

# Walsh Bay Arts Precinct

## Event Management Plan 2016

**Version**

V 2.1

**Dated**

10 November 2016

**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 EMP 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 | Update post editing reviews, new architectural diagram issue, traffic and noise review.                                |
|         |            |                                                                                                                        |
|         |            |                                                                                                                        |

# **Table of Contents**

|                                                                  |           |
|------------------------------------------------------------------|-----------|
| <b>1. Objectives Of Assessment</b>                               | <b>4</b>  |
| 1.1 Purpose of the Event Management Plan                         | 4         |
| 1.2 Secretary's Environmental Assessment Requirements (SSD 6069) | 4         |
| <b>2. Site and Project Descriptions</b>                          | <b>6</b>  |
| 2.1 The Site and Surrounds                                       | 6         |
| 2.2 The Project                                                  | 7         |
| <b>3. Events Within Walsh Bay Arts Precinct</b>                  | <b>10</b> |
| 3.1 Introduction                                                 | 10        |
| 3.2 Event Experience                                             | 11        |
| 3.3 Event Categories and Restrictions of Use                     | 11        |
| 3.4 Event Modes of Operation                                     | 12        |
| 3.5 City Wide Events                                             | 12        |
| 3.6 Precinct Wide Events                                         | 13        |
| 3.7 Waterfront Square Events                                     | 14        |
| <b>4. Event Planning and Approval</b>                            | <b>15</b> |
| 4.1 Generic Event Management Plan                                | 15        |
| 4.2 Specific Event Management Plans                              | 16        |
| 4.3 Event Specific Site Plans / Precinct Plans                   | 16        |
| 4.4 Licenses and Approvals                                       | 17        |
| 4.5 Statutory Authority                                          | 17        |
| 4.6 Other Authority Approvals                                    | 18        |
| <b>5. Pedestrian Access Management</b>                           | <b>19</b> |
| 5.1 Access To The Precinct For Events                            | 19        |
| 5.2 Accessible Events                                            | 19        |
| 5.3 Crowd Control and Monitoring                                 | 19        |
| 5.4 Ticketing Boundaries for Event Modes                         | 21        |
| 5.5 City Wide and Precinct Wide Events with Road Closures        | 22        |
| 5.6 Precinct - Wide Events No Road Closure                       | 23        |
| 5.7 Waterfront Square Events                                     | 24        |
| 5.8 Temporary Fencing and/or Access Control Devices              | 25        |
| 5.9 Key Constraints For Patron Flow and Crowd Management         | 25        |
| <b>6. Transport and Traffic Management</b>                       | <b>27</b> |
| 6.1 Event Bump In/Out Vehicle Access And Egress To The Precinct  | 27        |
| 6.2 Event Service Vehicles                                       | 27        |
| 6.3 Traffic Management for Event Modes                           | 27        |
| 6.4 City Wide Events                                             | 27        |
| 6.5 Precinct Wide Events                                         | 30        |
| 6.6 Waterfront Square Events                                     | 31        |
| 6.7 Event Specific Transport Management Plans                    | 32        |
| <b>7. Noise Management</b>                                       | <b>34</b> |
| 7.1 Noise Limits – Events By Category                            | 34        |
| 7.2 Patron Noise Only                                            | 35        |
| 7.3 Noise Management Plan                                        | 35        |
| 7.4 Noise Monitoring                                             | 36        |
| 7.5 Consultation                                                 | 36        |

|            |                                                                               |           |
|------------|-------------------------------------------------------------------------------|-----------|
| 7.6        | Complaints                                                                    | 36        |
| 7.7        | Review                                                                        | 37        |
| <b>8.</b>  | <b>Security Management</b>                                                    | <b>38</b> |
| 8.1        | Event Security Management Plan and Crowd Management Plan                      | 38        |
| 8.2        | Event Security                                                                | 38        |
| 8.3        | Ticketing                                                                     | 38        |
| <b>9.</b>  | <b>Lighting Management</b>                                                    | <b>40</b> |
| <b>10.</b> | <b>Emergency Management and Incident Response Protocols</b>                   | <b>41</b> |
| 10.1       | Event Specific Emergency and Incident Response Plan                           | 41        |
| 10.2       | Generic Event Emergency and Incident Response Plan                            | 42        |
| 10.3       | City Wide and Precinct Wide Event Emergency Assembly Points                   | 42        |
| 10.4       | Waterfront Square Event Emergency Assembly Points                             | 43        |
| <b>11.</b> | <b>Alcohol and Food Management</b>                                            | <b>44</b> |
| 11.1       | Liquor Licence                                                                | 44        |
| 11.2       | Alcohol Management                                                            | 44        |
| 11.3       | Temporary Food Stall Approval                                                 | 45        |
| <b>12.</b> | <b>Workplace Health and Safety</b>                                            | <b>46</b> |
| 12.1       | Event Safety Management and Planning                                          | 46        |
| 12.2       | Event Planning Group                                                          | 46        |
| 12.3       | Risk and Hazard Identification                                                | 46        |
| 12.4       | Risk and Hazard Control                                                       | 46        |
| 12.5       | Event Risk and Hazard Control Plan                                            | 47        |
| 12.6       | Contractors                                                                   | 47        |
| 12.7       | Record keeping and documentation                                              | 47        |
| 12.8       | Typical Event Risk and Hazard Control Checklist                               | 47        |
| <b>13.</b> | <b>Infrastructure and Service Management</b>                                  | <b>51</b> |
| 13.1       | Event Infrastructure Overlay, Theming and Production Services (Event Overlay) | 51        |
| 13.2       | Event Overlay for City Wide and Precinct Wide Events                          | 52        |
| 13.3       | Event Overlay for Waterfront Square Events                                    | 56        |
| 13.4       | Wayfinding and Signage                                                        | 57        |
| 13.5       | Wayfinding and Signage for Waterfront Square Events                           | 57        |
| 13.6       | Wayfinding and Signage for City Wide and Precinct Wide Events                 | 57        |
| <b>14.</b> | <b>Waste and Water Management</b>                                             | <b>58</b> |
| 14.1       | Waste Management                                                              | 58        |
| 14.2       | Event Waste Management Plan                                                   | 58        |
| 14.3       | Event Waste Storage                                                           | 60        |
| 14.4       | Water Management                                                              | 61        |
| <b>15.</b> | <b>Community Consultation and Complaints Management</b>                       | <b>62</b> |
| 15.1       | Communication                                                                 | 62        |
| 15.2       | Engagement and Community Relations For Events                                 | 62        |
| 15.3       | Complaints Management                                                         | 63        |
| <b>16.</b> | <b>Conclusions and Recommendations</b>                                        | <b>65</b> |
| <b>17.</b> | <b>References</b>                                                             | <b>66</b> |

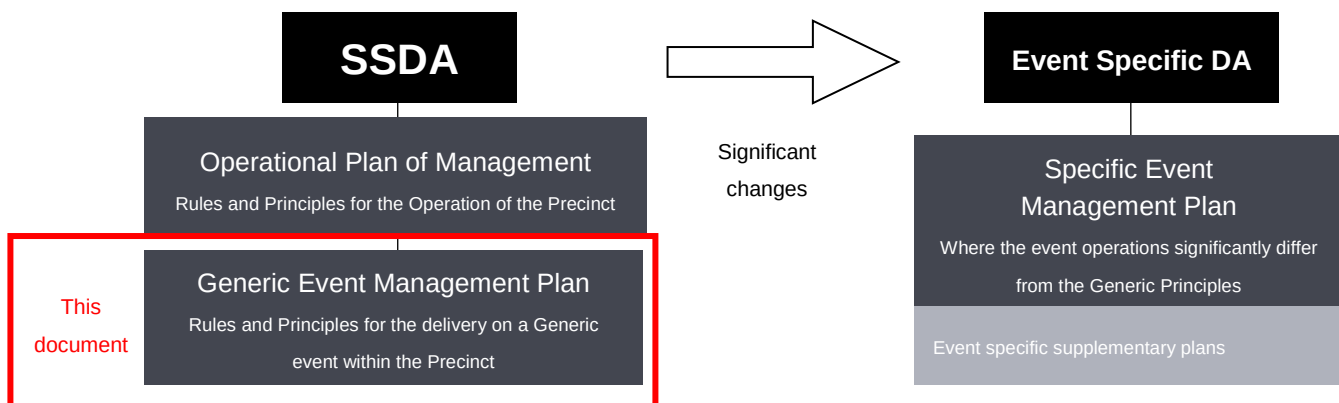
# 1. Objectives Of Assessment

## 1.1 Purpose of the Event Management Plan

The generic Event Management Plan (EMP) has been developed to support the State Significant Development Application for the Walsh Bay Arts Precinct (WBAP). The Event Management Plan outlines the typical mode of operation for events held within the Precinct and caters for large scale events that may have a wider city impact, Precinct Wide Events that utilise internal and external areas within the Precinct and new events to the new Waterfront Square and organised for the Precinct in typical formats.

This EMP is supported by a broader Operational Plan of Management (OPM), which identifies the governance and key operational strategies and principles for the WBAP in every-day use. The OPM will be progressively developed into detailed operational programs, policies and procedures by the Precinct Manager.

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 plan's 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.

Specifically for B20 this document addresses:

- (a) Operational transport and traffic management including the use of integrated ticketing and shuttle bus systems when events are being held at the site
- (b) Pedestrian access management, including provision for unimpeded access along the wharf aprons
- (c) Noise management, including reactive noise management measures and noise monitoring
- (d) Security and staff management
- (e) Lighting management
- (f) Emergency management and incident response protocols
- (g) Alcohol and food management
- (h) Occupational health and safety
- (i) Infrastructure and Services management
- U) Operational waste management
- (k) Water Management
- (l) Community consultation and complaints management

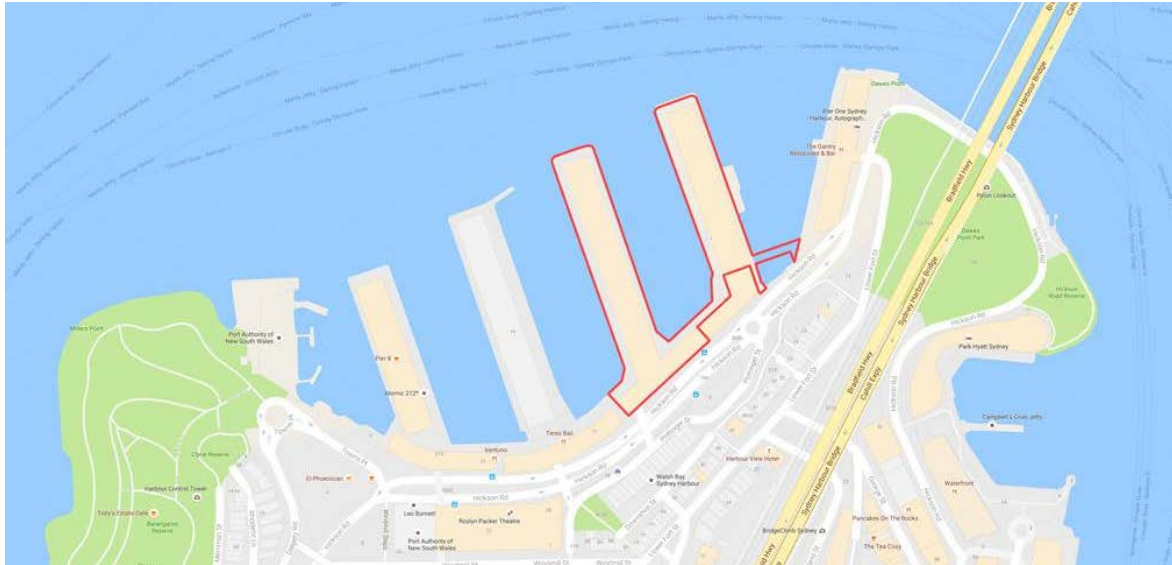
In addition, this report also reflects the key principles as provided by other specialist consultant reports for the project and the items identified in the *Safety in Design* (SID) report.

## 2. Site and Project Descriptions

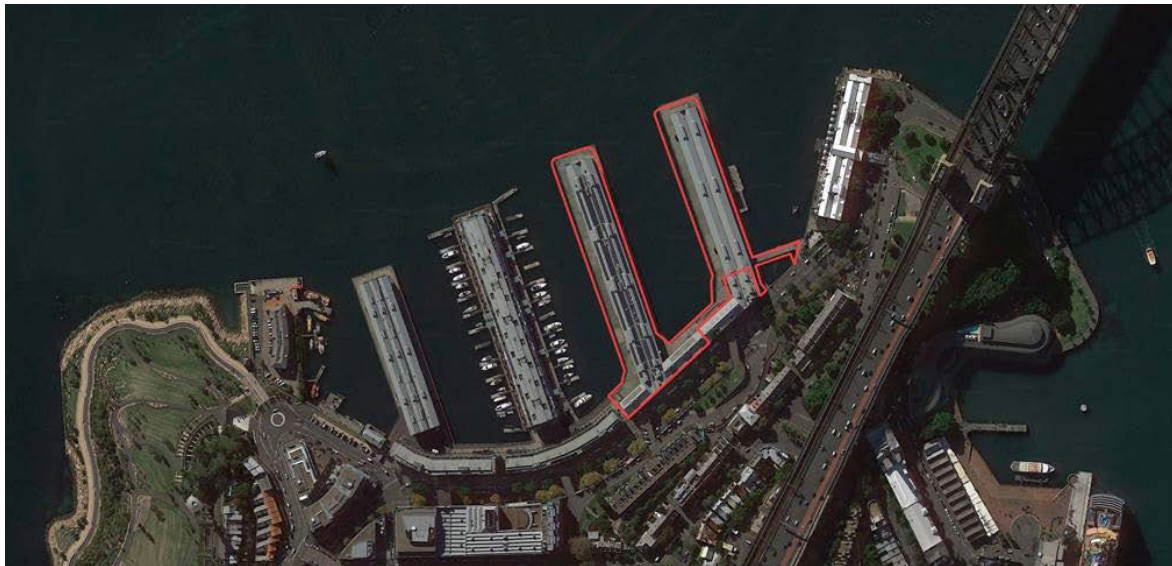
### 2.1 The Site and Surrounds

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](http://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 contains 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:
  - o Performance venues
  - o Rehearsal rooms, production workshops, back of house facilities and offices
  - o 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
  - o Mezzanine spaces for offices and back of house facilities
  - o Upgrades to meet compliance with current BCA, DDA and fire codes
  - o New lifts and stairs
  - o Creation of new commercial tenancies and public toilets

- o Removal of some storey posts and beams to facilitate internal reconfiguration and new uses and
- o 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:
  - o New balconies and external stairs for fire egress
  - o New external lift for access
  - o 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
  - o Roof penetrations within the central valley at the southern and northern end to accommodate new performance spaces and associated structural modifications including truss strengthening
  - o Installation of ESD elements, such as photovoltaic panels and seawater heat exchange systems and
  - o 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:
  - o Upgrade of the main rehearsal and performance spaces
  - o Upgraded foyer and exhibition space along the eastern frontage
  - o Improved office space at mezzanine level including a new lift and stairs
  - o Provision of a function space at ground level of the northern end of wharf with associated kitchen facilities and
  - o 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:
  - o Reducing the existing workshop space to create a fifth dance studio and
  - o Upgrading office and reception areas.
- External alterations and additions to SDC tenancy comprising:
  - o 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:
  - o Improved street entry at Hickson Road involving relocation of the stairs to allow for an improved landing and point of arrival to the STC
  - o 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
  - o Minor amendments to the existing façade to accommodate new entries and exits along the wharf
  - o Roof penetrations within the central valley at two locations to accommodate theatre and workshop spaces and associated structural modifications including truss strengthening and
  - o 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. Events Within Walsh Bay Arts Precinct

---

#### 3.1 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 the 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.

The following table provides an indicative list of events proposed for the Precinct; the final calendar may include other events / activations and include private events within the public domain.

| EVENT NAME                             | EVENT TYPE                  |
|----------------------------------------|-----------------------------|
| Biennale of Sydney                     | Arts and Cultural Festivals |
| Sydney Writers' Festival               | Arts and Cultural Festivals |
| Arts/Cultural Festival (New Precinct)  | Arts and Cultural Festivals |
| Commercial Events (Occasional)         | Private Events              |
| NYE Celebrations                       | Major Events                |
| Australia Day                          | Major Events                |
| Chinese New Year celebrations          | Community Events            |
| Vivid                                  | Arts and Cultural Festivals |
| Art and About                          | Community Events            |
| Sydney Dance Company open classes      | Community Events            |
| Bell Shakespeare open workshop viewing | Community Events            |
| Choirs "Big Sing" Weekend activation   | Community Events            |
| Carols by Candlelight Live Site        | Community Events            |
| Sydney Festival daytime activation     | Arts and Cultural Festivals |
| Head on Photo                          | Community Events            |
| NAIDOC Exhibition                      | Community Events            |
| Yoga                                   | Community Events            |
| Walsh Bay Stories                      | Community Events            |
| Resident Stories                       | Community Events            |
| Mardi Gras                             | Community Events            |
| Fashion Week                           | Community Events            |
| Chamber Music Festival ACO             | Community Events            |
| Good Food Month                        | Community Events            |
| Aria                                   | Community Events            |
| Sunday Samples                         | Community Events            |
| Lunch on Aprons                        | Community Events            |

### 3.2 Event Experience

Key event experience considerations of patrons to the Precinct are proposed to include:

- Enjoyable and safe environment.
- Treated with respect by Precinct and facility management, event officials and promoters.
- Informed as to the Precinct and event participation rules and risks prior to or upon entry to the Precinct and/or its facilities.
- Be notified of changes to the event in a timely manner including changes to performances, access, experience and/or safety.
- Provided access to a communication and/or complaints management facility.

### 3.3 Event Categories and Restrictions of Use

The Event categories and restriction of use as defined in the Development Consent issued by the Minister of Planning<sup>1</sup> 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<br>Major Events                | <ul style="list-style-type: none"><li>• up to 10,000</li><li>• max 4 times per year</li><li>• must not occur over more than one day</li><li>• 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.)</li><li>• music to be ceased by 11 pm 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 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</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 under- taken the following day</li></ul> |
| Category 2<br>Arts and Cultural Festivals | <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 time per year</li><li>• 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</li></ul>                                                                                                                                                                                                                                                                                                                                                                                 |
| Category 3<br>Community Events            | <ul style="list-style-type: none"><li>• up to 5,000</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 am or after midnight on any day, including set up/dismantle time and clean up</li><li>• music to cease by 11 pm in all cases</li><li>• use of localised low output amplified sound system for announcements or for live intimate entertainment only</li></ul>                                                                                                                                                                                                                                                                      |
| Category 4<br>Private Events              | <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 am or after midnight, including set up/dismantle and clean up time</li><li>• music to cease by 11 pm 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 only</li></ul>                                                                                                                                                                                                                                                              |

---

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

### 3.4 Event Modes of Operation

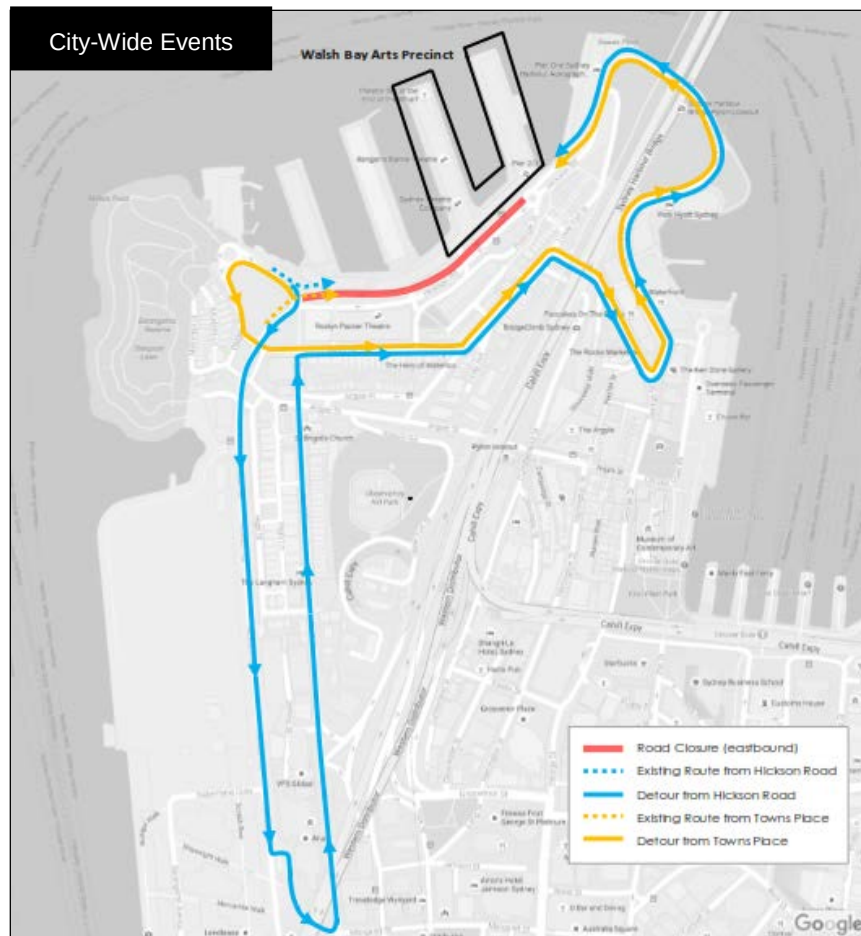
This generic EMP has been developed to outline three (3) event scenarios to be adopted for events within the Precinct. The three event modes include:

- City Wide Events.
- Precinct Wide Events.
- Waterfront Square Events.

### 3.5 City Wide Events

City Wide events may include major events or arts and cultural festivals that are occasionally held and either are held across multiple locations within the City or have considerable transient crowds that flow in and around the city.

The impact area of a City Wide events are represented in the following diagram including the WBAP (black) and road closures and controls (red, blue and orange):



**Figure 4 - City Wide Events**

These City Wide events will typically comprise:

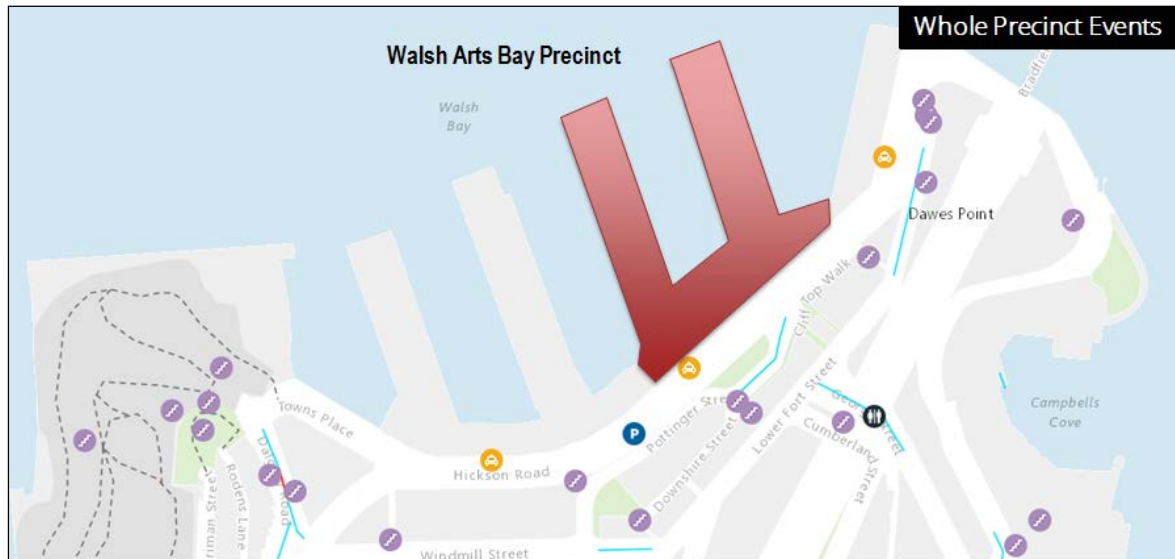
- Limitations under SSDA conditions for Event Category 1: Major Events and/or Event Category 2: Arts and Cultural Festivals.
- Co-ordination with the City of Sydney, other authorities for transport and emergency response.
- An extended external Precinct control boundary to Hickson Road and waterside exclusion areas, where road closure and marshalling controls are established.
- Security screening - bag checks, CCTV surveillance, event crowd management and additional security staff.
- Event ticketing – optional although recommended for crowd management.
- Access control / accreditation / ticketing for tenancy access.
- Emergency response: Onsite first-aid facility, vehicle access / parking within external boundary.

- Vehicle access for event installation to the Waterfront Square coordinated and managed via the Precinct Manager.
- Event Service Vehicle Access. E.g.: waste, which would be limited and managed via the event proponent and co-ordinated with the Precinct Manager.
- Includes events such as New Years Eve and Vivid.

### 3.6 Precinct Wide Events

Precinct wide events may include arts and cultural festivals and community events that are occasionally held and activate the external and internal Precinct areas. They may involve transient crowds moving through the Precinct; however they are not expected to cause major impacts to surrounding transport and traffic conditions.

The impact area of the event is represented in the following diagram indicated in red:



**Figure 5 - Precinct Wide Events**

These Precinct Wide Events will typically comprise:

- Limitations under SSDA conditions for Event Category 2: Arts and Cultural Festivals and Event Category 3: Community Events.
- Co-ordination with city and other authorities transport and emergency response.
- Precinct boundary control.
- Generally assumed – no road closures.
- Special event transport – arrangements managed via the event proponent and coordinated with relevant authorities – if required.
- Security screening - bag checks, CCTV surveillance, event crowd management and additional security staff.
- Event ticketing – optional although recommended for crowd management.
- Access control / accreditation for tenancy access required.
- Emergency response: Onsite first-aid facility, vehicle access vehicle / parking within the external boundary.
- Vehicle access for event installation to the Waterfront Square coordinated and managed via the Precinct Manager.
- Event Service Vehicle Access. E.g.: waste, which would be limited and managed via the event proponent and co-ordinated with the Precinct Manager.
- Includes events such as Sydney Writers Festival and the WBAP arts /cultural festivals.

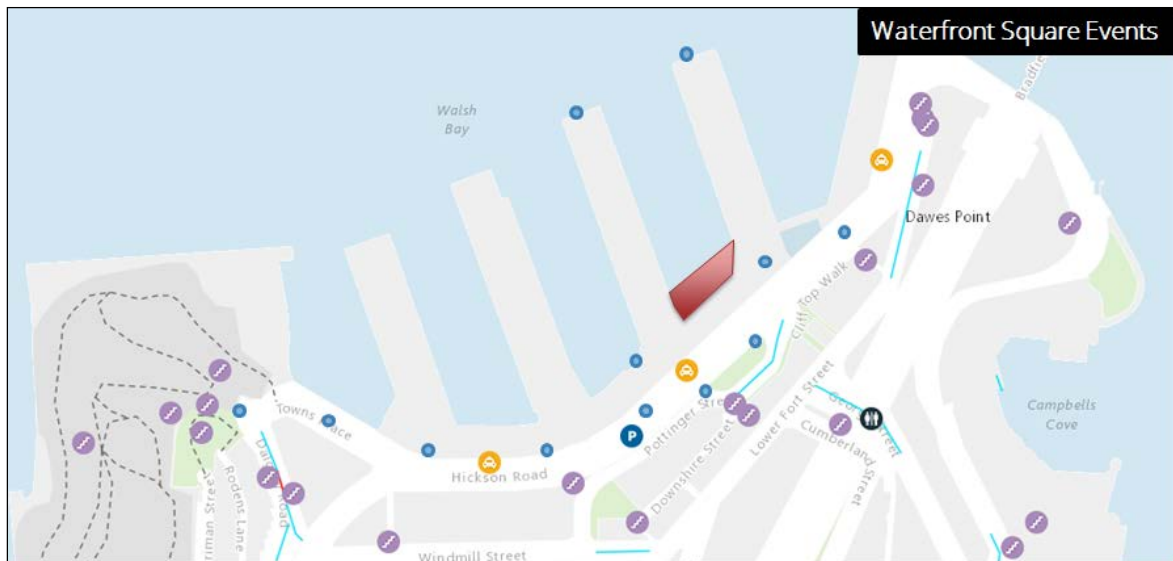
**Note:**

If large crowds and/or road closures are expected then it is recommended that the event would adopt relevant controls as identified for higher impact event mode: City Wide events.

### 3.7 Waterfront Square Events

Waterfront Square events may include community and private events that are undertaken within the Waterfront Square facility and the immediate surrounding wharf apron. They generally include local crowds or patrons and are not expected to cause major impacts to surrounding transport and traffic conditions.

The impact area of the event is represented in the following diagram indicated in red:



**Figure 6 - Waterfront Square Events**

These events will typically comprise:

- Limitations under SSDA conditions for Event Category 3: Community Events and Event Category 4: Private events.
- Waterfront square boundary control.
- No road closures.
- Security: CCTV surveillance, event crowd management and security staff.
- Controlled vehicle access for installation (bump in/out) to Waterfront Square.
- Event ticketing – optional.
- Access control / accreditation for tenancy access not required – open access.
- Emergency response: onsite first-aid facility.
- Vehicle access for event installation to Waterfront Square (Public Domain) co-ordinated and managed via the Precinct Manager.
- Event Service Vehicle Access. E.g.: waste which would be limited to the installation of event (bump in/out periods) and managed via the event proponent and co-ordinated with the Precinct Manager.
- Include events such as community, private and smaller arts and cultural festivals/events.

## 4. Event Planning and Approval

### 4.1 Generic Event Management Plan

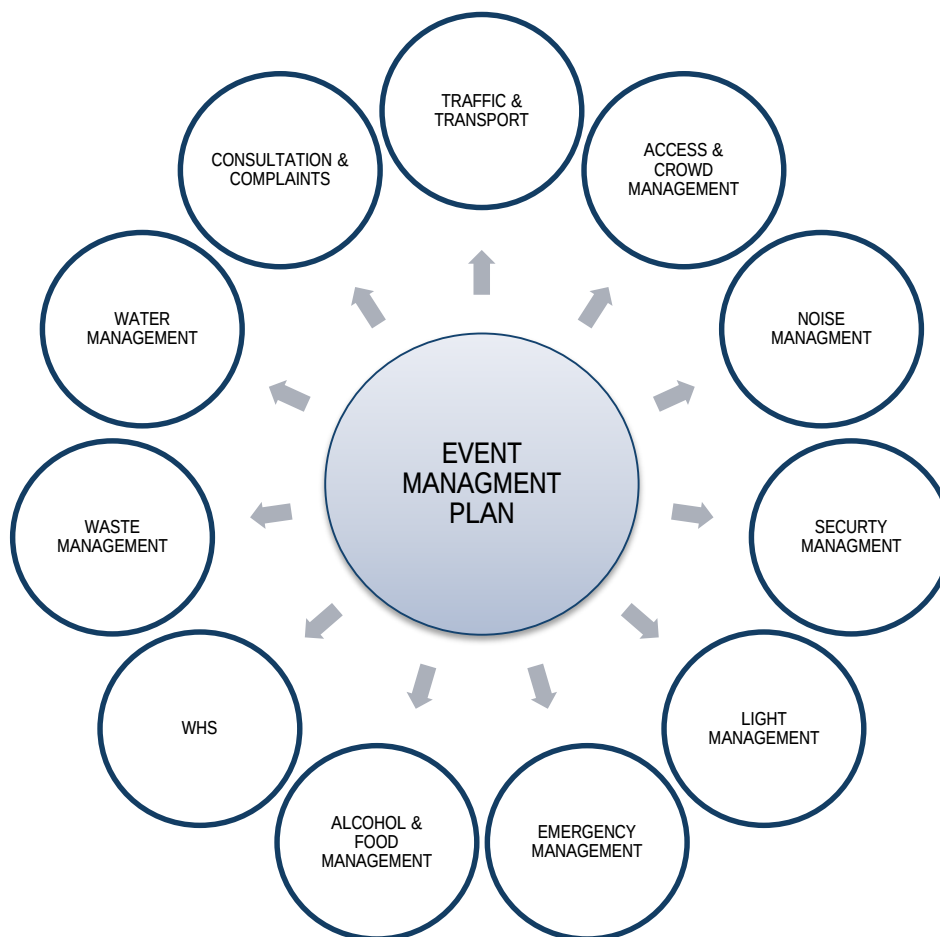
This generic EMP has been developed to outline three (3) event scenarios to be adopted for events within the Precinct, and to obtain the relevant approvals to enable events to be held without the need for further approval, unless elements of the individual events vary outside of the provision of this generic EMP.

Event modes outlined include:

- Waterfront Square Events
- Precinct Wide Events
- City Wide Events.

This generic EMP provides guidance to support the development of individual Specific Event Management Plans (SEMP). All SEMPs must be approved by the Precinct Manager and agreed by relevant stakeholders. Where an event varies the condition of consent for events for the Precinct then the event will be required to seek approval under the City of Sydney's Event Development Application process.

This generic EMP outlines the following, as required by the Development Consent under Section 89E of the Environmental Planning and Assessment Act 1979 for SSD 6069, and comprises:



**Figure 7 - Event Management Plan Inclusions**

## **4.2 Specific Event Management Plans**

Specific Event Management Plans (SEMPs) must be prepared for each event to be held in the WBAP. Where an event plans to utilise elements of this Generic EMP these may be referred and appended to individual SEMPs. The Event Proponent (and/ or Event Organiser) is responsible for preparing the SEMP which should be submitted to Arts NSW via the Precinct Manager when seeking approval to undertake the event.

The timeline for the submission of SEMPs are subject to the size, type and complexity of the event being proposed. In some cases, it will require consultation between the event organiser and Arts NSW more than 12 months prior to the proposed event date.

The size, scope and complexity of an event will determine the level of detail required for individual SEMPs. The following information will form the basis of the SEMPs:

- Event details, use and hours.
- Production schedules and run sheets (including services, entertainment, logistics & delivery, installation (bump-in/out) timings).
- Commercial plan for the event (marketing, branding, sales and fee for service facilities including food and beverage arrangements)
- Visitation profile.
- Signage plan.
- Traffic management plan.
- Logistics plan.
- Site plan / Precinct plan to scale (identifying and describing egress and access).
- Security management plan & crowd management plan.
- Emergency and incident response plan.
- Noise management plan.
- Water and waste management plan.
- Risk management plan.
- WHS plan (including alcohol and food management plan, safe work method statements for installation and operations, if relevant).
- Insurances for the event and/or associated works.
- Communications plan.

The Precinct Manager will review and assess the requirements in relation to the Precinct operations and assist to coordinate the required owners consent requirements.

If the event includes any form of selling (goods, services, food, beverage, entry tickets and merchandise) in the public domain a vendor list will also need to be completed outlining vendor contact details, commercial arrangements, description of items for sale and a detailed site plan and are also subject to approval of the Precinct Manager.

## **4.3 Event Specific Site Plans / Precinct Plans**

The Event Proponent must submit a site plan (in PDF and DWG format) as part of their SEMP for approval with the following information:

- Event name and dates.
- Name of organisation and person who has drawn the plan.
- Version number and date drawn.
- Maximum capacity.
- Must show foyers, stage areas, stand numbers, service pits and temporary structures including store areas, offices and rooms.
- Individual stands and temporary structures must be indicated, numbered and include dimensions and load ratings.

- Proposed location of temporary hose reels and exit signs.
- Scale and diagram key.
- Clear and no build zones, location of features, entry, registration, ticketing, theming, staging and production equipment.
- Noise management positions.
- Location of any pedestrian and vehicles egress paths (entry/exits).
- Security and emergency stations/points of surveillance, indicating clear aisles, assembly and gathering points (for the purpose of emergency evacuation).
- Theme / branding and signage locations to be incorporated in the event.
- Must include AV positions, stages, drapes, sets, scenery, decorations, overhead structures, fabrics and F&B service areas.

Designers of site plans must consider maximum numbers and ensure that the event layout can comfortably accommodate this number of people, in all cases the most stringent standards of fire health and safety will apply.

#### **4.4 Licenses and Approvals**

The Precinct Manager has the right to approve all events and activities held within the WBAP with respect to the compliance of Event Planning and Operations in accordance to the requirements set out in the *WBAP Operational Plan of Management 2016* and the *WBAP Event Management Plan 2016*.

The Precinct Manager will coordinate operational matters and WBAP Approval processes with Owners, Arts NSW, the Walsh Bay Precinct Association and tenants and will confirm the approval and monitor and oversee event activities in consultation with the Event Proponent.

The Event Proponent is responsible for the planning and the operations of their respective events and is required to submit appropriate event specific plans and provide the relevant, insurances, statutory approvals, licences and permits, as may be required, to the Precinct Manager for approval.

The Licenses and/or certification may be required for:

- Temporary structures.
- Liquor licences.
- Food vending permit.
- Traffic/road closure.
- Crowd / traffic controllers / security officers / emergency response providers.
- Electrical installations.
- Gas installations.
- Markets, vending and busking.
- Workplace health and safety – relevant to event operations.
- Music performance (APRA and PPCA).

This may include planning permissions and installation/occupation certifications.

The Event Proponent is responsible for ensuring the respective insurances, permissions, approvals and licenses are obtained in accordance with statutory requirements.

#### **4.5 Statutory Authority**

The City of Sydney is the Statutory Authority responsible for approving individual event development applications that vary from the approved EMP for the Precinct, they are also the consenting authority for the staging of events in parks, open spaces or streets under the ownership and/or control of the City of Sydney Council, which include the immediate surrounding streets to the WBAP.

Event approvals may require consultation and other approvals by the City Of Sydney, and/or other Government Service Agencies.

Note: Should the Precinct Managers' role be outsourced to a Government Agency, in full or part, then an agency who can act as the Statutory Authority for the Precinct should be considered.

#### **4.6 Other Authority Approvals**

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

- Ambulance Service of NSW: Responsible for assisting with an emergency and providing care for the sick and injured.
- Fire and Rescue NSW or NSW Rural Fire Service: Responsible for assisting with an emergency and providing a direct response to specific emergencies relating to fire and hazardous materials.
- NSW Police Force: Responsible for assisting with an emergency and for the control of crowds, traffic and alcohol license compliance.
- Transport for NSW: Roads and Maritime Services:
- The Roads Services Division is responsible for any disruption to road users, application for a Road Occupancy License to secure event space and any other traffic issues relating to special events.
- The Maritime Services Division is responsible for all events directly involving NSW waterways.
- The Transport Management Centre (TMC) monitors and manages the NSW State road network 24 hours a day, seven days a week, and 365 days a year. During morning and afternoon peak travel times, major events and unplanned incidents, the TMC also monitors and coordinates Sydney's public transport operations across trains, buses ferries and light rail.
- Transport Authorities: RailCorp, Sydney Buses, other NSW Government transport providers and private providers. It may also be necessary to liaise with Transport for NSW to ensure coordinated traffic management.

Other agencies have specific responsibilities for legislation and the development of guidelines impacting on events management includes:

- Office of Environment and Heritage - Environmental issues including noise and waste management.
- The Casino, Liquor and Gaming Control Authority and the NSW Office of Liquor, Gaming and Racing - Fundraising and licensing the sale of alcohol at events where applicable.
- NSW Food Authority - Food handling guidelines for temporary events.
- WorkCover NSW – Fireworks, Workplace Health and Safety, community safety and risk assessment.

## 5. Pedestrian Access Management

---

### 5.1 Access To The Precinct For Events

Access for members of the general public, visitors and workers to the Precinct must be managed and safety for all maintained for events.

Pedestrian management must be addressed as part of the Crowd Management Plan.

The Crowd Management Plan must include:

- Locations of barricades.
- Locations of diversion and closure signs.
- Time and date for installation of infrastructure.
- Locations of marshals.
- Timing of footway closures and openings.
- Public transport pick up and set down areas.
- Access for people with disabilities.

A minimum width must be maintained for egress paths for pedestrians at all times. Noting the width is to be determined following finalisation of the building designs.

### 5.2 Accessible Events

A person may not be excluded from entry or removed from an event on the basis that they have a disability. Event access must be non-discriminatory and event promotional material should include the following advice:

- Wheelchair access locations.
- Accessible facilities parking and or set down areas.
- Accessible services, performance, amenities and site accommodation.
- Details of accessible paths of travel and including lifts and ramp access, if relevant.

For outdoor events a dedicated viewing area for mobility impaired people needs to be created in a location whereby suitable site lines to the performance areas can be achieved.

Where required, temporary ramps for people with disabilities must be provided in accordance with the relevant statutory legislation, which as a minimum includes:

- Minimum one (1) metre wide.
- Gradient no steeper than 1:14.
- Landings at no more than nine (9) metre intervals (greater distances are permitted where gradients are flatter).
- Hand rails on both sides.
- Non-slip.

In accordance with the Building Code of Australia, Emergency Evacuation Plans should provide for safe refuges for mobility impaired people so that they can be evacuated after the majority of the crowd has left.

### 5.3 Crowd Control and Monitoring

Crowd management relates to:

- The management of entry and exits and prevent overcrowding and practicable personal injury due to crushing, overcrowding and unruly behaviour.
- Controlling / patrolling / monitoring of all areas of the Precinct and its facilities.
- Controlling incidents and emergency response, including evacuation.
- Liaising and communicating with emergency services with regards event planning and operations.
- Having sufficient resources to manage an emergency as a 'Duty of Care'.

Key crowd management principles to be applied to events in the Precinct need to be appropriately applied and scaled for the size and scale of event including:

- All crowd controllers are to be appropriately qualified, trained and inducted for crowd management, incident and emergency response for the event.
- All supervising crowd controllers and all other crowd controllers need to be identifiable.
- The supervising crowd controller must have experience managing large groups of patrons and emergency response.
- Video and audio monitoring is maintained at the entry points and in all marshalling areas. Images and sound recordings must be of a high quality and recorded for possible incident investigation.
- Lighting conditions at entry/exit points are appropriate to allow the crowd controllers to observe patrons and work safely.
- Patrons who present or are known to be a potential source of trouble are identified to a supervising crowd controller.
- Method for systematically counting patron numbers entering or leaving the Precinct must be undertaken.
- Safe work environment, amenities and weather protection is to be provided for crowd controllers.
- The likelihood of patrons carrying concealed weapons must be considered in safety the security risk assessment and, if this is an issue, the management strategy is to be conveyed to crowd controllers. If equipment, such as metal detectors, is considered necessary, it should be provided to crowd controllers.
- The conditions of entry are to be clearly visible at all entry points. Procedures clearly conveyed to crowd controllers such as how to determine compliance with conditions of entry and how to reject or refuse entry if conditions are not met.
- Emergency signalling (warning) and communication devices are to be provided in the event of an incident or emergency for crowd controllers and at the entry/exit points should be available.
- Provision of properly stocked first aid kits that are readily accessible by crowd controllers are to be provided.

An effective crowd management control strategy must be detailed in a Crowd Management Plan developed by the Event Proponents and implemented in coordination with the Precinct Manager.

The Crowd Management Plan must take into account all elements of the event and consider:

- The type of event being held, for example, a concert, parade etc. and the activities planned.
- The extent of the Precinct used for the event and its impact on surrounding tenancies, residents and neighbours.
- The capacity of the site and the type of event infrastructure planned.
- The expected size, demographic and nature of the crowd who will be attending.
- Provision of suitable entry/exist, access and egress points into and out of the event site / venues, including cueing and pooling of crowds.
- Emergency response and vehicle access.
- Communications methods to be implemented for the event.
- Crowd control measures (such as barricades, signage, marshals) to be put in place.
- Vehicle and crowds separation measures.
- Roles and responsibilities with regards to crowd management, the chain of command and communication principles.
- Location of exits, stairs, lifts, egress areas, assembly areas (evacuation / invacuation).
- Position of control stations, emergency response stations, special vehicle access and evacuation routes and equipment such as first aid, fire hoses, etc.
- Location of communication devices e.g. alarms, public address systems and telephones.

- Location of amenities such as toilets, water stations, etc.

As part of the development of the Crowd Management Plan a risk assessment will need to be undertaken (in accordance with the relevant Australian Standards) and incident registers maintained and completed for all incidents that occur at a venue or event.

During an event, it is important to note, that if an emergency incident occurs, emergency services may take over and manage the situation, in accordance with event escalation procedures.

For detailed information on crowd management access for all event modes refer to the *WBAP Pedestrian Planning Assessment Report* by ARUP November 2016.

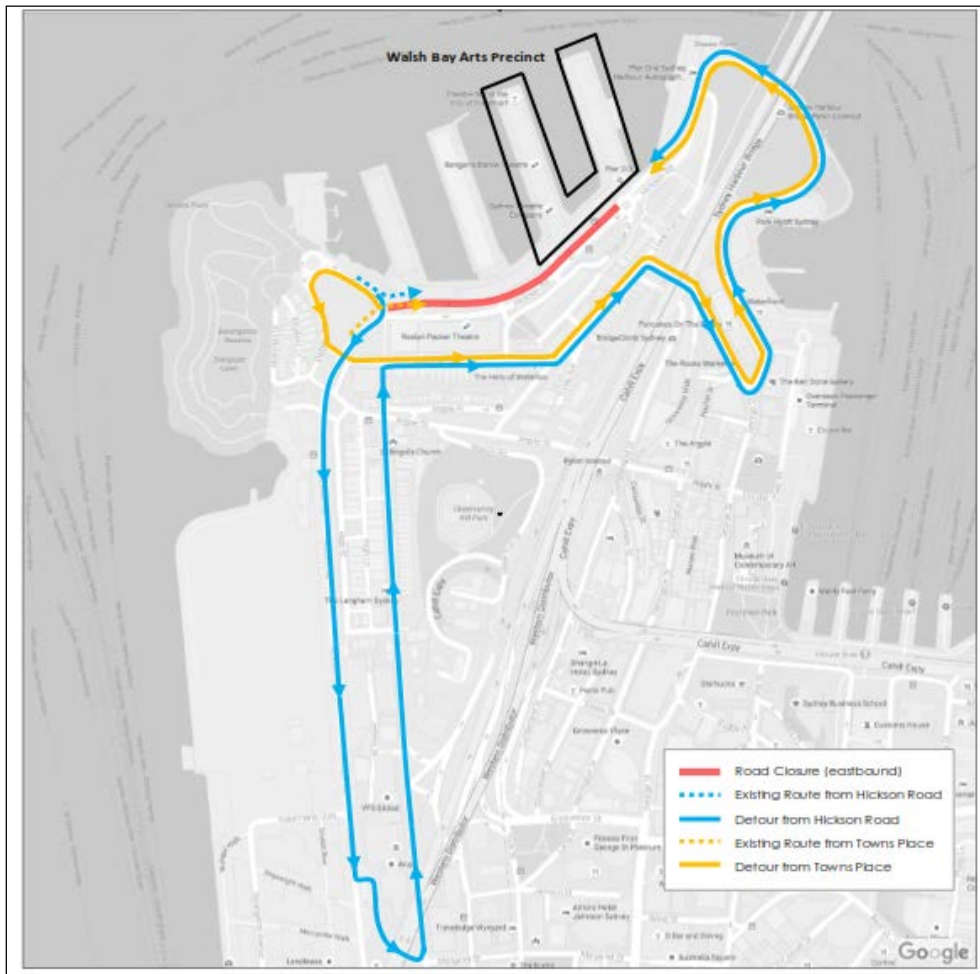
#### **5.4 Ticketing Boundaries for Event Modes**

Event access, ticketing boundaries and control points vary for different modes of event. Some existing Precinct Wide events do not currently implement boundary control, although in future events may choose to implement a system to better manage crowd safety.

In addition ticketing may be used for access and control to areas within the Precinct to support commercial revenues and activation of the Precinct.

## 5.5 City Wide and Precinct Wide Events with Road Closures

For City Wide and Precinct Wide events that require road closure ticketing and security control points are proposed to be located at the extended entries points to the Precinct, as represented below:



**Figure 8 - Entry Points for City Wide and Precinct Wide Events**

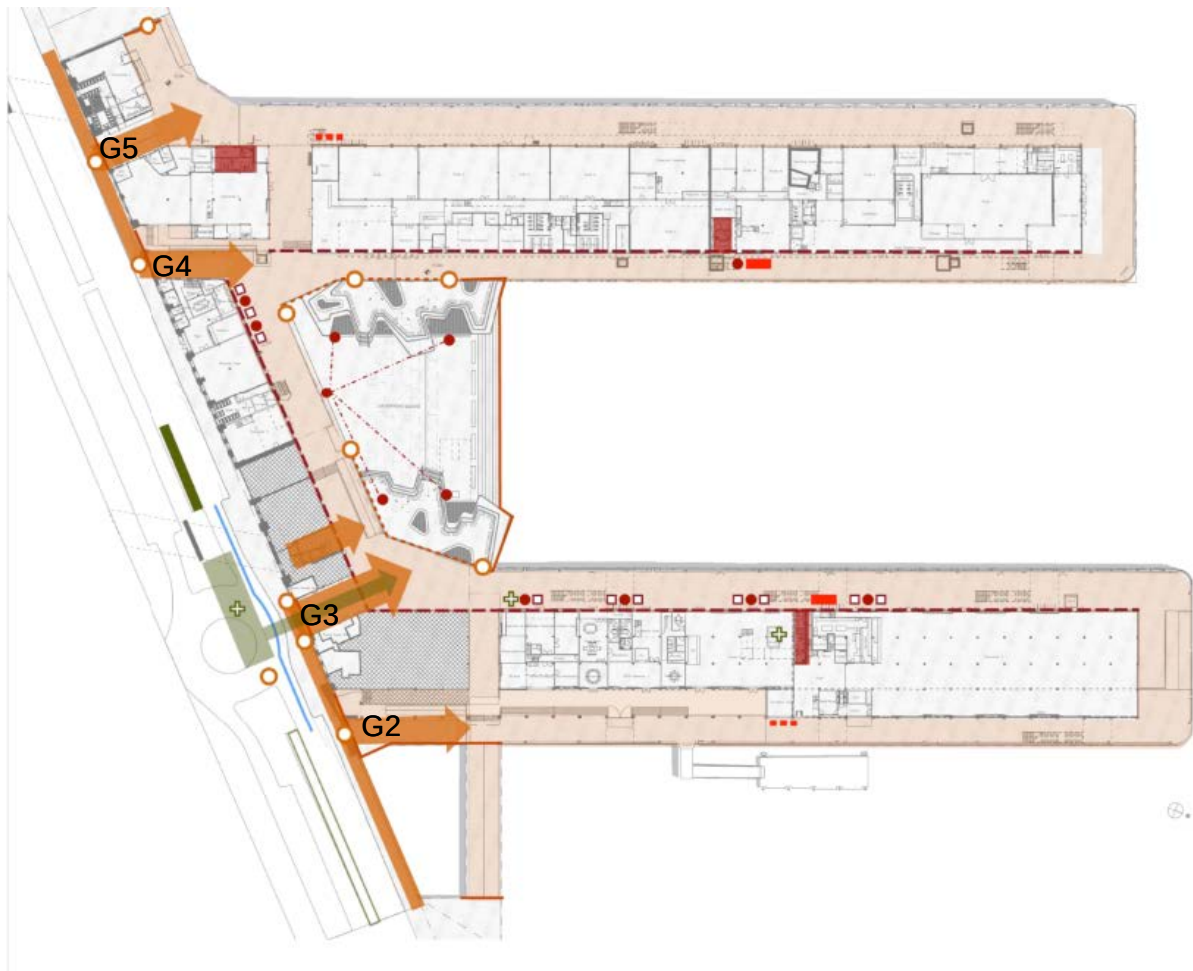
The Pottinger Street Bridge and Steps will be closed for access. This bridge is proposed to be closed during these events to minimise vehicle and pedestrian conflicts.

Depending on the expected crowds, risk assessment and event operating budget constraints, pedestrian and ticketing boundaries may be limited to the Hickson Road entry points at Gateway 2 and 3.

For detailed access and traffic management information proposed for events, please refer to Section 6. Transport and Traffic *Management* of this EMP and the *Event Traffic Management Plan* by GTA Consultants, November 2016.

## 5.6 Precinct - Wide Events No Road Closure

For Precinct Wide events that do not require road closures, ticketing and security control points are proposed to be located at Gateways 2, 3, 4 and 5 to the Precinct, as represented below:



Legend:

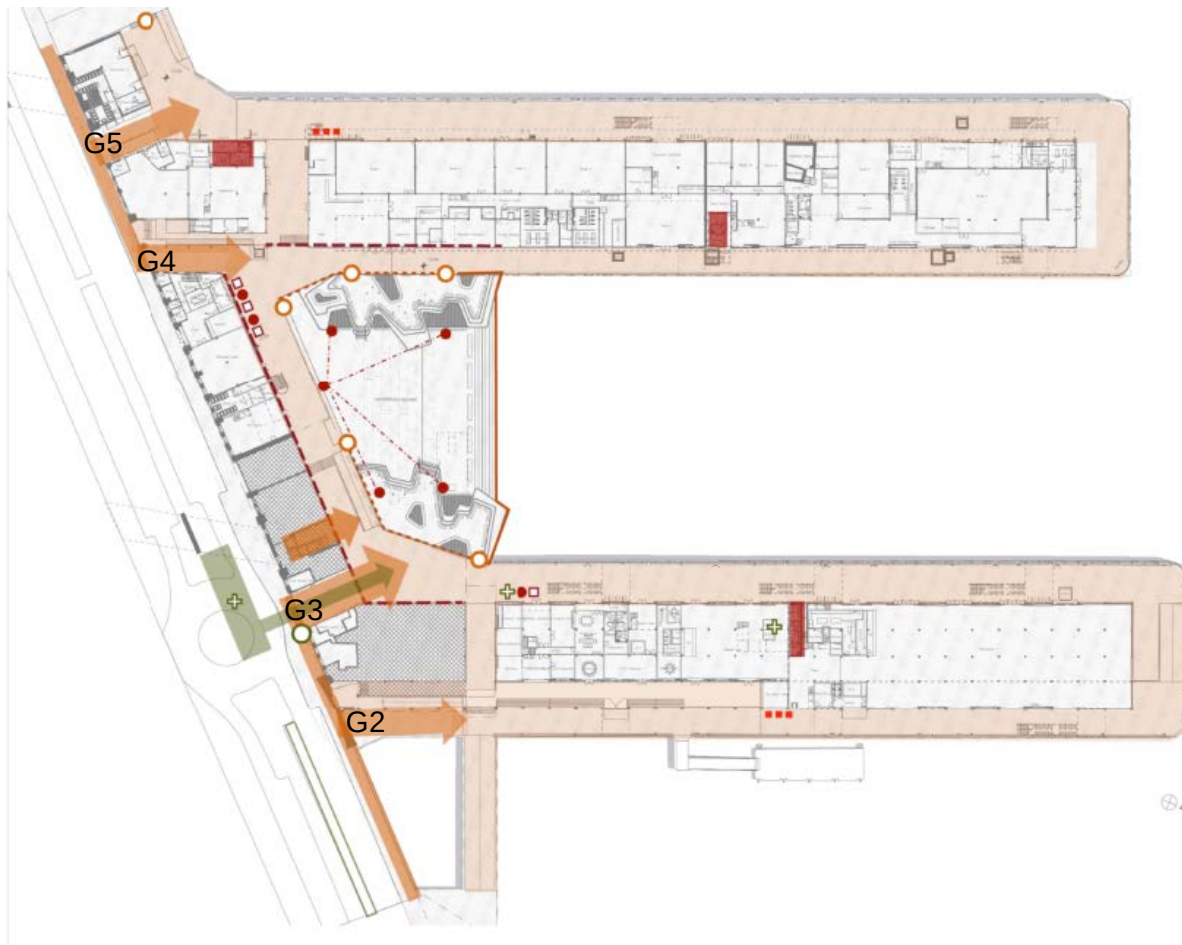
**G2** Gateway 2   **G3** Gateway 3   **G4** Gateway 4   **G5** Gateway 5

|  |                                                                              |  |                                                              |
|--|------------------------------------------------------------------------------|--|--------------------------------------------------------------|
|  | Main Pedestrian Entry                                                        |  | Coach / Bus / Taxi Drop Point                                |
|  | Control Points                                                               |  | WC's - Open Public                                           |
|  | Waste Store (Would require waste collection distributed within the precinct) |  | Additional Temporary Toilets                                 |
|  | Power & Service Access                                                       |  | Additional Temporary Food & Beverage                         |
|  | First Aid & Emergency Response - Evacuation & Assembly TBC SiD               |  | Rigging Points & Services, Signage Gallery & Digital Display |
|  | Emergency vehicle / Response Station                                         |  | Road Barrier                                                 |

**Figure 9 - Entry Points for Precinct Wide Events With No Road Closure**

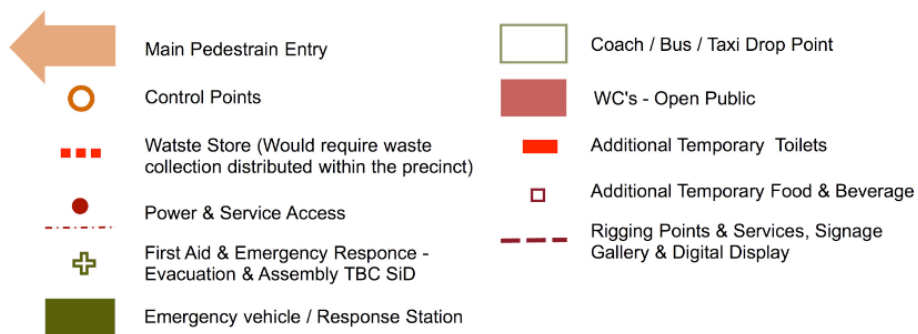
## 5.7 Waterfront Square Events

For Waterfront Square events, ticketing and security control points are proposed to be located to the immediate boundaries of the Waterfront Square. This mode of event is proposed for smaller community and private events to minimise the impacts to existing tenancy operations and public access, as represented below:



Legend:

**G2** Gateway 2   **G3** Gateway 3   **G4** Gateway 4   **G5** Gateway 5



**Figure 10 - Entry Points for Waterfront Square Events**

## 5.8 Temporary Fencing and/or Access Control Devices

WBAP will host outdoor events in the Waterfront Square. While this location is generally open to the public, restrictions will be put in place if the events are ticketed or if required to better manage public safety and crowds.

In all event modes appropriate water edge protection, safety and security monitoring measures will be implemented.

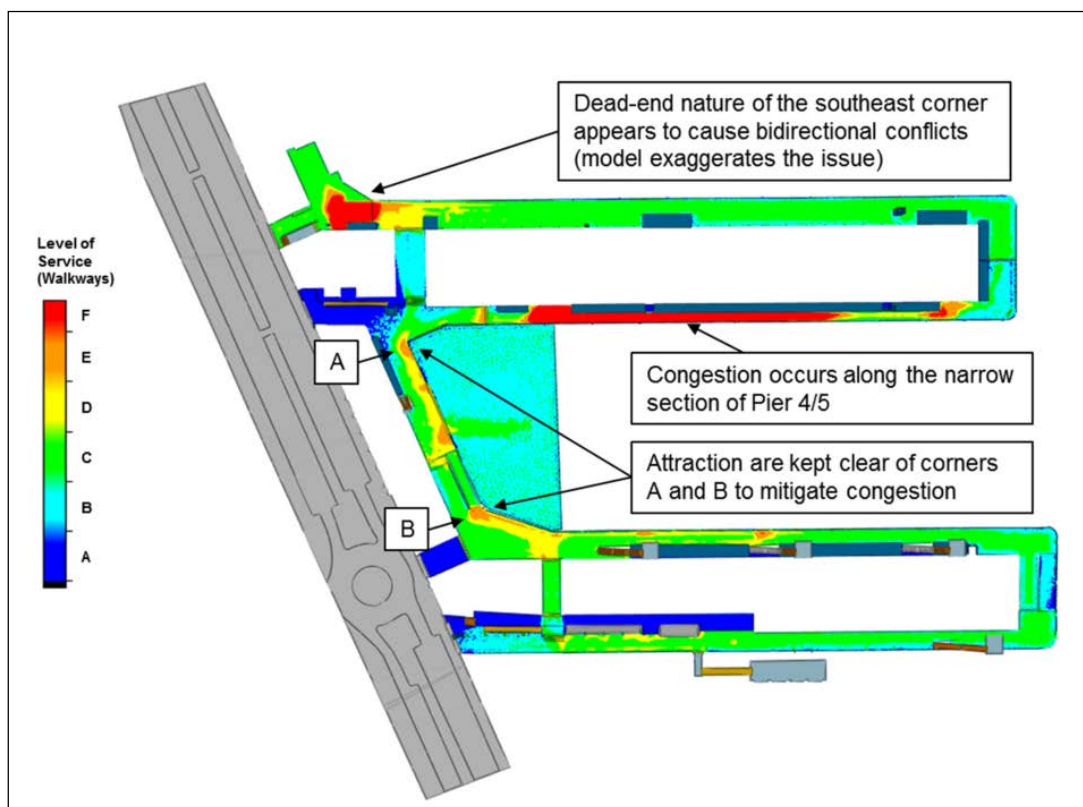
In the instance of an event being deemed as a 'high risk' this restriction will be achieved in such a way as to reduce all possible entry points to the venue (i.e. through surrounding buildings) down to nominated and controlled entry areas to ensure a secure perimeter and ticket checking process is in place.

Temporary fencing and/or access control devices can be arranged in such a way to restrict access to alternate entry paths and 'funnel' visitors to the ticketing areas.

## 5.9 Key Constraints For Patron Flow and Crowd Management

Pedestrian simulation modelling indicates that there are a number of pinch points through the Precinct that are likely to cause congestion. This will adversely impact the experience for event and building patrons.

The level of service map for the public domain indicates the areas of congestion which need to be considered by the Event Proponent when preparing their SEMP and indicated as follows:



**Figure 11 - Mid-event Level of Service Map for a City Wide Event**

The key areas of concern, which need to be addressed, include the following:

- Walkway along the north side of Pier 4/5 where the width is relatively narrow.
- The width makes it difficult for stopping and bidirectional movements to occur at the rates driven by the event population. A one-way movement strategy would help to mitigate this congestion point.
- Corners A and B are highly recommended to be kept clear of attractions. Significant pedestrian movements occur about these corners and any significant stopping may cause temporary congestion in the area.

- The south east corner offers the opportunity to provide an attraction or point of engagement. However as modelling indicates the dead-end configuration of this location causes a pinch point for patrons.

For further information refer to the *WBAP Pedestrian Planning Assessment Report* by ARUP November 2016.

## **6. Transport and Traffic Management**

---

Traffic and transport management is to be considered in the SEMP and appropriate resources are to be provided for the type and scale of the event being considered.

For detailed information relating to Transport and Traffic Management refer to the *Event Traffic Management Plan by GTA Consultants*.

Only essential vehicles are allowed to access the site to enable event installation (bump-in / bump-out) activities or to service the event, such as agreed waste removal vehicles. These will need to be coordinated with the Precinct Manager and scheduled on the Precinct Master Delivery Schedule.

Bollards may be used to manage vehicle access and may have to be opened to enable approved deliveries to the Precinct tenancies.

Only permitted vehicles can enter the site and traffic management requirements and the controls as outlined in the Transport and Traffic Management Section of the WBAP Operational Plan of Management must be followed and will be monitored by the Precinct Manager. In addition, all weight loading restrictions must be adhered to, and further assessment for impacts due to event overlay and its impact to access and weight restrictions to facilities must be considered.

### **6.1 Event Bump In/Out Vehicle Access And Egress To The Precinct**

For all event modes (City Wide, Precinct Wide and Waterfront Square Event Modes) Precinct vehicle access for event installation (bump in and bump out) must be approved and authorised by the Precinct Manager and all vehicles must be scheduled.

All event installation and associated vehicle movements and deliveries will be monitored and managed by the Event Proponent in coordination with the Precinct Manager at all times.

All pedestrian access must be enabled to the site and conflicts with vehicles managed by marshals and/or appropriately trained staff.

### **6.2 Event Service Vehicles**

Service vehicle access into the site is required to be managed during the event. Tenants should be instructed to restrict deliveries and service vehicle access to allocated hours.

Delivery and installation of event structures would be carried out outside of the event period. The management of service vehicle access requirements is to be undertaken by the event proponent, with coordination and approval of the Precinct Manager.

### **6.3 Traffic Management for Event Modes**

Traffic management controls for the three event modes are outlined below.

For further detail refer to the *Event Traffic Management Plan by GTA Consultants*, noting this plan must be followed and will be monitored by the Precinct Manager.

### **6.4 City Wide Events**

City Wide events would generally be walk-in events, many pedestrians are expected to accumulate within Hickson Road, along the site frontage.

Additional transport demands will need to be managed to ensure the efficient operation of the surrounding transport networks for all modes of event and transport. Special event coach parking may be made available to Hickson Road if agreed and coordinated with the relevant authorities to support event patron arrival and departure.

It is proposed emergency response units / vehicles would be parked immediately outside the Precinct on Hickson Road.

Emergency response access to the Precinct and the Waterfront Square will be maintained to the Pier 2/3 Precinct Gateway 2, easy access to proposed first-aid treatment facilities (in Pier 2/3 and or provided to the Pier 2/3 apron) and coordinated and controlled by event marshals to manage pedestrian and traffic conflicts to prioritise emergency response.

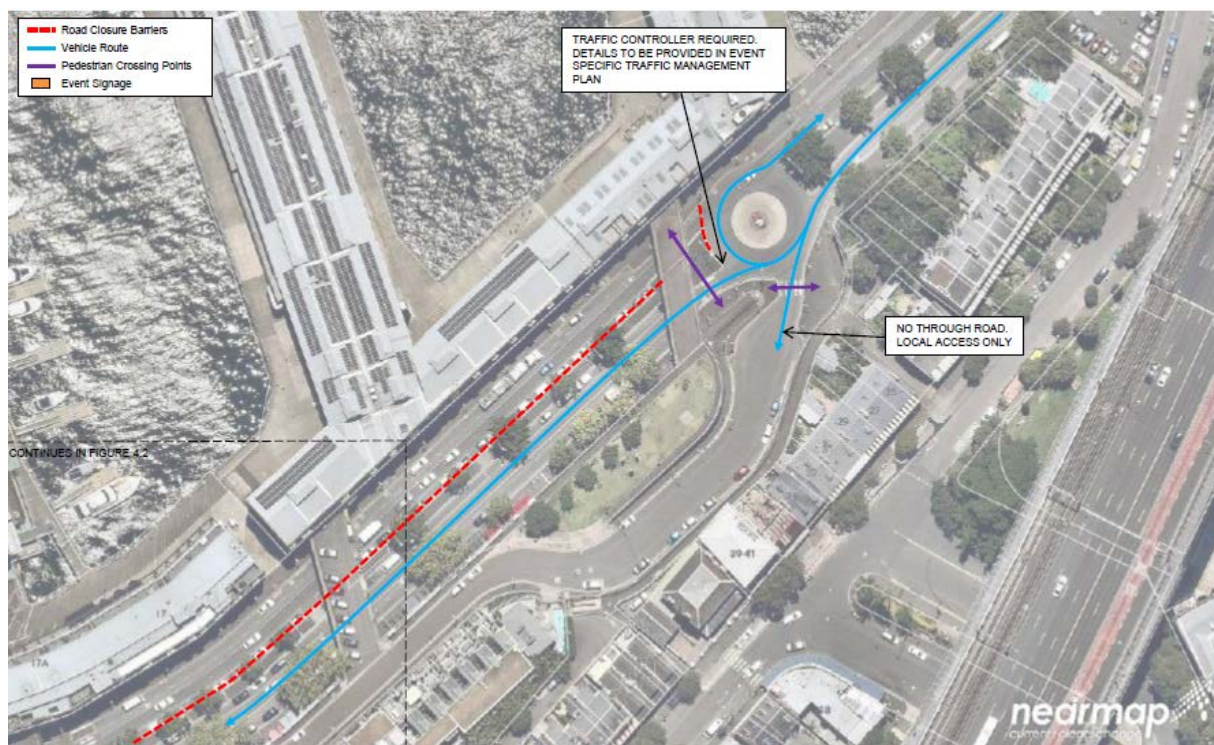
In the case of the occurrence of an extraordinary incident, then the emergency response would be escalated to the appropriate authority to be taken over by emergency services authorities and coordination with the Event Proponent and Precinct Manager as necessary to safely evacuate the Precinct.

The footpath at the frontage of the site is not anticipated to be of sufficient width to allow comfortable walking to the site, resulting in pedestrians walking within the road corridor of Hickson Road. As such, a full road closure would be required, as is applied on some roads for existing events such as the Vivid Festival and New Year's Eve. Closure of the eastbound carriageway of Hickson Road between Towns Place and Pottinger Street would likely be required to provide additional space for crowd management at the frontage of the site.

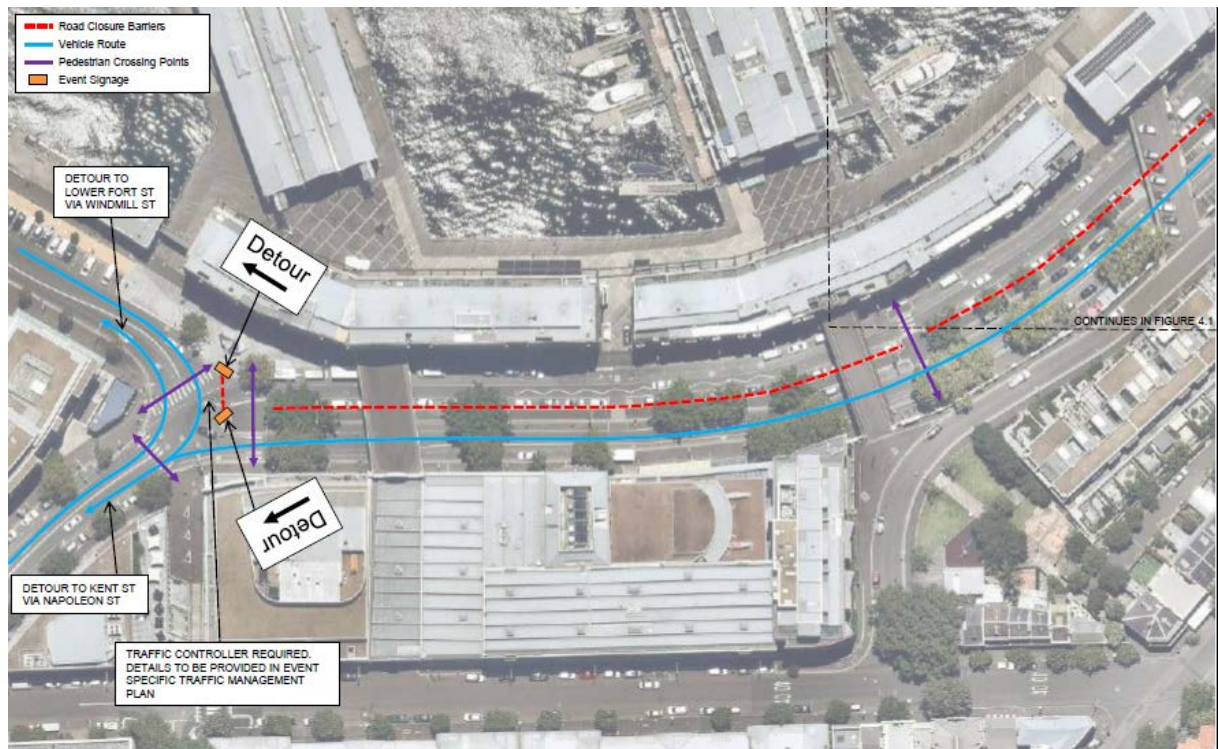
All events that require road closures must include a Traffic Management Plan that identifies pedestrian and traffic management measures outside the Precinct, such as road closures and marshalling staff outside the site.

It is anticipated that Precinct management would include monitoring of the harbour to restrict water vessel access, and traffic control on Pottinger Street (and/or closure of this entry for ticketed events) and Hickson Road to control pedestrian flows and crossing points.

The extended control boundary and detour arrangements proposed are represented in the following diagrams:



**Figure 12 - City Wide Event Indicative Road Closures (Part 1)**



**Figure 13 - City Wide Event Indicative Road Closures (Part 2)**

## 6.5 Precinct Wide Events

During Precinct Wide Events where the onsite population does not increase beyond the typical day-to-day demands and the safe operating capacities for the Precinct and its facilities, then no additional road closures and/or extended access boundaries are planned for the Precinct.

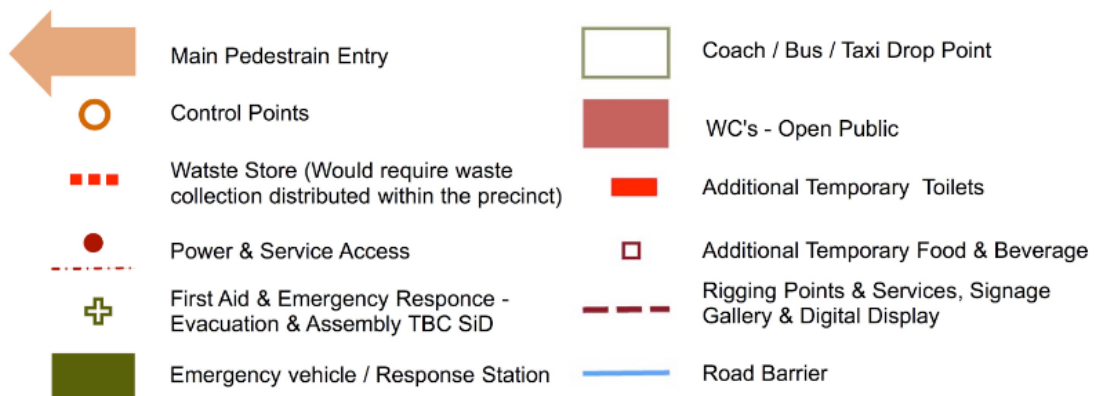
Noting easements for non-arts tenancies must be considered.

When events are ticketed patrons will arrive and cue to the footpath immediately outside of the Precinct. It is proposed as a safety measure where full road closures are not deemed necessary that a traffic barrier is placed along the roadside at the Hickson Street / Pottinger Street Round About to prevent pedestrian spill-over onto the roadway and that a traffic control marshal slows and directs traffic in the area. As indicated below:



Legend:

**G2** Gateway 2   **G3** Gateway 3   **G4** Gateway 4   **G5** Gateway 5



**Figure 14 - Precinct Wide Event Transport Management**

Depending on the nature of the event and the expected visitor profile the provision of emergency vehicles onsite may be deemed necessary. It is proposed emergency response units / vehicles

would be parked immediately outside the Precinct on Hickson Road. Response access to the Precinct and the Waterfront Square will be maintained to the pier 2/3 Precinct Gateway 2 to provide access to proposed first-aid treatment facilities (in Pier 2/3 and or provided to the Pier 2/3 apron) and coordinated and controlled by event marshals to manage pedestrian and traffic conflicts to prioritise emergency response.

In the case of the occurrence of an extraordinary incident, then the emergency response would be escalated to the appropriate emergency services authorities and coordination with the Event Proponent and Precinct Manager as necessary to safely evacuate the Precinct.

## 6.6 Waterfront Square Events

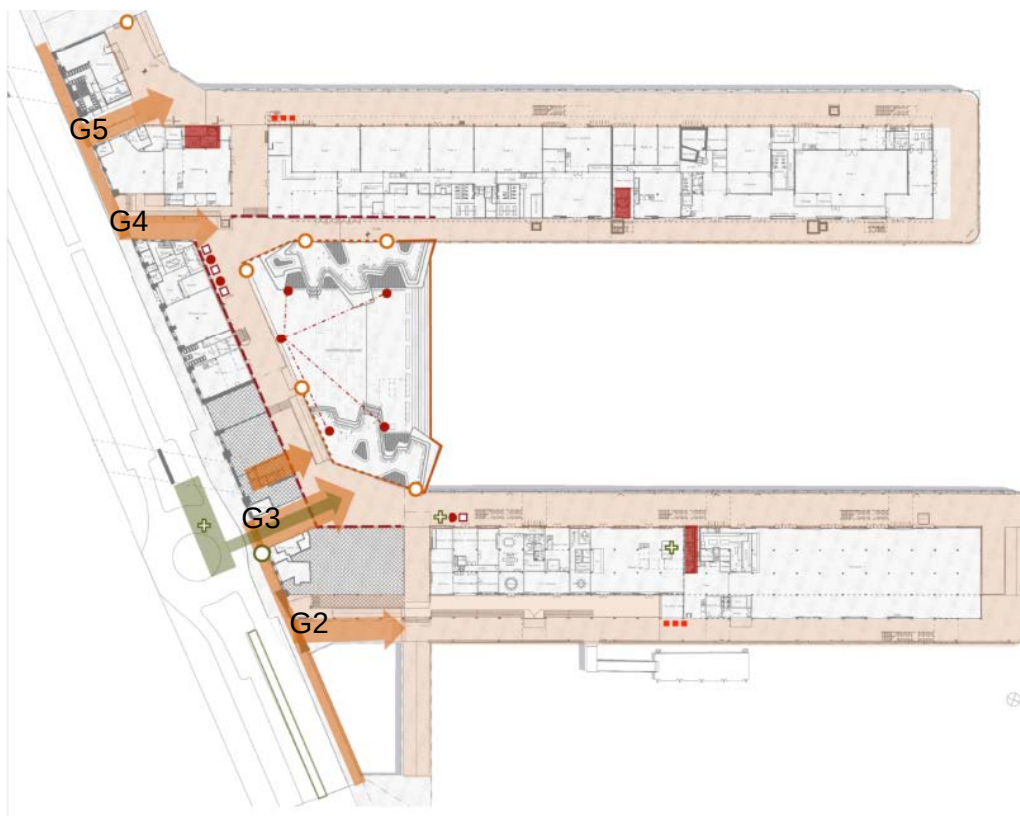
During Waterfront Square events where the onsite population does not increase beyond the typical day-to-day demands anticipated for the site and the safe operating capacities for the Precinct and its facilities, then no additional road closures and/or extended access boundaries are planned.

Pedestrian access and control boundary locations would occur to the immediate Waterfront Square facility only. Access control may incorporate the use of bollards and temporary fence/closure devices and ticketing to the site enabled by hand-held scanning devices and ushers/ marshals managing the entry and exits of patrons. Noting easements for non-arts tenancies must be considered

Special event coach parking may be made available to Hickson road if agreed and coordinated with the relevant authorities to support event patron arrival and departure.

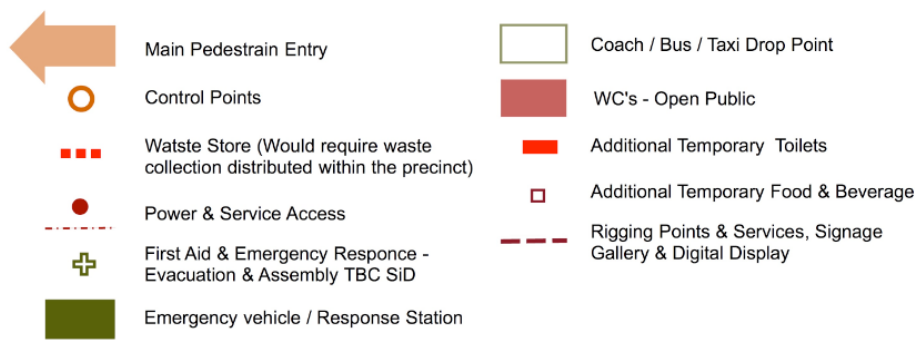
It is not anticipated that these events would require the provision of emergency vehicles onsite, though should the event specific risk assessment identify, then provisions as outlined in the Precinct Wide Event mode are proposed to be implemented.

It is proposed emergency response would be managed by the Event Proponent/ Tenant and/ Precinct Manager in the first instance and emergency response vehicles would access to the Precinct and the Waterfront Square will be maintained to the Pier 2/3 Precinct Gateway 2, to provide access to proposed first-aid treatment facilities (in Pier 2/3 and or provided to the Pier 2/3 apron) and coordinated and controlled by event marshals to manage pedestrian and traffic conflicts to prioritise emergency response. As indicated below:



Legend:

**G2** Gateway 2   **G3** Gateway 3   **G4** Gateway 4   **G5** Gateway 5



**Figure 15 – Waterfront Square Event Transport Management**

## 6.7 Event Specific Transport Management Plans

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

- City of Sydney Traffic Committee.
- Properties NSW.
- 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.
- Accessible access.
- 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.

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.
- Traffic management schedule: date, time and event schedule.
- Traffic diversion/redirection: including details of road closures, detours, VMS signs and special event clearway signs.
- Any public transport considerations (additional bus services, etc.).
- Temporary taxi and shuttle bus zones.
- Temporary drop off and pick up areas.

- Access: Site map with access points for contractors, patrons, stallholders, entertainers, staff, VIPs, local businesses, residents and emergency vehicles.
- Loading and unloading: details about loading and unloading arrangements for contractors, stallholders, entertainers, staff, volunteers and patrons.
- Parking: details about parking arrangements for contractors, stallholders, entertainers, staff volunteers and patrons.
- Public safety: notice of intention to hold a public gathering, liaison with police and security and first aid.
- Notification: advertising road closures and special event clearways, resident/business letterbox drop, public transport notification-not required and marshalling.
- Traffic control plans: plans for each road closure point, use of paid police, RMS trained and accredited traffic controllers, use of traffic signal data, water filled barrier placement, change of traffic conditions and special event clearway towing management.
- Contingency plan: bad weather, accident on site, accident on route, breakdown of vehicles, security of participants and security of VIPs.
- Concurrent events (cruise ships, Barangaroo, etc.).
- Contact details of contractors: name of traffic management company, contact person's name, title and phone number (business and mobile).
- 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.

Noting all Transport Management Plans requiring road closures must meet the requirements of the *Event Traffic Management Plan by GTA Consultants*, and will require additional coordination with the relevant authorities to implement the plan for events.

## 7. Noise Management

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

For further information refer to the *WBAP Operational Event Noise Management Plan by ARUP, 10 November 2016*.

### 7.1 Noise Limits - Events By Category

Noise criteria are provided to maintain on site acoustic amenity and avoid adverse acoustic impacts to the surrounding environment.

For Major Events and Arts and Cultural Festivals, an absolute criterion is proposed based on normal practice in Sydney. The more frequent events have a more-onerous criterion that has been derived in relation to the existing background noise level. Event noise control targets by event category type are as follows:

#### Category 1: Major Events

The following noise limits are proposed for Major Events. They cover noise from setup and take down as well as noise generated by the event itself.

Included in the table are suggested noise limits for 0000h to 0200h. This would only apply for New Years Eve.

The Noise Criteria for Major Events (free-field noise criteria to be met at any residential boundary):

| Activity       | Early Morning<br>(0700h To 1000h) | Daytime<br>(1000h To 2200h)                          | Evening<br>(2200h To 2400h)                          | Night – New<br>Year's Eve Only<br>(0000 To 0200h)    |
|----------------|-----------------------------------|------------------------------------------------------|------------------------------------------------------|------------------------------------------------------|
| Setup takedown | L <sub>Aeq,15m</sub> <55          | L <sub>Aeq,15m</sub> <65                             | L <sub>Aeq,15m</sub> <55                             | L <sub>Aeq,15m</sub> <50                             |
| Sound Check    | None allowed                      | L <sub>Aeq,15m</sub> <65<br>L <sub>Ceq,15m</sub> <80 | L <sub>Aeq,15m</sub> <55<br>L <sub>Ceq,15m</sub> <70 | None allowed                                         |
| Event          | None allowed                      | L <sub>Aeq,15m</sub> <65<br>L <sub>Ceq,15m</sub> <80 | L <sub>Aeq,15m</sub> <55<br>L <sub>Ceq,15m</sub> <70 | L <sub>Aeq,15m</sub> <50<br>L <sub>Ceq,15m</sub> <65 |

Noting that events are to finish at 2300h except on New Year's Eve.

#### Category 2: Arts and Cultural Festivals

As Arts and Cultural Festivals events are more frequent than the Major Events, and last for longer, a lower noise criterion will need to be adopted.

The Noise Criteria for Arts and Culture Events (free-field noise criteria to be met at any residential boundary):

| Activity         | Early Morning<br>(0700h to 1000h) | Daytime<br>(1000 to 2200h)                           | Late Evening<br>(2200h to 2300h)                     |
|------------------|-----------------------------------|------------------------------------------------------|------------------------------------------------------|
| Setup / takedown | L <sub>Aeq,15m</sub> <50          | L <sub>Aeq,15m</sub> <60                             | L <sub>Aeq,15m</sub> <50                             |
| Sound Check      | None allowed                      | L <sub>Aeq,15m</sub> <60<br>L <sub>Ceq,15m</sub> <75 | L <sub>Aeq,15m</sub> <50<br>L <sub>Ceq,15m</sub> <65 |
| Event            | None allowed                      | L <sub>Aeq,15m</sub> <60<br>L <sub>Ceq,15m</sub> <75 | L <sub>Aeq,15m</sub> <50<br>L <sub>Ceq,15m</sub> <65 |

### Category 3: Community Events and Category 4: Private Events

Summary of Project Specific Noise Criteria (free-field noise criteria to be met at boundary of receiver):

| Location                            | Time Period             | Project Specific Noise Criteria (L <sub>Aeq</sub> 15min) |
|-------------------------------------|-------------------------|----------------------------------------------------------|
| Receiver R1: Residential Apartments | Day (7:00 – 18:00)      | 57                                                       |
|                                     | Evening (18:00 – 22:00) | 52                                                       |
|                                     | Night (22:00 – 7:00)    | 44                                                       |
| Receiver R2: Terraced houses        | Day (7:00 – 18:00)      | 57                                                       |
|                                     | Evening (18:00 – 22:00) | 52                                                       |
|                                     | Night (22:00 – 7:00)    | 51                                                       |
| Receiver R3: The Seibel Hotel       | Day (7:00 – 18:00)      | 57                                                       |
|                                     | Evening (18:00 – 22:00) | 52                                                       |
|                                     | Night (22:00 – 7:00)    | 51                                                       |
| Receiver R4: McMahons Point         | Day (7:00 – 18:00)      | 54                                                       |
|                                     | Evening (18:00 – 22:00) | 47                                                       |
|                                     | Night (22:00 – 7:00)    | 42                                                       |
| Receiver R5: McMahons Point         | Day (7:00 – 18:00)      | 54                                                       |
|                                     | Evening (18:00 – 22:00) | 47                                                       |
|                                     | Night (22:00 – 7:00)    | 42                                                       |
| Receiver C1: Café Restaurants       | Day (7:00 – 18:00)      | 65                                                       |
|                                     | Evening (18:00 – 22:00) | 60                                                       |
|                                     | Night (22:00 – 7:00)    | 58                                                       |
| Receiver C2: Shops and Cafes        | Day (7:00 – 18:00)      | 62                                                       |
|                                     | Evening (18:00 – 22:00) | 60                                                       |
|                                     | Night (22:00 – 7:00)    | 58                                                       |

## 7.2 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 <sub>Aeq</sub> |                                          |                                 |                                 |                   |
|------------------------------|-----------------------------------------------------------------------------|------------------------------------------|---------------------------------|---------------------------------|-------------------|
|                              | Residential units at Piers (R1)                                             | Residential units on Lower Fort St. (R2) | Commercial on Hickson Road (C2) | Hotel at 5051 Hickson Road (R3) | North Sydney (R4) |
| 1,500                        | 41                                                                          | 41                                       | 44                              | 40                              | 46                |
| 1,000                        | 39                                                                          | 39                                       | 41                              | 38                              | 44                |

## 7.3 Noise Management Plan

All 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 plan would be required to include as a minimum:

- Any user of the space will need to comply with the City of Sydney Event Guidelines.
- Whole event program confirming cut-off times for all activities.
- Confirmation of predicted noise levels.
- Proposals for consultation.
- Event classification.
- Contractual responsibilities.
- Sound system design, loudspeaker orientations/locations and installation.
- Noise monitoring proposals and named personnel with responsibility for noise levels.
- Complaints handling procedure.

#### **7.4 Noise Monitoring**

Policing and set up of events would be simplified if a permanent outdoor noise monitoring device is installed. This would be located as near as possible to the potentially affected units and above local ground for security and to give representative data for noise impacts at elevated locations. Such a system would need to be carefully calibrated to provide representative free-field measurements of noise levels at the boundaries of the affected buildings.

Given the size of the Precinct, it is expected that at least three (3) monitors would be required. These are suggested to be located:

- At or near to the façade of the Hotel on Pier One.
- At or near the high level of the apartments behind Hickson Road.
- At or near the high level of the apartments on Pier 6/7 Road.

Sophisticated systems are available which will allow remote connection to the outputs and recordings which may be useful if there are disputes and to check whether noise levels triggering the systems are the result of noise from an event or from extraneous noise sources.

In combination with the noise monitoring system, there is a need to agree a protocol for dealing with exceedances, in particular who would have the authority to require the users to reduce noise levels. This should include an 'alert' threshold 5dB below the maximum at which the person controlling the sound levels needs to take action to prevent the maximum limit being exceeded.

If, during the event, substantiated complaints or breaches of noise conditions occur, the Event Proponent must immediately reduce the noise to ensure the event complies with the noise management requirements specified in the *WBAP Operational Event Noise Management Plan* by ARUP, 10 November 2016.

#### **7.5 Consultation**

In accordance with *Section 15 Community Consultation and Complaints Management*, local residents will need to be notified when there is an event. This should include as a minimum:

- Date of the event (at least 15 days in advance).
- Duration / finishing time of event.
- Setup / clear up times and times for sound checks.
- Complaints hotline number.
- Impacts (if any) expected on local transport.

It would also be appropriate for existing mechanisms to be used to advise potential purchasers of the nearest developments that this area contains an activated Precinct which will host outdoor events over the course of the year. The wording of such a statement will need to be agreed with the various stakeholders.

#### **7.6 Complaints**

A complaints hotline will need to be set up for the management of complaints, as required in the SSDA Consent. This will be monitored during the course of an event and afterwards. The Event Proponent will be required to respond to the complaint and investigate appropriately.

Users will be required to log complaints, including timing, reported issues, actions taken and measures to be included for future events. The complaints log will need to be filed with the Precinct Management.

During event operations a complaints hotline will be established, for more information refer to *Section 15.3 Complaints Management*.

## **7.7 Review**

A debrief and review of noise performance is to be undertaken after each event so that there is a 'lessons learnt' process to improve outcomes for all.

The above noise limits and management protocols should be reviewed to assess their effectiveness in light of experience. The frequency of review will depend on the number of events and the outcomes. As a minimum it is suggested that a review be made:

- After the first five events
- After the first twenty events
- Every two years following.

## **8. Security Management**

---

### **8.1 Event Security Management Plan and Crowd Management Plan**

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. With such a strong emphasis on risk management and public safety at events, appropriate security is paramount. Different types (and scale) of events require different levels of security and this should be determined as part of the event risk assessment.

For larger events a Security Management Plan and Crowd Management Plan will be required to address crowd management, emergency and incident response, alcohol service and security responses.

With respect to security the Security Management Plan and Crowd 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.

### **8.2 Event Security**

The attitude of security personnel should be friendly and professional at all times, with the main responsibilities being crowd control, cash and equipment protection.

All security personnel must be appropriately licensed in accordance with current NSW legislative and regulatory requirements.

Other roles and responsibilities of security personnel include:

- Control at entrances and exits.
- Control of vehicle traffic and marshalling.
- Searches for alcohol, drugs and weapons.
- Assist emergency services if necessary.
- Assistance in evacuation procedure.
- Control of access to stage(s) or performance area(s).

### **8.3 Ticketing**

Ticket security is vital for effective and secure event management. As tickets are the only security identification check carried out by a venue before allowing a member of the public into a controlled area, care must be taken to ensure the ticket holder is legitimate.

Pedestrian access and control boundary location access control may incorporate the use of screening facilities to enable bag checks, bollards and temporary fence/closure devices and ticketing to the site enabled by hand-held scanning devices and/or ushers/marshals managing the entry and exits of patrons.

Tickets have always been a target for duplication and forgery, and it is important to take measures to increase the difficulty and technical skill to carry out such activities successfully. Increasing ticket security improves revenue protection.

Due to the varied nature of event proposed for the site it is not proposed that all events will require ticketing. The use of integrated ticketing will be encouraged to streamline public transport and event access processes, however this will be subject to the constraints and cost limitation of individual events and each Event Proponent will be responsible for assessing and determining the feasibility of using integrated ticketing options.

It is proposed that some security measures that could be included in ticket printing include:

- Tamper evident holograms.
- Gloss marks.
- UV ink.
- Unique barcodes.
- Security micro text.
- Heat sensitive ticket paper.
- Electronic tickets.

For proposed ticketing boundaries and control points refer to *Section 5 Pedestrian Access Management*.

## 9. Lighting Management

---

Even in venues darkened for performance, lighting should always be adequate to identify exits as well as corridors and aisles leading to them. Auxiliary battery power or generators should be installed to provide light in a power outage and to power the public address system. The latter may permit directions to be given to spectators in a power failure, thereby alleviating panic.

As many concerts are performed with only stage lighting, access to the main lighting or house lights is essential in case of an emergency. The location of the controls for these lights, and the operation of the controls, must be known to all staff / contractors who are on-site and responsible for emergencies.

Lighting will be designed and located to avoid light spill into surrounding residential areas and adequate lighting to identify waterside edges must also be used in the Precinct.

Event security must monitor lighting throughout the Precinct during events in consultation with the Precinct Manager, to ensure it is effective in helping provide for adequate surveillance, and is appropriately located to assist in CCTV camera coverage.

LED lighting should be used where possible to:

- Increase efficiency and minimise energy consumption.
- Light the public space to provide safe, secure and welcoming areas.

A plan for lightning needs to be prepared and approved by the Precinct Manager prior to the event. Key considerations include:

- All venues and exit paths must be able to be illuminated to at least 40 lux by lighting that is:
  - Independent of the event production lights.
  - Controlled from a central position.
  - Able to reach the required illumination within three seconds of being energised.
  - Supplied from the supply authority mains or a generator approved by the Local Government.
- Bare lamps must not be able to be touched by the public.
- Areas available to the public at night should always be illuminated.
- For general areas, illumination to an average as low as 10 lux at ground level with no area less than 5 lux, is acceptable.
- Lighting should be energised approximately one hour prior to sunset.
- Enclosed venues must have emergency lighting that will operate if the main electrical source fails.
- For buildings, lighting must comply with Australian Standard
- For events where lighting will be dimmed or extinguished, stairs, ramps and exit paths must be illuminated by safety lighting.
- Safety lighting must be on a separate supply to normal or emergency lighting and must not be dimmed or modulated.
- For permanent facilities, the safety and emergency lighting must be interconnected so that, in the event of a failure of the safety lighting circuit, the emergency lighting will be automatically energised.
- Exit signs must be installed in compliance with Australian Standards and be clearly visible whenever the venue is occupied by the public.
- For outdoor events, larger purpose built signs are generally required.
- Signs illuminated by two (2) light sources and large enough to make the exit location obvious to patrons wishing to exit the area must be used.

## 10. Emergency Management and Incident Response Protocols

---

If the Event Proponents expect significant crowd numbers they may need to consider establishing an onsite Emergency Coordination Centre (ECC) where representatives from emergency services, first aid, security and the event can centralise activities, monitor communications and discuss issues as they arise. Organisers may have a representative located within the ECC at all times to facilitate the provision and dissemination of information.

The centre's location should be decided in consultation with emergency services representatives and must provide the ability to communicate with the crowd both for public announcements and in emergencies.

### 10.1 Event Specific Emergency and Incident Response Plan

Event specific Emergency and Incident Response Plans (EIRP's) are required to be completed for events being held at WBAP. It is recommended that an experienced and qualified security consultant or crowd control manager review the final event EIRPs Major Events and large Scale Arts and Cultural Festivals.

These must comply with the requirements of the *WBAP Operational Plan of Management 2016* and be reviewed and approved by the Precinct Manager.

Event medical services need to be considered for all phases of the event, including set-up, the event itself, post event and clean-up. The level of medical service needs to reflect the identified risks and likely consequences. Event medical services should be adequate to manage event-related patients with minimal or no significant extra demand on local emergency ambulance services and health care facilities. The management strategies should include both singular events, where someone such as a staff member, patron or performer falls ill or is injured whilst attending the event, and also the mass casualty event, where the number of casualties will overwhelm the local health resources.

The event specific 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:

- 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 and when this is referred to emergency response agencies rather than with the Event Proponent.
- The emergency 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 emergency management (I.e.: Not requiring NSW Police/Ambulance or Fire response).
- An emergency communications plan outlining:
  - o Emergency services contact and escalation protocols
  - o Communication protocols during an emergency (such as how, and to whom, incidents are reported and logged)
  - o Emergency communication arrangements (protocol, responsible officer(s), contacts and method) to affected key stakeholders during an emergency such as: event attendees, next of kin and/or the family of anyone involved in a serious incident, employees, volunteers, contractors, etc, the public and the media.
  - o Coded messages for incidents to minimise panic in any event of patrons who overhear a report being made.
- Emergency radio call signs (in code).

- Emergency evacuation routes and assembly points.
- Emergency vehicle access routes.

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.

## 10.2 Generic Event Emergency and Incident Response Plan

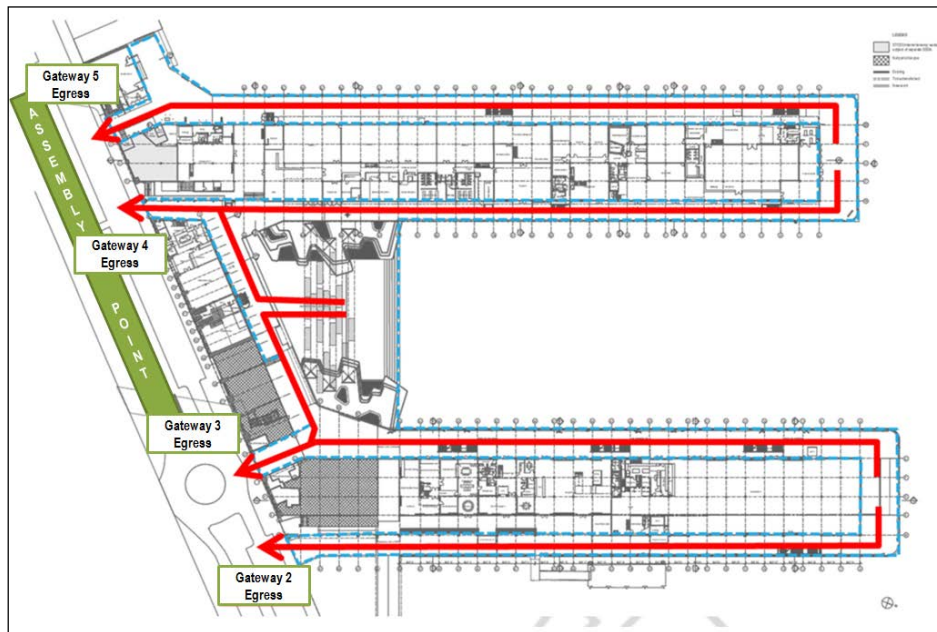
The detailed Precinct EIRP will be developed by the Precinct Manager during the operations establishment, noting that the location of a Precinct Security Control Centre is still to be determined, and may be outsourced to a third party supplier who provides services across multiple arts tenancies.

The following outlines the key planning considerations for the EIRP for the Precinct in the various event modes:

- The emergency vehicle parking, entry and access is to be managed in accordance with the *Event Traffic Management Plan* by GTA Consultants.
- Depending on the nature of the event and the expected visitor profile the provision of emergency vehicles onsite may be deemed necessary. It is proposed emergency response units / vehicles would be parked immediately outside the Precinct on Hickson Road.
- Response access to the Precinct and the Waterfront Square will be maintained to the Pier 2/3 Precinct entry, easy access to proposed first-aid treatment facilities (in Pier 2/3 and or provided to the Pier 2/3 apron) and coordinated and controlled by event marshals to manage pedestrian and traffic conflicts to prioritise emergency response. (Refer Figure 16 - Event Overlay Locations for City Wide and Precinct Wide events for the Overlay Diagrams).
- In the case of the occurrence of an extraordinary incident, then the emergency response would be escalated to the appropriate authority to be taken over by emergency services authorities and coordination with the Event Proponent and Precinct Manager as necessary to safely evacuate the Precinct.
- Event first aid and security control centres may be incorporated to areas within the shared foyers of Wharf 2/3 for City Wide and Precinct Wide events, and /or within temporary facilities provided to the aprons of the Shore Sheds or Piers 2/3. (Refer Figure 17 - Event Overlay Locations for Whole of City and Precinct WideEvent for the Overlay Diagrams).
- Generally Wharf 4/5 aprons must remain clear for egress and access to existing tenancies without additional overlay.
- Egress and access (invacuation and evacuation) to tenancies must remain unimpeded to enable whole-of-Precinct evacuation in an emergency.
- Various egress scenarios must also be considered, for detail regarding alternate options of egress refers to the *Fire Engineering Report for SSDA* by ARUP, November 2016 and the *Pedestrian Planning Assessment Report* by ARUP, November 2016.

## 10.3 City Wide and Precinct Wide Event Emergency Assembly Points

For City Wide and Precinct Wide events, the emergency egress will utilise Gateways 2, 3, 4 and 5 to egress to an assembly point located on the eastern side of the Hickson Road, and as indicated in the following diagram:



**Figure 18 - City Wide and Precinct Wide Event Emergency Assembly Points**

#### 10.4 Waterfront Square Event Emergency Assembly Points

For Waterfront Square events the emergency assembly egress from the platform are to the Wharf 4/5 and Pier 2/3 wharf apron in front of the Shore Sheds. If egress outside of the Precinct is required Waterfront Square patrons would generally utilise Gateways 3 and 4 to egress the Precinct to Hickson Road, and as indicated in the following diagram:



**Figure 19 - Waterfront Square Event Emergency Assembly Points**

## 11. 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 organiser to ensure that all statutory requirements are met with respect to the provision of food and alcohol.

### 11.1 Liquor Licence

No alcohol is permitted WBAP public domain without a valid liquor licence and/or approval and it is the responsibility of the Event Organiser to a Temporary Event Liquor Licence and or extension of an existing Liquor Licence 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 forwarded to the Precinct Manager prior to the event taking place.

Note the current proposals are for no overall site licensing for the public domain.

Liquor & Gaming NSW has a set of default noise clauses for licensed premises which they often apply to license approvals in the absence of other site specific noise criteria. For consistency in noise policy, it is recommended that the noise criteria proposed in this report (i.e. the final SSD consent conditions relating to noise) are used for all future liquor license approvals for precinct events, instead of the default Liquor & Gaming NSW noise clauses. There is a precedent for this approach being adopted by Liquor & Gaming NSW at other large precinct developments such as Barangaroo that have site-wide noise management policies.

For further information refer to the *WBAP Event Noise Operations Management Plan by ARUP, November 2016*.

### 11.2 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 RSA guidelines and 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](http://www.olgr.nsw.gov.au/liquor_home.asp#top)

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

### **11.3 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.

For events drinking water must be available to attendees, participants, staff, volunteers, contractors, performers, etc.

Free drinking water must be available when selling alcohol or when hazards present and are determined to be required in a risk assessment.

## 12. 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.

When attending events patrons have an expectation that they do so without risk of injury and that the Event Proponent has systems to ensure their safety.

### 12.1 Event Safety Management and Planning

The Event Proponent must use systematic planning processes to identify potential hazards, determine risks and then eliminate them or minimize their impact. It means being prepared and monitoring risks to ensure that safety is a priority throughout the event, including event installation (bump in) and dismantle (bump out).

Event safety management and planning must also be undertaken in accordance with the *WBAP Operational Plan of Management 2016*.

### 12.2 Event Planning Group

For each event, an Event Planning Group (EPG) should be established. The size of the group will vary from event to event, but should include staff or other stakeholders who have a good knowledge of the event and who can identify risks within their functional areas of control. The Precinct Manager (or nominee) should be a member of the EPG.

### 12.3 Risk and Hazard Identification

Risk and hazard identification is the process of recognizing hazards associated with an event. A good practice is to use hazard categories to assist in the identification process. Hazard categories include:

- Human – including type and size of crowd expected, level of crowd participation, public safety and security, traffic.
- Technological / operational – including production and mechanical utilities such as gas, electricity, equipment, pyrotechnics, etc.
- Natural – including the physical location and site conditions.
- Environmental – including weather, ground impact, lighting, noise, etc.
- Financial and commercial – contractual obligations and limitations of use.
- Event program and image.

### 12.4 Risk and Hazard Control

The EPG needs to eliminate or reduce the risks and hazards identified using the following hierarchy of controls:

- Elimination – by removing the hazard entirely through new design or set up, or a new process.
- Substitution – by replacing hazardous materials, processes, set ups or methods with less hazardous alternatives.
- Engineering – by isolating, enclosing or containing the hazard or through design improvements.
- Administrative – by ensuring safe operating procedures are in place, and that effective training, induction and monitoring is available to all in the workplace.
- Personal Protective Equipment (PPE) – by making sure that appropriate safety equipment such as gloves, hats, sunscreen etc is available.

Often people pick the 'easier' option by going straight to administrative controls or PPE but there are often more effective ways to control the risk and/or hazard. The EPG should focus on what is realistic and practical so that risks are minimised.

The EPG must ensure that the risk assessment covers the entire event – from set up (bump in) to dismantling (bump out), not just the event itself.

## **12.5 Event Risk and Hazard Control Plan**

The Event Proponent should develop an Event Risk Hazard Control Plan to assist in managing event risks and hazards in line with required risk management processes.

These plans should also assess controls and conditions required in the *WBAP Operational Plan of Management and the WBAP Event Management Plan*.

## **12.6 Contractors**

All contractors undertaking work at the WBAP must be registered contractors and must comply with the WBAP safety requirements.

Event Proponents are responsible for ensuring that contractors carry the appropriate insurances, are competent to provide the services, have complying OHS policies and procedures, safe work method statements and practices and receive the relevant induction, including identification of any site hazard and reporting.

## **12.7 Record keeping and documentation**

The Event Proponent must keep appropriate records and documentation including:

- Event planning documents (including an event safety checklist).
- Event hazard control plan (including risk assessment).
- Event site, production and utility maps (where appropriate).
- Emergency Plans and Procedures Staff training records.
- Copies of permits, licenses and certificates as necessary.
- Contractor safe work procedures.
- Maintenance or repair records where necessary (e.g. maintenance records of hired equipment, electrical testing records, etc.).

## **12.8 Typical Event Risk and Hazard Control Checklist**

A typical event check may include the following:

### ACCESS and EGRESS

- Entry and exit areas are clear and easily accessible for staff and visitors.
- Entry and exit areas are adequate for emergency exit and emergency services.
- Thoroughfares are well defined, clearly marked and have appropriate management (marshals, security, etc).

### TRAFFIC FLOW

- Clearly defined areas for traffic which are separated from pedestrian areas.
- Safe passage of emergency and other vehicles through pedestrian traffic provided.
- Controlled traffic flow and adequate signage for directions.

### AMENITIES

- Adequate provision of toilets, and toilet supplies.
- Accessible toilets.
- Availability of clean fresh water for both staff and attendees.
- Adequate catering facilities, including clean up and food preparation areas.

### SIGNAGE

- Adequate signage for entries, exits, toilet facilities, First Aid and Emergency, etc.
- Signage for any hazardous areas or substances.
- Clearly signed first aid and fire extinguisher locations.

## MAINTENANCE

- Qualified and competent maintenance personnel available.
- Maintenance personnel contact information and means of communicating issues.
- Records of any maintenance undertaken kept for future reference.

## FIRE PREVENTION

- Suitable fire extinguishers (e.g. CO2, water, chemical) and blankets are in appropriate areas, tested and in date.
- Personnel are trained in extinguisher and blanket use.
- Ignition source areas are kept clear at all times and easily accessible.

## EMERGENCY PROCEDURES

- Nominated key contacts.
- Emergency response plan and control procedures in place.
- Emergency response team trained to carry out plan.
- Site maps available to all staff, emergency services and other relevant parties.

## FIRST AID

- First aid stations are suitably located, clearly signed and easily accessible.
- First aid facilities are adequate for the type of event being held.
- Good communication between event personnel, security and emergency response stations.

## STAFF, VOLUNTEER and CONTRACTOR TRAINING

- Staff and volunteers are adequately inducted and trained (site specific).
- Copies of applications, memos and any training records are kept by the Event Proponent and the Precinct Manager.
- Contractors are given a relevant, site specific induction.
- Contractors are registered and provide Safe Work Method Statements.
- Contractors have been given induction for the event.

## ELECTRICAL

- Residual circuit device (RCDs) are used where required.
- All portable electrical equipment, including leads, are tested, tagged and in date.
- Adequate protection of the public from electric shock and trip hazards.
- All leads, plugs, etc. are protected from environmental conditions (e.g. water).
- Evidence of safety can be provided upon request from an authorised person.
- Emergency contact for after hours services.

## PERMITS, LICENSING AND REGISTRATION (INCLUDING BUT NOT LIMITED TO)

- Fireworks are only provided and used by licensed pyrotechnicians.
- LPG/dangerous goods storage.
- Mobile plant (forklifts, cherry pickers, etc.) are only operated by licensed or certified operators.
- Scaffolding erected and dismantled by a certified person and relevant built form certification is obtained.
- Liquor licences and Food licences are obtained.

## UTILITIES/SITE SERVICES

- Location of all underground / overhead services (power/gas /mains etc.) identified
- Relevant maintenance and event personnel have plans and are aware of locations.

## LIGHTING

- Adequate lighting provided for setting up, event operations and bump out.
- Portable lighting is tested and in date.
- Suitable security and emergency lighting is available.

## STAGING, PLATFORMS AND WATERSIDE EDGES

- All seating, corporate boxes, fences and main stages are signed off by a certified rigger or scaffolder. An engineer provides certification prior to any usage to ensure approved engineering and design standards are met.
- A person erecting a scaffold must hold a national certificate of competency (scaffolding) in order to erect and dismantle.
- Platforms, height and waterside edges are continuously monitored, particularly in extreme weather conditions.
- Adequate access and egress around all facility entrances, fire and emergency exits, water edge and staging and platforms for patrons and emergency services.
- Appropriate waterside edge protection (fences, secured planter boxes and rescue is planned to respond to an emergency, as may be required).

## LADDERS

- Ladders meet Australian Standards, well maintained and suitable for the work being undertaken.
- Assessment of whether work is suitable for a ladder.
- Assistance of a second person is provided where required.

## WORK AT HEIGHTS

- Persons working at heights are competent and have appropriate work licences.
- Right type of equipment is used for the job (e.g. ladder, cherry picker, scissor lift).
- Only certified operators use cranes or elevated work platforms (EWPs).
- Evidence of compliance can be provided upon request from an authorised person.

## MANUAL HANDLING

- Staff and volunteers are trained in manual handling.
- Loads are delivered as close as possible to area using vehicle or mechanical aid.
- Light, small loads, appropriate staffing and physical aids are used as necessary.

## AMUSEMENT STRUCTURES (INCLUDING INFLATABLE STRUCTURES)

- Amusements structures are not used or operated unless a current certificate of registration can be provided.
- All structures have current certificate of inspection issued by a professional engineer and qualified electrician.
- Appropriate space and suitable ground surface is allocated for each ride, including access and egress for patrons.
- There is appropriate fencing surrounding structures, as may be required.
- There is appropriate soft-fall area for inflatable structures.
- A thorough check of the inflatable structure and accessories is carried out prior to use (ensuring all anchor points, ropes, stakes or ballast are undamaged and fit for continual use).
- All tie down ropes attached to the device are fastened to adequate anchorages and there is adequate soft-fall area and appropriate fencing.
- Operator monitors prevailing wind conditions.

## LIQUID PETROLEUM GAS (LPG) CYLINDERS AND HEATERS, GAS BARBEQUES

- Small gas cylinders used wherever possible. Cylinders over nine kilograms should be hard plumbed, stored outside and fitted by a licensed gas fitter.
- LPG cylinders are secured to increase stability.
- LPG cylinders are clear of ignition sources and are in a well ventilated area in accordance with AS/NZS 1596:2002 – the Storage and Handling of LP Gas.
- All LPG cylinders are checked to ensure they do not exceed 10 years of the stamped test date.
- Compliance with AS/NZS 1596:2002 – the storage and Handling of LP Gas.
- A licence is held if keeping over 250 kilograms of LPG in cylinders or tanks.

### WEATHER CONDITIONS

- Use current Australian Bureau of Meteorology information to ascertain weather conditions.
- Weather conditions planned for and monitored e.g. partitions, displays and signage. well secured for windy conditions, non slip mats for wet conditions, and shade, sunscreen and water provisions for heat.
- Wind speeds are monitored and amusement structure operation ceased in accordance with manufacturer's specifications).

### PERSONAL PROTECTIVE EQUIPMENT (PPE)

- All tasks undertaken by staff and volunteers are checked for the PPE required.
- PPE provided if needed (e.g. gloves, aprons, hats, earplugs etc.) and is in good condition and working order.
- Personnel are trained in using, maintaining and storing PPE.

## 13. Infrastructure and Service Management

---

During the day-to-day use 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 and wharf aprons.

### 13.1 Event Infrastructure Overlay, Theming and Production Services (Event Overlay)

The Event Proponent must provide to the Precinct Manager site layout plans and the description of any structures, builds, activities and a detailed risk assessments for any activities that may:

- Affect the safe movement of persons to/from the event in the case of an emergency situation.
- Obscure or cover emergency exit signage.
- Store equipment, packing equipment, road cases etc in any fire exit door, corridor, access way or stair.
- Require the isolation of the fire system as a result of their activities or requirements, such as the use of hazer's, smoke generation devices or activities.
- Cause or likely to cause the potential for harm to members of the public, workers or performers.
- Movement of vehicles, scenery, stages pieces, etc which may pose a danger to the public, workers, performers, etc.
- Activation or firing of fireworks, air cannons, special effects, lasers etc during any event.
- Utilisation of any animal in any production or event.
- Requests for changes to stage configuration, removal of guard rails, stairs etc.
- Introduction of the use of stairs which do not have handrails or do not comply to the relevant building codes or standards.
- Hanging of structures, objects etc. or placement of heavy items (ceiling, structural fixture and floor weight limits must be maintained and not exceeded)
- Use of Ariel artists, stunt persons, performers (professional or otherwise) who may undertake activities which have the potential to cause harm to themselves or others. Where the act requires rigging points, full details of loads shall be forwarded for consideration and approval.
- Use of amusement or entertainment devices or equipment.

Where any of these activities are considered, then a full risk assessment, description of the activity or undertaking shall be provided to the Precinct Manager supported with evidence of the appropriate public liability insurance cover, prior to the works being undertaking in order that it can be assessed as to whether it may proceed or not.

The planning, installation, use and decommission of Event Overlay must also be undertaken in accordance with the requirements identified in the *WBAP Operational Plan of Management 2016* and relevant applicable standards and/or guidelines such as the *Australian Building Codes Board Standard – Temporary Structures, 2015* and the *City Of Sydney Event Guidelines*.

The Event Proponent will need to seek the relevant approvals for the infrastructure, as may be required, where the proposed provision or use falls outside of the constraints of these plans.

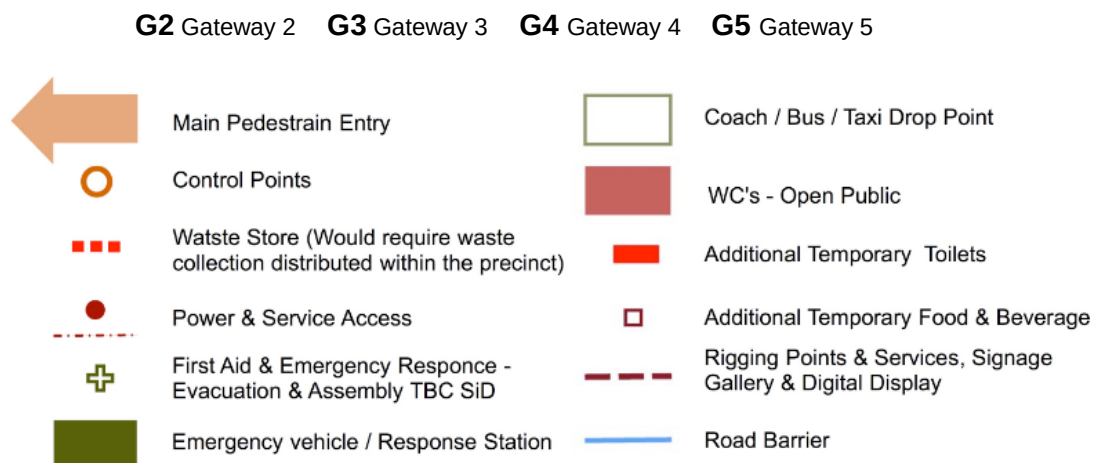
### 13.2 Event Overlay for City Wide and Precinct Wide Events

The location and type of event overlay proposed to be implemented to support the staging of City Wide and Precinct Wide events is represented in the following diagram:

As indicated below:



Legend:



**Figure 20 - Event Overlay Locations for City Wide and Precinct Wide Events**

In addition, the following event overlay provisions may be considered

- Provision for emergency vehicle parking and additional event bus/coach set and drop points are proposed to be provided to Hickson Road immediately adjacent to the Precinct.
- Access control for crowd management and safety considerations will be controlled via the immediate entry boundaries and Gateways to the Precinct comprising:
  - o Hickson Road, Pier 2/3 Gateway 2.

- o Hickson Road, Pier 2/3 Gateway 3.
- o Hickson Road, Wharf 4/5 Gateway 4.
- o Hickson Road Wharf 4/5 Gateway 5.
- Access control will be managed using temporary devices fixed to removable bollard fixings and/or in combination with managed solutions with event staff (marshals, security, ushers) utilising hand held accreditation and/or ticket scanning devices.
- Additional event installations (art, exhibitions, etc), lighting, projectors, screens and other production equipment may utilise rigging points provided to the sides of the façade, overhead catenary to the Waterfront Square or to additional truss arches.
- Large format film presentations requiring the use of LED screens (indicative size 9.6m x 6m) will generally be installed to the Shore Shed apron adjacent to the Waterfront Square to minimise heavy vehicle movement to the Waterfront Square



**Figure 21 - Layout of Waterfront Square with Screen**

- Other large format projection screens may also be used at the various presentation areas utilising light weight truss screens, scrim and other fabric screens.
- A smaller distributed network of 6 -9 LED screens (to create a “gallery mode”) may be positioned in and around the Waterfront Square where capacity loading permits and reticulated services will be associated at these key locations.



**Figure 22 - Layout of Waterfront Square in Gallery Mode**

- Additional screens and installations may also be provided on temporary barges bought into the Precinct internal waterway between wharf 4/5 and Piers 2/3. This will require the approval and coordination with RMS and will utilise appropriate temporary services on the barge, such as additional power and production services.



**Figure 23 - Layout of Waterfront Square with Barge**

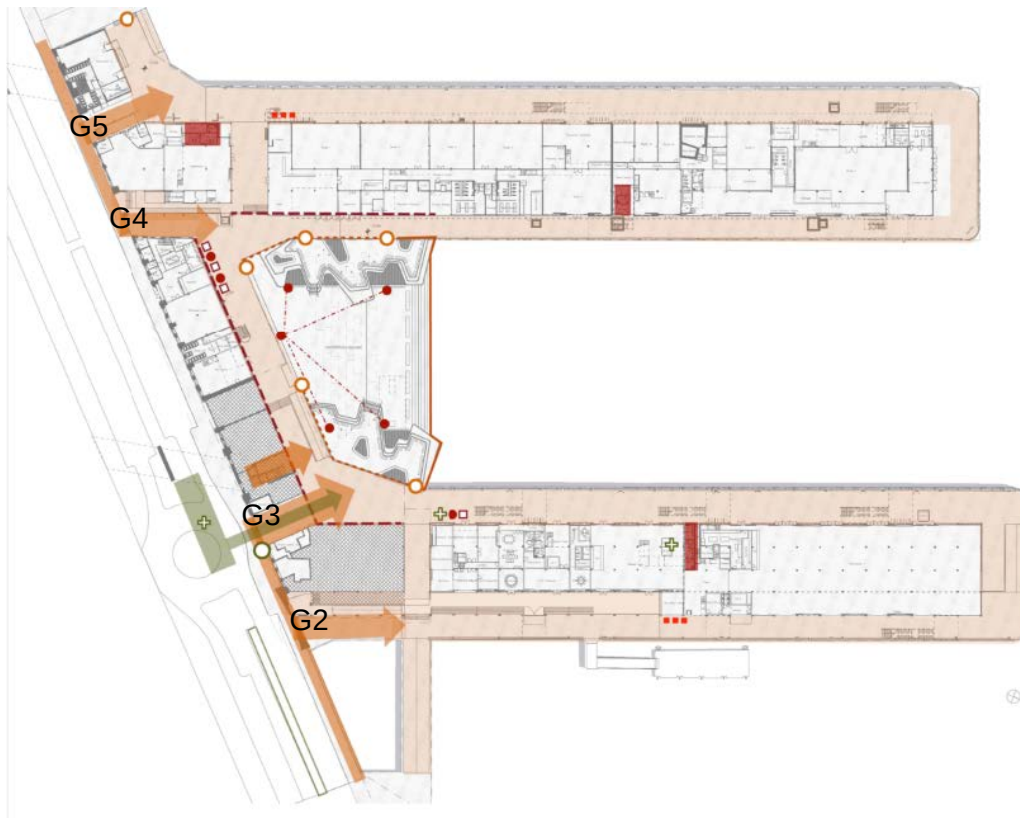
- Services for power (3-phase outlets), audiovisual and telecommunications are reticulated around the Waterfront Square and along the internal Precinct facing walls of Wharf 4/5, Shore Sheds and Piers 2/3.
- Supplementary power, water and waste connections are provided at key locations along the Western apron of Pier 2/3, the Eastern apron of Wharf 4/5 and adjacent the Shore Sheds 4/5. These services will support event-specific arrangements of emergency response facilities, food and beverage outlets, pop up vendor outlets and amenities.
- Additional marquees and stages will be limited to the mid-point (approx) of the Western apron of Pier 2/3 and Shore Sheds 4/5. These may comprise emergency response facilities, food and beverage outlets, pop up vendor outlets and amenities.
- Waste collections points will be distributed within the Precinct and in accordance with the *Event Waste Management Plan* prepared by ARUP. Additional storage and

collection points for event waste are proposed to be located to the external aprons of the Precinct to reduce collection vehicle and pedestrian conflict.

- Water edge protection may be required to manage public safety during event use. Temporary fences/balustrades/barrier devices may be installed on the Waterfront Square and around the wharf aprons depending on the scale of event, and must be appropriate for the application.
- Installations must be presentable and if required should be dressed to meet the presentation standards of the Precinct. Noting if the use of scrim or other dressing with event signage and/or branding is subject to approval and may also be subject to licensing fees.
- Shade structures are provided in a permanent configuration to Waterfront Square.
- Additional temporary seating may be provided to the lower surface of the Waterfront Square ensuring access and egress paths are provided for patrons and emergency response.
- All event overlay must meet requirement safety and statutory approval requirements and must be approved for use in the Precinct by the Precinct Manager.

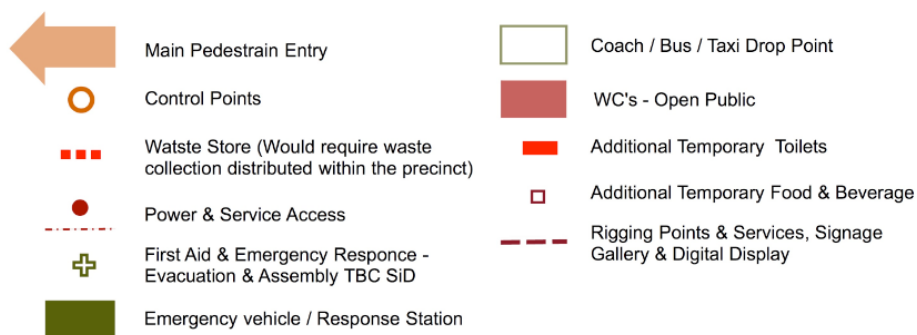
### 13.3 Event Overlay for Waterfront Square Events

The location and type of event overlay proposed to be implemented to support the staging of events to the Waterfront Square is represented in the following diagram:



Legend:

**G2** Gateway 2   **G3** Gateway 3   **G4** Gateway 4   **G5** Gateway 5



**Figure 24 - 13.3 Event Overlay Locations for Waterfront Square Events**

The additional provisions are proposed to be similar to those proposed above for City Wide and Precinct Wide Events with the following exceptions:

- Provision for emergency vehicle parking and additional event bus/coach set and drop points are not proposed, however if required they could be provided to Hickson Road immediately adjacent to the Precinct. Controlled emergency vehicle egress to the Precinct is proposed via Hickson Road, Pier 2/3 Gateway 3.
- Access control and ticketing will be limited to the immediate Waterfront Square boundary with the entry predominantly from the Shore Shed apron. A flexible fence line and ticketing control could be provided to 'the Wings' of the Waterfront Square.

- Access control will be managed using temporary devices fixed to removable bollard fixings and/or in combination with managed solutions with event staff (marshals, security, ushers) utilising hand held accreditation and/ ticket scanning devices.
- Additional event installations (art, exhibition, etc), lighting, projectors, screens and other production equipment (production or general) will utilise rigging points provided to the sides of the façade, however these will be limited to the Waterfront Square.

### **13.4 Wayfinding and Signage**

The Event Proponent must provide a detailed Event Signage Plan to the Precinct Manager for approval that outlines all the proposed directional, amenity, emergency evacuation and assembly points, vehicle access for entry and exit on and off site, pedestrian access, accessibility options, multi-lingual, event/program schedule and event branding signage to be installed at the event.

Signage includes variable message signs (VMS boards), billboards, banners, bunting, corflutes, maps and flags. It may also include sponsorship/corporate logos attached/imprinted on marquees, temporary site sheds/buildings, inflatable gantries, or fencing should be included.

### **13.5 Wayfinding and Signage for Waterfront Square Events**

Wayfinding and Signage for Waterfront Square Events must be developed in accordance with:

- The *WBAP Wayfinding & Signage Report, November 2016, by Aspect Studios*
- The City of Sydney *Wayfinding Strategy and Legible Sydney Design Manual*
- Arts NSW Naming Rights and other policies
- The *Precinct Interpretation Plan*.
- Signage must be well lit and visible at all times.
- Must comply with the relevant Building Code and Australian Standards.

Proposed new digital displays, digital blade, finger boards and flag infrastructure may be hired and used by Event Proponents. The arrangements for the hire and use of this infrastructure, including fees and conditions of use will be detailed in a Venue Hire Agreement as agreed with and approved by the Precinct Manager.

The Event Signage Plan must be submitted for approval by the Precinct Manager detailing the number, type, location, positioning and design of temporary signage and/or branding, and installation method.

Where the event activities occur on or near the Public Domain aprons and Waterfront Square, signage for waterfront areas must also be considered and implemented subject to a risk assessment for the event.

### **13.6 Wayfinding and Signage for City Wide and Precinct Wide Events**

The Wayfinding and Signage for City Wide and Precinct Wide events must be developed in accordance with the planning and implementation of signage as noted in Wayfinding and Signage for Waterfront Square Events (above).

In addition, where the event involves full or part closure of roads and foot paths the Signage Plan will have to integrate with the Traffic Management Plan (TMP) and be approved by the Precinct Manager and relevant authorities.

In this instance the Signage Plan must identify and detail alterations to regulatory signage, including parking signage and any restriction of access and/or condition of entry to either vehicles or pedestrians.

External Precinct event signage and road closure are to be planned and implemented in accordance with the Traffic and Transport Management for Special Events, RTA Transport Management Centre. Depending on the event, the Event Signage Plan may also need to identify and provide for road signage that is external to the Precinct to warn road users of a change in traffic conditions ahead and reinforced with appropriate detour and direction signage to and around the event.

This signage will need to be approved by the relevant Authorities.

## 14. Waste and Water Management

---

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

Event proponents should work with the Precinct Manager to minimise waste at events and to responsibly manage waste to the Precinct.

An event specific Management Plan for each event should be provided to the Precinct Manager for approval.

### 14.1 Waste Management

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 the Precinct Manager.

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 the Precinct Manager.

The Event Proponent must pay any costs incurred by the Precinct Manager for cleaning and or repairs in the WBAP 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.

### 14.2 Event Waste Management Plan

The Event 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 cleanup and recycling systems.

The aim of the Event 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 Event 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 Event 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.

Some aspects for consideration in the Event 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.

The Department of Environment and Conservation NSW, Waste Wise Events Guide 2007 should be referred to assist Event Proponents to establish waste avoidance strategies and practices that can be easily implemented to address waste generation at events.

Key principles of event waste include:

- Adopting policies that encourage sustainable purchasing practices.
- Working with vendors and suppliers to use recyclable and biodegradable packaging.
- Having good signage and placement of bin stations to make recycling easier for attendees.
- Implementing bin systems designed and managed to maximise the recovery of recyclable materials from vendors and attendees, as well as reducing littering.
- Using effective clean-up practices.
- Evaluating the success waste strategies at event to identify areas for improvement.

Considerations for event waste management:

- Risk assessment of specialist waste requirements for each event should be assessed and appropriate management put in place including: amenities, construction, hazardous materials, needles and syringes.
- Place bin stations for the Front of House (Waterfront Square and internal aprons):
  - o at event entry and exit points (so attendees see available options for disposal when they arrive/ leave).
  - o Use appropriate signage to identify waste collection and storage areas.
  - o at accessible points that coincide with the movement of people away from where there are likely to be queues, so they are not an obstruction.
  - o for the convenience of the user rather than just the collector where they can be effectively emptied and serviced.
- Place storage and Back of House stations:
  - o Located to the external aprons of the Precinct located at the loading area of Piers 2/3.
  - o Scheduled waste pick-up services should be arranged at non-peak patron entry/exit to the Precinct to reduce the opportunity for pedestrian and vehicle access.
  - o Vehicles must be registered, scheduled and approved by the Precinct Manager.
  - o Vehicle access and egress must be marshalled and monitored for event servicing.
- As part of the management and monitoring:
  - o Include waste management as part of the event induction.
  - o Make announcements to the public and promote good waste management and sustainability.

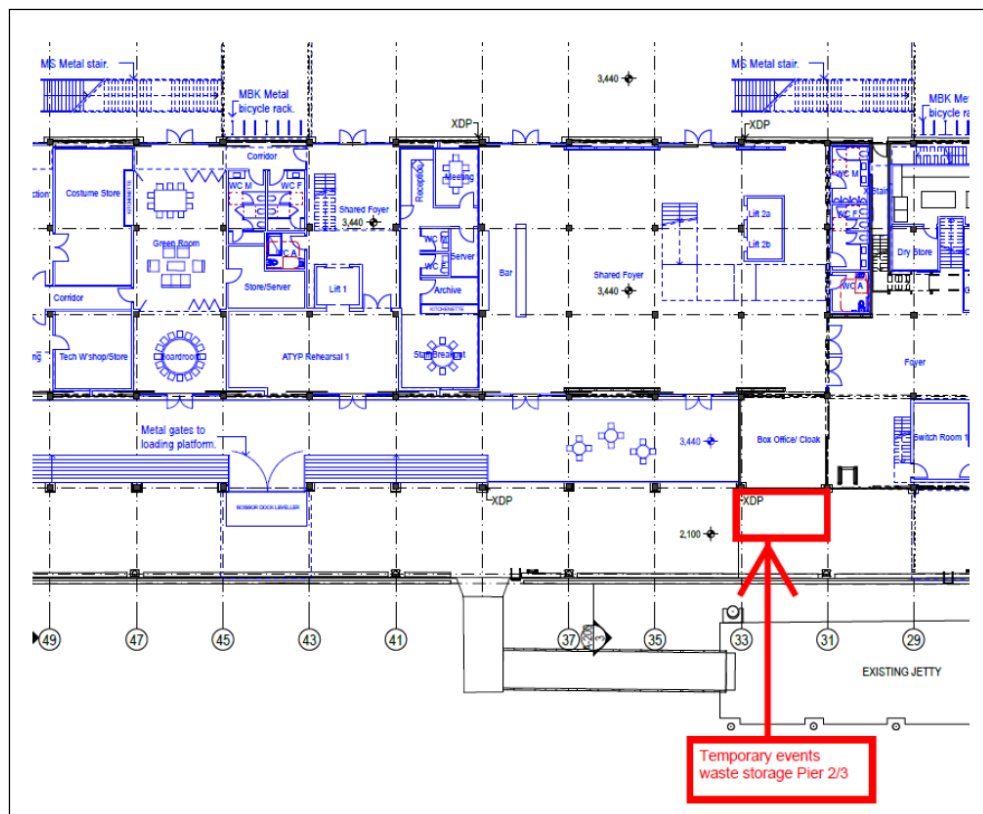
- o Adjust bin locations if required.
- o Exchange or empty bins when necessary.
- o Ensure bins and bin sites are clean and tidy at all times.
- o Ensure bins do not obstruct access for emergency vehicles.
- Record the following to assist to meet event targets and promote the success of the event:
  - o Number of attendees at the event.
  - o Volume of beverage containers/recycling (e.g. '240 L bin half full = 120 L').
  - o Amount of cardboard and paper collected (e.g. Estimate volume in a skip in cubic metres) .
  - o Amount of material to be sent to landfill (general waste).

### 14.3 Event Waste Storage

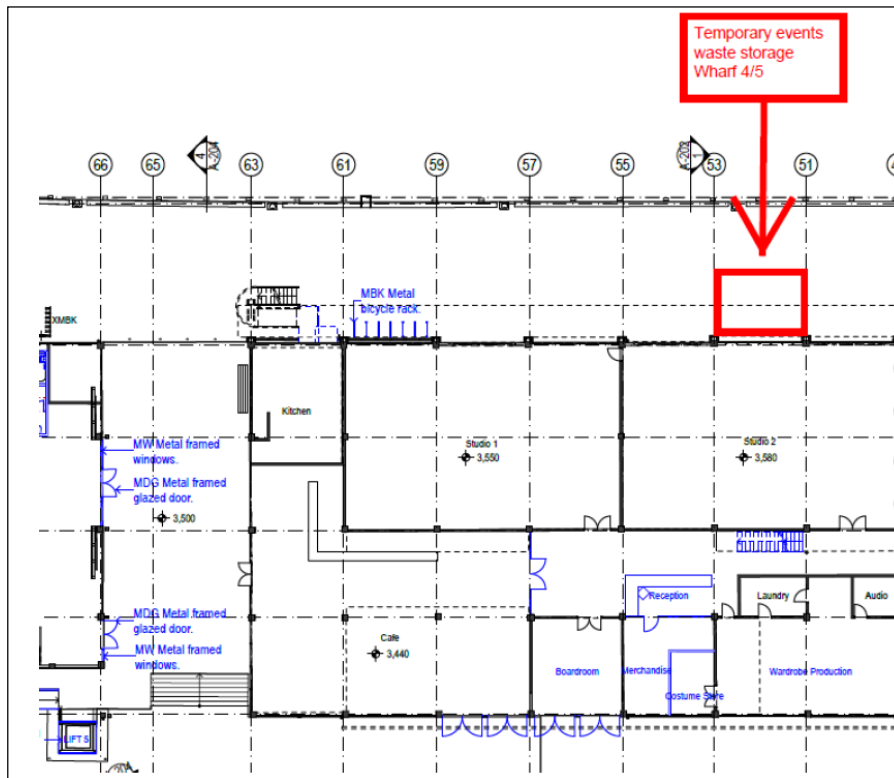
Event waste storage room requirements are calculated from the estimated volume of waste generated per person at events, collection frequencies, and Australian Standard mobile garbage bin sizes.

The central waste storage rooms on Pier 2/3 and Wharf 4/5 are to be utilised by performing arts and commercial tenants only. The events held at Walsh Bay will significantly increase the number of people utilising the Precinct, and therefore waste generation.

It is recommended that temporary waste storage rooms are positioned on Pier 2/3 and Wharf 4/5 to capture and store associated event waste. All temporary event waste storage rooms should be located away from the public domain to minimise visual, odour, and safety impacts. It is recommended that the eastern apron of Pier 2/3 and the western apron of Wharf 4/5 are utilised for event waste storage, as seen in the following diagrams.



**Figure 25 - Location of Pier 2/3 temporary events waste storage room**



**Figure 26 - Location of Wharf 4/5 temporary events waste storage room**

The final location of event waste storage rooms will require the input of each individual event organiser depending on collection frequency and accessibility for event staff based on the location of the actual event. The final locations will need to be included in the Event Waste Management Plan and approved by the Precinct Manager.

#### 14.4 Water Management

Events must cater for the health and comfort of visitors to the Precinct.

Drinking water should be made freely available, or if not feasible, cost less than the lowest price of any other drink sold to visitors.

The location of drinking water facilities must be clearly indicated via directional signage and free water provided where alcohol service is provided or where other hazards have been identified through the risk assessment.

In these instances a water station is proposed to be located adjacent to the Waterfront Square in-front of the Shore Sheds and at First Aid facilities within the Precinct.

All additional toilet facilities are proposed to be plumbed to Precinct site water and waste outlets.

## 15. Community Consultation and Complaints Management

### 15.1 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.

### 15.2 Engagement and Community Relations For Events

The primary focus of engagement 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 DO WE NEED TO TALK TO                                                                          | PROPOSED ENGAGEMENT ACTIVITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | TIMING                                                                                      |
|----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• New and existing arts and cultural tenants</li></ul>       | <ul style="list-style-type: none"><li>• Ongoing engagement with Place Manager to coordinate / resolve operational matters</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"><li>• Ongoing</li></ul>                                   |
| <ul style="list-style-type: none"><li>• Emergency Services</li></ul>                               | <ul style="list-style-type: none"><li>• Site orientation</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"><li>• Ahead of Precinct launch</li></ul>                  |
| <ul style="list-style-type: none"><li>• Local residents, businesses, tenants and patrons</li></ul> | <ul style="list-style-type: none"><li>• Precinct Manager</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <ul style="list-style-type: none"><li>• Through to initial occupation / operation</li></ul> |
| <ul style="list-style-type: none"><li>• Local residents, businesses, tenants and patrons</li></ul> | <ul style="list-style-type: none"><li>• Good Neighbour Policy</li><li>• Implementation of issues handling and response protocol and system</li><li>• Regular monitoring and reporting, with complaints and compliments used to evaluate community satisfaction with Precinct operation</li><li>• Advance calendar<ul style="list-style-type: none"><li>o Regular information to neighbours about upcoming events – via established mechanisms (e.g. email, flyer, SMS, social media, website)</li><li>o Coordination with local businesses to advise about opportunities arising / forthcoming events</li></ul></li></ul> | <ul style="list-style-type: none"><li>• Ongoing</li></ul>                                   |

| WHO DO WE NEED TO TALK TO                                                                                                                              | PROPOSED ENGAGEMENT ACTIVITIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | TIMING                                                                               |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Key stakeholders including Destination NSW, tenants, festivals, and events, arts and cultural sector</li> </ul> | <ul style="list-style-type: none"> <li>Regular project updates to key stakeholders – including key government agencies, the City of Sydney, tenants, peaks.</li> <li>Participation in established governance body to ensure coordination with other authorities and major events organisers</li> <li>Liaison with Major Events Coordination Group</li> </ul>                                                                                                                                                                                                                                                                                      | <ul style="list-style-type: none"> <li>Ahead of Precinct launch / Ongoing</li> </ul> |
| <ul style="list-style-type: none"> <li>Local residents, businesses, tenants and patrons, arts and cultural sector, general public, visitors</li> </ul> | <ul style="list-style-type: none"> <li>Consider creative opportunities for engagement such as: <ul style="list-style-type: none"> <li>Precinct launch</li> <li>Ideas forum / Creating a new place for Sydney</li> <li>Pop ups / events</li> <li>Memory project / Capturing stories past and present</li> <li>City Talk (in conjunction with CoS / arts and cultural organisations)</li> </ul> </li> <li>Advance calendar</li> <li>What's on at Walsh Bay?</li> <li>Website and marketing launch <ul style="list-style-type: none"> <li>What's on today?</li> <li>Walsh Bay watch – livecam</li> <li>Community at Walsh Bay</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>Launch of Precinct / Ongoing</li> </ul>       |

### 15.3 Complaints Management

The Walsh Bay Arts Precinct 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.

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.

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.

The event organiser will be required to respond to all complaints.

- In the case of a complaint being made during an externally noise monitored event the operator shall instruct the noise monitoring party to investigate and undertake measurements at the complainants property as soon as possible.
- In the case of a complaint being made during an event not externally noise monitored, the operator shall investigate the complaint, and if relevant identify the cause of the issue and take all reasonable measure to mitigate the noise emissions. This may include relocating or reducing the level of noise sources.
- In the case of a complaint being made after the event, the operator shall engage with the complainant to establish the cause of the issue, and undertake measures to ensure this is addressed in any future events.

In the case of recurring complaints from events that are not normally externally noise monitored, noise monitoring shall be undertaken for such events in order to identify if the event is in compliance with the established event noise control targets. Where it is found that the event does not comply with the relevant noise control target – corrective measures shall be made to ensure that the noise control targets are achieved.

Once a complaint is investigated and resolved, a report must be given back to the complainant detailing any investigations which have taken place and any corrective measures employed

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

## 16. 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 to 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.

## 17. References

---

The following consultant reports have been used to develop this Event Management Plan:

- 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 R04, 3 November 2016 by ARUP Consulting
- Walsh Bay Arts Precinct Urban Design Guidelines, 4 November 2016 by Tonkin Zulaikha Greer 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, 10 November 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.