

Walsh Bay Arts Precinct

Operational Plan of Management 2017

Version V 2.2

Dated
13 February 2017

Document Control

Version	Date	Description
0.1	14/10/16	Initial DRAFT report developed for internal purposes only
1.0	27/10/16	Initial draft of the OPM distributed to Arts NSW and INSW for initial feedback.
2.0	07/11/16	Updated to the include feedback on Draft 1.0 and the Waterfront Square design outcomes and updated consultant reports.
2.1	10/11/2016	Updated to feedback on Operational Hours, Noise review and editing review.
2.2	13/02/2017	Updated to reflect changes agreed in respect to the Response To Submissions WBAP Stage 2 SSD 7689.

Table of Contents

1. Objectives of Assessment	5
1.1 Purpose of the Operational Plan of Management	5
1.2 Secretary's Environmental Assessment Requirements (SSD 6069)	5
2. Site and Project Descriptions	7
2.1 The Site and Surrounds	7
2.2 The Project	8
3. Precinct Vision and Principles	11
3.1 Walsh Bay Arts Precinct Vision	11
4. Precinct Governance	12
4.1 Governance Model	12
4.2 Arts NSW	12
4.3 The Precinct Manager	12
4.4 WBAP Advisory Group	13
4.5 Project Steering Committee	13
4.6 Other Key Stakeholders	13
4.6.1 WBAP Association	13
4.6.2 Tenants and Event Proponents	13
4.6.3 Other Authorities	13
5. Events	15
5.1 Introduction	15
5.2 Event Categories and Restrictions of Use	15
6. Precinct Branding	17
6.1 Branding Policy	17
7. Precinct Public Art	18
7.1 Principles	18
8. Naming Rights	19
8.1 Principles	19
9. Hours of Operation	20
9.1 General Hours of Operation	20
10. Access and Egress	21
10.1 Access and Egress to WBAP	21
10.2 Waterfront Edge Protection	21
11. Wayfinding and Signage	23
11.1 Wayfinding and Signage Strategy	23
12. Emergency Management and Incident Response	24
12.1 Emergency And Incident Response Plan	24

12.2	Precinct - Emergency Evacuation Plan	25
13.	Security Management	26
13.1	General Security Strategies	26
13.2	Electronic Security Strategy	26
13.3	Security Management Strategy	26
14.	Lighting Management	27
15.	Transport and Traffic Management	28
15.1	Logistic Scheduling and Management	28
15.2	Traffic Impact Assessment	28
15.3	Vehicle Access and Loading Facilities	29
15.4	Transport Management Plans	30
16.	Noise Management	31
16.1	Patron Noise Only	31
16.2	Event Noise Management	31
17.	Alcohol and Food Management	32
17.1	Liquor Licence	32
17.2	Alcohol Management	32
17.3	Temporary Food Stall Approval	33
18.	Workplace Health and Safety	34
18.1	A Safe Workplace	34
18.2	Risk Management	34
18.3	Consultation	34
18.4	A Positive Safety Culture	35
18.5	Serious Injury Or Illness, A Death Or A Dangerous Incident	35
18.6	Reviews	35
18.7	Other Safety Considerations	35
	18.7.1 Material Safety Data Sheets (MSDS)	35
	18.7.2 Safety Certifications	36
19.	Infrastructure and Service Management	37
19.1	Development and Fitout	37
19.2	WBAP Ecologically Sustainable Development (ESD) Framework	38
19.3	Temporary Structures	38
19.4	Temporary Plant Equipment	38
19.5	White Cards For All Construction Work	38
19.6	Working At Heights	38
19.7	Confined Spaces	39
19.8	Asbestos	39
19.9	Lead Work	39
19.10	Dive Work	39
19.11	Electrical Work	40
19.12	Cranes, Forklifts, Elevated Work Platforms and Hoists	40
19.13	Boom, Scissor Lifts or Elevating Work Platforms	40
19.14	Hazardous Materials and Chemicals	40

19.15	Gas	40
19.16	Children Within Work Zones	41
19.17	No Parking On Site	41
19.18	Worker Behaviour	41
20.	Waste Management	42
21.	Community Consultation and Complaints Management	43
21.1	Communication	43
21.2	Complaints Management	43
22.	Conclusions and Recommendations	44
23.	References	45

1. Objectives of Assessment

1.1 Purpose of the Operational Plan of Management

The Operational Plan of Management (OPM) has been developed to support the State Significant Development Application (SSDA) for the Walsh Bay Arts Precinct (WBAP). The OPM outlines the governance and key operational strategies and principles to be progressively developed into detailed operational programs, policies and procedures by the Precinct Manager.

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.

This OPM is supplemented by an Event Management Plan (EMP), which identifies the operating principles for events held within the precinct.

Where events vary from the principles defined within this EMP, they will need to seek specific development approval for the event; and the relationship between the various documents is shown below:

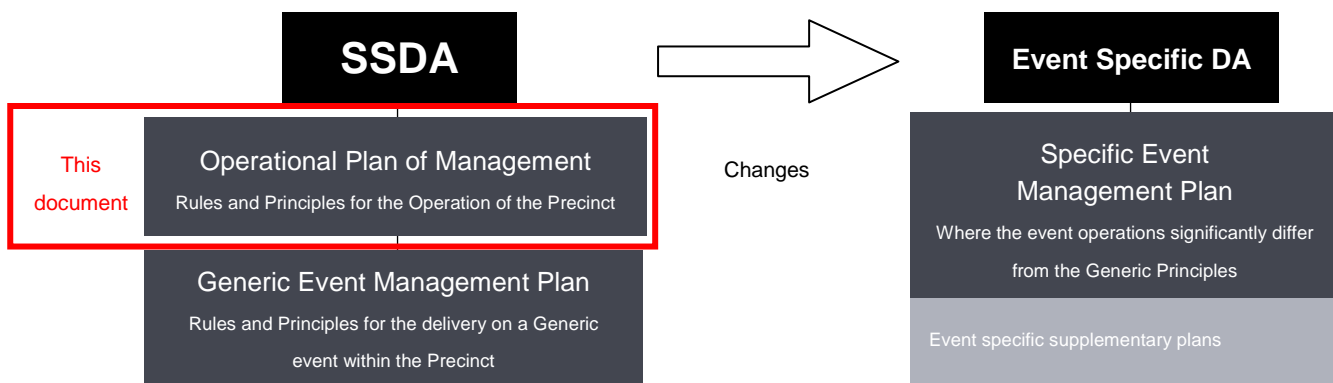


Figure 1 - Documentation Relationships

The OPM and EMP may be amended to ensure they remain up-to-date with respect to legislation and/or government policy. Arts NSW will also monitor the operational effectiveness of the OPM and EMP and may revise them from time to time to ensure the ongoing effectiveness and suitability in managing the precinct.

All amendments that fall outside of the approved consent conditions will be reviewed in consultation with the relevant authorities and any resulting consent application, managed in accordance with the relevant approval requirements.

1.2 Secretary's Environmental Assessment Requirements (SSD 6069)

This report specifically addresses items A12, A13, A14, A15, B3, B15 and B20 of the *Secretary's Environmental Assessment Requirements* ((SEARS) SSD 6069)) dated 21 May 2015, comprising:

- A12 - Operational Plan of Management.
- A13 - Operational Event Noise Management Plan.
- A14 – Community Consultation.

- A15 – Complaints Management System.
- B3 - Operational Management Plans.
- B15 – Public Domain.
- B20 – Event Management Plans.

In addition, this report also reflects the key principles as provided by other specialist consultant reports for the project and the items identified in the *Safety in Design (SID)* report.

2. Site and Project Descriptions

2.1 The Site and Surrounds

The WBAP (the “site”) generally comprises Pier 2/3, Pier 4/5 and its shore sheds which make up Wharf 4/5, as well as the adjoining waterway. The site has a street frontage to Hickson Road. The site is shown in Figures 1 and 2. The site is part of the Walsh Bay area which is located adjacent to Sydney Harbour within the suburb of Dawes Point. The site is located within the City of Sydney Local Government Area.

Walsh Bay is strategically located to the north of Sydney’s CBD in the vicinity of major tourist destinations including the Sydney Harbour Bridge, the historic areas of Millers Point and The Rocks, Circular Quay and the Sydney Opera House. The Barangaroo redevelopment Precinct is located immediately to the south-west.



Figure 2 - Site Location (Source: Google Maps)

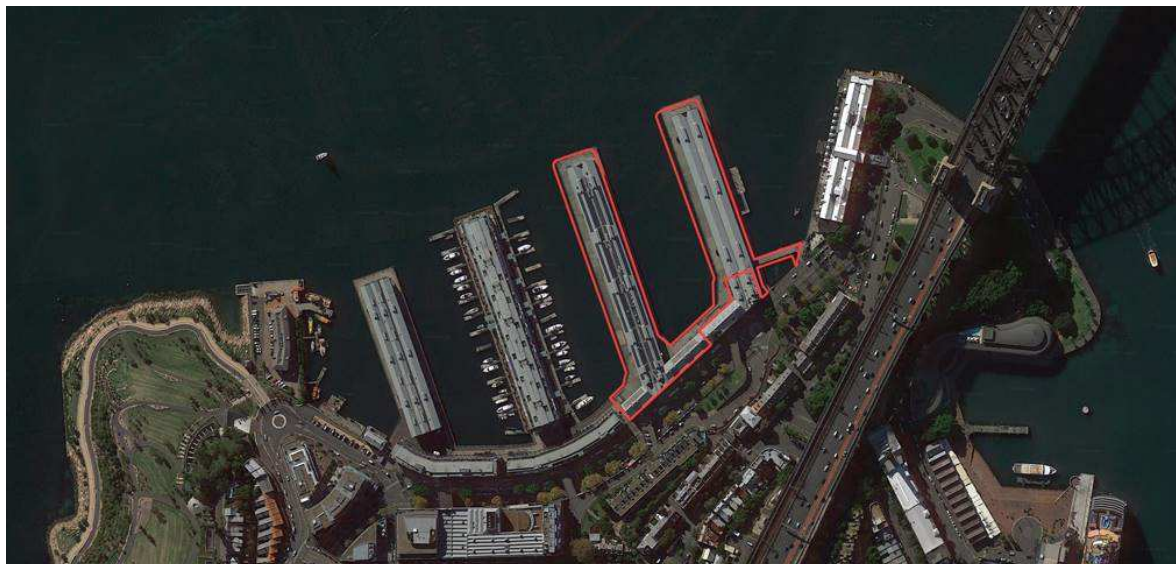


Figure 3 - Aerial view (Source: www.nearmap.com)

Pier 2/3 is legally described as Lot 11 in DP 1138931 and Wharf 4/5 is legally described as Lot 65 in DP 1048377. The total area for these lots is 18,090sqm.

The land owner of the site is the Roads and Maritime Services (RMS). Both Pier 2/3 and Wharf 4/5 are occupied under various lease arrangements with Arts NSW, Department of Justice, primarily for arts and cultural uses.

The area of water that the project proposes to build over is also owned by RMS. Its land title description is Lot 12 in DP 1138931.

Walsh Bay comprises ten berths constructed between 1908 and 1922 for international and interstate shipping. These are collectively known as the Walsh Bay Wharves. The Walsh Bay Wharves Precinct is listed as an item on the State Heritage Register.

The Walsh Bay Wharves comprise the following:

- Pier One which contains the Sebel Pier One Sydney Hotel
- Pier 2/3 the last remaining undeveloped pier (has previously received approval for cultural uses, temporary arts events and some commercial events)
- Wharf 4/5 which is occupied by the Sydney Theatre Company (STC), the Australian Theatre for Youth Program (ATYP), Sydney Dance Company (SDC), Bangarra Dance Theatre and the choirs comprising Gondwana, the Song Company and Sydney Philharmonia
- Pier 6/7 which has been redeveloped for residential apartments and associated boat marina
- Pier 8/9 which has been redeveloped for office uses and,
- Shore sheds aligning Hickson Road which contain a range of commercial activities, including restaurants, bars, shops and offices.

2.2 The Project

The approved Stage 1 development application comprised:

- A new waterfront public square between Pier 2/3 and Wharf 4/5
- A series of new stairs and balconies on Pier 2/3 and Wharf 4/5 and modification to the roof of Pier 2/3
- The inclusion of new tenancy spaces in Pier 2/3 and Wharf 4/5 for arts and cultural activities and,
- The use of the Precinct for arts festivals, events and pop-ups and associated uses, including restaurants, cafes and bars.

The WBAP Stage 2 State Significant Development Application seeks consent for construction works for the above to realise the WBAP project, as well as the proposed external alterations and additions to all of Wharf 4/5. It also seeks consent for new commercial and event uses in the precinct. Key aspects of the proposed development are outlined below:

Early works

- Early construction works comprising infrastructure upgrades, demolition, hazmat removal and sub structure works.

Pier 2/3

- Internal alterations and reconfiguration to provide for the following:
 - Performance venues
 - Rehearsal rooms, production workshops, back of house facilities and offices
 - Function spaces, bars, cafes and foyer spaces extending onto external gantry platforms (balconies) providing breakout space for internal foyers and allowing views of outdoor performances
 - Mezzanine spaces for offices and back of house facilities
 - Upgrades to meet compliance with current BCA, DDA and fire codes

- New lifts and stairs
- Creation of new commercial tenancies and public toilets
- Removal of some storey posts and beams to facilitate internal reconfiguration and new uses and
- Retention of a large proportion of the ground floor in its existing 'raw' heritage state for events and festivals including Sydney Writers' Festival and Biennale including venue and commercial hire.
- External alterations and additions comprising:
 - New balconies and external stairs for fire egress
 - New external lift for access
 - Installation of glazing in existing cargo sliding door openings and other solid panels on the eastern, western and northern elevations to allow for views into and out of the building
 - Roof penetrations within the central valley at the southern and northern end to accommodate new performance spaces and associated structural modifications including truss strengthening
 - Installation of ESD elements, such as photovoltaic panels and seawater heat exchange systems and
 - Raising of the external floor level on the eastern side by introducing a new raised deck and continuous set of stairs beyond the existing column line.

Wharf 4/5

- Internal alterations and reconfiguration to the Bangarra Dance Theatre (BDT) tenancy to provide for the following:
 - Upgrade of the main rehearsal and performance spaces
 - Upgraded foyer and exhibition space along the eastern frontage
 - Improved office space at mezzanine level including a new lift and stairs
 - Provision of a function space at ground level of the northern end of wharf with associated kitchen facilities and
 - New entrance and new glazing in bays of sliding cargo doors, opening up the foyer and main studio to the Pier 4 apron.
- Minor internal alterations and additions to the SDC tenancy comprising:
 - Reducing the existing workshop space to create a fifth dance studio and
 - Upgrading office and reception areas.
- External alterations and additions to SDC tenancy comprising:
 - Raising of the timber wharf deck adjoining the SDC café and opening of the facade with new glazing to activate the Waterfront Square.
- Creation of new commercial tenancies and public toilets
- External fabric alterations around the Sydney Theatre Company (STC) tenancy comprising:
 - Improved street entry at Hickson Road involving relocation of the stairs to allow for an improved landing and point of arrival to the STC
 - New 'gantry' balconies, stairs and lifts mid-wharf and at the end of the wharf to provide for improved accessibility and compliance with fire engineering solutions
 - Minor amendments to the existing façade to accommodate new entries and exits along the wharf
 - Roof penetrations within the central valley at two locations to accommodate theatre and workshop spaces and associated structural modifications including truss strengthening and
 - Reinstallation of existing photovoltaic panels where applicable.

Wharf 4/5 Shore Sheds

- Internal alterations to reconfigure the choir spaces, including provision of a mezzanine for choir administration
- Creation of new commercial tenancies at ground and mezzanine levels and
- Provision of office space at ground level.

Public Domain

- Construction of a new Waterfront Square comprising a deck on piled structure:
- Shaded informal performance space on piled structure and
- Changes to existing levels and steps down to facilitate access between the existing apron and new Waterfront Square.

New Uses

- Use of the Precinct for arts festivals, events and pop ups as well as a range of activating uses such as retail, restaurants, cafes and bars.

3. Precinct Vision and Principles

3.1 Walsh Bay Arts Precinct Vision

Arts NSW have a vision to grow and develop the WBAP to become the Arts destination hotspot on the Sydney Harbour foreshore. The masterplan includes the upgrading of theatre spaces and the overall Precinct to bring the 95 year old wharf up to a state-of-the-art arts facility.

Key project objectives of the WBAP are to:

- Activate the Precinct with a unique cultural offering and visitor experience.
- Rejuvenate a vital piece of Sydney's waterfront cultural heritage, providing inter-generational benefits for the people of NSW.
- Provide facilities that better enable arts organisations to develop world class productions, experiences and deliver on their strategic visions.
- Create an operationally sustainable Precinct for Arts and the people of NSW.

The success of the WBAP is dependent, in part, on the extent to which the ongoing experience it delivers for all stakeholders and visitors reflects its essential character and aligns with known features of place making.

As a destination, it will be inclusive and accessible to all. It will be 'alive' at all hours of the day and display a vibrant and accessible night life. As a cultural cluster, WBAP will be an ecosystem for creative production and cultural consumption where innovation and collaboration are to the precinct's operations.

In the day-to-day mode, the Precinct will be a place of recreation which reflects its heritage, harbour side location and unique sense of 'place' which actively engages with its surrounding arts, retail, commercial and creative tenancies.

In event-mode, the Precinct is a place that has the flexibility to accommodate a range of festivals, events, permanent, temporary and pop-up activities – all of which interact to establish Walsh Bay as a distinctive cultural hub and must-see destination.

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

4. Precinct Governance

4.1 Governance Model

The Governance approach is represented in the figure below:

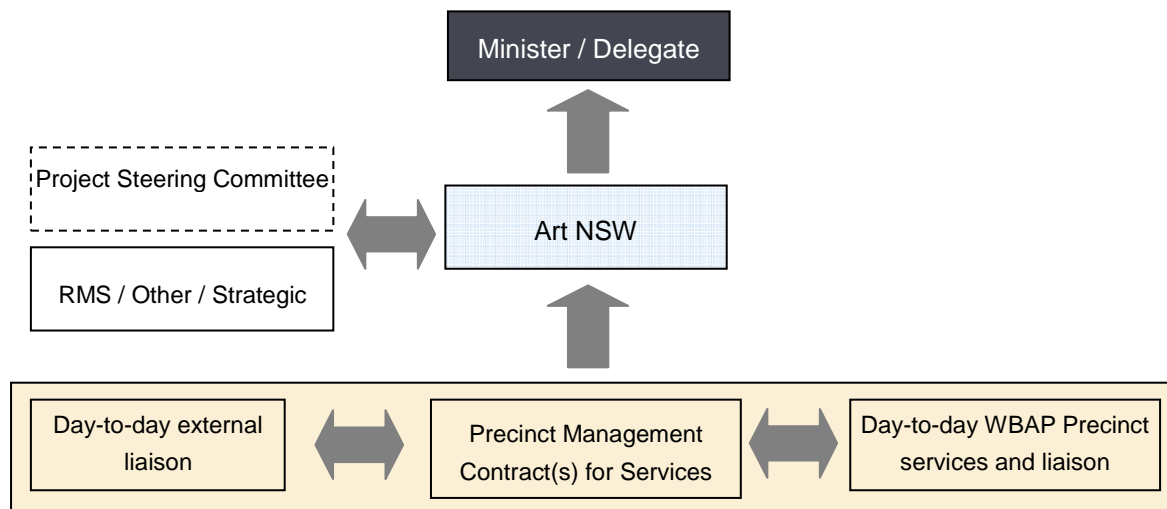


Figure 4 - Precinct Governance

4.2 Arts NSW

Arts NSW is the NSW Government's arts and culture policy and investment body with the overall responsibility for the WBAP. They are responsible for:

- Maintaining Precinct Governance.
- Management of WBAP.
- Facilitating stakeholder and expert input into the operation of WBAP.
- Contracting the delivery of Precinct Management services and monitors the performance.
- Ensuring that the tenant sub-leases and agreements include:
 - An obligation to fulfil stated objectives for the precinct.
 - Aspects of the Precinct Charter specifying guiding principles and outcomes.

4.3 The Precinct Manager

There will be a person who is designated as being specifically responsible for the management of the WBAP, known as the 'Precinct Manager'. The Precinct Manager will coordinate operational matters with the tenants and approve, monitor and oversee the operational activities in consultation with Arts NSW and stakeholders.

The contact details of the Precinct Manager will be provided to the City of Sydney and NSW Police as well as other government agencies, for coordination and on-going operational management.

The Precinct Manager will have the right to approve all activities held within the WBAP with respect to compliance with operations in accordance to the requirements set out in the WBAP Operational Plan of Management 2017 and the WBAP Event Management Plan 2017.

Key roles and responsibilities of the Precinct Manager include:

Management Services

- Precinct strategic planning.

- Precinct policy and procedures.
- Precinct reporting to Arts NSW.
- Precinct marketing and communications.
- Management of contractual obligations as relevant; and including for Lease Arrangements and Agreements, the Walsh Bay Precinct Management Agreement (PMA), Strata Management Statement (SMS) and in meeting related conditions of easements, covenants and restrictions.
- Precinct representation and stakeholder liaison (Authority, Owners, Tenant & Public).

Operational Services

- Manage and coordinate outsourced specialists.
- Day-to-day: Operations, maintenance and Precinct cleaning, security and waste.
- Events: program development and curatorial operations & delivery services.
- Logistics management and control.
- Minor works coordination / works approvals and compliance.
- WHS, incident and emergency response coordination.
- Facility maintenance / cleaning (programmed / reactive) coordination.
- Access and security coordination.

Visitor and Event services

- Visitor information services.
- Facility bookings.
- Event program and planning coordination.
- Event compliance and DA coordination, as relevant.

4.4 Other Key Stakeholders

There are a number of other key stakeholders who will have input and responsibilities associated with the operation of the WBAP.

4.4.1 WBAP Association

All landowners, residents and tenants within the greater Walsh Bay Precinct are bound by the Walsh Bay Precinct Management Agreement, a contract which establishes the Walsh Bay Precinct Association and sets out rules and regulations that dictate how the Precinct functions. The agreement explicitly sets out expectations and obligations of how to live and conduct business in the Precinct.

4.4.2 Tenants and Event Proponents

Tenants and Event Proponents are responsible for meeting their obligations as set out in or meeting their respective agreements for lease and / or event hire with Arts NSW.

Tenants and Event Proponents must work collaboratively with the Precinct Manager and advise and coordinate logistical matters.

Tenants and Event Proponents are responsible for tenancy fit-out, cleaning and maintenance related to their tenancy and / or event use operations and to the areas they occupy for the performance of their programs, including shared facilities.

4.4.3 Other Authorities

A number of NSW Government and City agencies share a responsibility for event management and administer related legislation. Some agencies have specific responsibilities for assisting event planning and in particular with the development of Event Emergency and Incident Response Plans.

Refer to the *Event Planning and Approval Section of the Event Management Plan 2017* for further details.

5. Events

5.1 Introduction

The WBAP hosts a wide array of arts and cultural uses. It provides accommodation of performance and rehearsal spaces, artist studios and flexible events spaces that allow for diverse event programming to ensure the Precinct is innovative, showcased and is able to engage visitors and the community in Sydney's rich cultural and artistic offerings.

Complementary amenities as well as commercial facilities such as restaurants, cafes, bars and shops also support the Precinct on a day to day basis.

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

- Arts festivals and performances.
- Special events such as New Year's Eve, State significant events and showcasing.
- Corporate and commercial events.
- Open air cinema and theatre.
- Food, wine and product showcasing events.
- Workshops for dance, choirs, children's performance, etc.
- The public domain is designed to be both highly accessible and highly flexible, suited to a wide range of events and performances.

5.2 Event Categories and Restrictions of Use

The event categories and restriction of use as defined in the Development Consent issued by the Minister of Planning¹ for the public domain / Waterfront Square and in accordance of *Section 89E of the Environmental Planning and Assessment Act 1979*:

CATEGORY	SCOPE OF EVENTS
Category 1 Major Events	<ul style="list-style-type: none">• up to 7,500 people moving through the site at any one time• max 4 times per year• must not occur over more than one day• must not occur before 7 am or after midnight on any day, except new year's eve (when the use may occur until 2 am the following day.)• music to be ceased by 11 pm in all cases (with the exception of new year's eve)• set-up/dismantle time for the use must not start earlier than 6 am, or end later than 1 am, on any day, except new year's even when dismantle may occur until 2 am the following day• clean up time for the use must end no later than 2 hours after the use was to stop occurring or may be under- taken the following day
Category 2 Arts and Cultural Festivals	<ul style="list-style-type: none">• up to 5,000 people moving through the site at any one time• can occur over consecutive days up to 90 days in duration per event• max 6 time per year• use must not occur before 7 am or after 12 midnight on any day, including set up/dismantle and clean up time) music to be ceased by 11 pm in all cases
Category 3 Community Events*	<ul style="list-style-type: none">• up to 5,000• Up to 150 community events held in a year• can occur over consecutive days up to 35 days in duration per event use must not occur before 7 am or after midnight on any day, including set up/dismantle time and clean up• music to cease by 11 pm in all cases• use of localised low output amplified sound system for announcements or for live

¹ Application SSD 6069 Development Consent, Section 89E of the Environmental Planning and Assessment Act 1979, Schedule 1, 21st May 2015

CATEGORY	SCOPE OF EVENTS
	intimate entertainment only
Category 4 Private Events	<ul style="list-style-type: none"> • up to 1,000 people • Up to 50 private events held in a year and up to 3 consecutive days in duration per event use must not occur before 7 am or after midnight, including set up/dismantle and clean up time • music to cease by 11 pm in all cases • private event should not restrict or impede public access to public outdoor areas • use of localised low output amplified sound system for live intimate entertainment only

Note: (*) Events Types for Category 3 Community events include community arts and cultural events such as Art and About, film festivals, exhibits, resident company and artist programs, yoga classes, farmers and artisan markets.

For further details relating to the operation of the WBAP during events, refer to the *Event Management Plan 2017*.

6. Precinct Branding

6.1 Branding Policy

To provide guidance on the application of the WBAP brand the following is outlined and referenced from the *Walsh Bay Arts Precinct Branding Policy* which applies to the tenants, land and buildings (including Roslyn Packer Theatre) known as the WBAP².

The Brand Identity for the WBAP is based on the following characteristics:

- It is a place where art of today is made.
- It reflects the working heritage of the harbour.
- Interactions of all kinds with artists, makers and creative thinkers are the basis of public engagement.
- It is creative, contemporary, artisanal, bespoke and showcases cultural production.

The essence of a visit to the WBAP will be to comfortably experience a visibly creative place set in a heritage waterfront environment. The Brand Strategy will be developed in consultation with the Arts NSW tenants and will recognise the autonomy of Precinct tenants in designing and delivering their independent brands.

The Brand Strategy must include tactics which generate umbrella awareness of the brands of tenant organisations.

The Brand Strategy will give consideration to coordinating with the broader brands of the Walsh Bay Precinct Association and relevant NSW Government brands.

The Brand Strategy will support the marketing objectives for the Precinct including attraction of:

- Visitation in defined market segments and repeat visitation.
- The highest quality and compatible food and beverage and retail or service providers.
- Leading artists, projects and events from the local and Australian arts industry so as to showcase some of the best of Australian and local arts and cultural events.
- Businesses and community organisations to use the spaces and facilities for hire.

The Brand Strategy will include a *Walsh Bay Arts Precinct Style Guide* which applies to all forms of promotion and to any material referring to the WBAP. This includes material produced for internal and/or external circulation.

The *Walsh Bay Arts Precinct Style Guide* will be the official source of information regarding the correct use of the Brand Mark, colours, fonts, design style, and use of visuals in a range of applications. These applications include materials produced across all communications platforms such as print, the website, digital media, photography and video as well as stationery, signage, and exhibits.

² Note the Brand Strategy and the Walsh Bay Arts Precinct Style Guide will be developed in consultation with stakeholders during the next stages of design and operational planning for the precinct.

7. Precinct Public Art

7.1 Principles

The WBAP principles for public art are:

- Generally support local NSW artist(s), and significant nation-wide and international artists where appropriate.
- Develop original, innovative public art that reflects contemporary art practice.
- Ensure that public art is well integrated into the Precinct design and vision (working collaboratively with the design team) and will contribute to the animation, enhancement, enjoyment or understanding of the precinct.
- That public art should be relevant and appropriate to the context of the site, reflecting its history (both Indigenous and maritime) and cultural future.
- Give consideration to other major public art projects in the Sydney CBD including Barangaroo, the Rocks and broader Walsh Bay precinct.
- Ensure that public art is robust and durable and will retain its quality and integrity over time.
- Give consideration to public safety and the public's access to and use of the public domain.

For further information refer to the *Walsh Bay Arts Precinct Public Art Policy*.

8. Naming Rights

8.1 Principles

To provide guidance on application of any Naming Rights recognition within the Precinct the following is outlined and referenced from the *Walsh Bay Arts Precinct Naming Rights Policy*.

- There will be limited opportunities for Naming Rights recognition in any form within the life and the physical site of the WBAP.
- All Tenant organisations including cultural and commercial organisations may make Naming Rights properties available within interior building areas under their exclusive control. Prior consent, in writing, by Arts NSW is required, giving consideration to the content, size and prominence.
- Naming Rights are not available for tenant use or negotiation in any external or internal shared public domain areas including building facades.
- An exception may be considered if the "name" is an integral part of the name of the company itself (e.g. the [benefactor/company] Sydney Dance Company), is included in all company collateral and recognition and is part of an integrated development approval process for Precinct wide signage.
- Any provision of Naming Rights within shared internal or external public domain areas is at the sole discretion of the Government of NSW through Arts NSW.
- Sponsor and benefactor support is able to be acknowledged on temporary event signage in the public domain, approved for use, in writing, by Arts NSW (or the Precinct Manager).

For further information refer to the *Walsh Bay Arts Precinct Naming Rights Policy*.

9. Hours of Operation

9.1 General Hours of Operation

The table below provides the typical hours of operation for the various locations within the WBAP on a day to day basis.

LOCATIONS	Monday – Sunday
Waterfront Square & Precinct	General Access 24 Hours to Precinct and tenancies – open access Use Logistics 0600 – 0200 For the hours of operation specifically related to events, refer <i>Section 3.3 Event Categories and Restrictions of Use In The Event Management Plan</i> .
Australian Chamber Orchestra	Office 0800-1800 Teaching/Rehearsals/Performance 0600 – 0100 Logistics 0600 – 0200
Bell Shakespeare	Office 0800-1800 Teaching/Rehearsals/Performance/events 0600 – 0100 Logistics 0600 – 0200
Australian Theatre for Young People	Office 0800-1800 Teaching / Rehearsal/ Performances 0600 – 0100 Logistics 0600 – 0200
Bangarra Dance Theatre	Office 0800-1800 Teaching & Rehearsals 0600 – 0100 Logistics 0600 – 0200
Sydney Dance Company	Office 0800-1800 Teaching / Rehearsal/ Performances 0600 – 0100 Logistics 0600 – 0200
Sydney Philharmonia Choir, Gondwana and the Song Company	Office 0800-1800 Teaching / Rehearsal/ Performances 0600 – 0100 Logistics 0600 – 0200
Sydney Theatre Company	Office 0800-1800 Event / Production Hours 0600 - 0100 Logistics 0600 – 0200
Commercial Space 1 and 6 (Raw Event Space)	Office 0800-1800 Event / Production Hours 0600 – 0100 Logistics 0600 – 0200
Commercial spaces 2 – 5 (Tenancies)	Retail core hours 1000-2200 Café / Restaurant core hours 0600 – 0100 Logistics 0600 – 0200

For the hours of operation specifically related to events, refer *Section 3.3 Event Categories and Restrictions of Use In The Event Management Plan*.

10. Access and Egress

The sections related to the access and egress of people within the Precinct and their paths of travel to each of the various tenancy locations.

10.1 Access and Egress to WBAP

WBAP is being designed to adequately reflect the needs of all attendees including those with a disability and will comply with AS 1428.1 Design for Access and mobility, providing equitable and dignified access to people with mobility, vision hearing or intellectual disabilities.

The Public Domain areas (including Aprons and the Waterfront Square) of the Precinct will remain open to the public on a 24 hours basis, and will only be modified during events in accordance with the approved Event Management Plan.

A key principle which has been utilised for the design of the Precinct is the separation of back-of-house operations from front-of-house (spectator / visitor) movement, to provide a safe environment for everyone visiting the precinct.

Key considerations for ensuring access to tenancies include:

- Access to the WBAP and its facilities must be maintained for emergency vehicles and/or owners/tenants of properties requiring access.
- The specific needs for disabled occupants must be addressed and appropriate evacuation measures implemented to ensure all occupants can be safely evacuated.
- A minimum width must be maintained for egress paths for pedestrians at all times. The width is to be determined following finalisation of the building designs.
- No loose items in egress path including furniture, display items, hire plant, rubbish bins, ticket counters, signs, aisle ropes, pallets and stands will be permitted.
- Foyers and fire assembly gathering areas should not be blocked or significantly reduced to allow free flow to fire exits and egress from tenancies within the precinct.
- Only vehicles authorised by Precinct Manager and displaying a valid entry permit will be permitted to enter the precinct.
- Authorised vehicles must be scheduled and escorted when within the Precinct and must not exceed walking pace.
- Vehicles are not permitted to drive on or in designated specialist production areas, pedestrian easements or on protected heritage items unless protection measures such as Protrack, plywood boards or similar measures are used for all vehicle movements, access is controlled and approved by the Precinct Manager.
- No vehicle shall be parked within the confines of the Precinct during an event unless approved by the Precinct Manager.
- Illegally parked vehicles in the Precinct will be infringed.

10.2 Waterfront Edge Protection

To ensure the safety of all visitors given the waterfront location of the WBAP, water edge protection and monitoring controls will be established including:

- CCTV monitoring of waterside edges around the aprons and Waterfront Square.
- Provision of Emergency Rescue Plans and Emergency Response Plan in case of an incident.

- Use of balustrades and fencing to entry and egress areas immediately outside of alcohol service locations and within 5 meters of the waterside edge, or the use of approved fixed planter boxes to areas within 10 meters of the waterside edge.
- Use of balustrades and fencing to the waterside edge of the Waterfront Square during certain events.

11. Wayfinding and Signage

This section covers the principles of signage and wayfinding in the precinct.

11.1 Wayfinding and Signage Strategy

Wayfinding and signage strategies for the WBAP will use and apply *the City of Sydney Wayfinding Strategy and Legible Sydney Design Manual* And in accordance with the WBAP Urban Design Guidelines developed by Tonkin Zulaikha Greer Architects.

For further detail regarding signage locations and specifications refer to the *WBAP Wayfinding & Signage Report, November 2016, by Aspect Studios*.

The wayfinding and signage solution for the WBAP will project a cohesive image, contributing to the smooth functioning of the precinct, directing people to proper areas and away from restricted areas and enhancing the aesthetic aspects of a space.

The Precinct signage will include general signage, egress, access and emergency signage in and around the facilities including front-of-house and back-of-house areas including associated security, safety and compliance signage. It will be integrated with the existing Precinct tenant's signage and the commercial obligations associated with sponsorship, branding and/or naming rights.

Informative and interpretative digital displays, finger boards, flag boards and other types of signage blades are proposed to be incorporated in the Precinct to assist the public understanding of the history, development and significance of the Precinct. This will include geographic context, urban design, heritage, environmental, cultural and tourism programs.

The signage system will incorporate flexibility for potential adaptation of the signage during or after its installation to support events. These will be managed by the Precinct Manager in a cohesive and un-cluttered manner and in accordance with the *Precinct Interpretation Plan*.

Event Proponents must provide an *Event Signage Plan* for approval to the Precinct Manager, which must meet the requirements of the *Precinct Interpretation Plan*.

12. Emergency Management and Incident Response

This section covers how to plan for and manage an emergency at events and is divided into the key areas of preparing Emergency and Incident Response Plan (EIRP).

The definition of an emergency varies from event to event, but typically involves any unplanned activity that causes death or significant injury, disrupts operations, causes physical or environmental damage, threatens the reputation of the event or significantly decrease the revenues associated with an event. They may include:

- Crowd crush.
- Fire and/or explosion.
- Flood.
- Severe weather.
- Earthquake.
- Civil disturbance.
- High risk work.
- Terrorist threat.
- Loss of performer, supplier or patrons.
- Biological or chemical incidents.
- Communications failures, etc.

12.1 Emergency And Incident Response Plan

Emergency management is defined as a process to reduce loss of life and property and to protect assets from all types of hazards through a comprehensive, risk-based, emergency management program of mitigation, preparedness, response and recovery.

The following principles and priorities will be applied in response to all incidents and emergencies as it relates to the day-to-day operation of WBAP.

Priority	Principle
1. Ensure safety	Save lives, prevent injury and provide first aid and/or arrange medical assistance when required.
2. Protect the environment	Contain the impact of the event to prevent harm to the environment.
3. Protect property	Protect property from damage and contain the event to limit further impact.
4. Restore WBAP infrastructure	Restore essential infrastructure or provide alternate access to essential infrastructure.
5. Restore WBAP operations	Restore the WBAP functions to normal operations.

The Precinct EIRP will be developed by the Precinct Manager and as the design and operational planning matures for the project:

Event specific EIRP's will be developed for any major event and/or and arts and cultural festival events being held at WBAP. Where a large event is proposed, it is recommended that an experienced and qualified security consultant or crowd control manager review the final event EIRP.

These must refer to the conditions of the *Precinct Emergency and Incident Response Plan* and be reviewed and approved by the Precinct Manager. Refer to the *WBAP Event Management Plan* for more detail.

12.2 Precinct - Emergency Evacuation Plan

The WBAP is currently utilising Emergency Procedures developed by Trim Evac Pty Ltd.

The Precinct Manager, as part of the establishment of the operations for the Precinct will be responsible for updating the Emergency Procedures, to ensure they encompass the final design and include information relating to:

- Suspicious package
- Bomb threat
- Terrorist attack
- Active shooter
- Help point and duress response
- Unusual activity reporting
- Clear desk policy
- Computer and email usage
- Information classification
- Internet usage
- Password protection
- Social media usage
- Media policy
- Workplace violence
- Alcohol management and abuse
- Employee screening
- Cash handling
- Radio communications
- Theft & loss prevention
- Security investigations
- Deliveries / delivery management
- Key management, including lost key and re-keying
- Access control management, including lost card
- Precinct emergency shutdown and evacuation
- Special needs for disabled occupants and appropriate evacuation measures
- Security coordination with emergency services
- Business continuity
- Forged or fraudulent tickets, ID, or other identifying documentation
- Trespass, graffiti, vandalism or other criminal action
- Post incident evidence handling
- Event and external event operations
- VIP or special event functions, including secure escort of individuals, and
- Protests or demonstrations.

13. Security Management

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

For further information, also refer:

- Walsh Bay Arts Precinct Security Design Brief SDB0 1, Rev 02, 4 November by ARUP.
- Walsh Bay Arts Precinct Security Risk Management Report 251710-SE-SRA-01, Rev 2, 4 November by ARUP.
- Walsh Bay Arts Precinct Crime Prevention Through Environmental Design Report 251710-SE-CPTED-01, Rev 02, 4 November by ARUP.

13.1 General Security Strategies

The recommended protective security strategies that will be considered for the WBAP include:

- Improving security lighting.
- Hardening the secure perimeter (entry/exit) points from an attack.
- Layering security based on the type and use of the space (public, semi-public, semi-private, and private).
- Securing loading docks and vehicular entry ways.
- Reducing the opportunity for illegitimate vehicular access to the Precinct.
- Managing event access using temporary barriers and control methods.

13.2 Electronic Security Strategy

The recommended electronic security strategies that will be considered for the WBAP include:

- Improving CCTV surveillance throughout the Precinct to provide coverage of all vital areas for live monitoring and incident review/investigation.
- Providing electronic access control throughout the Precinct to reduce opportunity for trespass, theft, and misuse of space.
- Providing intruder alarms to monitor commercial and sensitive areas outside of normal working hours.
- Managing physical keys through an electronic key management system.
- Providing a duress/help point system throughout the Precinct for emergency communications by patrons and staff in case of a security incident.
- Providing an IP based intercom system for the precinct.
- Implementing an overarching security management system to provide a central point of control and interface with the precincts electronic security systems.

13.3 Security Management Strategy

The security management strategy strategies that will be considered for the WBAP include:

- Developing a security monitoring centre (or equivalent) for the central command and control of the precincts security systems and operations including Precinct patrols.
- Provide security awareness training to staff.
- Develop a comprehensive set of security policies and procedures.
- Implement ticket security measures to prevent unauthorised access to events.
- Provide loading dock security.

14. Lighting Management

Lighting for visitors, the community and other stakeholders is important for the WBAP to ensure the provision of a safe, secure and attractive visual environment for pedestrian and vehicular traffic, whilst taking into consideration energy efficiency, economic efficiency, and appropriate technology choices.

The Environmental Sustainable Design (ESD) strategy has been developed for the Precinct and the surrounding lighting management focuses on the responsible reduction of energy consumption, and providing a space that is secure and welcoming for the community. Key initiatives and considerations for future develop include:

- Providing long life LED lighting where possible.
- Increasing efficiency and comfort through on-going commissioning and awareness.
- Lighting of public spaces to provide secure, welcoming areas after hours.
- Providing high visual light levels to increase daylight levels.
- Providing general lighting to enable the safe day to day use of the Waterfront Square and including water edge lighting, and sufficient power and services reticulation to enable the installation of specific event lighting, in accordance with relevant standards and the Building Code of Australia.

The Precinct Manager is responsible for the monitoring, maintenance and implementation of lighting strategies the WBAP, including the approval of lighting treatments proposed for events.

15. Transport and Traffic Management

The purpose of this section is to establish principles and identify measures to manage the transport impacts associated with the precinct.

During the day-to-day operations, the existing transport infrastructure will be able to accommodate the demands generated by the Precinct activities and as such, no special provisions will be required.

No car parking is provided on-site and no changes to parking provision are proposed as part of the development. Sufficient on-street and off-street parking is available within the precinct, with the focus on promoting non-car based travel modes.

It is anticipated that between the new loading dock on Pier 2/3, the existing loading dock on Wharf 4/5 and the on-street loading provisions, there will be adequate loading capacity to cater for the demands generated by the additional uses. In addition, a loading dock management will be implemented by the Precinct Manager to ensure efficient use of the available space.

The existing site access arrangements would be altered to create more pedestrian-friendly environment, responding appropriately to both typical operation and event mode needs.

15.1 Logistic Scheduling and Management

To ensure the smooth operations of the precinct, the Precinct Manager will be responsible for:

- The development and maintenance of a *Logistics Management Plan* for the precinct.
- The development and maintenance of a *Master Delivery Schedule* for the Precinct to manage and control all vehicle movements.
- Ensuring the safe egress of pedestrians in and around loading areas and vehicle access areas within the precinct.
- Coordinate and monitor the end to end process of arrival and movement of vehicles associated with the public domain, wharf aprons and shared areas (Front of House and Back of House).
- Acting as the Travel Plan Coordinator to implement and monitor the WBAP Green Travel Plan (*Also refer to the WBAP Green Travel Plan, by GTA 2016 to Infrastructure NSW*).

All tenants, Event Proponents (and/or Event Organisers) and Contractors must follow the instruction provided by the Precinct Manager in accordance with the requirements of the WBAP *Logistics Management Plan* and *Master Delivery Schedules*.

Public safety and security in the Precinct must be maintained at all times and all logistical activities undertaken must be managed by competent staff utilising adequate safety and security controls to manage risks to the public and patrons of the WBAP.

These controls may include the requirement to provide vehicle spotters, traffic marshals to manage road closures and egress, lighting, safety equipment and temporary closures of areas within the site, that do not unnecessarily impact access to the precinct.

15.2 Traffic Impact Assessment ³

The ability of the site to generate traffic is restricted by the zero on-site car parking provision, however, the redevelopment of the site will still generate additional traffic movements as a result of the following:

- Loading vehicle trips to the site.

³ GTA Walsh Bay Arts Precinct Stage 2 SSDA Transport Impact Assessment, DRAFT 08/09/16

- Taxi trips to the site.
- Pick up and drop off trips to the site.
- Private vehicle trips to the site utilising nearby on/off-street car parking within WBAP.
- Due to a relative lack of access (at least in the short term), public transport is not expected to be a preferred mode choice.

During day-to-day mode the proposed traffic generation from the site will not exceed the existing traffic volumes observed in the vicinity of the site. In this regard, the additional traffic generated by the proposed development could not be expected to compromise the safety or function of the surrounding road network.

For further details relating to the Traffic Impact Assessment refer to the *GTA Walsh Bay Arts Precinct Stage 2 SSDA Transport Impact Assessment and the Draft Green Travel Plan*.

15.3 Vehicle Access and Loading Facilities

Vehicle access to the Precinct at Hickson Road level will be altered such that service vehicles will access the Precinct via the perimeter only during day-to-day.

Vehicle size restrictions are largely determined by the available manoeuvring / turning areas at the northern end of the wharves for vehicles to be able to enter/exit in a forward direction, as indicated below:

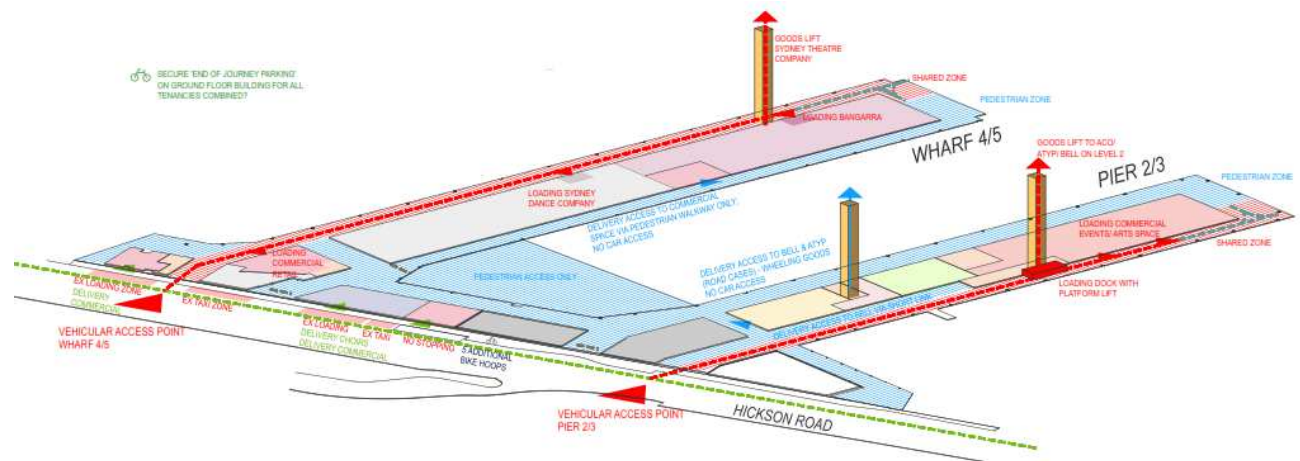


Figure 5 - Service Vehicle Access - Day-to-Day mode

During events, the operations would need to be adjusted allow vehicles to enter Pier 2/3 and Wharf 4 for bump-in/ bump-out activities only to the Waterfront Square, and the vehicle access during the event would be restricted to preserve pedestrian safety, as indicated below:

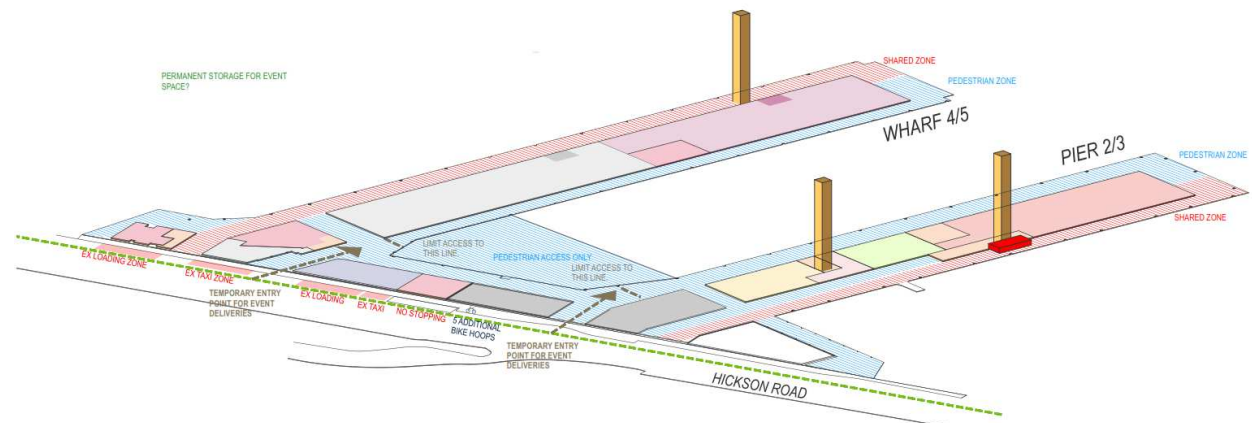


Figure 6 - Service Vehicle Access - Event Mode

The existing loading arrangements for Wharf 4/5 will be maintained and a loading platform and/or leveller will be constructed on the east side of Pier 2/3. The arrangement would require the loading vehicle to drive past the platform and reverse adjacent to the building.

The loading vehicle would then travel to the northern end of the pier where it would turn around and then travel back along the pier to Hickson Road.

The existing apron is generally 5.8 metres wide and whilst not strictly in accordance with AS2890.2- 2002, would allow two small rigid vehicles (SRVs) to physically pass, noting some localised constraints associated with existing services (e.g. fire hydrant).

Any passing movements would need to be undertaken with one vehicle parked hard up against the building or edge of the wharf and the other vehicle at low speed. It is noted that at the colonnade, the apron width reduces to approximately four metres wide, with vehicles not able to pass at this location. The width of the apron precludes two MRVs being able to pass each other (or one SRV and one MRV). The available facilities and associated heritage-related constraints are expected to be appropriate for the low service vehicle activity levels.

15.4 For events within the public domain, waste collection will be designed to limit vehicle reversing and service activities to day-time hours. Should it be assessed that there is a heightened risk for public health and safety due to waste management, alternative times will be arranged in consultation with the Walsh Bay Precinct Association and the adjacent commercial tenants.

Transport Management Plans

An event specific Transport Management Plan will need to be completed for any Category 1 - Major Event or Category 2 - Arts and Cultural Festivals and/or any event that will impact local traffic conditions including road closures.

The Transport Management Plan will need to detail how the transport needs in the vicinity of the precinct will be managed.

Event specific Transport Management Plans are required to be developed and approved in consultation with Transport for NSW, Roads and Maritime Services, the Transport Management Centre and the CBD Co-ordination Office. These must be approved and evidence of approval provided to the Precinct Manager at least 14 days prior to the installation and / or operation of the operation of the event.

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.

It is important to note 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.

For further details on Traffic Management Plan refer to the WBAP Event Management Plan and the *Walsh Bay Arts Precinct Stage 2 SSDA Event Traffic Management Plan*, 4 November 2016 by GTA Consulting.

16. Noise Management

The purpose of this section is to summarise and outline mitigation and management measures to control the impact of noise from the general activities and events at the site on surrounding noise sensitive properties.

16.1 Patron Noise Only

Noise from general activity is notoriously difficult to predict because of the complex relationship between the noise source and the ambient level of noise.

Estimates of patron noise have been made for crowd sizes within the Waterfront Square area associated with the different event types.

Waterfront Square Crowd Size	Predicted Noise Levels at Noise Sensitive Receivers, dB(A) L _{Aeq}					
	Residential units at Piers (R1)	Residential units on Lower Fort St. (R2)	Commercial on Hickson Road (C2)	Commercial at Shore Sheds north façade (C3)	Hotel at 5051 Hickson Road (R3)	North Sydney (R4)
1,500	41	41	44	58	40	46
1,000	39	39	41	58	38	44

16.2 Event Noise Management

Any events would need to submit a Noise Management Plan for approval prior to the event. This would cover proposals for the whole event (setup, sound checks, performance, clear up).

The Noise Management Plan for events should comply with the proposed limitations and controls of the WBAP Event Management Plan and be reviewed and approved by the Precinct Manager who may refer the plan to the City of Sydney for approval.

For further detail refer to WBAP *Operational Event Noise Management Plan* by ARUP (February 2017) and also refer to the *WBAP Event Management Plan*.

17. Alcohol and Food Management

There are specific regulatory requirements that apply to the provision of food and alcohol within the WBAP for day-to-day use and events.

An overview of those requirements is provided below. It should be noted that it is the responsibility of the Event Proponent to ensure that all statutory requirements are met with respect to the provision of food and alcohol.

17.1 Liquor Licence

No alcohol is permitted WBAP public domain without a valid liquor licence and/ or approval and it is the responsibility of the various tenants to obtain appropriate licences to support their operations.

A Temporary Event Liquor Licence and/or extension of an existing Liquor Licence are required for all events serving alcohol.

For events where alcohol is to be served or sold, Event Proponents will be required make an application for a Liquor Licence to be approved and issued by NSW Office of Liquor, Gaming and Racing.

A copy of the approved Liquor Licence must be provided to the Precinct Manager prior to the event taking place.

17.2 Alcohol Management

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 functions and events held in the WBAP that serve alcohol must comply with the following:

- Evidence of the liquor licence must be supplied and displayed.
- 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 function or 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.
- 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.
- If any patron is identified by staff as approaching an irresponsible level of intoxication, staff will firstly refuse service of alcohol and refer the person to the Bar Manager and / or Security. Persons deemed to be unduly intoxicated or affected by other substances will, subject to Duty of Care responsibilities, be removed from the precinct.
- All bar service staff and security staff positioned within the licensed areas must have appropriate RSA qualifications.
- Security personnel must be stationed at the bar for the duration of the function /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 public areas to enforce RSA guidelines.

For further information please refer to:

http://www.olgr.nsw.gov.au/liquor_home.asp#top and

http://www.olgr.nsw.gov.au/liquor_fact_sheets.asp

17.3 Temporary Food Stall Approval

For certain events and festivals there may be a requirement to provide additional temporary food stalls located within the public domain areas.

Food stall operators must obtain approval for temporary food stalls from the Precinct Manager and the City of Sydney. The Event Proponent must ensure that any conditions imposed by the City are met and general details of food locations, approval permits and operation requirements must be provided to the Precinct Manager before the event.

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 further details relating the provision of *Temporary Food Stall* are further defined in the *WBAP Event Management Plan*.

18. Workplace 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 systems, processes and approaches will be developed in accordance with the Australian Standard: Safety Management Systems (AS 4801-2000) and the Australian Standard: Risk Management (AS/NZS 4360-2004).

Work Health and Safety (WHS) laws require employers and all other workplace parties to consult and cooperate in the management of workplace risks, in order to protect the health and safety of workers and others who might be at risk from the work.

Roles and responsibilities for health and safety are covered by the *Work Health and Safety Act*, supported by the Work Health and Safety Regulation 2011.

For further information, please refer to: www.workcover.nsw.gov.au

18.1 A Safe Workplace

A safe work place and safe Precinct operations are essential for the well being of people attending the precinct. Arts NSW are committed to ensuring a safe and healthy working environment for everyone who works and attends the WBAP. The Precinct will operate in accordance with a safety management system based on risk management, consultation and safe behaviours.

18.2 Risk Management

A safe work place requires that risks are understood and are managed. This will be done by having the Precinct Manager:

- Maintaining a documented occupational health and safety system with procedures for identifying, assessing and controlling workplace hazards so far as is reasonably practicable and in accordance with relevant codes of practice, as may apply.
- Implementing and continuously improving safe systems of work.
- Requiring safe work practices from our co-workers, including commercial partners, resident companies, presenting partners, commercial tenants, venue hirers, contractors and suppliers.
- Ensuring that all employees, commercial partners, resident companies, presenting partners, commercial tenants, venue hirers, event operators, contractors and suppliers are aware of their responsibilities with respect to safety legislation and our policies.
- Complying with all relevant safety laws, standards and codes of practice.

18.3 Consultation

A safe work place requires that everyone understands and is committed to maintaining safety practices and procedures. This will be done by having the Precinct Manager:

- Facilitating consultation through nominated consultative groups that will include the Precinct Manager.
- Consulting with employees, commercial tenancies and resident companies within the Precinct on the development, implementation and refinement of safety policies and procedures and review of work practices.
- Consulting with commercial partners, presenting partners, venue hirers, event operators, contractors and suppliers when planning work to ensure all parties fulfil their safety responsibilities.

18.4 A Positive Safety Culture

A safe work place requires the pro-active participation of all stakeholders. The Precinct Manager will:

- Ensure that all safety policies and procedures are effective.
- Provide appropriate safety resources and systems for all.
- Provide regular training on safety issues and procedures.
- Ensure that all employees and other workers accept the personal responsibility to work safely.
- Ensure all employees to immediately report any health or safety issue.
- Measure and report on safety performance.
- Recognise and reward safe behaviour.
- Audit practices and procedures.
- Implement risk control measures identified to control and prevent occurrence of workplace incidents.

All workers, including staff, managers and supervisors, contractors, presenting partners and commercial partners will be held accountable for their safety performance in the areas within their control or influence.

18.5 Serious Injury Or Illness, A Death Or A Dangerous Incident

If a serious injury or illness, a death or a dangerous incident occurs the Precinct Manager will ensure the following is undertaken:

- Provide first aid and make sure the person gets the right care.
- Notify WorkCover NSW immediately on 13 10 50 and notify the insurer of any injury or illness within 48 hours.
- Record the incident report and investigation and note them on a register of injuries, regardless of whether there has been a claim.
- Help workers to recover at work.

18.6 Reviews

Workplace Health and Safety (WHS) policies, plans and procedures will be reviewed every two years, and at other times if any significant new information or legislative or organisational change warrants amendment.

Event WHS plans and procedures will be reviewed during the planning of events and monitored during the operations of events held within the precinct.

18.7 Other Safety Considerations

The following additional safety issues will also be considered by the Precinct Manager for activities within the precinct:

18.7.1 Material Safety Data Sheets (MSDS)

All chemicals brought into the Precinct must be accompanied by a MSDS. The Precinct Manager will be required to keep an up to dates register of MSDS on-site and will require copies of MSDSs from all tenants, contractors and event proponents working 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.

18.7.2 Safety Certifications

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

19. Infrastructure and Service Management

During day-to-day and as part of the hosting of events, there may be a requirement to provide additional 'overlay' and 'event services' to support the WBAP, including but not limited to temporary marquees, toilets, performance stages and platforms, power, utilities, fencing, flooring, lighting, vision and sound production and signage.

Nothing can be brought into WBAP that may result in overloading or straining of any floor, wall or other structure forming part of the Precinct facilities, including the public domain.

The WBAP must be returned and 'made good' to the standard required by the Precinct caused by the Event Proponent, their Agents, contractors and sub-contractors and/ or Personnel.

Service providers must comply with any direction given by Precinct Manager or an authorised representative in relation to the provision of services for an event in the precinct.

Should a service provider not make good the facilities, the Precinct Manager will clean and repair the facilities to the standard required at the service provider's cost.

All temporary 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.

Any building or construction work and/or event works must comply with relevant legislation and be constructed according to the plans submitted.

19.1 Development and Fitout

Tenants are responsible for the fitout of their tenancies and as such to provide a safe working environment that meets the requirements of the Building Code of Australia and the Workplace Health and Safety legislation. This includes ensuring disability access requirements are met and the fit out does not negatively impact the emergency exits and fire systems.

All works proposed must include a public domain plan and be prepared in accordance with the *WBAP Urban Design Guidelines* by Tonkin Zulaikha Greer Architects. In addition, they must have appropriate owners consent and statutory authority approvals such as Development Approval, Building Certification and Occupation Certification.

All proposed development must consider and meet the conditions of the various lease and agreement obligations, as well as easements, covenants and restrictions that apply to the precinct. These include the Walsh Bay Precinct Management Agreement (PMA), the Wharf 4/5 Lease Strata Management Statement (SMS), and associated easements, covenants and restrictions. For further information refer to the *Walsh Bay Arts Precinct Title Review Pier 2/3 and Wharf 4/5*, prepared for Infrastructure NSW by Corrs, Chambers, Westgarth, July 2016.

These considerations are required where works:

- Change, add or remove Shared Facilities require Special Unanimous Resolution of the Building Management Committee (BMC).
- Affect alterations of the external appearance of Pier 2/3 require a Unanimous Resolution of the BMC.
- Affect shared cost increase resulting from a proposed development requires Special Unanimous Resolution of the Building Management Committee (BMC).

The Proposed Development will need to comply with the WBAP:

- Urban Design Guidelines.
- WBAP Ecologically Sustainable Development (ESD) Framework.
- Architectural Code.
- Maintenance Manual.
- Pest Control Standards.
- Conservation Management Plan.

- Heritage Technology Plan.
- Interpretation Plan.
- Emergency Evacuation and Access Plan .
- Water Safety Management Plan.
- Traffic Management Plan for the Shore 2/3 Access way.
- Water Safety Management Plan.
- Emergency Response and Evacuation Plan.
- Termite Control Plan.

19.2 WBAP Ecologically Sustainable Development (ESD) Framework

With regards to ESD, the focus for integrated and future fit-outs should be to reduce the environmental impact of materials through careful selection.

The fit-out should target achieving the criteria set out in the Green Star Rating Tools for Indoor Environment Quality and Materials. While no formal rating is being targeted in this project, the criteria outlined provide a framework which will define best practice.

For more information regarding ESD refer to the *ARUP - Walsh Bay Arts Precinct Sustainability Framework, Stage 2 SSDA*, Rev A, 17 October 2016.

19.3 Temporary Structures

The erection and use of temporary structures in NSW is generally regulated through the *Environmental Planning and Assessment Act 1979 (Act)*, the *Environmental Planning and Assessment Regulation 2000 (Regulation)* and the *State Environmental Planning Policy (Exempt and Complying Development Codes) 2008 (Policy)*.

Temporary Structures should be provided in accordance with the requirements of the Australian Building Code Board Temporary Structures Standard, 2015.

19.4 Temporary Plant Equipment

All mechanical and electrical installations including generators, electrical cabling and any mobile structures are to be surrounded or covered by appropriate physical barriers so as to prevent unauthorised access by the public at all times.

Temporary generators and water pumps must be appropriately selected and located so as to ensure that the total noise emissions from the temporary plant/equipment do not exceed the WBAP noise performance criteria or the Intrusiveness Criteria at any surrounding noise sensitive receptors. This may require the use of containerised silenced generators, acoustic screening and selective location of temporary plant.

For additional detail refer to *WBAP SSD 16_7689 SEARs - Noise and Vibration Review by ARUP*, November 2016.

Where electrical lighting or equipment e.g. spot lights, lamps, machinery etc are used in an event for the purpose of lighting or display, such items shall be guarded or measures undertaken to prevent hazards, including but not limited to injury/burns to persons.

19.5 White Cards For All Construction Work

A White Card (induction card) is required for workers undertaking construction work.

19.6 Working At Heights

When work is required to be conducted from heights appropriate Working A Heights procedures, safe work method statements and emergency and response plans must be provided and implemented to the satisfaction of the Precinct Manager and as required by law. All work must be monitored and specific emergency and rescue procedures put in place, should an incident occur.

A person conducting a business or undertaking work has the primary duty under the WHS Act to ensure, as far as reasonably practicable, that workers and other persons are not exposed to health and safety risks arising from the business or undertaking and in accordance with specific Australian Standards and Codes of Practice.

19.7 Confined Spaces

Given the design of the WBAP there may be occasion where a person(s) is/are required to undertake works in a confined space.

There are specific laws about working safely in confined spaces and the Precinct Manager will ensure that all works are undertaken in accordance with the relevant laws and standards and will develop a Confined Spaces policy relating to all works within the precinct.

19.8 Asbestos

Given the heritage nature of the construction of the buildings within the WBAP there are known locations where asbestos is present.

The Precinct Manager will be responsible to develop and implement and maintain an Asbestos Management Plan for the WBAP and maintain the register of the identified or presumed Asbestos Contaminated Materials (ACM), including details on their locations, accessibility, condition, risk assessments and control measures.

The Precinct Manager will also be responsible for the ongoing assessment and management of the condition of any ACM located within the Precinct and the associated asbestos risks. This includes:

- Developing measures to remove the ACM or otherwise to minimise the risks and prevent exposure to asbestos
- Ensuring the control measures are implemented as soon as possible and are maintained as long as the ACM remain in the Precinct.
- Ensuring that relevant laws are checked before performing any direct action on ACM and noting that actions such as drilling, boring, cutting, filing, and brushing, grinding, sanding, breaking, smashing or blowing with compressed air may be prohibited.

All tenants, Event Proponents and Contractors must follow the instruction as provided by the Precinct Manager at all times and plan and undertake work on ACM in accordance with the requirements of the WBAP Asbestos Management Plan, which will address the following in accordance with the relevant State Acts, Regulations, Codes of Practice, Advisory Standards and industry standards.

19.9 Lead Work

Similar to asbestos, there are known locations within the Precinct where lead is present.

There are specific laws about working safely with lead and the Precinct manager will monitor and manage lead works in accordance with a Contamination Plan. The Plan will be reviewed and assessed at least every five years, or when circumstances affect (or may affect) the health and safety of a worker.

Before anyone begins any lead process, information relating to the risks and health effects when working with lead must be provided, including the provision of details about health monitoring and the need for health monitoring.

19.10 Dive Work

Given the location of the WBAP and it's waterfront location, there may be times where works are undertaken under water using divers.

There are specific laws about undertaking dive work safely and prior to any works being carried out organisation must be able to demonstrate to the Precinct Manager:

- Safe Work Method statements relating to the activities to be completed.

- Workers hold a current certificate of medical fitness to be able to be a dive work.
- Workers hold a certificate for general diving work.
- Workers have completed a certain number of hours of relevant diving experience.
- Workers are suitably skilled (through training, qualification and experience).

19.11 Electrical Work

There are specific laws about undertaking electrical work safely covered within the Work Health and Safety Regulation 2011.

For information about risk management, specific electrical hazards, working de-energised, working near energised electrical parts, tools and equipment, and high-voltage electrical work, refer to the code of practice for managing electrical risks in the workplace.

The Precinct Manager will be responsible to ensure all risks associated with any electrical work, electrical equipment or electrical installations are assessed and appropriately managed.

19.12 Cranes, Forklifts, Elevated Work Platforms and Hoists

The NSW Work Health and Safety Regulation 2011 and SafeWork NSW identify types of construction work and scaffolding work, such as dogging and rigging, and operating cranes, hoists, reach stackers, forklifts and pressure equipment as high risk work and High risk work and as such requires operators of such equipment to be appropriately licensed and the work supervised.

The Precinct Manager will be responsible to ensure all works associated with the supply and use of such equipment is undertaken in accordance the relevant standards and guidelines.

19.13 Boom, Scissor Lifts or Elevating Work Platforms

The Precinct Manager will be responsible to ensure all works associated with the supply and use of all boom, scissor lifts or elevating work platforms are operated safely and in accordance with the manufacturer's instructions, relevant standards and guidelines.

In all cases a spotter/ground person must be used at all times when the vehicle is in transit. When using an elevating work platform in the raised position there will be a person stationed at ground level to ensure that the space under the working area is kept clear.

The spotter/grounds person must wear a high-visibility safety vest.

19.14 Hazardous Materials and Chemicals

Where a chemical, hazardous substance, including gases, are brought, stored or handled, on site then it shall be accompanied by a Material Safety Data Sheet (MSDS) and provided to the Precinct Manager.

The MSDS must contain information on clean up instructions and should a chemical spill occur it is to be cleaned up immediately and precautions taken in respect of the type and amount of chemical spilt. The person using the hazardous material must provide spill kits appropriate to manage the hazard.

Temporary signage and barriers should be also utilised where appropriate and the matter reported to the Precinct Manager of the work being undertaken.

19.15 Gas

The use of gas cylinders (of any kind) should be avoided wherever possible. Any person proposing to utilise bottled gases shall ensure that all cylinders are clearly marked as to the type of gas and stored in an upright position and secured to prevent the cylinder falling over and damaging the valve.

MSDS product information shall be supplied to the Precinct Manager on delivery of the gas cylinder and the quantity of the gas being utilised will also be subject to the approval of the Precinct Manager.

The Precinct Manager may refuse the use of any gas to be utilised within the premises where it is believed it may cause harm to persons or have an explosive potential to cause damage.

19.16 Children Within Work Zones

Children are not permitted to enter work areas where High Risk work is being undertaken and are not permitted on or in loading docks/zones at any time. A high risk area is one where forklift operation, rigging or stand/structure building/installation is being undertaken.

Children are not permitted to remain in any vehicle unattended by an adult while the vehicle is loading / unloading. Children are not to be left unattended or unsupervised in any areas within the precinct.

Tenants and event proponents must ensure that children attending performances, rehearsals, school programs, group or individual classes must be supervised and / or accompanied by a responsible adult.

19.17 No Parking On Site

Vehicles are permitted to drop off tools and equipment at loading docks/zones. The vehicles must then be removed from loading docks/zones and from the service road access areas.

A strict parking and unload times will be enforced within the loading docks/zone areas for maintenance and events, unless otherwise authorised by the Precinct Manager.

Parking for contractors, production companies and workers is available in the car park adjacent to the Roslyn Packer Theatre on Hickson Road.

19.18 Worker Behaviour

It is prohibited for any person undertaking work within to be under the influence of alcohol or illegal drugs. The possession, distribution or use of any illegal drug or alcohol at WBAP by contractors or workers is strictly prohibited and will be referred to authorities.

All event contractors, exhibitors and workers must be dressed in a neat and tidy manner at all times while working at the Precinct and covered footwear must be worn at all times.

Unruly or unacceptable behaviour and violent acts are strictly prohibited. People acting without due care for others, or not following directions of Precinct Manager may be removed from site.

Where workers are undertaking work whereby Personal Protective Equipment (PPE) is required or to safeguard the health and safety of persons, including themselves then PPE shall be worn. (For example: hardhats, gloves, goggles /safety glasses, etc.)

Where work is to be undertaken in public areas, foyer space or areas which may impede movement of persons or cause a danger to persons then the contractors shall ensure that barricades, safety signage or other appropriate measures are undertaken to ensure the safe flow of pedestrians or traffic, subject to the approval of the Precinct Manager.

20. Waste Management

Arts NSW is committed to minimising waste generated from the WBAP and will work with the existing Arts tenants and any event proponents to ensure the proper disposal of all waste generated.

With its prominent harbour side location and heritage buildings, WBAP will be a world leading venue. Therefore sustainable waste management practices are complementary to this vision.

The following targets are required to achieve best practice waste management:

- Waste avoidance and reduction.
- 90% diversion of operational waste from landfill by 2020.

This target is based on diversion rates achieved by similar urban precincts.

To realise higher order waste management than landfill, additional initiatives will be needed, that will target the people's behaviours and the avoidance of specific different wastes. These could include:

- Mandating compostable food packaging (100% biodegradable products) for all Commercial retail tenants.
- Precinct wide waste education initiative, including updating signage and tenant workshops.
- Set design and back of house construction reuse and recycling programs.

The Precinct Manager will be required to develop a specific WBAP Waste Management Plan to identify waste sources and propose management measures based on the following objectives:

- Provide guidance for the project in waste minimisation from construction activities.
- Increase economic feasibility of the project through effective waste separation, recycling and re-use measures.
- Identify waste management requirements and opportunities for operation.

For events within the public domain, waste collection will be designed to limit vehicle reversing and service activities to day-time hours. Should it be assessed that there is a heightened risk for public health and safety due to waste management; alternative times will be arranged in consultation with the Walsh Bay Precinct Association and the adjacent commercial tenants.

Events will significantly increase the number of people utilising the precinct, and therefore waste generation. The event proponent will be required to develop event specific Waste Management Plan(s) in accordance with the principles defined in the overall *WBAP Waste Management Plan*.

21. Community Consultation and Complaints Management

21.1 Communication

Key to the successful operation of the Precinct and the staging of events will be strong community engagement and consultation. The 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.

For further information relating to the Community Consultation strategy, refer to the *Walsh Bay Arts Precinct Communications and Stakeholder Management Plan*, 05 October 2016 by Elton Consulting.

21.2 Complaints Management

The WBAP telephone line will be managed by a call centre open during operational hours to ensure that a personalised response can be given to all calls. These calls are logged then sent through to the person designated as the Client Liaison Officer (CLO) or to the Precinct Manager.

In order to mitigate against noise-related issues, upcoming events and rehearsal times for the WBAP will be clearly communicated to the surrounding community, strata bodies and individuals registered to receive notifications.

Specifically for events, the complaints hotline hours of operation will be extended to provide 24-hour coverage. In addition written complaints would be welcomed via the email and postal addressed specifically developed to support the precinct.

During certain events, it is likely that the CLO would be on hand to deal with calls triaged through by the call centre. Outside of events, all calls will be answered for actioning the next working day; or in the case of an emergency, security will be contacted by the call centre.

The complaints handling procedure would form part of the Complaints Management System for the operations.

For further information on Complaints Management, refer to the *Walsh Bay Arts Precinct Communications and Stakeholder Management Plan*, 05 October 2016 by Elton Consulting.

22. Conclusions and Recommendations

The OPM and EMP represent the current design and level of operational planning undertaken at this time of the SSDA submission and provides information in response to the *Secretary's Environmental Assessment Requirements (SSD 6069)* and the architectural *Safety In Design assessment*.

As the design and operational planning progresses the content and detail of the OPM and EMP may be amended to ensure they remain up-to-date.

Arts NSW via the Precinct Manager will monitor the operational effectiveness of the OPM and EMP and may revise, review and update these plans from time to time to ensure their ongoing effectiveness and suitability in managing the precinct.

All amendments that fall outside of the approved consent conditions will be reviewed in consultation with the relevant authorities and any resulting consent application, managed in accordance with the relevant approval requirements.

23. References

- The following consultant reports have been used to develop this Operational Plan of Management:
- Walsh Bay Arts Precinct Communications and Stakeholder Management Plan, 05 October 2016 by Elton Consulting
- Walsh Bay Arts Precinct SSD 16_7689 SEARs - Noise Impact Assessment, 2 November 2016 by ARUP Consulting
- Walsh Bay Arts Precinct Operational Event Noise Management Plan R05, January 2017 by ARUP Consulting
- Walsh Bay Arts Precinct Urban Design Guidelines, 4 November 2016 by TonkinZulaikhegreer Architects, McGregor Coxall, ARUP Consulting and Tropman and Tropman Architects
- Walsh Bay Arts Precinct, Sustainability Framework, Revision A, 2 November 2016 by ARUP consulting
- Walsh Bay Arts Precinct Fire Engineering Report for SSDA Draft 1 10 October 2016, by ARUP Consulting
- Walsh Bay Arts Precinct Pedestrian Planning Assessment, 4 November 2016 by ARUP Consulting
- Walsh Bay Arts Precinct Security Design Brief SDB0 1, Rev 02, 4 November by ARUP.
- Walsh Bay Arts Precinct Security Risk Management Report 251710-SE-SRA-01, Rev 2, 4 November by ARUP.
- Walsh Bay Arts Precinct Crime Prevention Through Environmental Design Report 251710-SE-CPTED-01, Rev 02, 4 November by ARUP.
- WBAP Wayfinding & Signage Report, November 2016, by Aspect Studios.
- Walsh Bay Arts Precinct Stage 2 SSDA Event Traffic Management Plan, 4 November 2016 by GTA Consulting.
- Walsh Bay Arts Precinct – Waste Management Review, 4 November October 2016, by ARUP.