

3

Walsh Bay Arts Precinct Operational Plan of Management



Create NSW
Arts, Screen & Culture



Events management

Version control

Version	Issue date	Content contributors	Nature of change(s)
1.0	04/06/2020	DN	Draft issued to INSW for comments
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1 GLOSSARY OF TERMS

Abbreviations

Interpretation: For the purposes of this document, the following apply:

- **ACO:** Australian Chamber Orchestra
- **ATYP:** Australian Theatre for Young People
- **CCTV:** Closed circuit television
- **EMP:** Event management plan
- **OPM:** Operational plan of management
- **RMS:** Roads and Maritime Services
- **SDC:** Sydney Dance Company
- **STC:** Sydney Theatre Company
- **VIP:** Very important person
- **VMS:** Variable message sign
- **WBAP:** Walsh Bay Arts Precinct
- **WHS:** Work, health and safety

Definitions

Interpretation: For the purposes of this document, the following apply:

- **Bump in:** The set times agreed upon with the event organiser for the setting up or installation of the event.
- **Bump out:** The set times agreed upon with the event organiser for the pack down or dismantling of the event.
- **Event:** An activity that is planned for a special purpose and usually involves a large number of people or the public, e.g. artistic performance, trade show, exhibition or conference. It is generally defined by the venue and hiring period.
- **Event organiser:** The person or organisation hiring the event facilities, as designated in the venue hire agreement.
- **Precinct Manager:** The Create NSW on-site representative who ensures that operations for the precinct are approved, safe, efficient and compliant.
- **Property Manager:** The Create NSW Property Management Team off-site member (representative) responsible for ensuring that the precinct facilities are safe, fit for purpose, watertight, and are operated in a sustainable and efficient manner.

2 INTRODUCTION

About Walsh Bay Arts Precinct

The Walsh Bay Arts Precinct is home to some of Australia's leading performing arts companies and events such as the Sydney Writers' Festival and Biennale of Sydney. Along with the Sydney Opera House, Walsh Bay plays a central role as a place for cultural performances and consumption due to the clustering of key performing arts organisations, cultural workers and associated industries (hospitality and services). The redevelopment further supports and strengthens this position.

Create NSW's Property team, in compliance with the governance outlined in the **Section 1: Operational Strategies** of the Operational Plan of Management, manages the precinct.

The site and surrounds

The precinct comprises of Pier 2/3, Wharf 4/5 and its shore sheds, as well as the adjoining waterway. The site, as shown in Figure 1, has a street frontage to Hickson Road, and is part of the Walsh Bay area, adjacent to Sydney Harbour within the suburb of Dawes Point. It is located within the City of Sydney Local Government Area.

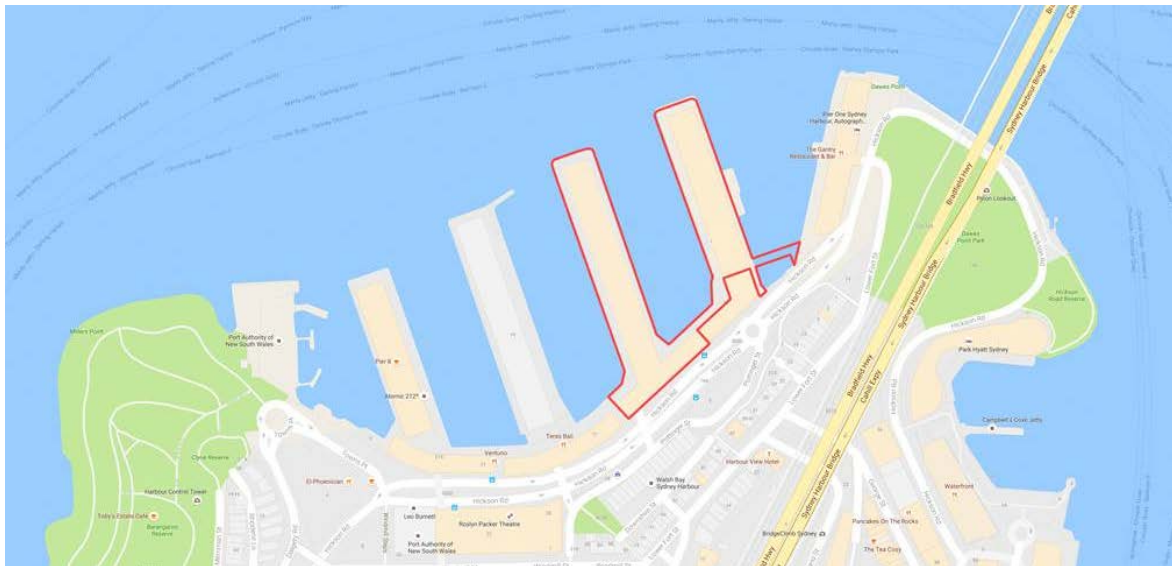


Figure 1 - Site location (Source: Google Maps)

Walsh Bay is strategically located to the north of Sydney's CBD near 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 southwest.

The landowner 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 Create NSW, primarily for arts and cultural uses.

The WBAP is within the Walsh Bay Wharves that comprises ten berths constructed between 1908 and 1922 for international and interstate shipping (collectively known as the Walsh Bay Wharves). The Walsh Bay Wharves Precinct is listed on the State Heritage Register. The Walsh Bay Wharves comprise the following:

- Pier 1 which contains the Sebel Pier One Sydney Hotel.
- Walsh Bay Arts Precinct comprising:
 - Pier 2/3 occupied by the Australian Theatre for Young People (ATYP), the Australian

Chamber Orchestra (ACO), Bell Shakespeare Company (Bell), and a commercial function space.

- Wharf 4/5 occupied by the Sydney Theatre Company (STC), Sydney Dance Company (SDC), Bangarra Dance Theatre and the choirs comprising Gondwana, the Song Company and Sydney Philharmonia.
- Shore sheds aligning Hickson Road, containing a range of commercial activities, including restaurants, bars, shops and offices.
- Pier 6/7 occupied for residential apartments and associated boat marina; and
- Pier 8/9 occupied for office uses.

Document objective

This events management plan has been developed to outline the operations to be adopted for the Sydney Writers' Festival, Biennale of Sydney and any other events held within the precinct. It outlines constraints and requirements required for hosting an event within the precinct, including for pre-event planning, logistics and setting up the events, and guidelines for operating the event.

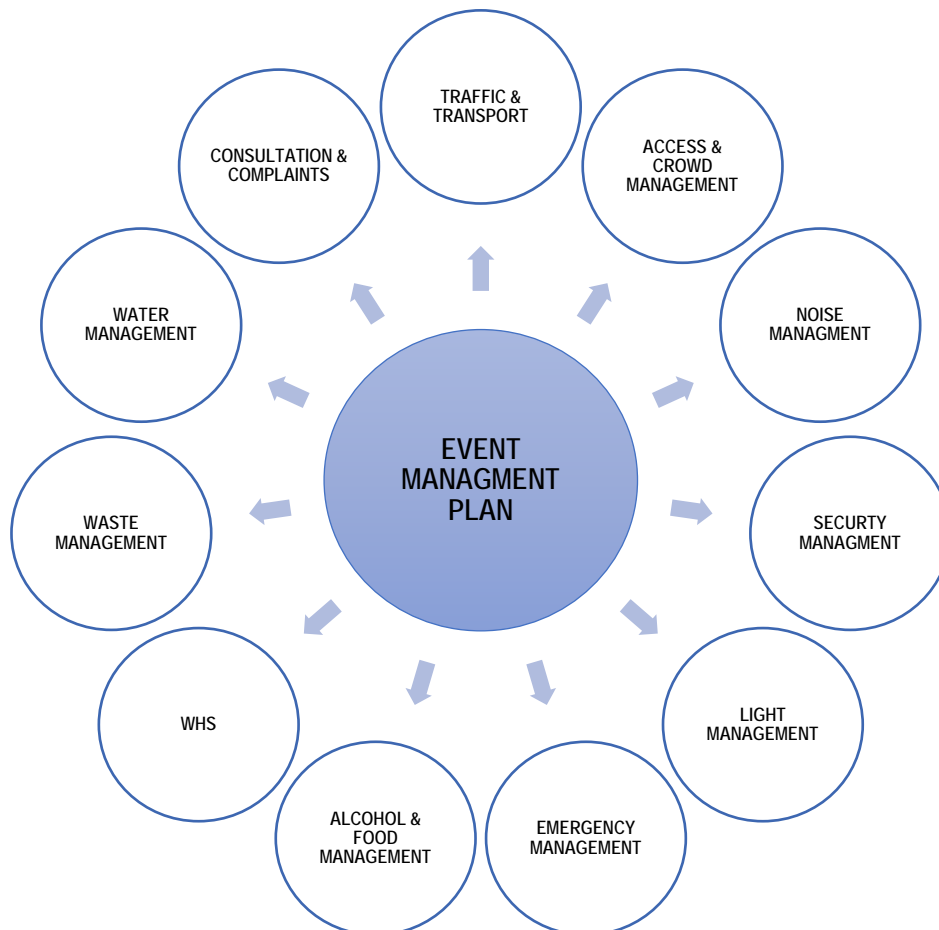


Figure 2 - Event management plan activities

Reference to other documents

Read this plan in conjunction with:

- Other sections of the Operational Plan of Management (OPM)
- The venue hire agreement
- Current building codes, regulations and standards cited in this document
- Any other document cited.

If there are any inconsistencies between this document and the venue hire agreement, the agreement takes precedence.

3 PRE-EVENT PLANNING

Restrictions on event use and approvals

Under Section A7 of the Development Approval Conditions of Consent, the precinct has only been granted permission for hosting the Sydney Writers' Festival and Biennale of Sydney. Any other events proposed must seek development approval from the City of Sydney Council.

Section E5 of the Conditions of Consent include operation restrictions for events as follows:

Operation activity	Consent restriction
Maximum population	4,250 persons on site at any one time
Approved events	Sydney Writers' Festival and Biennale of Sydney
Approved event dates	Sydney Writers' Festival: Annually late April to early May Biennale of Sydney: Every two years from mid-March to Mid-June
Maximum duration	Sydney Writers' Festival: 20 days Biennale of Sydney: 112 days
Hours of operation event	Indoor areas: 9:00 am to 12:00 am midnight Outdoor areas: 9:00 am to 7.30 pm
Bump in and bump out activities	8:00 am to 10:00 pm
Deliveries	7:00 am to 7.30 pm
Playing of amplified music outdoors	No amplified music can be played outdoors, including the public domain and outdoor areas associated with the premises.
Playing of amplified music indoors	Internal speakers cannot be used to direct music or noise towards the public domain or outdoor areas associated with the premises.

Smoking policy

The Walsh Bay Arts Precinct consists of non-smoking venues. Comply with the *Public Health (Tobacco) Act 2008* (NSW).

Advertising and promotion of events

Temporary signage

Approval: If any signage associated with the event is proposed, seek approval from Create through the Precinct Manager by submitting information regarding the signage content, location, duration of use, and type (e.g. digital, banners, adhesive, etc.). The event operator will be responsible for the removal of the signage post event, including for all associated costs. Any damage to precinct property or additional cleaning required resulting from signage installation will be charged directly to the event organiser.

Restrictions: Do not carry out the following:

- Nail, staple, hang or attach sign to the ceilings, walls, windows, sprinkler systems or other surfaces unless permission is granted by Create.
- Affix adhesive signage or similar to any walls within the precinct unless permitted by Create.
- Allow signage to cover fire safety and protection equipment, artworks, air conditioning ducts, security cameras, electrical cupboards, doors or any other wall fixtures.

Free standing signage

Location: Freestanding signage is permitted only within the licensed event space, unless otherwise approved by Create.

Documentation and insurance

Event licences and permits

Associated licences and approvals: In addition to any Council approval required, ensure licences appropriate for the event have been submitted to the Precinct Manager for event approval, including liquor licencing, food services licencing, road closure permit, fireworks permit, etc.

Insurance

Public liability insurance: The event organiser is required to provide proof of currency for public liability insurance of AU \$20 million minimum for any one event. All subcontractors will similarly be required to ensure their insurance policies comply with this.

Other insurance: Provide evidence of any other insurance required in the venue hire agreement, including Workers' Compensation cover. Any insurance required to cover other risks will be the responsibility of the event organiser, including equipment insurance, wet weather insurance and event cancellation insurance.

Event approval process

For events other than the Sydney Writers' Festival and Biennale of Sydney, events will have to be assessed for their suitability for the precinct. Event organisers are required to provide the following information to facilitate this process:

- Detailed event plan, including event layout plans, a pre-event checklist, move in and move out details, details of any queuing outside of entry requirements for patrons, delivery details, etc.
- Evidence of currency for insurance cover.
- Event risk assessment.
- Evidence of all statutory permits and approvals required, including approval from the City of Sydney Council.

Facilities for event use

All activities, including the Sydney Writers' Festival and Biennale of Sydney, will be contained within the boundaries for the precinct and impact area as indicated in Figure 1 of this document.

Roles and responsibilities

Precinct Manager

Generally: The Precinct Manager of WBAP has oversight of all precinct operations both on event and non-event days, including carrying out the following activities:

- Coordinate operational planning matters and approval with the WBAP tenants.
- Approval of, monitoring and overseeing the operational activities in consultation with relevant stakeholders for the event.
- Assist in coordination between the event management team and the City of Sydney Council, NSW Police, other Government agencies and other stakeholders for any operational matter.

Operational services affecting events: The Precinct Manager may assist to provide the following:

- Access and coordination between the event and the precinct stakeholders.

- Events program development and monitoring, e.g. for impact on precinct operations and related services planning.
- Logistics coordination and scheduling for the precinct.
- Any minor works coordination/works approvals and compliance monitoring.
- WHS, incident and emergency response coordination (as they relate to the precinct).

Event organiser or tenant

The event organiser will be responsible for the following activities:

- Bookings and ticketing.
- Signage approvals and digital systems integrations.
- Event compliance and Development Application (DA) coordination.

Sydney Writers' Festival and Biennale of Sydney

Point of contact: Provide contact details to the Precinct Manager of the event team lead and any other contact critical for coordinating between event delivery team.

Authority approvals

General requirements

Liaise with relevant NSW Government agencies to obtain approvals as required for the event, including the following:

- **NSW Ambulance:** Responsible for assisting with emergencies and providing care for the sick and injured.
- **Fire and Rescue NSW:** Responsible for assisting with emergencies and providing a direct response to specific emergencies relating to fire and hazardous materials.
- **NSW Police Force:** Responsible for assisting with emergencies, the management of crowds and traffic, and alcohol licence compliance.
- **Transport for NSW – Roads and Maritime Services:**
 - **Sydney Division:** Responsible for any disruption to road users, application for a Road Occupancy Licence and road closures and traffic issues relating to special events. Coordinates and approves event specific traffic and transport management plans for events in the city.
 - **NSW Maritime Division:** Responsible for all events directly involving NSW waterways.
 - **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.
- **Port Authority of New South Wales:** Responsible for managing port facilities and services. Liaise and coordinate to ensure approval of events transport management planning requirements.
- **Infrastructure NSW:** Responsible for managing the Barangaroo Reserve. Liaise and coordinate on transport and carparking demands for each event held at the precinct to ensure the demand for both precincts can be met.

Additional requirements

Some events may be required to comply with legislative and guidelines issued by the following authorities:

- **Office of Environment and Heritage:** Environmental issues, including noise and waste management.
- **Liquor and Gaming NSW:** Fundraising and licensing for the sale of alcohol at events, where appropriate.
- **NSW Food Authority:** Food handling guidelines for temporary events.
- **SafeWork NSW:** Fireworks, workplace health and safety, community safety and risk assessment.

For any road closure required, coordinate with the Port Authority of NSW to minimise and enable access for service providers servicing cruise ships at the Overseas Passenger Terminal.

Event management plan (from hirer)

Plan content and requirement

The event organiser is required to submit to the Precinct Manager (for approval) an event management plan detailing the following requirements (or component plans) for the event:

- Event layout
- Transport management plan
- Cleaning and waste management plan
- Noise management plan
- Safety, emergency and incident response plan
- Security and crowd management plan
- Wayfinding and signage plan
- Risk assessment

Sydney Writers' Festival and Biennale of Sydney

For each event, provide an event management plan with updated information to the Precinct Manager, including event layout drawings, a description of the program, signage, structures, building works required, event activities and a detailed risk assessment. Consider all requirements outlined in this document.

Event layout

In the event management plan, include a complete layout of the proposed event installation indicating any temporary structures, infrastructure overlay, theming and production services. Provide descriptions of structures, building works, activities and a detailed risk assessment associated with event activities, including for move in, event duration and move out.

When preparing event layout, the following provisions may be considered:

- Provision for emergency vehicle parking and additional event bus/coach set down and drop off points to Hickson Road, immediately adjacent to the precinct.
- Crowd management and safety considerations, including controlling access to the precinct from the Gateways comprising:
 - Hickson Road, Pier 2/3 Gateway 2.
 - Hickson Road, Pier 2/3 Gateway 3.
 - Hickson Road, Wharf 4/5 Gateway 4.
 - Hickson Road Wharf 4/5 Gateway 5.
- Access control measures using temporary devices fixed to removable bollard fixings and/or in combination with managed solutions by event staff (marshals, security, ushers) using handheld ticket scanning devices or similar.

Event specific transport management plan

Plan preparation: The event organiser is required to prepare a transport management plan (and submit to the Precinct Manager for approval) in consultation with the following transport stakeholders:

- Central Sydney Traffic and Transport Committee
- Property NSW.
- Transport for NSW, including RMS Sydney Division.
- NSW Police Force.
- Transport Management Centre.
- Port Authority of New South Wales.
- Other stakeholders, as required.

Transport modes: In the transport management plan, consider all major modes of transport, including the following (listed in order of priority):

- Pedestrian.
- Accessible access.
- Public transport (including train, bus, ferry, light rail).
- Shuttle bus (if provided).
- Taxi.
- Bicycle.
- Car.

Plan content: In the plan, provide details of the following:

- Preferred pedestrian routes to and from the precinct.
- Traffic management schedule: Date, time and event schedule.
- Traffic diversion/redirection: Including details of road closures, detours, VMS and special event clearway signs.
- Public transport considerations (additional bus services, etc.).
- Temporary taxi and shuttle bus zones.
- Temporary drop off and pick up areas.
- Access for different stakeholders: Site map with access points for contractors, patrons, stallholders, entertainers, staff, VIPs, local businesses, residents and emergency vehicles.
- Loading and unloading: Details of loading and unloading arrangements for contractors, stallholders, entertainers, staff, volunteers and patrons.
- Parking: Details of parking arrangements for contractors, stallholders, entertainers, staff volunteers and patrons.
- Public safety: Notice of intention to hold a public gathering, liaison with the police and security, and first aid.
- Notification: Advertising of road closures and special event clearways, resident/business letterbox drop, public transport where notification is 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, waterfilled barrier placement, change of traffic conditions and special event clearway towing management.
- Contingency plan: Inclement weather, accident on-site, accident on-route, vehicular breakdowns, participant security and VIP security.
- Concurrent events (e.g. cruise ships, Barangaroo, etc.).
- Contact details of contractors: Name of traffic management company, contact person's name, title, and phone number (business and mobile).

- Traffic management measures that will be implemented by accredited traffic controllers, taking into consideration that works and traffic impacts will be monitored throughout the event. Also develop contingency plans, as required.

Event waste management plan

Plan objectives: The event organiser will be required to submit a waste management plan to the Precinct Manager that aims at minimising waste and promoting recycling for the event, adopting the waste wise events principles and processes. The *Waste Wise Events Guide* can be downloaded from the NSW EPA's website. The key principles to address include:

- 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 cleanup practices.
- Evaluating the success waste strategies at event to identify areas for improvement.

Plan content: In the plan, identify the sources of waste and appropriate management measure, including details of:

- How waste creation will be reduced.
- How buildup of waste on-site will be prevented or minimised.
- How waste and litter will be reduced.
- Efficient and safe removal of waste methods.
- How waste will be removed and stored.
- How waste surveillance will occur.
- Waste collection facilities.
- Portable toilets (if any).
- Site cleanup and recycling systems.
- Who will be responsible for implementing requirements of the plan, within the event management organisation or an external waste management provider?
- The standards or codes adhered to.

Risk assessment: In the plan, assess risks for managing event waste associated with amenities, construction, hazardous materials, needles and syringes.

Bin stations: For front-of-house areas, place bins:

- At event entry and exit points so attendees see available options for disposal when they arrive or leave.
- With appropriate signage to identify waste collection and storage areas.
- 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.
- Where convenient for the user rather than just the collector, where they can be effectively emptied and serviced.

Waste storage: Place storage station in back-of-house areas at the external aprons of the precinct at the loading area of Pier 2/3. Consider the following measures in the plan:

- Scheduling waste pickup services at non-peak patron entry/exit to the precinct so that it does not interfere with pedestrian and vehicular access, e.g. during daytime hours.
- Vehicles require the Precinct Manager's approval for registration and access scheduling.
- Vehicle access and egress marshalling and monitoring for event servicing.
- Design waste collection to minimise vehicle reversing required, where possible.

- Noting that the central waste storage rooms on Pier 2/3 and Wharf 4/5 are prioritised for use by performing arts and commercial tenants.
- Locating temporary event waste storage away from the public domain to minimise visual, odour, and safety impacts.

Alternate arrangements: Should it be assessed that there is a heightened risk for public health and safety due to waste, alternate management and times may need to be arranged and consultation with the Walsh Bay Precinct Association and adjacent commercial tenants be undertaken.

Final event waste management plan: Locate approved storage locations on the final plan for implementation.

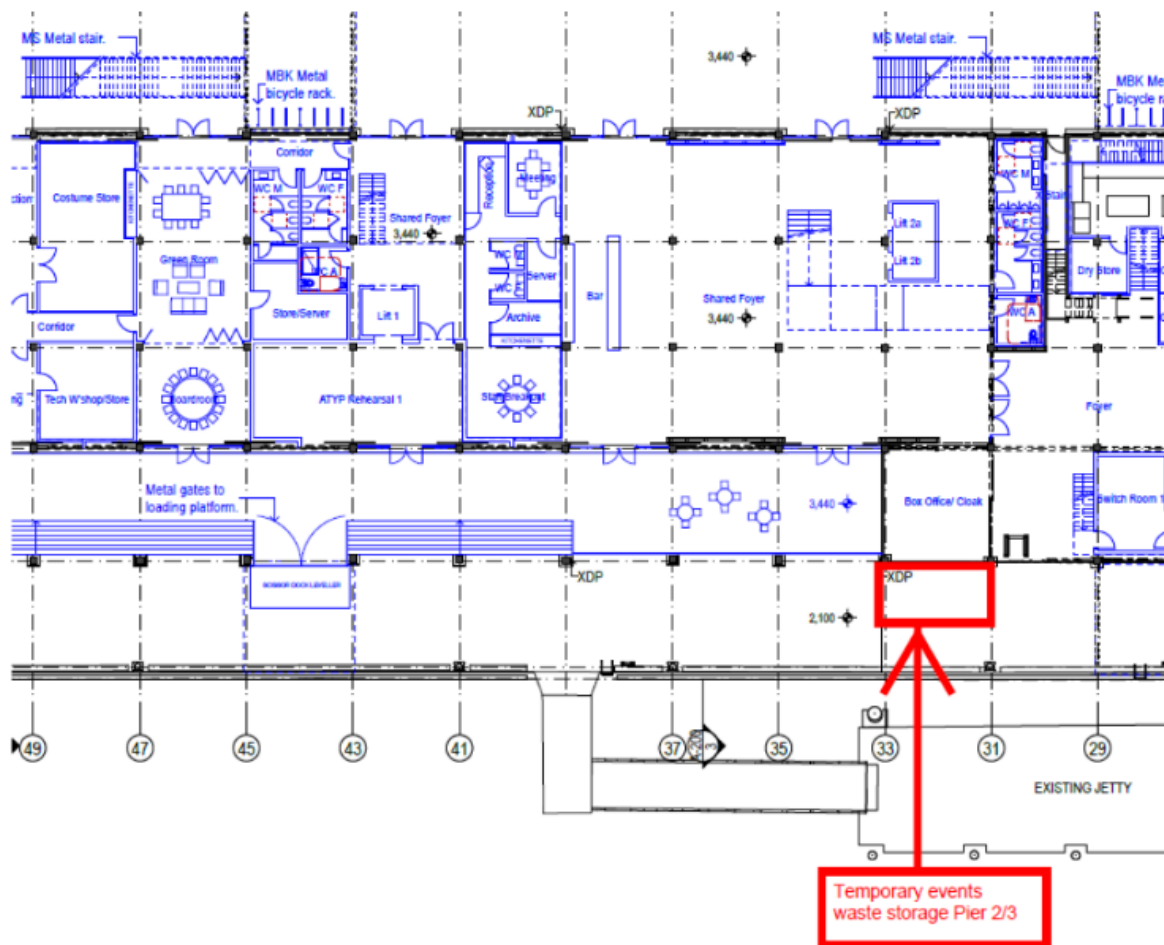


Figure 3 - Location of Pier 2/3 temporary events waste storage

Event specific emergency and incident response plan

Medical services plan content: Submit a plan, for approval by the Precinct Manager, detailing medical services provisions for all phases of the event, including setup, the event itself, post-event and cleanup. Ensure the provision accounts for identified risks, likely consequences, and minimises demand on the local emergency ambulance services and healthcare facilities. Make sure the plan considers risks for individual patron illness/injury or mass casualty event. Planning may cover public/staff injury, power failure, bomb threat, fire, and emergency evacuation.

Plan consultation: Consult with NSW Police Force, NSW Ambulance, Fire and Rescue NSW and other agencies, as appropriate, to develop the plan.

Responsibilities and procedures: In the plan, include the following information:

- An emergency medical plan developed in consultation with the local ambulance service and first aid providers that includes the contact details of relevant hospitals in event of major incidents.
- A chain of command identifying who is responsible for decision making and when this is referred to emergency response agencies.
- Emergency evacuation procedures, identifying personnel who can authorise evacuation, and the location of evacuation exits and assembly points. The Precinct Manager can assist with defining emergency evacuation routes, assembly points and emergency vehicle access routes.
- Arrangements for minor incidents that can be managed on-site.
- Emergency evacuation routes and assembly points, including safe refuges for people with impaired mobility.
- Emergency vehicle access routes.

Emergency communications plan: In the plan, outline the following:

- Emergency services contact and escalation protocols.
- Communication protocols during an emergency (such as how, and to whom, how/where incidents are reported and logged).
- Details of stakeholder communication management in event of emergencies, including patrons, next of kin or the family of patrons affected, employees, volunteers, contractors, the public and the media.
- Coded messages for incidents to minimise panic in any event of patrons who overhear a report being made.
- Emergency radio call signalling system.

Security and crowd management plan

Plan content: Submit a plan for approval by the Precinct Manager addressing crowd management and security response requirements. In the plan, include the following information:

- Details of the security arrangements 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 licences and event day contact.
- Number of security staff provided and details of staff licences, and ratio of number of staff to patrons.
- Event security measures to be put in place.
- Communication 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.
- Site specific induction measures for staff including emergency protocols, assembly points, command centre contact and supervisor details.

Crowd management: Consider the following when developing the management plan:

- Extent of precinct used for the event and its impact on the surrounding tenancies, residents and neighbours.
- Site capacity and the type of event infrastructure planned.
- The expected size, demographic and nature of the crowd who will be attending.
- Provision of suitable entry/exits, access and egress/assembly points, including queuing and crowd pooling; taking into consideration location of exits, stairs, and lifts; to prevent overcrowding or injuries from crushing, overcrowding and unruly behaviour.
- Emergency response and vehicle access.

- Special needs for mobility impaired patrons and appropriate evacuation measures, including:
 - Wheelchair access locations.
 - Accessible parking facilities and or set down areas.
 - Accessible services, performance, amenities and site accommodation.
 - Details of accessible paths of travel, including lifts and ramp access.
- Communication methods for the event.
- Crowd control measures (such as barricades, signage, marshals).
- Vehicle and crowd separation measures.
- Roles and responsibilities for managing crowds, including the chain of command and communication principles.
- Position of control stations, emergency response stations, special vehicle access and evacuation routes and equipment such as first aid, fire hose reels, etc.
- Location of communication devices, e.g. alarms, public address systems and telephones.
- Location of amenities such as toilets, and water stations.

Refer to **Section 9: Fire safety, emergency management and WHS** of the Operational Plan of Management (OPM) for precinct population limit and other crowd management requirements. Also check with the Property Manager for event mode recommendations by Arup in the *WBACP Pedestrian Planning Assessment Report* (November 2016).

Key considerations for patron flow: Pedestrian simulation modelling conducted indicate there are several likely pinch points within the precinct that may adversely impact event experience for patrons. The Level of Service map for the public in Figure 4 indicates the areas of congestion which need to be considered when developing the event layout and determining the location for temporary event infrastructure.

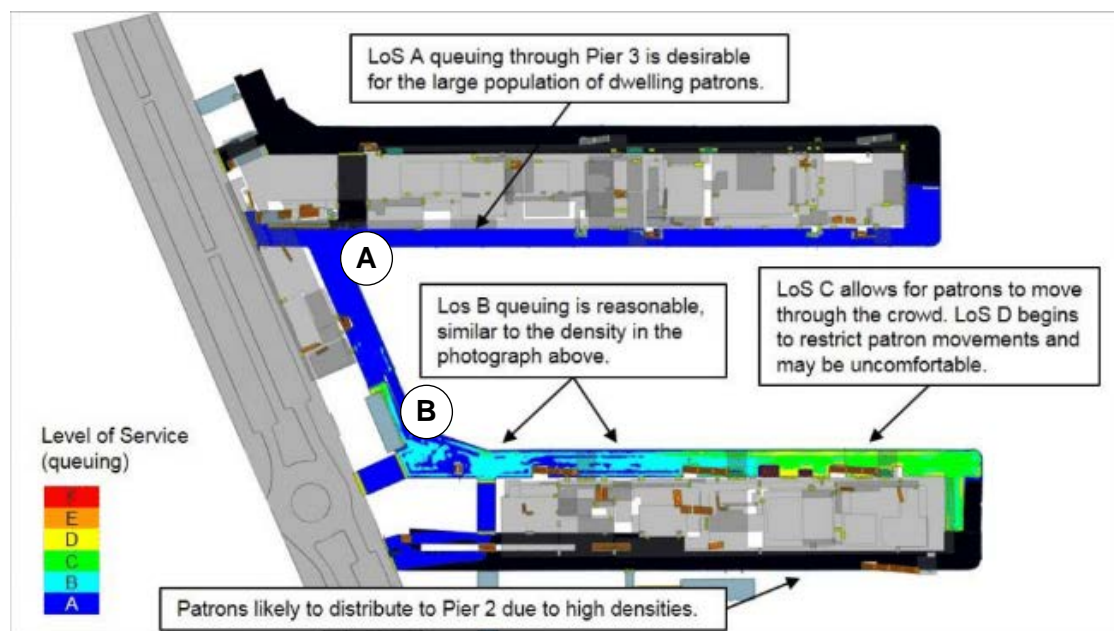


Figure 4 - Level of Service

Level of Service (LoS) is a series of densities and flow rates that help to define pedestrian comfort in different situations, walking, on stairs and in queues. LoS is organised in a series of thresholds where 'A' describes complete freedom of movement and 'F' describes densely crowded situations where people are touching each other and there is no freedom of

movement. LoS C is a typical target when planning and sizing transit infrastructure and other busy places.

The key areas of concern that 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 bi-directional movements to occur at the rates driven by the event population. A one-way movement strategy may help to mitigate this congestion point.
- Keep corners A and B clear of attractions. Significant pedestrian movements occur at these corners and any significant stopping may cause temporary congestion in the area.

Event noise management

Refer to **Section 13: Noise and vibration** of the Operational Plan of Management (OPM) for noise restriction and management requirements to be considered in the event management plan for approval by the Precinct Manager. This includes compliance with Condition D13 of the Development Approval Conditions of Consent. Once approved, all event organisers will adhere to the plan when implementing and managing the event, including for the Sydney Writer's Festival and Biennale of Sydney.

Rigging

If proposed for the event, submit proposed rigging plans with weights/loads indicated for all structures as part of the event layout plans. Approval from a structural engineer may be required at the event organiser's expense.

Wayfinding and signage

Signage plan: Submit a plan, for approval by the Precinct Manager, outlining 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. At minimum, provide details of:

- Number, type, location, positioning and design of temporary signage.
- Installation method.
- Signage associated with the traffic management plan and emergency/incident plan.

Compliance: Develop wayfinding and signage in compliance with:

- **Section 11: Wayfinding and signage** of the Operational Plan of Management (OPM) for precinct.
- The City of Sydney Council's *Wayfinding Strategy and Legible Sydney Design Manual*.
- National Construction Code.

Signage options: Make sure the signage plan covers all proposed signage, including variable message signs (VMS boards), billboards, banners, bunting, corflutes, maps and flags, sponsorship/corporate logos attached/imprinted on marquees, temporary site sheds/buildings, inflatable gantries or fencing.

Contract and approval process

Event organisers are required to initially liaise with the Property Manager regarding proposed event to understand precinct requirements and statutory compliance requirements, including development approval from City of Sydney Council and approval from other authorities. Once these have been obtained, the event organiser will be required to develop an event management plan complying with the requirements of this document for submission to the Precinct Manager for approval.

This process will include completing and complying with the venue hire agreement. Only when all these pre-planning processes have been completed can the event be scheduled, organised and implemented.

Risk assessment

Risk and hazard identification

For each event, the organiser is required to submit a risk assessment to the Precinct Manager (as part of the events management plan), considering any activities for the event that may:

- Affect the safe movement of persons to or from the event in the case of an emergency.
- Obscure, cover or alter precinct wayfinding and signage.
- Require isolation of the fire safety and protection systems for the activity, such as the use of hazer's, smoke generation devices or similar.
- Cause harm to members of the public, workers or performers.
- Pose a danger to the public, workers, performers, including movement of vehicles, scenery, stages pieces, etc.
- Utilise any animal in any production or event.
- Request changes to stage configuration, removal of guardrails, stairs, etc.
- Require activation or firing of fireworks, air cannons, special effects or lasers during the event.
- Use stairs that do not have handrails or do not comply with relevant building codes or standards.
- Require the hanging of structures, objects or placement of heavy items (making sure ceiling, structural fixture and floor weight limits are maintained and not exceeded).
- Use aerial artists, stunt persons, performers (professional or otherwise) who may undertake activities that may potentially cause harm to themselves or others. Where the act requires rigging points, provide full details of loads for consideration and approval.
- Use amusement or entertainment devices or equipment.
- Require crowd control and monitoring.
- Require associated services such as liquor, food, entertainment and security services.
- Require storage, handling and delivery of display, equipment, packing equipment, road case, and waste.

Take the identified risks into consideration when preparing the event management plan.

Risk classification

For the risk assessment considering the following associated risks (from event setup to dismantling), their classification and how they may be mitigated:

- **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, and pyrotechnics.
- **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.

Event risk and hazard controls

The event organiser will develop controls to mitigate or minimise identified risks (as part of the risk assessment) using the following hierarchy of controls:

- **Elimination:** By removing the hazard entirely through event design or setup, 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, shoes, visors, etc. are available.

Specialise activities

Some activities are considered to carry sufficient risk that further information and/or risk assessment should be carried out prior to event planning (and may require special permits), including:

- Aerial acts
- Amusement device
- Animal exhibits
- Childcare facility
- Excess weight item (more than 500 kg)
- Hazardous chemicals/dangerous goods
- Rigging structures over 2.4 metres high

4 EVENT LOGISTICS AND SETTING UP

Event checks

Generally: When setting up for the event, carry out the checks included in this document, as appropriate.

Access and egress: Check to make sure the following are implemented:

- 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, e.g. marshals, security, etc.

Traffic flow: Check to make sure the following are implemented:

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

Amenities: Check to make sure the following have been provided:

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

Signage: Check to make sure the following have been provided:

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

Maintenance: Check to make sure the following have been provided:

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

Fire prevention: Check to make sure the following are implemented:

- 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 and easily accessible.

Emergency procedures: Check to make sure the following are implemented:

- Key contacts have been nominated.
- Emergency response plan and control procedures are in place.
- Emergency response team have been trained to carry out the plan.
- Site maps are available to all staff, emergency services and other relevant parties.

First aid: Check to make sure the following are implemented:

- 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 are provided.

Staff, volunteer and contractor training: Check to make sure the following are implemented:

- Staff and volunteers are adequately inducted and trained (site specific).
- Copies of applications, memos and any training records are maintained by the event organiser and the Precinct Manager.
- Contractors have completed the relevant, site specific induction.
- Contractors are registered and have provided safe work method statements.
- Contractors have been inducted for the event.

Electrical: Check to make sure the following are implemented:

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

Permits, licensing and registration: Check to make sure the following are implemented:

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

Utilities/site services: Check to make sure the following are implemented:

- Locations of all underground/overhead services (including power/gas/mains) are identified.
- Relevant maintenance and event personnel have the relevant plan drawings and are aware of their locations.

Lighting: Check to make sure the following are implemented:

- Adequate lighting has been provided for setting up, event operations and bump out.
- Portable lighting is tested, and the certification is up-to-date.
- Suitable security and emergency lighting is available.

Staging, platforms and waterside edges: Check to make sure the following are implemented:

- 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 equipment is compliant with the appropriate engineering and design standards.
- The person erecting scaffolding holds a national certificate of competency to erect and dismantle.
- Platforms, height and waterside edges are continuously monitored, particularly in adverse weather conditions.
- There is adequate access and egress around facility entrances, fire and emergency exits, waterside edges, stages and platforms for patrons and emergency services personnel.

- Appropriate waterside edge protection (fences, secured planter boxes and emergency response, as required).

Ladders: Check to make sure the following are implemented:

- Ladders are well maintained, suitable for the work being undertaken and compliant with AS 1657.
- Assessment of whether work is suitable for a ladder has been conducted.
- Assistance by a second person is provided.

Working at heights: Check to make sure the following are implemented:

- Persons working at heights are competent and have appropriate work licences.
- Appropriate access equipment type is used (e.g. ladder, cherry picker, scissor lift).
- Only certified operators use cranes or elevated work platforms (EWPs).
- Evidence of compliance can be provided if requested by an authorised person.

Manual handling: Check to make sure the following are implemented:

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

Liquid petroleum gas (LPG) cylinders and heaters, gas barbeques: Check to make sure the following:

- Use small gas cylinders where possible. Make sure cylinders over 9 kg are hard plumbed, stored outside and fitted by a licensed gasfitter.
- LPG cylinders are secured to increase stability.
- LPG cylinders are clear of ignition sources and are in a well-ventilated area in to AS/NZS 1596.
- LPG cylinders are checked to ensure they have been tested within the last 10 years.
- Compliance with AS/NZS 1596.
- There is a licence for any cylinders or tanks of LPG over 250 kg.

Weather conditions: Check to make sure the following are implemented:

- Current Australian Bureau of Meteorology information has been used to ascertain weather conditions.
- Weather conditions have been planned for and monitored; e.g. partitions, displays and signage are secured for windy conditions; non-slip mats are available for wet conditions; and shade, sunscreen and water provisions are available in heated conditions.
- Wind speeds are monitored, and manufacturer's recommendations adhered to for equipment/structures if wind speeds exceed the recommended limit.

Personal protective equipment (PPE): Check to make sure the following are implemented:

- Checks for PPE provisions (e.g. gloves, aprons, hats, earplugs, footwear) for all tasks undertaken by staff and volunteers have been conducted.
- PPE is provided, if required, and is in good condition and working order. This includes high visibility shirts or vests complying with AS/NZS 4602.
- Personnel are trained in using, maintaining and storing PPE.

Moving in (bump in) and moving out (bump out)

Scheduling and access routes

All move in and move out activities require approval from the Precinct Manager. Adhere to scheduling and access routes when approved. Appoint an appropriate event team member

to manage the move in and move out activities, including the receipt and transfer of all materials.

Protection

All contractors, tradespeople, and event staff are required to wear high visibility safety vests at all times whilst in the loading dock area during move in and move out. Closed toe shoes are also required and children under 15 are not permitted.

Cleaning and waste management

Cleaning

Engage a cleaning contractor to complete all cleaning operations within the licensed area, including during move in, event days, move out, and post-event. Make sure the event area and the surrounding area is maintained in a clean and tidy condition, remove all litter on a regular basis, including cigarette butts, bottle cap tops, and all other waste. At the end of the event, return the area to the same condition as it was in prior to the event.

Should cleaning not be to the standard required for the precinct, the event organiser will be charged for any additional cleaning services required. This includes for the cleaning of flutter-fetti, streamers, flyers, brochures or cleaning due to excessive food and beverage waste.

Waste management

Set up bins, waste storage areas, signage and other measures required in the approved event waste management plan.

Signage

Approved signage: Only install signage approved by Create, taking all measures to prevent any damage to the existing building fabric and structure. Any damage will be rectified at the event organiser's expense.

Signage installation: Only install signage between the hours of 7:00 am and 7:00 pm.

Heritage management

Refer to the Conservation Management Plan for guidance on how to protect all building fabric and structure throughout the event, including for event installation and dismantling. In particular, refer to the following sections:

- **Part 5.0 Assessment of Cultural Significance:** To identify building fabric elements classified as significant.
- **Part 6.0 Constraints and Opportunities:** This provides advice to event organiser on constraints arising from the Statement of Significance, statutory and non-statutory requirements.
- **Part 8.0 Conservation Policies and Guidelines:** Policies and guidelines requiring compliance by the event organiser.

Load limits

The precinct floor loading capacity is advised by the structural engineer, refer to the Precinct Manager for the engineer's advice before planning and implementing any event. If heavier loads are or vibrating equipment is anticipated, advise the Precinct Manager. A structural engineer may need to be engaged to assess measures required and any other associated recommendation, e.g. loading path available. This will be at the event organiser's expense. Other factors to consider for any equipment include:

- Dimensions of the item
- How it will be transported within the venue
- Weight of any handling device (e.g. forklift)

- Availability for access

5 OPERATIONAL GUIDELINES

Capacity

Population restriction: Comply with clause '3 Pre-event planning' of this document.

Hours of operation

Restrictions: Comply with clause '3 Pre-event planning' of this document.

Operational procedures

The operational procedures requiring implementation associated with the Sydney Writers' Festival, Biennale of Sydney, and any other event proposed for the precinct are as follows:

- Crowd management
- Traffic and transport management
- Operational noise management
- Security management
- Emergency management and incident response plan
- Workplace health and safety
- Infrastructure and service management (to public domain and in shared service areas)
- Community consultation and complaints management
- Event lighting (to public domain and in shared service areas)
- Event risk hazard control
- Event signage (to public domain and in shared service areas)

Noise control and acoustics monitoring

Operational noise management

The objective of noise management control is to minimise the impact of noise generated by the event on the surrounding neighbours and noise sensitive properties. The Development Approval consent conditions, stipulate the following restrictions:

- **Amplified music (Condition E11):** Do not play amplified music outdoors, including the public domain and outdoor areas associated with the premises.
- **Internal speakers (Condition E12):** Do not place speakers to direct the playing of music towards the public domain or outdoor areas associated with the premises.
- **Doors and windows (Condition E13):** Close doors and windows (including louvres) of air conditioned spaces within Pier 2/3, Wharf 4/5 and Shore Sheds 4/5 after 10:00 pm.

Event noise limits

Residential receiver number and location*	Noise limit (9:00 am to 6:00 pm) L _{eq} (15 minute) dB(A)	Noise limit (6:00 pm to 12:00 am midnight) L _{eq} (15 minute) dB(A)
R2 - Shore 6/7 apartments	55	50
R4 - Lower Fort Street North Terraces		
R6 - Pottinger Street Terraces		
*Note: Measure noise generated by the precinct to the relevant procedures and exemptions (including certain meteorological conditions) of the <i>NSW Industrial Noise Policy 2017</i> (NSW). Refer to the plan in Appendix 19 of the EIS for the location of residential receivers.		

Noise control – event generated noise

Make sure noise generated from the precinct (internal areas), including patron noise and music do not cause one or more of the following:

- Transmission of 'offensive noise' as defined in the *Protection of the Environment Operations Act 1997* (NSW) to any surrounding place of different occupancy.
- The L_A 10 noise level emitted must exceed the background noise level in any Octave Band Centre Frequency (31.5 Hz to 8 kHz inclusive) between 12:00 am midnight and 7:00 am at the boundary of any affected residence.
- All noise associated with the premises is audible within any habitable room in any residential premises between the hours of 12:00 am midnight and 7:00 am.

Noise control – plant and machinery

Make sure noise associated with the operation of any plant, machinery or other equipment on-site, do not cause one or more of the following:

- Transmission of 'offensive noise' as defined in the *Protection of the Environment Operations Act 1997* (NSW) to any surrounding place of different occupancy.
- The sound pressure level at any affected residential property exceeds the background (L_A 90, 15 minute) noise level by more than 5 dB(A). Measure the background noise level in the absence of noise emitted from the premises. Measure the source noise level as a L_{Aeq} , 15 minutes.
- Exhibit tonal, impulsive or other annoying characteristics.
- The noise from mechanical plant associated with the precinct exceeds 5 dB(A) above the background noise level between the hours of 12:00 am midnight and 7:00 am.

Noise monitoring

During commissioning of any plant, machinery or other equipment operated on-site and during general operations, undertake noise monitoring to confirm compliance with the noise limits. If noise levels do not comply with required limits, implement appropriate attenuation measures to ensure compliance with the conditions of consent requirements.

Review of events for noise management

Prior to submitting to the EPA: For the first Sydney Writer's Festival and Biennale of Sydney events held on site, the event organiser is required to submit to the Precinct Manager the Event Noise Monitoring and Compliance Report within 2 months after holding the event.

EPA submission: Within 3 months of holding the first Sydney Writer's Festival and Biennale of Sydney events, the event organiser is required to submit an Event Noise Monitoring and Compliance Report to the EPA and the Secretary at compliance@planning.nsw.gov.au

Report content: Make sure the Event Noise Monitoring and Compliance Report includes the following:

- Key event details (name, hours of operation, hours and details of bump in and bump out activities, measured patron numbers, total event duration, event register and timetable/ production schedule).
- Details of the overall event layout and operational procedures implemented.
- Information of roles and responsibilities of key personnel involved in overseeing the event.
- Identification of key noise sources during the event.
- Details of all noise mitigation and management measures implemented.
- The noise limits applicable to the event.
- Details of noise monitoring and compliance procedures.
- The results of noise monitoring and measurement of compliance with the applicable noise limits.

- Details of community notification protocols and procedures implemented.
- Details of any community complaints received and the response action.
- A detailed analysis and review of the appropriateness and effectiveness of the noise mitigation and management measures implemented during each event.
- Recommendations to improve the noise mitigation and management during future events based on the results the review and analysis required under part (k).

Updating the EMP: Within 1 month of completing each Event Noise Monitoring and Compliance Report, update the report to include any additional noise mitigation and management measures recommended for future events as agreed with the EPA and/or Precinct Manager.

Cleaning, waste and water management (during and post events)

Cleaning

Ensure cleaning is carried out throughout the event so that the event area and immediate surrounds is in a clean and tidy condition, with no evidence of litter or waste. Comply with any statutory requirements current at time of the event.

Waste management

The event organiser is expected to implement measures outlined in the approved event waste management plan (as part of the event management plan submitted to the Precinct Manager).

Water management

Ensure the health and comfort of all visitors to the precinct and that drinking water is freely available. If this is not feasible, consider allowing for water to be sold at the lowest price of all drinks sold to visitors. Clearly indicate drinking water facilities, using directional signage. Where alcohol service is provided or where other hazards have been identified through the event risk assessment, also provide free water. For example, a water station is located adjacent to first aid facilities within the precinct. Where possible, allow for additional toilet facilities to be plumbed to the precinct site water and waste outlets.

Accessibility

Accessible events

Ensure all measures in the approved event management plan are implemented as documented, including for the provision of the following, as appropriate:

- Wheelchair access locations.
- Accessible parking facilities and or set down areas.
- Accessible services, performance, amenities and site accommodation.
- Accessible paths of travel and including lifts and ramp access, if relevant.
- Spatial layout that does not hinder circulation/mobility and is accessible for all. Make sure the space is equitable in use.

Temporary ramps

If required for the event, provide in compliance with the *Disability Discrimination Act 1992* (Aus), National Construction Code, AS 1428.1 and AS 1428.4.2, as appropriate. At minimum, ensure the following have been provided:

- **Ramp width:** Minimum 1 metre.
- **Ramp gradient:** Maximum 1:14 (if with handrails).
- **Landings:** Provide at maximum 9 metre intervals. Greater distances may be permitted depending on ramp gradient.

- **Handrails:** Provide on both sides if ramp gradient is steeper than 1:20.
- **Ramp surface:** Slip-resistant to prevent slips when wet.

Universal design

Make sure the event layout is appropriately sized and accommodates a diverse range of users and people with different mobility capabilities. This includes furniture detailing for counters, seating and tables which may require allowance of furniture with varying heights and widths. Other considerations include sensory qualities, including the following:

- Considering the intrinsic acoustic and lighting qualities within each space to create an ambient environment, regardless of people's sensory abilities.
- Making sure the surface finish of the columns and floors have minimum 30% luminance contrast with the surrounding surface finishes.
- Allowing for slip-resistant floors and ground surfaces that have an effective level of contrast with adjoining surfaces and is traversable by people with disabilities.

Traffic management

Vehicular access

Only vehicles essential to the event and included in the event management plan will be allowed access the site, including those required for move in/move out and waste removal. Coordinate scheduling with the Precinct Manager. Ensure vehicular access and circulation comply with **Section 4: Traffic and transport** of the Operational Plan of Management and structural loading restrictions for the precinct. Coordinate with the Precinct Manager to further assess the impacts of event overlay and whether any access and weight restrictions needs the advice of a structural engineer.

Event move in/out vehicular access and egress to the precinct

Traffic monitoring: The event organiser will continually monitor and manage all vehicles associated with the event installation in coordination with the Precinct Manager.

Pedestrian access: The event organiser will ensure marshals and/or appropriately trained event staff manages pedestrian access, including where there are conflicts with vehicles.

Hickson Road level access: Comply with **Section 4: Traffic and transport** of the Operational Plan of Management.

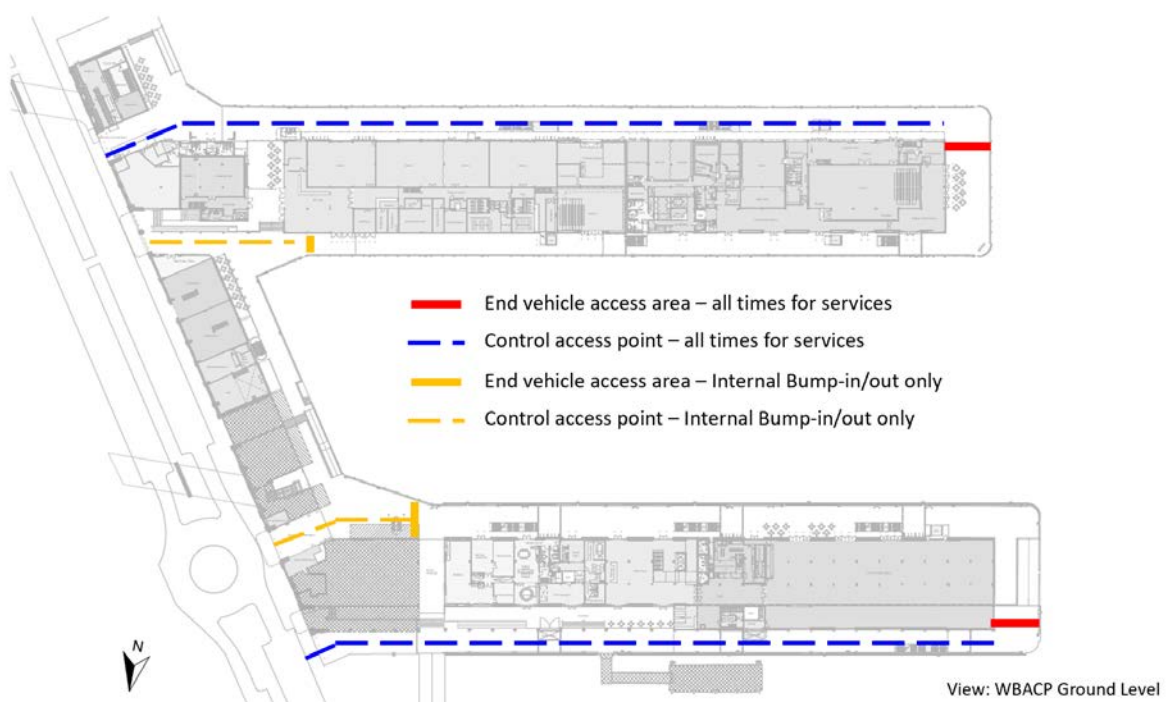


Figure 5 – Typical vehicular access routes/points for the precinct

Traffic management

Generally: The event organiser, in coordination with the Precinct Manager, will implement measures documented in the approved transport management plan.

Emergency response: Vehicles associated with emergency response will park immediately outside the precinct on Hickson Road. Maintain response access to the precinct and the Waterfront Square to Pier 2/3 and Gateway 2 so that access can be provided to proposed first aid treatment facilities in Pier 2/3 and the Pier 2/3 apron. Event marshals are expected to manage pedestrian and traffic conflicts to prioritise emergency response units.

Emergency evacuation: Should this be required, the Precinct Manager will coordinate with the event organiser and appropriate emergency services authorities to carry out.

Pedestrian access and crowd management

Crowd management

Control measures: The event operations team is expected to implement the following crowd management measures and any other measure documented in the approved event management plan:

- **Crowd controllers:** Use appropriately qualified, trained and inducted personnel (that can be easily identified) for crowd management, and incident and emergency response for the event.
- **Supervising crowd controller:** Experienced in managing large groups of patrons and emergency response.
- **Entry/exit points:** Ensure lighting condition levels allow the crowd controllers to observe patrons clearly and to work safely.
- **Potential risk patrons:** Identify patrons of suspected or known threat to the supervising crowd controller.
- **Patron numbers:** Count all patrons entering or leaving the precinct.
- **Screening procedures:** Depending on the threat level for the event, implement patron screening measures such as bag searches or handheld metal detectors at entrances.
- **Conditions of entry:** Make clearly visible at all entry points.
- **Emergencies:** Ensure emergency signalling (warning) and communication devices are provided to all crowd controllers.
- **First aid kits:** Ensure accessibility for all crowd controllers.
- **Incident register:** Maintain and complete for all incidents that occur at the event.

Precinct event access

For the Sydney Writers' Festival and Biennale of Sydney, ticketing and security control points are proposed at Gateways 2, 3, 4 and 5 to the precinct. This may be adopted for other events, if appropriate.



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

Figure 6 – Event precinct access

Work, health and safety

Safety generally

The event organiser is required to coordinate with the Precinct Manager to ensure all precinct processes comply with the *Work Health and Safety Act 2011* (NSW). This includes for identifying potential hazards, determining risks associated with each event and mitigating the risks or minimising their impact, such as monitoring the risks throughout the event (including event installation and dismantling) so that safety is not compromised.

Contractors

All contractors undertaking work at the WBAP must be registered with the Precinct Manager, have undertaken the precinct site safety induction, and comply with the requirements of **Section 9: Fire safety, emergency management and WHS** of the Operational Plan of Management. The event organiser is responsible for ensuring that contractors carry the appropriate insurances, are competent to provide the event services, have complied with WBAP requirements, have submitted safe work method statements, and have completed the relevant induction.

Record keeping and documentation

The event organiser will 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, including staff training records.
- Copies of permits, licences and certificates, as required.
- Contractor safe work procedures.
- Maintenance or repair records where required (e.g. maintenance records of hired equipment, electrical testing records, etc.).

Children on site

Children under the age of 15 are not permitted on site during move in and move out periods or any other time and place where high risk activities are occurring. Examples of high risk activity include forklift movements, stand building, rigging or any other construction activity. Children are not permitted in loading dock areas at any time.

Dangerous goods

Items classified as dangerous goods, chemicals and hazardous substances under the *United Nations Globally Harmonised System* and *Workplace Health and Safety Regulation 2011* (NSW) are prohibited at WBAP. Make sure other chemicals are accompanied by safety data sheets and in compliance with the safety data sheets. Notice of intent to use or display dangerous goods must be submitted to the Precinct Manager minimum 14 days before start of hire period. Do not store fuel indoors at any time.

Emergency exit lights and doors

Do not obstruct emergency exits or pathways to emergency exits and fire safety and protection equipment, including sprinklers, hose reels, hydrants and extinguishers. Do not place any object within 1 metre from any fire safety and protection equipment or 2 metres from any emergency exit. Make sure emergency exit signs are visible and unobstructed.

Fire safety

Do not use fire safety and protection equipment for any purposes other than suppressing a fire.

Fire-resisting materials

Make sure materials used in stand construction or for display purposes is:

- Non-combustible and inherently non-flammable material.
- Durable, flameproof fabric.
- Self-extinguishing plastic.

Flammable materials and naked flames

Do not use naked flames, candles or pyrotechnics without approval from the Precinct Manager. Make sure all flammable materials are treated with a fire retardant and all materials used are non-staining, do not cause dampness, is not readily ignitable or capable of emitting toxic fumes if ignited.

Food safety

If food and beverage is part of the event, comply with **Section 8: Food and beverage** of the Operational Plan of Management.

Plant and equipment

Equipment generally: Remove any equipment brought to the precinct when work is completed. If equipment is required during the event, seek approval from the Precinct Manager. Do not use any equipment that has not been certified (or tagged) annually.

Equipment requiring foundation: Mount on appropriate bases. Do not core drill or fix into the floor.

Speed limit: 10 km/h outdoors, 5 km/h or walking pace indoors.

Emergency/incident management

Emergency management and evacuation

The event organiser and its contractors will be briefed on the WBAP emergency procedures prior to the hire period. If an evacuation is required, the Precinct Manager and designated fire wardens will assist to direct building occupants to a safe assembly area. The Precinct Manager and other designated members have the authority to make emergency announcements over any sound system and internal video monitor system at any time.

The event organisers is required to allow free and unhindered access to any member of the NSW emergency services including ambulance, fire, police or authorised safety or security personnel while performing their duties.

Emergency assembly points

In event of an emergency, evacuation will be through Gateways 2, 3, 4 and 5 to egress to an assembly point located on the eastern side of the Hickson Road.

Communication

Engagement and community relations for events

The surrounding community may be consulted and engaged on upcoming events, e.g. by relaying information to the community on proposed dates and times of events, along with any rehearsal times, setup and cleanup times, etc. This may assist in engaging with new and existing audiences to support precinct activation. The community may be engaged through measures such as:

- Newsletters distributed by Create.
- Notification of events through the Walsh Bay Precinct Association.
- Letter drops to all surrounding noise sensitive receivers.
- Notifying strata 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.

Engagement activities proposed

Parties to engage	Engagement activities	Engagement timing
New and existing arts and other tenants	Ongoing engagement by Precinct Manager to coordinate/resolve operational matters	Ongoing
Emergency services	Site orientation	Before precinct launch
Residents, businesses, tenants and patrons	Precinct Manager	Through to initial occupation/operation
Residents, businesses, tenants and patrons	The event organiser will be responsible for conducting the following activities, as appropriate. <ul style="list-style-type: none"> • Community building activities • Management of issues, implementing a complaints and response system • Regular monitoring to evaluate community satisfaction with precinct operation • Regular information relay to neighbours about upcoming events, e.g. by email, flyer, SMS, social media, website. • Coordination with local businesses to advise on opportunities arising/forthcoming events 	Before and after event
Key stakeholders, including Destination NSW, tenants, festivals, and events, arts and cultural sector	Regular precinct updates to key stakeholders, including key government agencies, the City of Sydney Council, tenants, peaks. Participation in established governance body to ensure coordination with other authorities and major events organisers.	Ahead of precinct launch /ongoing

Parties to engage	Engagement activities	Engagement timing
	Liaison with Major Events Coordination Group Liaison with TfNSW CBD Coordination Group Liaison with the Ports Authority of NSW	
Local residents, businesses, tenants and patrons, arts and cultural sector, general public, visitors	Consider creative opportunities for engagement such as: <ul style="list-style-type: none"> • Precinct launch • Ideas forum/creating a new place for Sydney • Pop ups/events • Memory project/capturing stories past and present • City Talk (in conjunction with City of Sydney Council/arts and cultural organisations) Website and marketing launch	Launch of precinct/ongoing

Complaints management

The Facilities Manager will manage a call centre for the Walsh Bay Arts Precinct on behalf of Create NSW that allows for any complaint or query to be lodged by telephone or email. Contacts to the event organisers can also be provided to ensure any issue specific to the event can be addressed immediately. All calls will be logged then sent through to the Precinct Manager, person designated as the event liaison, or other appropriate personnel.

For the Sydney Writers' Festival and Biennale of Sydney, the complaints hotline hours of operation will be extended to provide 24-hour coverage. Written complaints received by post will also be logged and processed accordingly.

Security

Event security

All security personnel will be appropriately licensed in compliance with *Security Industry Act 1997 (NSW)*, *Security Industry Regulation 2016 (NSW)*, and *Security Industry Amendment (Private Investigators) Act 2016 (NSW)*. 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).

Ticketing

The event organiser will manage ticketing as documented in the approved event management plan submitted, including any queuing and complaints associated.

Food and beverage

Alcohol and food management

Generally comply with **Section 8: Food and beverage** of the Operational Plan of Management for all associated operational activities.

Liquor licence

For events where alcohol is to be served or sold, the event organiser will be required make an application for a liquor licence issued by Liquor and Gaming NSW. No alcohol is permitted in the WBACP public domain without a valid liquor licence. Submit a copy of to the Precinct Manager before start of event.

Alcohol management

Ensure the service of alcohol complies with the Responsible Service of Alcohol (RSA) as set out in the *Liquor Act 2007* and the *Liquor Regulation 2008*. Provide details of licensing arrangements and general details of bar layout/location and bar management/operation to the Precinct Manager minimum 28 days before the event. If alcohol is serviced, also comply with the following:

- Display evidence of the liquor licence.
- Sell all liquor sold under a limited licence in opened cans or bottles or other types of containers.
- Cease serving alcohol 30 minutes before the end of the function or event.
- Do not use of glass at events without written permission from Create NSW.
- Ensure low alcohol and non-alcoholic beverages are available at the bar.
- Ensure water and soft drink are available at food catering outlets.
- Do not sell high alcohol (by volume) pre-mixed drinks, doubles or shots.
- Use environmentally friendly, biodegradable packaging.
- If alcohol is being served, ensure food is also available.
- Bar service staff will refuse service to any patron identified as intoxicated or becoming intoxicated and refer the person to the bar manager or security personnel. Consider removing such unduly intoxicated patrons from the precinct.
- All bar service and security staff positioned within the licensed areas have appropriate RSA qualifications.
- Station security personnel at the bar for the duration of the function/event.
- Ensure security personnel adhere to RSA guidelines.
- Ensure security personnel patrol public areas to enforce RSA guidelines.

For further information, refer to:

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

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

Temporary food stall approval

The event organiser will make sure food stall operators are approved by the Precinct Manager and the City of Sydney Council and comply with any conditions imposed by the permit. Comply with the *Food Act 2003* (NSW), *Food (General) Regulations 1992* (NSW), and the City of Sydney's Temporary Food Premises Code for all food preparation and sale. If alcohol sale is involved, make free drinking water available.

Production and technical services

Lighting management

The event organiser will 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 that is maintained within the precinct.

Lighting restrictions

For the duration of the event, comply with the following:

- Make sure all venues and exit paths are 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.
- Make sure bare lamps cannot be touched by the public.
- Ensure areas available to the public at night are always illuminated.
- For general areas, illuminate to an average at minimum 10 lux at ground level, with no area less than 5 lux.
- Energise lighting approximately one hour before sunset.
- Make sure enclosed venues have emergency lighting that will operate if the main electrical source fails.
- Make sure lighting for buildings comply with the following:
 - Emergency exit lights: To the AS/NZS 2293 series.
 - Aisle and panic lighting: To AS/NZS 2293 and NCC, clause H1.7.
 - General illuminance levels: To NCC Part J6, the AS/NZS 1680 series and recommendations of AS 1428.2, clause 19.
- Illuminate stairs, ramps and exit paths with safety lighting where lighting will be dimmed or extinguished.
- For structures installed in the public domain (outside the buildings), make sure safety lighting is supplied from a separate power source to normal or emergency lighting and will not be dimmed or modulated.
- For permanent facilities (inside the buildings), the safety and emergency lighting will be interconnected so that, in the event of a failure of the safety lighting circuit, the emergency lighting will be automatically energised.
- Ensure exit areas are sufficiently lit and signed so that it is obvious to patrons.

6 THE VENUE

Facilities available

Wharf 4/5

Sydney Theatre Company (STC)

- Rehearsal rooms and facilities
- Wharf 1 Theatre
- Wharf 2 Theatre
- Wharf 3 Theatre (combination of Wharf 1 & 2 Theatres)
- Function Space
- Bar at the end of the wharf

Sydney Dance Company (SDC)

- Studio performance space
- Dance studios
- Dance facilities
- Café and commercial kitchen

Bangarra Dance Theatre

- Studio performance space
- Exhibition foyer
- Dance studios
- Dance facilities
- Function space and commercial kitchen

Choirs Areas (Sydney Philharmonia, Gondwana Choirs, The Song Company)

- Rehearsal spaces

Pier 2/3

Bell Shakespeare

- Studio performance space
- Rehearsal room

Australian Theatre for Young People (ATYP)

- Administration spaces
- Theatre
- Rehearsal studios

Australian Chamber Orchestra

- Performance space
- Rehearsal space
- Function space and commercial kitchen

Commercial 1

- Commercial Kitchen and Bar
- Raw Event Space

Infrastructure and service management

If additional infrastructure is required for the event, e.g. temporary structures (marquees), toilets, performance stages and platforms, power, utilities, fencing, flooring, lighting, vision

and sound production, and signage, make sure these comply with the loading limits for the floor, walls or other structure. This includes the structure for the public domain and wharf.

Wayfinding and signage

Implement event signage as documented in the approved event management plan. If required, digital displays, digital blade, finger boards and flag infrastructure may be hired and used by event organiser. If the event activities occur on or near the public domain aprons and Waterfront Square, signage for waterfront areas needs to be considered and implemented subject to a risk assessment for the event.

7 FORMS

Event operations risk assessment form

Event details – Event organiser to complete

Event no:	<input type="text"/>	Event name:	<input type="text"/>
Event date:	<input type="text"/>	Event location:	<input type="text"/>

Assessment details – Event organiser to complete

Description of event:	<input type="text"/>		
Assessed by (name):	<input type="text"/>	Email:	<input type="text"/>
Title/organisation:	<input type="text"/>	Contact no.:	<input type="text"/>

Risk assessment – Event organiser to complete

Activity, product or service (or steps in process)	Risk category* (Category + details)	Hazard/impact (what can cause harm or damage and result of hazard)	Inherent risk analysis			Control strategy**	Controls Implemented?
			Consequence	Likelihood	Risk level		Yes or No
	e.g. Human, security						
<p>* Risk categories: Nominate the following:</p> <ul style="list-style-type: none"> • Human • Technological/operational • Natural • Environmental • Financial and commercial • Event program and image • Other 			<p>**Control strategy: Nominate the following:</p> <ul style="list-style-type: none"> • Elimination • Substitution • Engineering • Administrative • Personal protective equipment (PPE) • Other 				

Risk assessment matrix

Risks are assessed using a consequence and likelihood approach. The risk assessment matrix is used to determine the risk score, risk rating and actions required.

RISK MATRIX Likelihood	Consequence rating				
	Catastrophic (5)	Major (4)	Moderate (3)	Minor (2)	Insignificant (1)
Almost certain – 5	25	20	15	10	5
Likelihood – 4	20	16	12	8	4
Possible – 3	15	12	9	6	3
Unlikely – 2	10	8	6	4	2
Rare – 1	5	4	3	2	1

Any risk with a score of 10 or above that has been rated as extreme or high is considered to be a significant risk.

RISK SCORE Risk rating action required		
> 20	Extreme	Immediate action required.
10 - 19	High	Action plan required to be implemented, management attention needed.
4 - 9	Moderate	Specific control and/or monitoring procedures required, responsibility to be specified.
1 - 3	Low	Manage through routine procedures.

Consequence

Description	Safety	Food safety	Security	Environment
Catastrophic	Death of one or more people. Significant impact to the business with closure and investigation.	Death of one or more persons. Significant impact to the business with closure of food related activities.	Significant security breach with impact across all operations/precinct-wide. Significant impact on events with cancellation likely.	Environmental disaster. Permanent detrimental impact on the environment.
Major	Extensive or multiple injuries, hospitalisation required.	Multiple cases of food related illness/injury with serious public health concern. Investigation from external authorities and major impact to operations. Immediate recall of product.	Security impact across some operations. Impact on events with completion unlikely.	Severe environmental damage. Medium to long term environment impact. Significant remediation work required.
Moderate	Medical treatment required and/or lost time injury.	Isolated case of a food related illness/injury. Potential public health concern in some sections of the population (e.g. vulnerable persons). Withdrawal action dependent on specific issue.	Isolated and contained security impact. Potential for impact on some events.	Moderate environmental damage. Short term environmental impact with some remediation work required.
Minor	First aid treatment required.	Minor food safety/ contamination incident – non-reportable. Negligible public health/safety concern. Removal of suspect product as soon as practicable with little or no impact to events.	Minor security breach with immediate rectification. Little or no impact on events.	Contained environmental incident. Minimal adverse environmental impact. Immediate remediation.
Insignificant	Minor injury, no first aid required	Minor isolated food safety/ contamination incident with no impact to events. No public health/safety concern. Continue operations.	Identified security incident only. No impact on events.	Contained environmental incident. No apparent environmental impact.

Likelihood

Description indicative frequency	
Almost certain	Could occur multiple times per year.
Likely	Could occur once or twice per year.
Possible	Could occur every two or three years.
Unlikely	Known to occur – could occur every four or more years.
Rare	Not known to occur – may happen in exceptional circumstances.

Name:

Title:

Signature:

Date:

Comments