7}</math>)+10dBA</li> </ul>
<b>Category 3 Community events</b>	<p>The following noise limits apply at all surrounding noise sensitive receptors:</p> <ul style="list-style-type: none"> <li>■ A-weighted average sound pressure level (<math>L_{Aeq,7}</math>) <math>\leq</math> Background noise level (<math>L_{A90,7}</math>)+5dBA</li> </ul>
<b>Category 4 Private events</b>	<p>The following noise limits apply at all surrounding noise sensitive receptors:</p> <ul style="list-style-type: none"> <li>■ A-weighted average sound pressure level (<math>L_{Aeq,7}</math>) <math>\leq</math> Background noise level (<math>L_{A90,7}</math>)+5dBA</li> </ul>

Note that it is intended that the noise criteria in **Error! Reference source not found.**Table-2 apply only to sources which are within the immediate control of the event operators, such as sound amplification systems. As such, these do not to apply to crowd noise. However, it is

expected that excessive crowd noise will be controlled through appropriate management policies by events operators.

### 4.3 Operational noise management measures

Recommended operational noise control methods for each event category type are presented in Table 3.

**Table 3 Recommended operational noise control measures**

Category	Operational noise control measures
<p><b>Category 1</b> <b>Major Events</b></p>	<ul style="list-style-type: none"> <li>■ Capacity no greater than 10,000 people</li> <li>■ No more than 4 such events per year</li> <li>■ Events must not occur over more than one day</li> <li>■ Use of facility must not occur before 6.00 am or after midnight on any day, except New Year’s Eve (when the use may occur until 2.00 am the following day)</li> <li>■ Music to be ceased by 11pm in all cases (with the exception of New Year’s Eve)</li> <li>■ Set-up/dismantle time for the use must not start earlier than 6.00 am, or end later than midnight, on any day, except New Year’s Eve when set up/dismantle may occur until 2.00am the following day</li> <li>■ Clean up time for the use must end no later than 2 hours after the use was to stop occurring or may be undertaken the following day</li> <li>■ For any event which uses the internal performance spaces of WBAP as well as the public domain, any noise generating internal space shall be sealed and mechanically ventilated unless a noise impact assessment is conducted for the event deeming this measure unnecessary to comply with the event noise control targets</li> <li>■ Rehearsals and sound tests which are audible at any surrounding noise sensitive receptor must be held between 10am and 7pm and be kept to an absolute minimum. Not to exceed 4 hours duration.</li> </ul>
<p><b>Category 2</b> <b>Arts and Cultural Festivals</b></p>	<ul style="list-style-type: none"> <li>■ No more than 7,500 people moving through the site at any one time</li> <li>■ No more than 6 such events per year</li> <li>■ Use of facility must not occur before 7.00am or after midnight on any day (including set up/dismantle and clean up time)</li> <li>■ Music to be ceased by 11pm in all cases</li> <li>■ For any event which uses the internal performance spaces of WBAP as well as the public domain, any noise generating internal space shall be sealed and mechanically ventilated unless a noise impact assessment is conducted for the event deeming this measure unnecessary to comply with the event noise control targets.</li> <li>■ Rehearsals and sound tests which are audible at any surrounding noise sensitive receptor must be held between 10am and 7pm and be kept to an absolute minimum. Note to exceed 4 hours duration.</li> </ul>

Category	Operational noise control measures
<b>Category 3 Community events</b>	<ul style="list-style-type: none"> <li>■ Capacity no greater than 5,000 people</li> <li>■ Use of facility must not occur before 7.00am or after midnight on any day, including set up/ dismantle time and clean up</li> <li>■ Music to be ceased by 11pm in all cases</li> <li>■ For any event which uses the internal performance spaces of WBAP as well as the public domain, any noise generating internal space shall be sealed and mechanically ventilated unless a noise impact assessment is conducted for the event deeming this measure unnecessary to comply with the event noise control targets.</li> <li>■ Rehearsals and sound tests which are audible at any surrounding noise sensitive receptor must be held between 10am and 7pm and be kept to an absolute minimum. Note to exceed 4 hours duration.</li> </ul>
<b>Category 4 Private events</b>	<ul style="list-style-type: none"> <li>■ Capacity no greater than 1,000 people</li> <li>■ Use of facility must not occur before 7.00am or after midnight, including set up/dismantle and clean up time</li> <li>■ Music to be ceased by 11pm in all cases</li> <li>■ For any event which uses the internal performance spaces of WBAP as well as the public domain, any noise generating internal space shall be sealed and mechanically ventilated unless a noise impact assessment is conducted for the event deeming this measure unnecessary to comply with the event noise control targets.</li> <li>■ Rehearsals and sound tests which are audible at any surrounding noise sensitive receptor must be held between 10am and 7pm and be kept to an absolute minimum. Not to exceed 4 hours duration.</li> </ul>

#### 4.4 Noise mitigation techniques

The following measures outline possible mitigation which may be employed and is recommended to ensure the event noise control targets are achieved.

##### *Category 1 and 2 events*

- Provide a 'house' front-of-house (FOH) sound reinforcement system for use in major events which is designed, installed and set-up to meet noise emission criteria at surrounding sensitive receivers. This will reduce the set-up time and design changes which would be associated with any external / 'touring' systems installed by events operators to meet noise emission criteria.
- Ensure audio signal compressors are installed within all sound reinforcement control systems to allow peak noise levels to be controlled by operators independently of overall volume.
- Use directive FOH speaker system (steered line-arrays or similar) to reduce 'noise spill' to surrounding areas and ensure sound is directed towards audience which will provide absorption of sound, reducing the reflections to surrounding areas.
- For events on the temporary floating stage, consider the use of shore located relay speakers as opposed to large FOH system located on the floating stage.
- Provide a sound level meter / monitor in the mixing desk position, assuming this to be in the audience area in Waterfront Square. This will allow the desk operator to monitor noise levels and reduce / compress as required in real-time. For events which are to be externally noise monitored (see Section [Error! Reference source not found.4-4](#)), this

mixing desk position should be validated against and compared to the external monitoring levels at the worst affected noise sensitive receiver.

#### **Category 3 and 4 events**

- Provide portable active 12" – 15" Public Address style loudspeaker systems for use in events which are limited to the produce sound pressure levels not exceeding 80 dBA @3m.
- Ensure that event layouts and zoning do not place loud activities or sound reinforcement systems in close proximity to the entry / exit points. This is particularly relevant for the entry / exits points facing Pier 1 and Pier 6/7.

### **4.5 Noise Monitoring**

External noise monitoring at surrounding noise sensitive receptors during events is recommended for certain event types. The purpose of this noise monitoring is to assess compliance with the established event noise control targets and if required apply mitigation during events to meet the required noise criteria.

Noise monitoring at surrounding noise sensitive locations is recommended for:

- All Category 1 events with the exception of New Year's Eve\*
- Major Category 2 events where any stage set-ups or performance areas using sound reinforcement are proposed.

\* The abundance of other noise sources around the Sydney Harbour area on New Year's Eve will mean isolating the measurement of noise associated with events at WBAP will be extremely difficult and hence likely unnecessary.

For details of the noise monitoring requirements please refer to the EONMP in Appendix 1.

### **4.6 Community Consultation**

Key to the successful staging of events in the facility will be strong community engagement and consultation on any events which are to take place. This information relayed to the community should include the proposed dates and times of events, along with any rehearsal times, set-up and clear-up times, etc. The community may be engaged through measures such as:

- Newsletters distributed by the WBAP operators.
- Notification of events through the Walsh Bay Precinct Association.
- Letter-drops to all surrounding noise sensitive receivers.
- Notifying strata's of surrounding residential properties and all identified noise sensitive receivers.
- SMS and email services. Interested parties could register to receive SMS or emails with information about events.
- Posters and public information displays.

Further detail regarding community consultation requirements is provided in Section 11.

#### **4.7 Complaints procedure and record handling**

It is recommended that the event operator establishes a complaints hotline for any event noise related public complaints. This hotline should be in operation throughout the full operational hours of the event, including rehearsals, sound tests, set-up and clear-up times.

An email address and physical address should also be made available for any written complaints.

Details on how to lodge a complaint should be included in all community consultation information (see Section 4.6).

The operator will be required to respond to all complaints. For details of the recommended responses to complaints please refer to Section 4.6 of the EONMP in Appendix 1.

The facility operators shall keep records of noise management issues including:

- Complaint register tracking all complaints made and resulting actions taken
- Noise monitoring reports for all monitored events

These records shall be made available to the EPA upon request. It is recommended that records are kept locally for up to three years prior to being archived.

#### **4.8 Temporary plant equipment**

Certain events may require the use of temporary plant equipment to be installed at the site, such as generators and water pumps. All such equipment is to be selected and located in order to ensure that total noise emissions from the temporary plant equipment do not exceed the INP Intrusiveness Criteria at any surrounding noise sensitive receptor (refer to the EONMP in Appendix 1). This may require the use of containerised silenced generators, acoustic screening and selective location of temporary plant.

## 5. SECURITY MANAGEMENT

### 5.1 Purpose

The purpose of this section is to establish the overarching guidelines to manage security in the precinct. An event specific Security Management Plan is required to be completed for any major event being held at the site.

### 5.2 General security measures

The following security measures will be established for the WBAP:

#### Central Command

A central command point will be established in Arts NSW to manage public domain and facilities across the WBAP. The central command will be overseen by the Precinct Manager who will be responsible for the smooth, safe and secure operation of the precinct.

The central command will be responsible for communicating and liaising with NSW Police, Roads and Maritime Services, City of Sydney, Sydney Harbour Foreshore Authority and emergency service agencies. It will also work closely with neighbouring business and residents, particularly in relation to issues which may extend outside the WBAP boundaries.

The central command point will also act as the event command centre for any major events that may be held in the precinct. During major events the Precinct Manager will be located on site to oversee the communication and emergency services operations.

#### Security/Ranger Patrols

Security or ranger type patrols will be used in the public domain. The patrols will be responsible for public safety and security, asset protection, access control, customer service, incident response and emergency services liaison.

During the holding of events security/ranger services will be enhanced to ensure event specific security responsibilities are met, having regard to event security risk assessment and controls.

Security/rangers will be in contact with the Precinct Manager via phone and GPS radio network at all times.

#### CCTV

Closed circuit television (CCTV) will be introduced into the precinct. CCTV is an important element in the security management of major public domain areas.

CCTV will be located at key pedestrian and vehicular entry points to the precinct.

The use of the camera system will be in accordance with the NSW Government Security Industry Act. Access to footage or recordings will only be by written request from NSW Police or via a court subpoena for evidence.

#### Lighting

A lighting concept has been prepared for the WBAP which proposes the introduction of extensive lighting throughout the public domain and at access points into the precinct.

Effective lighting will allow for adequate surveillance of spaces. It will also help people easily see and interact with others, ensuring they feel safe within the public domain.

Lighting will be designed and located to avoid light spill into surrounding residential areas.

The Precinct Manager and security/ranger patrols will monitor lighting throughout the precinct for maintenance issues, to ensure it is effective in helping provide for adequate surveillance, and is appropriately located to assist in CCTV camera coverage.

### 5.3 Event Security

A range of events will be held within the WBAP. For the day-to-day events the normal ranger/security patrol will be able to manage the public domain effectively with support from the Precinct Manager. For larger events an Event Management Plan will be required to address crowd management, emergency and incident response, alcohol service and security response.

With respect to security, the Event Management Plan will need to provide the following information:

- Details of the security that has been selected for the event, including the security firm that has been contracted and its experience and credentials in working on similar events,
- Details of security firm licenses and event day contact etc,
- Identify the type of security staff (1a or 1c licensed) and numbers of security staff to be provided for the event
- Event security measures to be put in place
- Communications strategy for the event
- Whether there will be additional security during the bump in and bump out e.g. overnight security for any structures and/or equipment protection
- The ratio of security to patrons (contact Police for ratio if the event is proposed to be licensed)
- Site specific induction measures for staff including emergency protocols, assembly areas, command centre contact and supervisor details

## 6. EMERGENCY MANAGEMENT AND INCIDENT RESPONSE

### 6.1 Purpose

The purpose of this section is to establish the overarching guidelines to manage emergency situations and incidents that may occur during major events being held in the precinct.

### 6.2 Emergency and Incident Response Plan

An event specific Emergency and Incident Response Plan (EIRP) is required to be completed for any major event being held at the site. Where a large event is proposed, it is recommended that an experienced and qualified security consultant or crowd control manager review the final Emergency and Incident Response Plan.

The EIRP should provide details of procedures in the case of an injury to public and/or staff, power failure, bomb threat, fire and emergency evacuation. The plan should cover details including, but not limited to:

- Event organiser's chain of command and communication path, with contact details
- Emergency radio call signs (in code)
- Emergency evacuation routes and assembly points
- Emergency vehicle access

The EIRP should be developed in consultation with NSW Police Force, NSW Fire Brigades and Ambulance Service of NSW and other relevant emergency services.

The EIRP should clearly identify one suitable person who is responsible for managing the emergency response at the event. That person's contact details should be given to all those who may be involved in responding to an emergency.

Other issues to be addressed in the EIRP may include:

- an emergency medical plan, that includes the contact details of relevant hospitals prepared for a major incident, and that has been developed in consultation with the local Ambulance Service and first aid providers
- a chain of command identifying who is responsible for decision-making, such as when decision-making lies with emergency response agencies rather than with the event organiser
- the evacuation procedure, which should identify those personnel who can authorise an evacuation, and the location of evacuation exits and meeting areas. Arts NSW will assist with defining emergency evacuation routes, assembly points and emergency vehicle access routes
- the arrangements for minor on-site emergencies not requiring external help
- an emergency communications plan outlining:
  - how to contact emergency services (always dial 000 first)

- communication protocols during an emergency (such as how, and to whom, incidents are reported and logged)
- who else needs to be contacted in an emergency such as: - the family of anyone involved in a serious incident - employees, volunteers, contractors, etc. - the media
- who are the key stakeholders (with contact details)
- the mode of contacting key stakeholders, e.g. two-way radio, mobile phone, email, etc.
- who will respond to media enquiries
- how to communicate with people attending the event.
- coded messages for incidents, such as:
  - Red – fire or smoke
  - Orange – evacuation
  - Yellow – internal emergency
  - Blue – medical
  - Brown – external emergency
  - Purple – bomb or substance threat
  - Black – personal threat

(Avoiding words such as “bomb” or “fire” will help minimise panic in any event patrons who overhear a report being made.)

### 6.3 Risk Assessment

Each event is likely to have features that involve event specific risks and threats that need to be addressed by the Event Organiser and Arts NSW. The effective management of event risks and threats should commence with an event risk assessment conducted by the Event Organiser.

For large and/or high risk activities a qualified and experienced event risk consultant may need to be engaged to undertake the risk assessment.

A risk assessment must be undertaken where any activity in the precinct has a potential serious risk or hazard which may affect the health and safety of any persons in the precinct. The risk assessment must identify each risk or hazard, the likelihood of it occurring, severity of the consequences and control measures.

To assist in undertaking the risk assessment, the event provider should prepare a Risk Management Plan.

The risk assessment should be prepared in accordance with Australian Standard AS/NZS 4360.

The Risk Management Plan must be reviewed and updated to remain current to reflect any changed conditions during the event period and the revised document provided to Arts NSW accordingly.

## 7. MANAGEMENT OF FOOD AND ALCOHOL

### 7.1 Purpose

There are specific regulatory requirements that apply to the provision of food and alcohol at events. An overview of those requirements is provided below. It should be noted that it is the responsibility of the event organiser to ensure that all statutory requirements are met with respect to the provision of food and alcohol.

### 7.2 Alcohol Management – Liquor Licence

For events where alcohol is to be served or sold, a Liquor Licence will need to be issued by NSW Office of Liquor, Gaming and Racing. Event organisers should apply for a Liquor Licence within 28 days of the day of the event to ensure time for the application to be processed.

A copy of the approved Liquor Licence must be forwarded to the Arts NSW prior to the event taking place.

Further information is available on the NSW Office of Liquor, Gaming & Racing's website.

### 7.3 Alcohol Management – General

All service of alcohol must comply with the Responsible Service of Alcohol (RSA) as set out in the *Liquor Act 2007*, the *Liquor Regulation 2008* and any other current relevant legislation.

Details of licensing arrangements and general details of bar layout/location and bar management/operation must be provided to the Precinct Manager 28 days before the event.

All major events held in the WBAP that intend to serve alcohol must comply with the following criteria:

- Evidence of liquor licence for the event must be supplied and displayed at the event
- All liquor sold at functions held under a limited licence must be sold in opened cans or bottles or other types of containers.
- Alcohol must cease being served 30mins before the end of the event.
- The use of glass is not allowed at events without the written permission of Arts NSW.
- Low alcoholic and non-alcoholic beverages must be available at the bar.
- Water and soft drink must also be available from food catering outlets situated throughout the site.
- High alcohol by volume pre-mixed drinks, doubles or shots must not be sold.
- Vendors must use environmentally friendly, biodegradable packaging.
- Where alcohol is being served, food must also be available.
- Responsible Service of Alcohol (RSA) Training is compulsory for all persons serving alcohol at the event.
- If any patron is identified by bar staff as approaching an irresponsible level of intoxication, staff will firstly refuse service of alcohol and will then refer the person to

the Bar Manager. Any person deemed by Bar Management or security to be unduly intoxicated or affected by other substances will, subject to Duty of Care responsibilities, be removed from the licensed premises.

- All security staff positioned within the licensed areas must have undergone a module in RSA.
- Security personnel must be stationed at the bar for the duration of the event. Security will adhere to the RSA guidelines and will ensure the good order of the bar area.
- Security personnel will also be required to patrol the general public areas to enforce RSA guidelines.

For further information please refer to

[http://www.olgr.nsw.gov.au/liquor\\_home.asp#top](http://www.olgr.nsw.gov.au/liquor_home.asp#top) and

[http://www.olgr.nsw.gov.au/liquor\\_fact\\_sheets.asp](http://www.olgr.nsw.gov.au/liquor_fact_sheets.asp)

## 7.4 Food

Food stall operators must obtain approval for temporary food stalls from the City of Sydney. The event organiser must ensure that any conditions imposed by the City are met.

Event organisers should coordinate stall holders' applications for approval and submit applications to the City of Sydney at least 28 days prior to the event date to enable them to process the applications. Please note fees apply.

A copy of the approval permit must be forwarded to the Precinct Manager prior to the event taking place.

The preparation and sale or provision of food must comply with the Health and Hygiene provisions of the *Food Act 2003*, *Food (General) Regulations 1992*, and the City of Sydney's Temporary Food Premises Code.

For major events drinking water must be available to attendees, participants, staff, volunteers, contractors, performers, etc. Free drinking water must be available when selling alcohol.

## 8. WORK HEALTH AND SAFETY

Arts NSW is committed to the objectives of the *Work Health and Safety Act 2011*, all corresponding legislation currently in force and industry codes of practice. The main objective is to ensure event providers can conduct their activities safely, free of accidents, injuries and illness, which may negatively impact the wellbeing of any persons in the precinct.

Roles and responsibilities for health and safety are covered by the *Work Health and Safety Act 2011*, and regulated by WorkCover NSW. Responsibility CANNOT be delegated and severe penalties apply to those who break the law. Everyone has a part to play in matters relating to health and safety in the workplace.

For further information, please refer to: [www.workcover.nsw.gov.au](http://www.workcover.nsw.gov.au)

### 8.1 Safe Work Practices

The event provider must ensure that safe work practices in accordance with the *Work Health and Safety Act 2011*, all corresponding legislation currently in force and industry codes of practice, are adhered to at all times including any additional instructions and policies relating to Work Health and Safety issued by Arts NSW from time to time. If a danger is posed by any unsafe work practices, the Precinct Manager can require any activity to cease.

The event organiser must ensure that a suitable Occupational Health and Safety Plan is in place for all personnel working at an event and that they are suitably inducted.

If any activity in the precinct has a serious risk or hazard which may affect the health and safety of any persons in the precinct, a Safe Work Method Statement must be prepared which states the risk or hazard, describes how it will be controlled and how the control measures will be put in place for each risk or hazard, must be provided.

### 8.3 Other Safety Considerations

The following additional safety issues should be considered and discussed with Arts NSW where relevant prior to holding an event:

- Material Safety Data Sheets (MSDS)

All chemicals brought into the precinct must be accompanied by a MSDS. The event organiser must keep an up to date register of MSDS on-site. The MSDS is intended to provide workers and emergency personnel with procedures for handling or working with that substance in a safe manner, and includes information such as physical data (melting point, boiling point, flash point, etc.), toxicity, health effects, first aid, reactivity, storage, disposal, protective equipment, and spill-handling procedures.

- Safety Certifications

If the event organiser's activity requires installation of any equipment, which requires safety certification, the safety certification must be obtained from a qualified person and must be submitted to Arts NSW.

## 9. WASTE MANAGEMENT

### 9.1 Purpose

Arts NSW is committed to minimising waste generated from major events being held in the Walsh Bay Arts Precinct. The event organiser is responsible for the proper disposal of all waste generated by the event during the entire period of site occupation and for preparing an event specific Waste Management Plan in accordance with the following guidelines.

### 9.2 Waste Management - General

Event organisers should minimise waste at events and promote recycling of waste. Waste minimisation, recycling and waste management for event activities must be delivered in accordance with the Waste Management Plan submitted to Arts NSW.

The event organiser must ensure that event area and the surrounding area is maintained in a clean and tidy condition throughout the event, including the bump-in and bump-out phases, and is returned in the same condition as it was in prior to the event.

The event organiser is responsible to ensure that the cleaning of the event site and surrounding area is conducted to a high standard and includes the collection and removal of all litter including cigarette butts, bottle cap tops, and all other waste.

All rubbish generated as a result of the event must be removed by the event organiser. This may include areas surrounding the event as determined by Arts NSW.

The event organiser must pay any costs incurred by Arts NSW for cleaning and or repairs in the Walsh Bay Arts Precinct as a result of the event.

All event structures and surrounds are to be maintained in a clean and tidy manner at all times. All waste and general rubbish is to be cleared on a regular basis.

### 9.3 Waste Management Plan

The Waste Management Plan must identify appropriate measures to manage waste generated as a result of the event including, but not limited to, providing details of waste collection facilities, portable toilets, site clean up and recycling systems.

The aim of the Waste Management Plan is to:

- Reduce creation of waste
- Prevent a build up of waste on site
- Reduce waste and litter
- Provide for efficient and safe removal of waste
- Detail how waste is to be removed and stored
- Outline how waste surveillance will occur

The Waste Management Plan should outline who will take on the responsibility (someone within the event management organisation or an external waste management provider) for its implementation, and what standards, if any, the organisation will follow.

The Waste Management Plan should adopt 'Waste Wise Events' principles and processes. A Waste Wise Event involves planning and implementing waste avoidance strategies that encourage stakeholders and vendors to minimise the use of non-reusable and non-recyclable catering products and packaging. It has a bin system that encourages and makes it easy for attendees and stallholders to recycle and dispose of waste materials responsibly.

An 'easy to use' guide to undertaking Waste Wise events is available on the NSW EPA website - [http://www.epa.nsw.gov.au/warr/WWE\\_Home.htm](http://www.epa.nsw.gov.au/warr/WWE_Home.htm)

Some aspects for consideration in the Waste Management Plan are:

- The type, quantity and placement of waste receptacles to be used. All bins and skips must have lids.
- Emptying of receptacles—frequency, operational issues (e.g. how and when will waste trucks access the site)
- Managing waste which has not been placed in receptacles
- Policies that encourage vendors to reduce packaging, and contractors to adopt waste reduction strategies
- Providing for staff to clean litter during and after the event, and providing them with the appropriate training and protective gear
- Developing procedures for the secure storage of dangerous goods and hazardous substances
- Establishing safe and secure procedures for the storage and disposal of clinical waste, including sharps containers for needles and syringes
- Identifying procedures for the ongoing storage and disposal of sewage waste
- Adopting recycling measures, including public messages and signage to encourage recycling
- Conducting a post-event site clean-up, including of the zone around the event perimeter.

## 10. TRANSPORT MANAGEMENT

### 10.1 Purpose

The purpose of this section is to establish principles and identify measures to manage the transport impacts associated with larger events to be held at the venue.

An event specific Transport Management Plan is to be completed for any Category 1 or 2 event to be held at the venue. For Category 3 and 4 events, the existing transport infrastructure will be able to accommodate the transport demands generated and as such, no special provisions will be required.

It is noted that event specific Transport Management Plans are already prepared for a number of events that take place at the existing WBAP, including the Sydney Writer's Festival (Category 2 event) amongst others.

### 10.2 General

During Category 1 and 2 events, the on-site population will increase to beyond the typical day-to-day demands anticipated for the site. These additional transport demands will need to be managed to ensure the efficient operation of the surrounding transport networks for all modes.

Event specific Transport Management Plans will need to be prepared in conjunction with the following transport stakeholders:

- City of Sydney Traffic Committee
- Sydney Harbour Foreshore Authority (SHFA)
- Transport for NSW
- NSW Police
- Transport Management Centre
- Other Stakeholders (as required)

The Transport Management Plan would need to consider all major modes of transport as follows (listed in order of priority):

- Pedestrian
- Public transport (including train, bus, ferry, light rail)
- Shuttle bus (if provided)
- Taxi
- Cycling
- Car

Patrons for all events at WBAP will be encouraged to use public transport to access the precinct, noting that the end mode for many public transport (train and ferry) trips, would be walking.

A Transport Management and Accessibility Plan has been prepared by GTA Consultants (December 2014) that identifies the anticipated transport demands and impacts for the WBAP. A copy of this report is available from Arts NSW upon request.

### 10.3 Transport Management Plans

As part of the overall Transport Management Plan prepared for each event, plans would be prepared detailing how transport needs in the vicinity of the site would be managed. These would include details of the following:

- Preferred pedestrian routes to and from the site
- Any public transport considerations (additional bus services, etc.)
- Car parking arrangements including temporary restrictions and/or removal of on-street parking
- Any temporary road closures required and associated detours
- Temporary taxi and shuttle bus zones
- Temporary drop off and pick up areas
- Details of any temporary road closures
- On-site loading vehicle arrangements during events
- Implementation of special event parking scheme (if deemed necessary)
- Concurrent events (cruise ships, Barangaroo, etc.)

It is noted that, when required, emergency vehicle access would take priority over all other modes of transport.

All traffic management measures would be implemented by accredited traffic controllers. All works and traffic impacts would be monitored throughout events, with contingency plans developed and implemented where and when required.

### 10.4 Communication Strategy

A communication strategy will be prepared for each event.

Variable message signs (VMS) could be provided to alert road users of any road closures or changed traffic conditions during or prior to events.

## 11. STAKEHOLDER AND COMMUNITY ENGAGEMENT

### 11.1 Overview

As the Walsh Bay Arts Precinct moves into operation, the primary focus of engagement will be on community relations and communications. Continuing to be a good neighbour, to engage with new and existing audiences, to strengthen stakeholder relationships will support ongoing activation of the Precinct.

The key stakeholders to be consulted to ensure the effective operation of the WBAP are identified in Table 4. Three major stakeholder categories and likely areas of interest are identified in this strategy. These are:

- Delivery partners – including Government agencies and authorities, arts and cultural organisations within the Precinct, local stakeholders such as the Walsh Bay Precinct Association, festival and event producers – such as Sydney Writers Festival, Biennale of Sydney, Sydney Festival, Vivid Festival
- Business and tourism – from local businesses to those in wider Sydney, from smaller businesses to big business, including stakeholders across the arts and cultural sector, and in the tourism, entertainment and retail sectors, to peak bodies such as Committee for Sydney and Sydney Chamber of Commerce
- Community stakeholders – from local residents, groups and businesses to the broader Sydney community, to cultural consumers and producers, and future visitors to the Precinct.

**Table 34** Key stakeholders by type

TYPE	KEY STAKEHOLDERS
<b>Owners, Statutory Authorities and City Authorities</b>	<ul style="list-style-type: none"> <li>• Roads and Maritime Services (as land owner of the WBAP site and lessor of Pier 2/3 and Wharf 4/5)</li> <li>• Arts NSW, Department of Trade and Investment (as the long term head lessee of Pier 2/3)</li> <li>• NSW Department of Planning and Infrastructure (DP&amp;I)</li> <li>• Sydney Harbour Foreshore Authority (SHFA)</li> <li>• Barangaroo Delivery Authority (BDA)</li> <li>• City of Sydney</li> </ul>
<b>Key Government agencies</b>	<ul style="list-style-type: none"> <li>• Transport for NSW               <ul style="list-style-type: none"> <li>▪ RMS</li> <li>▪ Sydney Buses</li> <li>▪ Transport Management Centre</li> </ul> </li> <li>• Major Events Coordination Committee</li> <li>• Police (The Rocks Local Area Command)</li> <li>• Emergency services</li> </ul>

TYPE	KEY STAKEHOLDERS
<b>Tenants and hirers</b>	<ul style="list-style-type: none"> <li>• <b>Tenant Working Group</b> (Operational working group)</li> <li>• <b>Arts Tenants Committee</b> (General Managers) <ul style="list-style-type: none"> <li>▪ Arts NSW, Australian Chamber Orchestra (ACO), Australian Theatre for Young People (ATYP), Bangarra Dance Theatre, Bell Shakespeare, Biennale of Sydney, Gondwana Choirs, Song Company, Sydney Dance Company, Sydney Philharmonia Choirs, Sydney Writers' Festival)</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Shortlisted Pier 2/3 (including Shore Sheds) arts and cultural organisations</b></li> <li>• Respective Administrations and Boards <ul style="list-style-type: none"> <li>▪ ACO, ATYP, Bell Shakespeare Company, Biennale of Sydney, Sydney Writer's Festival</li> </ul> </li> </ul>
	<ul style="list-style-type: none"> <li>• <b>Wharf 4/5 (including Shore Sheds) resident arts and cultural organisations:</b> <ul style="list-style-type: none"> <li>▪ Accessible Arts, Regional Arts NSW, Gondwana Choirs, Sydney Dance Company, Sydney Philharmonia Choirs, Sydney Theatre Company (STC), AusDance, The Song Company, Bangarra Dance Theatre</li> </ul> </li> </ul>
<b>Local residential community</b>	<ul style="list-style-type: none"> <li>• Walsh Bay Precinct Association</li> <li>• Manage-Meant, Dynamic Property Services (Strata Managers)</li> <li>• Millers Point, Dawes Point, The Rocks and Walsh Bay Resident Action Group (RAG)</li> <li>• Residents from Walsh Bay (Wharf 6/7), Millers Point, Barangaroo (following development), and Milsons Point (for consideration)</li> </ul>
<b>Local business community</b>	<ul style="list-style-type: none"> <li>• Walsh Bay Arts and Commerce Association</li> <li>• Chambers of Commerce (including The Rocks Chamber of Commerce)</li> <li>• Businesses in Walsh Bay – including businesses in Wharf 8/9 (offices) and the Shore Sheds (ten RMS lessees – restaurants, bars, shops and offices)</li> <li>• Neighbouring businesses (such as the Sebel Pier One Sydney Hotel)</li> </ul>
<b>Visitors and patrons</b>	<ul style="list-style-type: none"> <li>• Local visitors / broader Sydney community (including people of all ages from Sydney's inner and outer suburbs)</li> <li>• Interstate visitors</li> <li>• International visitors</li> </ul>

## 11.2 Engagement approach

Effective consultation and communications are an integral part of establishing clear expectations around operations of the precinct and management of events. Suggested techniques for engagement around everyday operations and major events for:

### Statutory and City Authorities and government agencies:

- A coordination group that should meet on a quarterly basis to ensure all impacted authorities and agencies have a clear understanding of planned events. Additional meetings may occur around large scale major events such as VIVID and Sydney Festival
- The Precinct Manager to liaise with authorities and agencies around key events on an ongoing basis
- a six monthly forward calendar of planned events
- at minimum 28 days advance notification of specific events (or series of events within a festival period) which may have an impact beyond everyday operations such as :
  - amplified sound within the public domain
  - running after 10.00pm at night
  - potential attraction of large crowds
  - necessitating changes to access, traffic or parking
- The notification should outline:
  - clear information on the nature and timing of the event
  - mitigation measures to be implemented
  - any changes to access arising from the event.

### The surrounding community and businesses:

- Meeting of a governance group on a six monthly basis
- The Precinct Manager to:
  - liaise with tenants and adjacent businesses around key events on an ongoing basis
  - regularly liaise with local residents' organisations, strata committees and business organisations
- a detailed one month forward calendar of planned events
- at minimum 14 days advance notification of specific events (or series of events within a festival period) which may have an impact beyond everyday operations such as :
  - amplified sound within the public domain
  - run beyond 10.00pm at night
  - attraction of large crowds
  - necessitates changes to access, traffic or parking
- The notification should outline:
  - clear information on the nature and timing of the event
  - mitigation measures to be implemented
  - any changes to access arising from the event

- details of a 1800 phone line for event queries and complaints operational during standard business hours and times events are occurring.
- Information should also be provided in printed form distributed to dwellings within
  - Available online on the website and also emailed to subscribers who have requested updates and electronic notification
  - Provided to community organisations and strata committees in electronic form

**Standing groups:**

- cultural organisations within the precinct to coordinate and plan activities
- liaising with other Statutory and City Authorities and government agencies to coordinate and plan activities.

**Engagement and community relations for major events**

The primary focus of engagement in this phase will be on community relations and communications. Key areas of focus will be strengthening stakeholder relationships within the neighbourhood as a good neighbour, and engaging with new and existing audiences – supporting activation of the Precinct into the future.

Who we need to talk to	Proposed engagement activities	Timing
» <b>Existing and proposed tenants (arts and cultural groups)</b>	<ul style="list-style-type: none"> <li>• Engagement with Precinct Manager to coordinate / resolve operational matters</li> <li>• Provide material to encourage tenant’s patrons to access precinct via active transport</li> </ul>	Ongoing
» <b>Police and Emergency services</b>	<ul style="list-style-type: none"> <li>• Annual site orientation to precinct</li> <li>• involvement in developing key event plans where required</li> </ul>	At commencement and annually thereafter
» <b>Coordination with other authorities</b>	<p>Agency and Authority Coordination Groups - to ensure coordinated planning with other authorities and major events organisers comprising:</p> <ul style="list-style-type: none"> <li>• City of Sydney</li> <li>• BDA</li> <li>• SHFA</li> <li>• and depending on nature of event               <ul style="list-style-type: none"> <li>– Major Events Coordination Group</li> <li>– Transport Management Centre</li> <li>– TfNSW</li> </ul> </li> </ul>	As required
» <b>Local residents, businesses, tenants and patrons</b>	<ul style="list-style-type: none"> <li>• Precinct Manager to liaise with immediately adjacent businesses around day to day operations and key events</li> </ul>	Ongoing

Who we need to talk to	Proposed engagement activities	Timing
<p>» <b>Local residents, businesses, tenants and patrons</b></p>	<ul style="list-style-type: none"> <li>• Develop “Good Neighbour Policy”</li> <li>• 14 days advance Notification requirements for major events</li> <li>• Complaints and queries handling protocols and engagement mechanisms</li> <li>• Implementation of issues handling and response protocol and system - 1800 number to be staffed during key events and in operational hours</li> <li>• Placement of signage to encourage patrons to leave precinct quietly and respect residential nature of neighbourhood</li> <li>• Implement traffic management and directional signage if required</li> <li>• Regular monitoring and reporting (eg community survey), with complaints and compliments used to evaluate community satisfaction with precinct operation</li> <li>• Precinct website with a “for our neighbours portal” <ul style="list-style-type: none"> <li>– Quarterly and monthly forward events calendars</li> <li>– Event notification information</li> <li>– Library with information on approval and conditions for operation</li> <li>– Feedback and queries facility</li> </ul> </li> <li>• Regular information to neighbours about upcoming events – via APP, SMS, Twitter, Facebook, website</li> <li>• Coordination with local businesses to advise about opportunities and proactive management issues arising from forthcoming events</li> <li>• Monthly meetings of Arts Tenants Working Group to coordinate and plan events and resolve operational issues</li> <li>• Participation in meetings of Walsh Bay Arts and Commerce Association</li> <li>• Participation in meetings of Walsh Bay Precinct Association and Millers Point Residents Action Group</li> </ul>	<p>Ongoing</p>