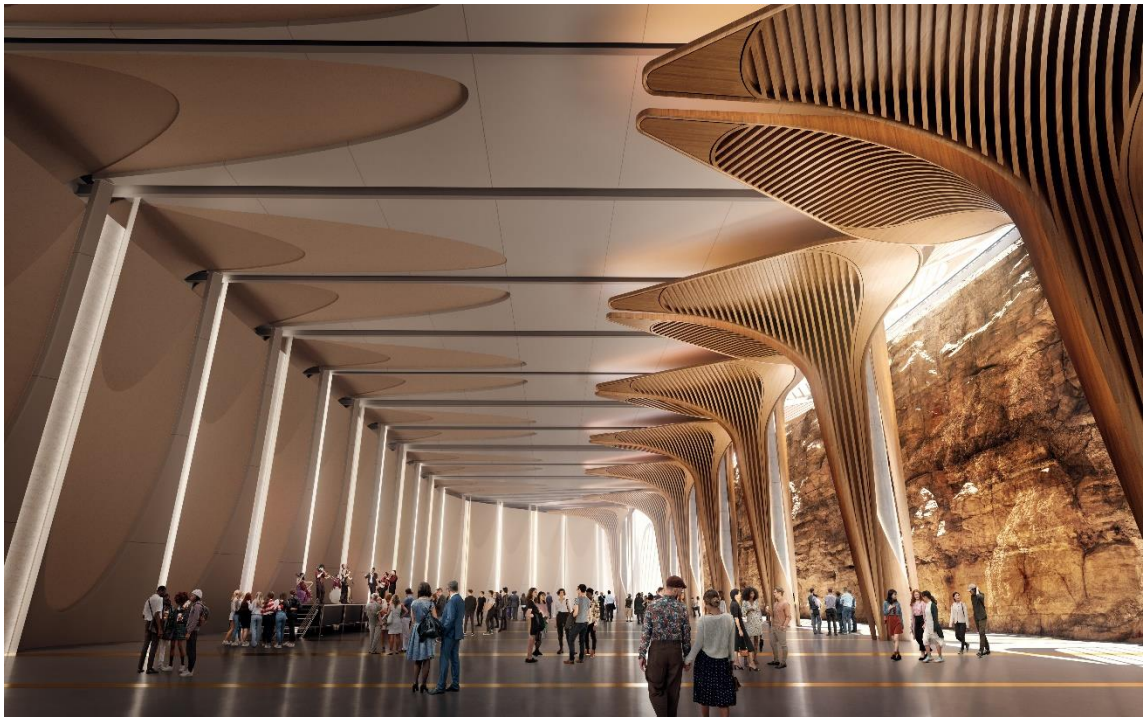
Place Management NSW

Cutaway Cultural Facility Barangaroo Reserve



EVENTS AND OPERATIONS MANAGEMENT PLAN

Development Consent Plan: Condition E24 (a) and D28
February 2026

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Contents

1. INTRODUCTION 3
1.1 Background 4
1.2 Conditions of Approval 4
1.3 About this EOMP 4
1.4 About the Cutaway 5
2. ABOUT THE FACILITIES 5
2.1 Patron Capacity 6
2.2 Operational Hours 6
2.2.1 Events 6
2.2.2 Reception/Information – Education Space 6
2.2.3 Car Park & Lifts 6
2.2.4 Loading Dock & Special Events 6
2.3 Public Access 7
3. Special Events Bump-in/Bump-out Procedures & Management 7
3.1 Applicability & Approvals 8
3.2 Sequencing & Controls 8
3.2.1 Bump-In 9
3.2.2 Marshalling and Docks Check-In 9
3.2.3 Event Build 9
3.2.4 Sound Checks and Technical Rehearsals 9
3.2.5 Operational Period 9
3.2.6 Pack-Down 10
3.2.7 Bump-Out and Site Reinstatement 10
4. EVENT MANAGEMENT 10
4.1 Events to be Held at the Venue 11
4.1.1 Description of Events 11
4.1.2 Patron Capacities for each Event 11
4.1.3 Programming Intent 11
4.1.4 Activation Principles 12
4.2 Event Management Process 12
4.2.1 About the Management Team 12

4.2.2 About the Process 12
4.2.3 Event Layouts 14
5. COMMUNITY ACCESS & USE OF THE FORECOURT 14
6. FIRST NATIONS ACCESS, USAGE & EMPLOYMENT 15
6.1 Management Commitment 16
6.2 First Nations Core Pillars 16
6.3 Strategies to Engage First Nations 16
6.3.1 Staffing 16
6.3.2 Cultural Experience 16
6.3.3 Supply 17
6.3.4 Building & Infrastructure 17
6.3.5 Ongoing 17
7. NOISE MANAGEMENT 17
7.1 About Noise Management 18
7.2 Noise Monitoring Program 18
7.2.1 About the Noise Monitoring Program 18
7.2.2 Event Categories, Noise Limits & Controls 18
7.2.3 Noise Mitigation Techniques 19
7.3 Noise Monitoring Methodology & Reporting 20
7.3.1 Methodology 20
7.3.2 Reporting 21
7.3.3 Results 21
7.4 Community Consultation 21
7.4.1 Community Consultation Channels 22
7.4.2 Pre-Event Community Consultation 22
7.4.3 Post-Event Community Consultation 22
7.5 Complaints Management 22
7.6 Noise Limits Table 23
8. SECURITY MANAGEMENT 23
8.1 About Security Management 24
8.2 OBJECTIVES 24
8.3 Security Facilities 24
8.3.1 Security Control Room 24

8.3.2 CCTV 25
8.3.3 Lighting 25
8.4 Building Security 25
8.5 Event Security 25
8.5.1 Fire Alarm Activation Strategy 26
9. EMERGENCY MANAGEMENT & INCIDENT RESPONSE 26
9.1 Emergency Management Plan (EMP) 27
9.1.1 Training 27
9.2 Emergency Management Process 28
9.2.1 Initial Response 28
9.2.2 Emergency Response 28
9.2.3 Crisis & Business Continuity Management 28
9.2.4 Recovery & Review 28
9.3 Incident Management 28
9.3.1 Incident Response 28
9.3.2 Reporting an Incident 29
9.3.3 Incident Reporting Protocols 29
10. MANAGEMENT OF FOOD & ALCOHOL 30
10.1 Roles & Responsibilities 31
10.2 Alcohol Management 31
10.2.1 The Liquor Licence 31
10.2.2 General Requirements 31
10.3 Food Service 31
10.3.1 Food Cabins 32
11. WHS PRACTICES & CONSIDERATIONS 32
11.1 Duty of Care 33
11.2 General Safe Work Practices 33
11.3 Hazardous Chemicals & Dangerous Goods 33
11.4 Permits & Safety Certifications 33
11.5 Fire Stopping Elements 34
12. WASTE MANAGEMENT 34
12.1 About Waste Management 35
12.2 Waste Storage & Handling 35

12.3 Event Waste Management 35
12.3.1 Client Engagement 35
12.3.2 Industry Challenges 36
13. TRANSPORT MANAGEMENT 36
13.1 About Transport Management 37
13.2 Transport & Car Parking Options 37
13.3 General Approach 37
13.4 Event Management 38
13.4.1 Integrated Approach 38
13.4.2 Event-Specific Strategies 38
14. SUSTAINABILITY STRATEGY 38
14.1 About the Sustainability Strategy 39
14.2 About Mixed-Mode Ventilation 39
14.3 About the Cutaway Ventilation Strategy 40
14.4 Ventilation Operating Strategy 40
14.4.1 Overview 40
14.4.2 Mixed-Mode Spaces 41
14.4.2 Naturally Ventilated Spaces 41
14.4.3 CO2 Sensors 41
15. STAKEHOLDER & COMMUNITY ENGAGEMENT 41
15.1 About Stakeholder & Community Engagement 42
15.2 Key Interfaces 42
15.2.1 Regulatory Bodies & Emergency Services 42
15.2.2 Key Precinct Stakeholders 43
15.2.3 PMNSW Interface 43
15.2.4 Surrounding Businesses, Residents & Community 43
15.3 Strategies to Maximise Outcomes 44
15.4 Corporate Social Responsibility (CSR) Strategy 44
16. Future Environmental Audits 44
17 APPENDIX 45
17.1 Condition D28 46
17.2 Appendix – Representative Event Layouts 46
17.3 Fire Engineer Evacuation Modelling 48

17.4 Number of Occupants 49
17.5 Smoke Zones and Fire Compartmentation Drawings 50
17.5.1 Ground Floor 51
17.5.2 Level 1 51
17.5.3 Level 2 51
17.6 Management In Use Plans 52
17.6.1 FER Section 3.8.2 (Theatrical Smoke) 52
17.6.2 FER Section 3.8.48 (Theatrical Drapes or Partition Walls) 52
17.6.3 FER Section 3.8.3 (Open Flame and Smoking Ceremonies) 52
17.6.4 FER Section 3.8.4 (Building Use Restrictions) 53
17.6.5 FER Section 3.8.5 (Fire Exit Signage) 54
17.6.6 FER Section 3.8.48 (Fire Exit Signage) 54
17.6.7 FER Section 3.8.9 (Fire Exits, Hose Reel and Extinguisher Cupboards) 55
17.6.8 FER Section 3.8.17 (Fire Exits) 55
17.6.9 FER Section 3.8.33 (Good Housekeeping) 55
17.6.10 FER Section 3.8.10 (Confined Wall Cavities) 55
17.6.11 FER Section 3.8.20 (Confined Wall Cavities) 55
17.6.12 FER Section 3.8.38 (Cavity Wall Inspection) 56
17.6.13 FER Section 3.8.13 (Fire Alarm Investigation) 56
17.6.14 FER Section 3.8.15 (Isolation Requirements) 56
17.6.15 FER Section 3.8.41 (Isolation Requirements) 56
17.6.16 FER Section 3.8.18 (Electric Vehicles) 56
17.6.17 FER Section 3.8.19 (Electrical Vehicle Chargers) 57
17.6.18 FER Section 3.8.11 (Emergency Management Training) 57
17.6.19 FER Section 3.8.28 (Emergency Equipment Training) 57
17.6.20 FER Section 3.8.32 (Emergency Management Training) 58
17.6.21 FER Section 3.8.28 (Emergency Management Training) 59
17.6.22 FER Section 3.8.29 (Internal Loading Dock) 59
17.6.23 FER Section 3.8.7 (F&B Mobile Units) 59
17.6.24 FER Section 3.8.37 (F&B Mobile Units) 59
17.6.25 FER Section 3.8.8 (Fire Load in Ceiling) 59
17.6.26 FER Section 3.8.21 (Fire Stopping) 59
17.6.27 FER Section 3.8.22 (Fire Stopping) 60

17.6.28 FER Section 3.8.23 (Fire Stopping) 60
17.6.29 FER Section 3.8.24 (Fire Stopping) 60
17.6.30 FER Section 3.8.25 (Fire System Compliance) 60
17.6.31 FER Section 3.8.26 (Fire System Compliance) 60
17.6.32 FER Section 3.8.27 (Fire System Compliance) 60
17.6.33 FER Section 3.8.31 (Fire System Compliance) 61
17.6.34 FER Section 3.8.35 (Fire System Compliance) 61
17.6.35 FER Section 3.8.30 (External Inspection) 61
17.6.36 FER Section 3.8.40 (External Build) 61
17.6.37 FER Section 3.8.1 (Event Scenarios) 61
17.6.38 FER Section 3.8.34 (Additional Events or Uses) 62
17.6.39 FER Section 3.8.36 (Fire Safety Measure) 62
17.6.40 FER Section 3.8.39 (Fire Safety Measures) 62
17.6.41 FER Section 3.8.42 (Fire Safety Measures) 62
17.6.42 FER Section 3.8.43 (Fire System Measure) 62
17.6.43 FER Section 3.8.44 (Fire System Measure) 62
17.6.44 FER Section 3.8.45 (Fire System Measure) 62
17.6.45 FER Section 3.8.47 (Fire Safety Measure) 63
17.6.46 FER Section 3.8.49 (Fire System Measure) 63
17.6.47 FER Section 3.8.6 (Retractable Seating) 63
17.6.48 FER Section 3.8.46 (Retractable Seating) 63
17.7 Exit Door Swing - Fire Engineering Report Section 3.3.4 63
17.8 Education Space Operable Wall Door Management in Use Plan 66
17.9 Event Hall EWIS Zone 67
17.9.1 Normal Event Mode 68
17.9.2 Theatrical Smoke Event Mode 68
17.9.3 Smoking Ceremonies or Cooking shows Event Mode 68
17.9.4 Loading Dock Delivery Procedure and Thermal Camera Isolation Mode 68
17.10 Fire Engineering Clause 3.4.10 69
17.11 Community Notification Distribution 70
17.12 Complaint Management Flowchart 71
17.13 Table of D28 Conditions Required in EOMP 71

1. INTRODUCTION

1.1 Background

This plan is submitted in response to the Conditions of Approval (COA) set out in the Development Consent for Application No: SSD 47498458 granted on 22 December 2023 on behalf of the Minister for Planning and Infrastructure to the Applicant, Infrastructure NSW (INSW), regarding the development at 29-51 Hickson Road, Barangaroo, known as the 'Cutaway'. This plan has been prepared by Place Management NSW (PMNSW) on behalf of INSW.

INSW are the landowners of Barangaroo and the Cutaway, however it will be managed and operated by ICC Sydney Pty Ltd (the Operator) on behalf of PMNSW.

1.2 Conditions of Approval

This *Events and Operations Management Plan (EOMP)* is written in satisfaction of Condition E24 (e) and must be implemented and adhered to at all times by the Applicant following the occupation or commencement of use in accordance with Condition D28.

For clarity, after the following introductory information, this EOMP is structured consistent with the clauses contained in Condition D28.

For a complete excerpt of Condition D28, see *Appendix 17.1*.

1.3 About this EOMP

This EOMP sets out the overarching operational management framework for events supporting activities to be undertaken in the Cutaway.

The purpose of this document is to outline the approach to compliance with Conditions E24 (e) and D28, including to ensure that all such events and activities will:

- Minimise the generation of significant or unacceptable impacts on the amenity of residents of the locality.
- Be safe for event organisers and their guests, event attendees, the Operator's team members, workers, and contractors.
- Minimise interference with the public enjoyment of Barangaroo Reserve and public domain generally.
- Comply with all laws applicable to the Cutaway.

This EOMP will be an integral part of the management framework for the precinct. It will be supplemented by the Operator's existing event management systems and processes, customised to the Cutaway's unique context and design, utilising a shared services model.

With the ICC Sydney venue now having been in operation since December 2016, the Operator's systems are now mature and have a record of success in Sydney and around the world. Consistent

with its current practice, the Operator will prepare individual Event Management Plans, for agreement with each client, prior to the hosting of each event at the Cutaway.

The EOMP may be amended to ensure it remains up to date with respect to legislation, government policy, and/or operational requirements. The Operator will also monitor the operational effectiveness of the EOMP and may revise it from time to time, particularly after the accumulation of operating experience at the Cutaway, to ensure the plan's ongoing effectiveness and suitability.

1.4 About the Cutaway

The Cutaway is envisioned as one of Sydney's most distinctive event spaces—an expansive, architecturally striking venue carved beneath the sandstone and green landscape of Barangaroo Reserve. Just minutes from the waterfront, this 120-metre-long underground venue offers a unique and dramatic setting for events of all kinds.

Purpose-built to deliver a sense of scale and impact, The Cutaway is designed as a major, flexible-format venue that supports events, exhibitions, festivals and cultural uses. Its objective is to provide memorable, high-impact experiences while increasing attendance at cultural events and strengthening the broader cultural and infrastructure networks of the Barangaroo precinct

The primary facilities will be supported by appropriate back of house and ancillary facilities to allow the Cutaway to be positioned as a preferred venue for events, exhibitions, cultural uses, festivals, and installations.

It is envisaged that the Cutaway will:

- Become one of Sydney's premier cultural and event facilities.
- Be recognised globally for hosting the performing and visual arts, exhibitions and events.
- Engage both the local community, national, and international visitors; celebrate the First Nations connection to Country and to the site by applying a Connecting with Country framework, and
- Demonstrate excellence in design and sustainability.

The Cutaway will occupy three levels within the existing Cutaway structure and will feature a dedicated First Nations education space, event and gallery areas, back-of-house facilities, amenities, offices, and ancillary retail and café offerings. The facility will also include a loading dock, mezzanine level, performance space, and additional amenities. It will provide parking for up to 300 vehicles and accommodate a maximum capacity of 2,995 occupants.

2. ABOUT THE FACILITIES

Conditions D28 (a) to (c)

2.1 Patron Capacity

A Fire Engineering Assessment Report Number JN22-00157 - V08 has been prepared by Red Fire Engineers.

The Fire Engineering Assessment report concludes that the **occupant load** of **2,995 at any given time** is acceptable to comply with the relevant fire safety Performance Requirements of the Building Code of Australia. This occupant load is based on the following capacities at each level of the Cutaway, a further breakdown can be found in the table appendix 17.4:

- Ground - 2,340
- Level 1 - 300
- Level 2 – 355.

The ratio of patrons and workers composed in the occupant load at each level will be an important consideration for the Operator's Event Planners and will vary according to each specific event type and the design of each specific Event Plan to meet client requirements.

2.2 Operational Hours

2.2.1 Events

Operational hours of events will be from **8am to 6pm** daily. Other events include:

a) 5-Hour Medium Scale Events: 10am-11pm, up to a maximum of 15 times per year
b) Single Day Medium Event: 10am to 10pm, up to a maximum of 6 times per year
c) Major Events: 7am to 11pm, up to a maximum of 4 times per year
d) New Years Event's: 10am to 2am, once per year

It is proposed that the facility will operate to allow for overnight cleaning, kitchen operation, security operations or moving in/out, up to a 24/7 basis as required, in accordance with the acoustic framework outlined in the *Noise & Vibration Impact Assessment*.

2.2.2 Reception/Information – Education Space

A reception servicing the First Nations education space on Level 2 will be open based on bookings and accessible to the public via the Waranara Terrace.

2.2.3 Car Park & Lifts

Car park operating hours are proposed to be **6am to 12am** daily, 365 days per year, except for the New Year's Eve period. Access to public lifts will be maintained during these hours.

2.2.4 Loading Dock & Special Events

Consistent with the recommendations of the *Noise & Vibration Impact Assessment* the hours of operation of the loading dock will be as follows:

- Deliveries and vehicle movements are permitted only between **7:00am and 10:00pm**.
- No vehicle movements to or from the loading dock shall occur between **10:00pm and 7:00am**, except in the case of **special events**, such as touring shows where overnight move-out is essential and cannot be deferred to the following day.
- Such exceptions for special events must be justified by operational necessity.

2.3 Public Access

The Cutaway will be open to the public and the community during scheduled public events, whether ticketed or unticketed.

Outside of these times, public access will be limited to the use of the amenities, car park and the public lifts.

The First Nations education space will be open depending on bookings and accessible to the public via the Waranara Terrace.

3. Special Events Bump-in/Bump-out Procedures & Management

This section outlines the required procedures and management strategies for special event bump-in and bump-out activities. The Fire Engineers Report JN22-00157 – V08 by Red Fire Engineers in section 3.8.29 (appendix 17.6.29) allows for the provision of the Event Hall being utilised as a loading dock during the move in and move out with spotters acting as a control measure.

3.1 Applicability & Approvals

As per the DA, overnight works are allowed less than 4 times per year and by operational necessity. Where overnight works are required, approval shall come from the General Manager – Operations.

The approved document will be distributed to DHL, PMNSW and Community groups no less than 14 days prior to the works taking place. Notification to local residents shall take place no less than 48 hours prior to the works taking place.

The security and logistics team or the most senior person onsite during overnight works are responsible for minimising the noise and impact on local residents and businesses through the use of:

- Minimising audible reversing tones or utilising quack sounds over beep sounds
- Lowering of roller doors where possible
- No external PA
- Advising drivers to minimise the use of compression breaking
- The security, logistics or the most senior person onsite during overnight works has full authority to stop work where it is deemed to be making unnecessary or excessive noise or where a complaint has been received by an external party. Noise complaints are managed in line with section 6.5

Following a stop work decision:

- A toolbox talk will be conducted by the most senior representative of the operator onsite with the supervisors of all participant companies.
- The noise management process and preventative measures will be reiterated to all parties following which, a decision on whether a noise reduction is reasonably possible or not.
- If noise reduction is possible then works will continue with the agreed noise minimisation steps in place.
- Tasks which cause excessive noise and can be postponed to the next day should be.
- Where a conflict exists or further stop work is required due to non-compliance the General Manager – Operations or CEO shall be notified.

3.2 Sequencing & Controls

The event lifecycle is managed through a defined sequence of operational phases designed to ensure safe, efficient and compliant delivery. Each phase is supported by formal control measures,

permits and monitoring processes that mitigate risk and maintain operational discipline from commencement to completion of tenancy.

Prior to any event taking place within the Cutaway a pre check of the space will be conducted to provide a base line. At the conclusion of the event a post check will be conducted to identify any damage caused by the Hirer or their contractors. Damage costs may be charged back to the Hirer.

3.2.1 Bump-In

The bump-in period involves the controlled arrival and setup of event infrastructure, contractors, exhibitors and suppliers. Access is strictly scheduled and managed through pre-approved time slots to avoid congestion and ensure safety compliance. All personnel are inducted, and relevant permits (e.g. hot works, working at heights, electrical) are verified prior to commencement.

3.2.2 Marshalling and Docks Check-In

All deliveries and contractor vehicles are first processed through a designated marshalling area to validate accreditation, confirm scheduling and undertake safety checks. From there, vehicles are directed to access points under supervision of loading dock or logistics control staff. This step ensures traceable, orderly entry of goods and personnel, management of parking times, minimising site congestion and conflict points.

3.2.3 Event Build

Once equipment and materials are on site, internal movements are monitored through designated routes and times to prevent cross-traffic between contractors, exhibitors and venue operations. Build progress is tracked daily through on-site toolbox meetings, with safety and compliance inspections undertaken continually to maintain adherence to event and venue standards. Where high risk rigging, crane or other high risk works take place these will occur through accredited providers and with exclusion zones.

3.2.4 Sound Checks and Technical Rehearsals

Following completion of primary infrastructure and/or exhibitor build, audio-visual systems and production elements undergo testing under controlled conditions. These checks ensure operational readiness while managing noise levels and safety risks associated with live power and rigging.

3.2.5 Operational Period

The operational phase represents the live delivery of the event. All safety systems, communications protocols and control points are active. Daily operations are overseen by suitable professionals, managing incident response, crowd safety, housekeeping, waste and logistics coordination in real time. A pre-opening inspection and front-of-house clearance sign-off process confirms all compliance requirements are met prior to public entry.

3.2.6 Pack-Down

Following event closure, dismantling occurs under the same structured controls as bump-in, in reverse order. Contractors and other event stakeholders are provided specific move-out times and must maintain safety standards throughout removal. Waste separation and sustainability targets are monitored during this period, ensuring responsible material recovery and minimal disruption to venue operations.

3.2.7 Bump-Out and Site Reinstatement

The final stage involves complete site clearance, cleaning and inspection to verify reinstatement to pre-event condition. Any damage or non-conformance is documented and charged for rectification. Operational close-out reporting, including waste data, incident summaries and performance metrics are completed to support debrief and continuous improvement.

4. EVENT MANAGEMENT

Condition D28 (d)

4.1 Events to be Held at the Venue

4.1.1 Description of Events

The Cutaway is a versatile venue capable of hosting a wide range of events in multiple configurations.

Potential uses as per the FER 3.8.1 (appendix 17.6.37), for any events that are outside the list below as per the FER 3.8.34 (appendix 17.6..38):

- Food/beverage and retail market stalls (no open flame cooking, gas bottles and burners are permitted),
- Cafe trucks with coffee, sandwich presses etc. are permitted (no open flame cooking, gas bottles and burners are permitted),
- Staged concerts, theatre and fashion shows,

- Corporate, advertising, education, fundraising, and NAIDOC events,
- Trade, religious events/shows,
- Sit down banquet and show events,
- Art installations, exhibitions and cultural festivals,
- Aboriginal smoking ceremony (limited to a non-combustible tray 1m2 in size with 300 mm depth in a fire pit),
- Cooking shows with a single 90mm gas/electric cooktop (open flame cooking not permitted), and
- Presence of vehicle, including electric vehicles (refer to 3.8.18 and 3.8.19 of the FER appendix 17.6.15 and 17.6.16)

The Cutaway is equipped with essential infrastructure to support events, including back-of-house services (kitchen, waste, cleaning, storage, maintenance, operations, loading dock, and goods lift), reception and cloaking, offices and staff amenities, public amenities, retail and ticketing areas, a café and bar, a cultural gallery, and a First Nations education and community learning space.

All activities will be managed by the Operator, ranging from small, low-impact bookings to large-scale complex events. Event management is overseen by Legends Global, delivered through the Operator's Event Delivery team under the leadership of the General Manager – Operations.

4.1.2 Patron Capacities for each Event

Refer to section 2.1

4.1.3 Programming Intent

Events hosted at The Cutaway will reflect the Operator's commitment to delivering innovative, inclusive, and high-impact experiences that leave a lasting legacy. The venue will provide a platform for a dynamic mix of cultural and commercial activity, supporting a vibrant and sustainable precinct that benefits both the community and industry.

4.1.4 Activation Principles

Events hosted at The Cutaway will reflect the Operators' commitment to delivering innovative, inclusive, and high-impact experiences that leave a lasting legacy. The venue will provide a platform for a dynamic mix of cultural and commercial activity, supporting a vibrant and sustainable precinct that benefits both the community and industry.

4.2 Event Management Process

4.2.1 About the Management Team

Event Management is the Operator's core business and area of expertise, operating not only the much larger ICC Sydney venue with its much wider variety of event spaces and potential configurations than the Cutaway, but it can also leverage the expertise and resources of its parent company which operates over 325 venues worldwide.

Proud to bring its world leading expertise to the Cutaway project, the Operator is committed to working collaboratively with all project stakeholders, delivering its world-class services, assisting the project to achieve its objectives and to making it a success.

Leading the Operator's event management team at the Cutaway will be the *'General Manager – Operations'* who manages the three departments of:

- *Audio Visual Services*
- *Building Services & Sustainability*, and
- *Event Delivery*

The Event Delivery department includes Event Planning, Event Operations, Customer Services, and Culinary Services team members. It is responsible for the effective planning, scheduling, coordination, and execution of all event-related activities to meet client expectations and ensure the successful delivery of every event.

4.2.2 About the Process

The *Event Management Process* begins with detailed planning, including the creation of an Event Order that outlines the event schedule, layout, and specific requirements. This process ensures seamless coordination across all event phases – move-in, operation, and move-out – and is essential for the success of major, special, and concurrent events.

The Event Order integrates input from internal and external stakeholders including:

- Business Development
- Marketing and Communications
- Audio Visual
- Culinary Services
- Security and Logistics
- Traffic and pedestrian management
- Presentation Services & Wardrobe (Uniforms)
- Business Services (Finance & Administration, and ICT)
- People & Culture
- Facility Manager
- The Darling Harbour Live (DHL) Partnership
- PMNSW.

Once the Business Development team has obtained a signed Hiring Agreement (HA), clients are transitioned to the Event Planning team. Event Managers oversee all requirements, including logistics, safety, and risk. A comprehensive Event Order is prepared and approved at least 10 business days before tenancy (or earlier for complex events). Clients must provide all event information at least 30 business days in advance. Depending on the size, type, and complexity of the event, earlier timelines may be necessary.

All event hiring fees agreed to in the HA must be paid prior to move-in or event in operation.

Event Orders include:

- Dates, times, expected attendance
- Floor plans, artist requirements
- AV, ICT, lighting, staging
- Catering, RSA, hospitality
- Security, first aid, emergency management
- Traffic management, parking, access
- Waste, cleaning, sustainability
- Media, sponsors, merchandise
- Accessibility and patron services
- Contractor and back-of-house logistics
- Risk management and public liability
- Permits, insurance, payments.

The Operator uses the *Momentus Technology* event management platform, enabling full lifecycle management from sales to post-event financial settlement.

The Operator also utilises a range of supporting software systems to manage key operational processes, such as:

- Contact centre (asset/facilities interface management)
- Learning management

- Workforce planning, rostering and Payroll
- Website (For marketing and for client, exhibitor, and community information).

4.2.3 Event Layouts

As previously noted, the Operator's Event Planning team has the capability and experience to adapt event spaces to suit client requirements.

The Operator's operational teams are responsible for reviewing all externally produced floor plans for events submitted by clients or exhibitors.

These plans are assessed by key operational departments, including Risk and Safety, Event Delivery – Operations, and Event Delivery – Food and Beverage. All feedback is documented on the floor plans within Momentus and communicated directly to the client for action or clarification. All reviews must be made in accordance with the Building Code of Australia, industry best practice and the Fire Engineering Report in its entirety including section 3.8.3 and 3.8.4 (appendix 17.6.4).

Where equipment or vehicles of mass greater than the known baseline or slab loading are requested to come in, a strucutral engineer must be engaged to do an assessment and sign off.

5. COMMUNITY ACCESS & USE OF THE FORECOURT

Condition D28 (e)

A clear and simple strategy and policies have been established to coordinate community access and use of the Nawi Cove forecourt with events within the Cutaway:

- The forecourt will always be available for community use when no events are taking place at the Cutaway,
- except if necessary for safety reasons to be closed for essential maintenance.

Ensuring the safety of guests and protection of venue assets always remain priorities.

Public access to the lifts and car park will be maintained regardless of event activity.

6. FIRST NATIONS ACCESS, USAGE & EMPLOYMENT

Conditions D28 (f) and (g)

6.1 Management Commitment

PMNSW, and the Operator are committed to ensuring meaningful First Nations engagement and activation within the Cutaway. This commitment prioritises and embeds place, identity, and First Nations culture and heritage into programming and operations.

The Operator's *First Nations* stream connects clients and delegates with authentic cultural experiences and access to Aboriginal owned enterprises, guided by its *'Reconciliation Action Plan'. Merriman*

6.2 First Nations Core Pillars

The Cutaway's First Nations Core Pillars represent an embedded and culturally authentic framework, aligned with PMNSW and the Operator's commitment to industry and place-based excellence.

These core pillars are:

- Staffing
- Cultural experience
- Supply
- Infrastructure, branding, and design

6.3 Strategies to Engage First Nations

6.3.1 Staffing

Goal: Increase First Nations participation and leadership within the workforce.

Strategies:

- Set First Nations employment targets for casual, part-time, and permanent roles within the venue team.
- Partner with Aboriginal employment and training providers (e.g. AES, Tribal Warrior) to create recruitment pathways for First Nations people.
- Offer cultural awareness training for all staff, delivered by First Nations educators, with a focus on local Gadigal/Barangaroo context.
- Identify opportunities for First Nations leadership roles within operations, programming, or guest services.

6.3.2 Cultural Experience

Goal: Ensure every visitor to the Cutaway engages meaningfully with First Nations culture.

Strategies:

- Embed Welcome to Country and Acknowledgement of Country protocols into all major events.
- Collaborate with local Elders and cultural custodians to co-design storytelling and interpretive experiences that reflect the history of Barangaroo and Gadigal land.
- Commission or showcase First Nations art, performance, and digital media within the space—particularly in foyers or high-traffic public areas.
- Program seasonal cultural events in alignment with the Aboriginal calendar (e.g. NAIDOC Week, National Reconciliation Week, local seasonal changes).

6.3.3 Supply

Goal: Support Aboriginal-owned businesses through procurement and partnerships.

Strategies:

- Maintain a preferred supplier list with verified Aboriginal-owned businesses across catering, event services, design, floristry, uniforms, signage, and more.
- Implement a procurement policy with targets for First Nations supplier engagement aligned with NSW Government Aboriginal Procurement Policy.
- Offer opportunities for pop-up First Nations retail (e.g. fashion, art, food stalls) during major public events or festivals.

6.3.4 Building & Infrastructure

Goal: Reflect and respect Country in how the venue is maintained, designed, and developed.

Strategies:

- Incorporate First Nations design principles into wayfinding, signage, and environmental design (e.g. reference to local flora/fauna, use of natural materials).

6.3.5 Ongoing

Strategies:

- Track and report on progress across all four pillars in annual planning cycles.
- Include First Nations priorities in event assessment criteria, strategies and plans.

7. NOISE MANAGEMENT

Consent Condition D28 (h)

7.1 About Noise Management

This section outlines the proposed mitigation and management measures to control noise impacts from events held at the Cutaway under the approved SSDA and DA. Adapted from the Operator's established Noise Management systems, these measures aim to minimise disturbance to surrounding noise-sensitive properties, including residential, commercial, and ecological areas.

A comprehensive *Event Operational Noise Management Plan (EONMP)* will be developed to define noise management requirements for the venue. This plan will:

- identify surrounding noise-sensitive receivers,
- establish noise emission limits in line with development consent conditions (once approved),
- set internal noise thresholds to ensure compliance with external limits, and
- detail operational practices to prevent the generation of excessive or extraneous noise.

The Operator will implement and maintain best-practice management systems to control noise generated by all activities at the Cutaway, including those undertaken by the Facility Manager. This includes community and stakeholder notification protocols for upcoming events, as well as a clear and accessible complaints management process.

7.2 Noise Monitoring Program

7.2.1 About the Noise Monitoring Program

A Noise Monitoring Program will be adopted that identifies sensitive receivers and monitoring locations. This "whole-of-facility" approach is designed to reduce the noise impact on staff, visitors, neighbouring residents, businesses, and local wildlife, aligning with best practice in environmental noise management.

The overarching responsibility for managing noise across the precinct rests with PMNSW. Both the Operator and PMNSW will have dedicated liaison officers to act as single points of contact, ensuring efficient coordination, timely reporting, and effective resolution of issues. This collaborative partnership is well established and will remain essential throughout the operational life of the Cutaway to ensure continuous improvement in noise management practices.

All noise management policies and performance targets will be reviewed and shared with the *NSW Environment Protection Authority (EPA)* as part of a transparent and accountable compliance framework.

7.2.2 Event Categories, Noise Limits & Controls

Period and time subject to change based on DA modification.

Table 22: Event noise limits for residential and commercial receivers

Period	Time	Criteria	
		$dBL_{Aeq(10min)}$	$dBL_{Ceq(10min)}$
Major Events[1] – Max 4 per year			
Day / Evening	10am to 10pm	65	75
Shoulder (early morn and late night)	7am to 10am, 10pm to 11pm	55	65
New year's period[1] – Max 1 per year			
New year's eve	10pm to midnight	65	75
New year's day	Midnight to 2am	55	65
Single Day Medium Events[2] - Max 6 per year			
Day / Evening	10am to 10pm	55	65
5 Hour Duration Medium Events[3] - Max 15 per year			
Day / Evening	10am to 10pm	55	65
Night	10pm to 11pm	50	60
Outside of nominated event times[4] – in accordance with NPfI			

Notes:

1. Major Events and New Years Period previously termed 'Category 1' events in D/2015/938/A
2. Single Day Medium Events previously termed 'Category 2' events in D/2015/938/A
3. 5 hours duration Medium Events previously termed 'Category 4' events in D/2015/938/A
4. Previous 'Category 3' events will be assessed in accordance with the NPfI [1] outlined in Section 4.2.1.

7.2.3 Noise Mitigation Techniques

To ensure compliance with noise management requirements and minimise impacts on surrounding sensitive receivers, the Operator will adopt a proactive and structured approach to predict, assess, and manage noise levels for events at the Cutaway.

The following methodology and modelling techniques will be implemented:

- **Event Noise Assessment at Enquiry Stage:** Preliminary review of proposed event activities and likely noise impacts.
- **Identification of Major Noise Sources:** Includes PA systems, amplified music, crowd noise, generators, and mechanical equipment.
- **Source Location Mapping:** Identification of all sound source locations, including their elevation relative to the ground.
- **Receiver Location Identification:** Mapping of noise-sensitive receptors, such as residential and commercial areas, within the surrounding precinct.
- **Weather Forecast Review:** Particular attention to conditions such as wind speed and direction, and the potential for temperature inversions which may affect sound propagation.
- **Estimation of Attendance:** Quantification of expected crowd size, which may influence overall noise levels.
- **Audio System Assessment:** Comparison of the proposed audio design with previous configurations to evaluate likely noise impacts.

- **Use of Rehearsals and Sound Checks:** During the test event phase, the Operator will establish base levels as a guide to achieve compliance with SSDA requirements.
- **Monitoring at Mixing Desk:** Installation of attended or unattended noise monitors at main stage mixing desks for the duration of all performances.
- **Mandatory Pre-Event Sound Checks:** Required for all events utilising amplified sound to verify system settings and ensure compliance.
- **Residential Noise Monitoring:** Ongoing monitoring during rehearsals and sound checks will equip acoustic consultants and audio engineers with reliable data to inform noise management decisions and mitigate risks prior to the main event.

This systematic approach ensures event organisers, acoustic professionals, and the Operator are aligned in managing event noise proactively, transparently, and in accordance with best practice and compliance obligations.

7.3 Noise Monitoring Methodology & Reporting

7.3.1 Methodology

The methodology to test noise emissions has been provided in section 6.5 of the Acoustic Performance Specification from Arup and is quoted below. The results of the testing will be used as a baseline when planning events specifically with regard to the acoustic components.

To provide a foundation for the management of live-music events in the Event Hall, the sound insulation between the Event Hall and the residents on Merriman St shall be measured by the Contractor's acoustic consultant. The following method shall be used:

- A sound system shall be set up in the Event Hall capable of producing the LZeq levels listed in Table 10 at the middle of the audience area, with a crest factor of at least 6 dB above these LZeq levels.
- The loudspeakers shall be installed at a location that would be typically used for a large contemporary music concert or dance event.
- With the system reproducing the test signal at the levels in Table 10 as measured at the middle of the audience area, the LZeq levels shall be measured in each octave band (31 Hz to 8 kHz) inside the Events Hall and outside the receivers on Merriman St.
- Measurements of the internal sound level in the Event Hall shall be made as a spatial average over the central part of the audience area. Measurements at receivers shall be made at a distance of 1.5 m above the ground and 1.5 m from the nearest residential receiver's façade.
- The test signals shall include pink noise and music.
- The internal and external measured levels and differences between both shall be reported in octave bands.

7.3.2 Reporting

The Noise Monitoring Reports include the following information:

- Field calibration results (pre- and post-measurement).
- Dates and times of all measurements.
- Qualitative description of the noise environment during measurements.
- Recorded LA1 and LAeq values.
- Meteorological conditions at the time of monitoring.
- Estimation or measurement of background noise from other significant sources.

7.3.3 Results

ARUP conducted thorough acoustic testing of the facilities and produced the *303367_AC30 v1 Cutaway Noise Verification Report (Appendix 8.5).* The report summarises the outcomes of the acoustic commissioning and testing of the Cutaway. The testing quantified sound insulation and performance, reverberation times, internal building services noise levels and noise emission levels. Noise emissions were tested and measured at the closest identified receivers being;

- Merriman Street and Blythe & Co. (1 Munn Street) for the Event Hall, and
- Palisade Hotel (35 Bettington Street) for the Pre-function.

Pink noise was introduced in both spaces at the sound levels detailed in Table 9. Levels were "generally considered to be representative of target event noise levels within both spaces."

Table 7: Internal event noise levels

Space	Item	Sound pressure level in octave band, dB $L_{eq,10min}$								
		31.5	63	125	250	500	1k	2k	4k	8k
Event Hall	*Event noise level target*	*108*	*113*	*101*	*98*	*98*	*98*	*98*	*98*	*98*
	Measured level during testing (pink noise)	110	115	108	102	103	100	95	94	94
Pre-function space	*Event noise level target*	*98*	*103*	*91*	*88*	*88*	*88*	*88*	*88*	*88*
	Measured level during testing	95	102	101	97	94	90	86	84	81

Measurements were conducted from 7:45pm to minimise extraneous noise influence and were conducted over two minute time periods. Over the testing period, music measurements were "barely audible" as shown in table 8.

7.4 Community Consultation

7.4.1 Community Consultation Channels

Effective community engagement is essential to the successful delivery of events at the Cutaway. Proactive communication will help build awareness, manage expectations, and minimise disruptions to nearby residents and businesses.

Engagement channels may include:

- Community meetings and briefings

- Notifications to strata managers and resident associations
- Website
- Social media platforms and/or Electronic Direct Mail.

7.4.2 Pre-Event Community Consultation

The Operator's Event Management Processes ensure that Community engagement measures will include timely communication of key event details, including:

- Event dates and times
- Rehearsal, setup, and pack-down schedules, and
- Any potential impacts such as noise levels or increased foot traffic.

Businesses and residents as shown in appendix 17.9 will be notified in advance of any events expected to generate elevated noise levels

7.4.3 Post-Event Community Consultation

Following events, written updates will be provided to local residents, PMNSW, and community stakeholders such as body corporate contacts.

These updates will include:

- Event dates, times, and durations
- Summary of any noise complaints
- Internal monitoring outcomes, and
- Corrective actions taken and any future mitigation measures.

Feedback will be encouraged, with contact details for the Operator provided for ongoing community input.

7.5 Complaints Management

All noise-related feedback and complaints will be managed through the Operator's established Feedback Management System, which provides a coordinated and transparent process for addressing community concerns (appendix 17.10).

The Feedback Management System follows an incident management process workflow and includes:

- Both a dedicated phone number and email address, staffed during event hours, will be available for the community to report any noise-related issues.
- All complaints and incidents will be logged and managed through the Operator's established Feedback Management software system.
- The system will record all details of the feedback, actions taken in response, proposed corrective actions, and any recommendations for improvement.

Consistent with established reporting processes, a summary of all such feedback and actions

taken in response will be provided by the Operator to external stakeholders on a monthly reporting basis such as Darling Harbour Live and PMNSW.

7.6 Noise Limits Table

The following cumulative broadband LAeq,10min limits (with LCeq guidance for low-frequency management) apply at the boundary of the nearest noise-sensitive receivers:

- General Events (Category 3): ≤ project noise trigger levels 08:00–18:00.
- 5-hour Medium (Category 4): 10:00–22:00 ≤55 dB(A); guideline ≤65 dB(C). 22:00–23:00 ≤50 dB(A); guideline ≤60 dB(C).
- Single-day Medium (Category 2): 10:00–22:00 ≤55 dB(A); guideline ≤65 dB(C); outside these hours amplified noise inaudible.
- Major Events (Category 1): 10:00–22:00 ≤65 dB(A); guideline ≤75 dB(C). 07:00–10:00 & 22:00–23:00 ≤55 dB(A); guideline ≤65 dB(C).
- New Year’s Event (Category 1): 10:00–24:00 ≤65 dB(A); guideline ≤75 dB(C). 00:00–02:00 ≤55 dB(A); guideline ≤65 dB(C).

8. SECURITY MANAGEMENT

Consent Condition D28 (i)

8.1 About Security Management

The Operator's Security Operations team is committed to providing a safe, harmonious, and secure environment for all areas falling under the Operator's control. The safety and security of stakeholders, team members, clients, visitors, and contractors is of the highest importance.

The Security Operations team safeguard the venue and client assets including its people and property while always conducting themselves in a professional, courteous and customer service-oriented manner.

The Security Operations team reflects a customer service delivery approach by providing building and event related Security Operations. The Security Operations department is responsible for access control, building security including surveillance and monitoring, emergency and incident response, event security, escorts and crowd control.

8.2 OBJECTIVES

The Security Operations Team provide a safe and secure environment for the protection of people and assets while supporting the business through:

- Preventing unauthorised entry or disruption to authorised activities falling under the control of the Operator
- Minimising unauthorised activities that may be damaging to the overall image of the Operator
- Deterring crime by providing a visible security presence
- Providing First Aid response if required and ensuring adequate first aid equipment is available and accessible throughout the venue
- Coordinating emergency response including evacuation (base case modelling appendix 17.3)
- Protecting team members, contractors, clients and other visitors.
- Managing and reporting on excessive noise after hours
- Assisting with the swift and discreet egress of patrons post event

8.3 Security Facilities

There are dedicated facilities within the venue relating to security operations, which include:

- Security Control Room
- Fire Control Room
- First Aid Rooms
- External Lighting
- Signage and wayfinding.

8.3.1 Security Control Room

All Security Operations equipment at The Cutaway is centrally monitored from the Security Control Room located on Level 2, alarms, warnings and abnormal occurrences are escalated to building management as required. This integrated system manages access control, alarms, CCTV, communication tools, fire safety systems, EWIS panels, car park operations and equipment monitoring. A CCTV system is also installed and operational at the venue. The Cutaway has a dedicated UPS for the EWIS panel, any faults related to the UPS will be indicated on the panel and escalated to the building manager as per section 3.8.14 of the Fire Engineering Report (appendix 17.6.49).

8.3.2 CCTV

Closed-circuit television (CCTV) is in place throughout the Cutaway and key public areas. CCTV supports event and public safety, with cameras positioned at main pedestrian and vehicular entry points. The CCTV system is actively monitored by Security personnel with recordings retained for subsequent review if required. Footage access is strictly controlled and limited to legal or police requests. Usage complies with the *NSW Government Security Industry Act* and the *ICC Sydney/Barangaroo CCTV Policy*.

8.3.3 Lighting

External lighting is particularly important in providing a safe and secure environment surrounding the venue. The external lighting systems have been designed to assist in deterring anti-social behaviour and provide a safe precinct environment, augmenting CCTV systems and indicating main access points to the venue.

8.4 Building Security

Building Security provides the base level security plan for the venue ensuring compliance and safety. In addition, they provide the basis for which Event Security plans will be built.

- Core daily building security activities include access control, surveillance and alarm monitoring, patrols and guarding, asset protection, first aid provision, and emergency management in coordination with emergency services.
- In line with 3.8.9 and 3.8.17 of the Fire Engineers Report (Appendix 17.6.2 and 17.6.6), roving building guards will ensure all fire exits, fire hose reel cupboards, wall cavities on the southern and western side are free from any storage or obstructions. If a non-compliance exists, the issue will be escalated, rectified and incident report written.
- In line with 3.8.10 and 3.8.20 of the Fire Engineers Report (Appendix 17.6.3 and 17.6.7), building security will control and provide access to the wall cavities located on the western and southern part of the building and remain at the access point until all parties have completed their task and left the cavity.

8.5 Event Security

Security Operations ensures a safe and respectful event environment through a professional, low-disruption, customer-focused approach. In addition to building security, event-specific services include risk assessments, access control, crowd management, RSA coordination, escort services, asset protection, and managing special security requirements. During events, the Event Security team serves as first responders to incidents or emergencies, coordinating with the Central Security Control Room to manage first aid, incidents, emergencies, and other necessary responses. The event security team assist with noise management during event hours, liaising with the events team.

8.5.1 Fire Alarm Activation Strategy

Based on client requirements the event plan will clearly state when the fire system is required to be changed from Normal Event Mode to one of the following modes:

- Theatrical Smoke Event Mode
- Smoking Ceremonies or Cooking Shows Event Mode
- Loading Dock Delivery Procedure and Thermal Camera Isolation Mode.

This condition is allowed as per 3.8.13 of the FER (appendix 17.6.12) where alarm investigation in the event hall is permitted when one of the above modes are used. Dedicated fire wardens must be available at all times to undertake the investigation of the fire alarm.

The event security team is responsible for ensuring that trained staff are in place acting as the Fire Safety Officer (FSO) prior to building security changing modes on the fire panel. When the FSO leaves their position, they must ensure that the building security team has returned the fire system back to Normal Event Mode. Detail on all the modes can be found in appendix 17.8.

9. EMERGENCY MANAGEMENT & INCIDENT RESPONSE

Consent Condition D28 (j)

9.1 Emergency Management Plan (EMP)

The Operator's established EMP will be employed at the Cutaway. It provides a framework for emergency preparedness, response, and recovery that is easily adapted to the needs of the venue. The EMP defines the roles and responsibilities of the *Emergency Planning Committee (EPC)* and the *Emergency Management Organisation (EMO)*. The EMP is reviewed and maintained by the EPC.

The objectives of the EMP are to:

- Prevent emergencies that could result in injury or loss of life
- Enable effective emergency response and coordination
- Define the structure and duties of the ECO
- Minimise damage to facilities and equipment, and
- Protect the environment and surrounding community.
- Ensure adequate training and refresher training is provided to team members

9.1.1 Training

The Operator will ensure that all staff receive emergency management training relative to their roles, responsibilities and access privileges within the venue. Training will be delivered and documented in accordance with *AS 3745:2010*, incorporating both induction and refresher programs to maintain readiness and competence, this is specified within the FER section 3.8.32 (appendix 17.6.19). Exercises will include practical drills and tabletop simulations designed to familiarise staff with evacuation procedures, shelter-in-place strategies and communication protocols. Specific training components will cover:

- Operation and limitations of fire hydrants and hose reels, with emphasis on management solutions identified in Section 3.8.28 of the Fire Engineering Report (Appendix 17.6.18).
- Use and operation of the Emergency Warning and Intercommunication System (EWIS) panel and Warden Intercommunication Point (WIP) phones.
- Chief Warden, Area Warden, and Warden responsibilities and coordinated response procedures. In addition to the requirements of AS 3745:2010 shall include specific requirements under the Fire Engineers Report:
    - Section 3.3.4 (appendix 17.7)
    - Section 3.4.10 (appendix 17.9)
    - Section 3.8.3 (appendix 17.6.3)
    - Section 3.8.11 (appendix 17.6.17)
    - Section 3.8.13 (appendix 17.6.12)
    - Section 3.8.15 (appendix 17.6.13)
- Continuous monitoring to ensure fire cupboards, exits and egress paths remain clear and accessible at all times.
    - Section 3.8.5 (appendix 17.6.5)

  - Section 3.8.9 (appendix 17.6.7)
  - Section 3.8.17 (appendix 17.6.8)
- Training plans and records will be maintained by the Operator and reviewed annually or following any significant change to the facility, staffing structure or the Fire Engineering Report.
- In addition to AS 3745:2010 the operator will ensure that team members, wardens and area wardens are aware of the fire exit door swings as set out in sections 3.8.12 (appendix 17.7) of the fire engineers report.
- To be aware of, identify and report unnecessary fuel loads and sources of ignition as per 3.8.33 of the Fire Engineers Report.

9.2 Emergency Management Process

9.2.1 Initial Response

The process begins when an incident is reported via the emergency number, triggered by an alert, alarm, or direct call. The Communications Officer (CRO) in the Security Control Room dispatches first responders, who assess and resolve the situation if possible. All actions are recorded in Rapid Global in line with the Incident Management Process.

9.2.2 Emergency Response

If escalation is needed, the CRO notifies the Chief Warden (ECO lead) and engages emergency services and relevant personnel. Once on site, emergency services assume control as appropriate under the direction of the Chief Warden.

9.2.3 Crisis & Business Continuity Management

This may escalate to trigger the Operator's established *Crisis Management & Business Continuity* processes.

9.2.4 Recovery & Review

After resolution, recovery and return to normal business operations begins. A report is updated and appropriate to the nature of the incident or emergency, a debrief is conducted to identify and implement opportunities for improvement.

9.3 Incident Management

9.3.1 Incident Response

Following the Operator's established Incident Management Process and protocols, all team members will be trained to immediately report all incidents to their nearest Manager, or alternatively if necessary to a Security Officer or the Security Control Room. If appropriate, this may trigger the Initial response to the Emergency Management Process, as previously described.

9.3.2 Reporting an Incident

All incidents at the Cutaway must be documented in the Operator's Incident Management System, with each report assigned a unique tracking number. Reports should be completed with help from trained personnel such as Security, Risk Operations, or senior management. If the incident qualifies as an emergency, the Emergency Management Process—and potentially the Crisis Management & Business Continuity process—will be activated.

9.3.3 Incident Reporting Protocols

In addition to the Reporting the Incident as per normal procedure, the following key protocols should be observed.

All Incidents:

- If in doubt, secure the area immediately.

Notifiable incidents:

- Secure the area immediately and report the incident immediately.
- Ensure the scene is not disturbed.
- Failure to report or preserve the site can result in regulatory penalties.

Personal Safety incidents:

- Notify the *Risk Operations Manager* of the incident.
- *Notifiable incidents* as per the *WHS Act* (as amended) include:
    - Death of a person
    - Serious injury or illness
    - Dangerous incident
    - Refer to the *SafeWork NSW website* for details.
- Injured persons must receive appropriate treatment.
- If the incident results in a *Workers Compensation (WC)* claim, include the WC claim number before closing the report. The People & Culture team will manage all WC claims and must be informed.
- Serious injuries or fatalities must also be notified to the Operator's *Chief People Officer*.

Fire/Life Safety Systems:

- Any suspected tampering must be reported immediately to the Executive Committee.

Environmental incidents:

- Notify the *Director of Building Services & Sustainability*. Any incident causing or threatening environmental harm must be reported. Refer to the *NSW EPA website* for more information.

Food Safety incidents:

- Notify the *Director of Event Delivery* or the *Manager Food Safety & Kitchen Logistics*. Any hazardous food must be withdrawn from sale and reported internally. Public complaints must also be logged.

Security incidents:

- Notify the *Director of Building Services & Sustainability* and the *Senior Manager Security Operations*.
- May require escalation to emergency services.

Liquor (RSA) incidents:

- Notify RSA incidents to the Cutaway Licensee immediately for assessment.
- Ensure all RSA incidents are documented

10. MANAGEMENT OF FOOD & ALCOHOL

Consent Condition D28 (k)

10.1 Roles & Responsibilities

PMNSW and the Operator are committed to ensuring that all activities and events at the Cutaway comply with all legal requirements relating to the provision of food and alcohol, including licensing conditions. It must be noted, that within the hired event space, it will be the primary responsibility of the Client (Event Organiser), in accordance with the Hiring Agreement, to ensure compliance with all applicable legislation and licensing conditions.

10.2 Alcohol Management

10.2.1 The Liquor Licence

The Cutaway is a licensed venue. The Operator will nominate a senior team member to be its licensee for the venue.

Alcohol is only served in designated bar areas or approved service zones as part of an event.

10.2.2 General Requirements

All alcohol service must comply with the *Liquor Act 2007* and *Liquor Regulation 2008* (as amended), and relevant RSA guidelines.

The following conditions apply:

- Alcohol service must stop 30 minutes before event end.
- Low-alcohol, non-alcoholic beverages, water, and soft drinks must be readily available.
- High-strength pre-mixed drinks, doubles, or shots are not permitted.
- Biodegradable packaging must be used.
- Food must be available wherever alcohol is served.
- All alcohol servers must hold a valid RSA certification.
- Intoxicated patrons must be refused service and referred to the Bar Manager.
- Security will manage and remove intoxicated individuals where necessary.
- Security personnel in licensed areas must have RSA training.
- Security must be stationed at the bar and patrol public areas to enforce RSA compliance.

Further information is available at:

www.olgr.nsw.gov.au/liquor_home.asp

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

10.3 Food Service

The Operator's established *'Feeding Your Performance'* philosophy, marketing and branding underpins its food offering. This philosophy prioritises nutrition, sustainability, and regional sourcing to enhance delegate wellbeing and performance. It has also been a marketing success around the world.

Key features include:

- Menus designed around high-quality NSW produce
- Sourced from sustainable suppliers based in NSW
- A focus on healthy, satisfying, and performance-enhancing cuisine
- Carbon-friendly dishes, plant-based options, native ingredients, and Executive Chef Signature Dishes.

Developed and delivered by the Operator's award-winning culinary team, the Cutaway's Menu Collection will provide diverse, high-quality choices that reflect the best of regional NSW produce.

10.3.1 Food Cabins

The Operator or external parties will from time to time have a requirement for food cabins to be utilised in the Event Hall. These will be allowed at the discretion of the Operator and/or PMNSW. Food cabins must be electric, self contained units, adequate floor protection must be used at all times to maintain the integrity of the venue. Extraction is to be in place where possible and in line with regulatory requirements. The management in use conditions of the FER 3.8.7 and 3.8.37 (appendix 17.6.21 and 17.6.22) must be adhered to at all times.

11. WHS PRACTICES & CONSIDERATIONS

Consent Condition D28 (l)

11.1 Duty of Care

PMNSW and the Operator are committed to ensuring, as far as reasonably practicable, the health, safety, and welfare of all workers, contractors, patrons and visitors at the Cutaway, in accordance with the Work Health & Safety Act 2011 (NSW) and all related legislation and regulations, as amended.

All persons *conducting a business or undertaking (PCBU)* on-site will be required to cooperate to minimise risks. Everyone, including Event Organisers, all workers, contractors, patrons and visitors at the Cutaway, share responsibility for workplace safety. These duties cannot be delegated, and breaches may result in severe penalties.

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

11.2 General Safe Work Practices

In accordance with the Operator's established practices and the Hiring Agreement, Event Organisers must:

- Identify and control hazards under WHS legislation
- Complete risk assessments when requested by the Operator's Risk Team
- Submit Safe Work Method Statements (SWMS) for all high-risk activities
- Gain approval for any high-risk performances prior to the event.

The Operator's Event Delivery and Risk Operations team members review the submitted documents and monitor control measures throughout the event.

11.3 Hazardous Chemicals & Dangerous Goods

Prior to bringing dangerous goods or hazardous chemicals on-site, prior written approval will be required from the Operator. This includes such things as fuels, paints, biological matter, cleaning agents, pressurised containers and more.

Examples of requirements include:

- LPG containers (whether full or empty) may only be stored onsite in approved cages
- All hazardous chemicals must be clearly labelled and in appropriate containers
- Up-to-date Safety Data Sheets (SDS) must be submitted in advance and are available from the manufacturer's website.
- Maintain good houskeeping to minimise the risk of unnecessary fuel loads and sources of ignition

11.4 Permits & Safety Certifications

As part of the Contractor Management and Event Planning processes, specific permits and safety certifications are required for high-risk activities such as amusement devices, cooking, forklifts, hazardous materials, pyrotechnics, vehicle displays, medical procedures, weapons, hot works, electrical/plumbing, and custom stand builds.

All contractors and subcontractors must submit Safe Work Method Statements (SWMS) and secure the appropriate permits before beginning any work.

11.5 Fire Stopping Elements

The building design allows for fire rated penetrations/control joints throughout the building. Any alterations to existing or creation of new conduits will be assessed by a fire stopping specialist as per sections 3.8.21 - 3.8.25 (appendix 17.6.26 - 17.6.29) of the FER prepared by RED Fire (ref# JN22-00157 V08).

12. WASTE MANAGEMENT

Consent Condition D28 (m)

12.1 About Waste Management

PMNSW and the Operator are committed to reducing waste and maximising recovery through a multi-stream waste management system across front and back of house, led by the Operator's Presentation Services team.

The Operator's established practices follow the waste hierarchy:

- **Avoid:** Engage stakeholders to minimise unnecessary materials entering the site.
- **Reduce:** Use digital alternatives to printed materials and eliminate excess packaging.
- **Repurpose/Reuse:** Donate or repurpose end-of-life items (e.g.) mulch untreated timber, donate left over items such as food and furniture to local charities.
- **Recycle:** Provide clear separation systems and communication for patrons and staff.
- **Recover Energy:** Capture energy from reprocessed waste, e.g., biogas or treated timber.
- **Disposal:** Used only as a last resort via EPA-licensed facilities.

The Operator established practices aim to divert 75% of waste from landfill. At the Cutaway, Event Organisers will be required to manage all waste generated during their tenancy and prepare an event-specific Waste Management Plan.

12.2 Waste Storage & Handling

The waste storage and handling system to be employed at the Cutaway will incorporate the following:

- A centralised waste area located on the ground floor, with designated space for hard waste.
- Localised bins (general, recycling, food) to be provided and emptied daily.
- Waste collection must avoid obstructing public access and be conducted with safety in mind.
- All waste systems will be required to comply with the *Building Code of Australia*, relevant *Australian Standards*, and City of Sydney's applicable *Development Control Plan*.

12.3 Event Waste Management

12.3.1 Client Engagement

Through its established *Corporate Social Responsibility (CSR)* program, the Operator will support low-waste events at the Cutaway and will tailor waste services to client needs (e.g. additional segregation or donation logistics). Non-standard services may incur additional charges.

During the Event Planning Process, Event Organisers will be briefed on segregation requirements. Waste receptacle locations should be shown in floorplans and event briefs. Waste systems apply

during move-in, event operations, and move-out.

While event-specific waste data may be estimated, the Operator will work with Event Organisers to improve future performance (e.g. materials choices, packaging, minimising disposables).

12.3.2 Industry Challenges

Industry challenges, particularly in relation to exhibitions and exhibitors, include:

- Bulky or treated materials from custom stands
- Unsuitable packaging
- Poor disposal practices and awareness, and
- Tight timeframes limiting on-site sorting.

To address these and other challenges, the Operator will conduct audits and promotes reuse, improved materials selection, and stakeholder engagement as part of its CSR Action Plan.

12.4 Contracted Waste Services

The selected Waste Management Services Provider will support venue-wide waste reduction through:

- Collection, processing, and transport of waste
- Supplying and maintaining bins and equipment
- Supporting ad hoc requests
- Monthly verified waste reporting and annual audits, and
- Staff training in equipment use.

Provider requirements will include:

- EPA licences and best-practice standards (e.g. GECA)
- Alignment with the Operator’s 75% landfill diversion goal
- Responsible partnerships for downstream recycling, and
- Daily operations (7 days/week).

13. TRANSPORT MANAGEMENT

Consent Condition D28 (n)

13.1 About Transport Management

This section outlines the transport options for visitors to the Cutaway, and the planned approach to managing **transport and parking, including for events**. This will be further supported by implementation of a Green Travel Plan which aims to support sustainable transport for staff and visitors.

13.2 Transport & Car Parking Options

Public transport:

- Nearby access to Wynyard Station (via Wynyard Walk)
- Barangaroo Metro
- CBD Light Rail
- Barangaroo Ferry Hub
- Bus services along Hickson Road and via Wynyard Walk.

Active transport:

- Extensive pedestrian and cycling routes throughout Barangaroo
- Includes Wulugul Walk and connections via Munns Reserve, Hickson Road, and Merriman Street.

Vehicle access:

- Vehicular entry via Towns Place for loading dock access
- With turn-around capability for forward-facing exit.

Car parking options:

- The Cutaway is located above a public car park which is accessed via Towns Place.
- Lift access is available to The Cutaway and upper levels; aligned with car park hours and supported during events.

13.3 General Approach

Lead by the *Senior Manager, Car Parks & Logistics*, the Operator employs dedicated teams of specialists to manage all aspects of traffic and pedestrian management, including management of its Car Parks, Loading Docks and where applicable, traffic management plans. Outside of event operational hours, when Car Park patronage is low, issues can be managed by Building Security, who can control boom gates from the Security Control Room.

The overall approach aims to:

- ensure safe, efficient access for patrons and staff
- minimise disruption to traffic, transit, cyclists, and pedestrians
- avoid vehicle–pedestrian conflicts
- maintain traffic flow and emergency access
- manage loading docks efficiently
- prevent unauthorised parking, and
- be cost effective.

13.4 Event Management

13.4.1 Integrated Approach

The Operator's established Event Management Process includes traffic and pedestrian planning and management to support both concurrent and full-venue events. Coordination includes pre-event planning, operational logistics, and post-event debriefs – typically involving teams across Security, Car Park, Loading Docks, Culinary, Audio Visual, ICT, and Facilities Management.

Event Organisers and stakeholders receive Event Guidelines, including access and egress information (parking, public transport, loading docks, accessible routes), available via the Event Organiser Toolkit on the Operator's website.

13.4.2 Event-Specific Strategies

To achieve its aims, some of the techniques employed by the Operator's specialists include:

- Use of modelling to forecast event-related transport demand
- Where possible, schedule event start/end times to avoid Sydney peak rush hours
- Promote sustainable travel options
- Deployment of Traffic Controllers and Police in high-traffic or problem areas
- Reserve emergency access routes
- Use of Variable Message Signs and temporary signage for real-time updates and wayfinding.

14. SUSTAINABILITY STRATEGY

Consent Condition D28 (o)

14.1 About the Sustainability Strategy

The Cutaway project is recognised for its innovative and sustainable construction, setting a benchmark for future urban developments. It balances functionality, creativity, and sustainability, aiming to create a healthy environment for both people and the ecosystem. The Cutaway incorporates several *environmentally sustainable design (ESD) strategies* that aim to create a cultural venue while emphasizing sustainability and ecological responsibility.

PMNSW and the Operator are committed to ensuring that the ESD initiatives contained in the *ESD Strategy* for the venue will be incorporated into its operation, including the ventilation strategy described in the next section.

Some examples of these ESD initiatives to be considered in the operation of the venue include, but are not limited to the following:

- **Carbon Neutrality**: The project is aligned with the Barangaroo Climate Positive Principle, ensuring that it operates as a carbon-neutral facility.
- **Use of Recycled Water**: Recycled water is utilised for all non-potable purposes, reducing the demand on freshwater resources.
- **Innovative Architecture**: The design includes an enormous sandstone wall that opens to the sky, allowing natural light to illuminate the space.
- **Flexible Event Spaces**: Enhancements include new event and gallery spaces that can be adapted for various functions, promoting versatility and efficient use of the venue.
- **Biodiversity and Green Spaces**: The project reconstructs the historic soil profile, achieving a 99% success rate for approximately 76,000 newly-installed plants, which contributes to local biodiversity.
- **First Nations Education Space**: Dedicated spaces for First Nations education are incorporated, celebrating cultural heritage and promoting awareness.
- **Public Engagement Areas**: The terraces and recreational areas encourage visitors to engage with the environment, providing seating and spaces for passive recreation.

Operational expertise in maximising the potential of these and other ESD strategies will rapidly increase with acquisition of operational experience at the venue.

14.2 About Mixed-Mode Ventilation

Mixed-mode ventilation utilises both natural and mechanical systems to regulate indoor air quality and temperature. This approach allows buildings to take advantage of natural airflow when conditions are favourable while relying on mechanical systems during extreme weather or when natural ventilation is insufficient.

Components include:

- **Natural Ventilation:** This can include operable windows, vents, and other openings that allow fresh air to enter and circulate within the building.
- **Mechanical Ventilation:** This involves fans, HVAC systems, and air conditioning units that provide controlled air movement, especially in conditions where natural ventilation is not viable.

The three main benefits of mixed-mode ventilation are:

- **Energy Efficiency:** Reduces reliance on mechanical systems, leading to lower energy consumption and costs.
- **Improved Comfort:** Enhances thermal comfort and indoor air quality by maintaining appropriate humidity and temperature levels.
- **Sustainability:** Supports environmental goals by minimising carbon footprint and promoting healthier indoor environments.

14.3 About the Cutaway Ventilation Strategy

Significant reductions in operational energy use are a key project aspiration, aligning with the *Carbon Neutral Barangaroo Climate Positive Principle* and targeting Green Star Energy credit points. The incorporation of a ventilation strategy that supports mixed-mode ventilation in the Cutaway's design not only enhances energy efficiency but also aligns with broader sustainability principles.

The architectural design of the Cutaway, including its open spaces and natural light features, facilitates natural ventilation, allowing for fresh air circulation. This is intended to reduce the need for mechanical cooling and heating, further supporting sustainability. The mixed-mode strategy is intended to enable the Cutaway to adapt to varying weather conditions, ensuring that spaces remain comfortable year-round without excessive energy use.

14.4 Ventilation Operating Strategy

14.4.1 Overview

The Cutaway has been designed with a strong emphasis on sustainability and operational efficiency, with natural ventilation playing a central role in the venue's environmental strategy. The goal is to maximise the use of natural airflow in the main event spaces, minimising reliance on mechanical air conditioning. Mechanical ventilation will be used selectively, based on the type of event and the expected audience profile.

It is anticipated that natural ventilation will be sufficient for at least 80% of the year. The flexibility of the space allows it to accommodate a wide range of event formats, each with different occupancy levels and thermal comfort requirements.

The mechanical ventilation system will support banquet-style events and concerts where higher occupant density and internal heat loads may warrant air conditioning. For event formats such as exhibitions, the system is designed to supply adequate fresh air without full comfort conditioning.

These event types are expected to be infrequent, and as such, the system is not designed to run continuously.

This strategy ensures that most events—especially those with lower attendance or shorter duration—can be effectively supported through natural ventilation, balancing guest comfort with environmental responsibility and energy efficiency.

14.4.2 Mixed-Mode Spaces

To accommodate for a greater number of event types, most spaces are proposed to be mixed mode, that is, having the capability of being either fully mechanically ventilated or fully naturally ventilated.

The spaces proposed as mixed mode ventilated are:

- Ground Level – Entry Foyer, Ticket office, Cloak Room, Pre-Function Space, Event Hall
- Level 1 – Gallery Lobby
- Level 2 – Education Space.

14.4.2 Naturally Ventilated Spaces

The following spaces on Level 2 are being considered as fully naturally ventilated:

- Precinct Management Reception (public-facing area)
- Café
- Café Dining
- Waranara Room

14.4.3 CO2 Sensors

In both mechanical ventilation and natural ventilation modes, C02 sensors will be placed in appropriate locations to ensure that compliant ventilation levels are being provided to occupants and used to automate ventilation dampers.

15. STAKEHOLDER & COMMUNITY ENGAGEMENT

Consent Condition D28 (p)

15.1 About Stakeholder & Community Engagement

Effective consultation and communications are an integral part of establishing clear expectations around operations of the Cutaway and management of events. Advantageously, the Operator has established mature relationships and communication channels in the nearby Darling Harbour Precinct which can be utilised or adapted for the Cutaway.

The approach to stakeholder and community engagement activities is designed with a 'whole of precinct' approach in mind, to minimise any possible negative impacts of the Operator Services on Barangaroo precinct businesses and residents, and maximise economic and social benefits, realising the State's vision for the project. This will be achieved through the implementation of appropriate communication protocols and interfaces, and active stakeholder engagement and consultation.

Key stakeholders and community members include:

- NSW Government, represented by INSW and PMNSW
- DHL Partnership
- Regulatory agencies and authorities
- Emergency services
- Adjacent businesses, including hotels and educational institutions
- Nearby businesses and residents, and
- The public

The Operator will implement specific communication structures and protocols, appoint key personnel to specific interface roles, and participate, as required, in a range of business and community forums.

15.2 Key Interfaces

15.2.1 Regulatory Bodies & Emergency Services

The Operator understands that effective working relationships with key government agencies and authorities is crucial to successful management of the venue and the realisation of the State's vision for the project.

The Operator will consult with a wide range of authorities. The objectives of these consultations include things such as to understand and meet their needs, regulatory compliance, effective traffic and pedestrian management, the safety and security of visitors to the Cutaway and surrounds, effective emergency management and effective interfacing and coordination.

Some examples of these authorities are:

- City of Sydney

- CityRail, The Metro, NSW Taxi Council and Transport for NSW
- NSW Police Force, NSW Ambulance, Fire & Rescue NSW.

These effective working relationships will continue to be developed, and the Operator will continue to identify and coordinate with even more authorities, as an outcome of effective management leading up to and throughout the Operating Phase.

15.2.2 Key Precinct Stakeholders

Key precinct stakeholders include the State, PMNSW, DHL Partnership, the Facility Manager, Barangaroo Alliance, local businesses, local residents, and the general public. Key reasons for interfacing with these stakeholders and community members include such matters as those relating to the hosting of events or implementation of emergency procedures.

15.2.3 PMNSW Interface

The Operator recognises that some events and operational activities have an impact upon PMNSW and the Public Realm. The Operator and PMNSW need to interface from time to time for a variety of purposes, such as the organisation of outdoor events, use of the Licensed Areas, public s5fety, security, traffic and pedestrian management.

Formal communications with PMNSW are to be directed through DHL. It is also noted that this formal arrangement may not be suitable for the Operating Phase, where quicker notifications and decision-making may be required, such as during the hosting of an event or in the case of an incident or emergency.

Through DHL, the Operator and PMNSW will continue to consult on communications protocols to ensure efficient and coordinated operations of both parties covering such things as:

- Methods of communication including formal and ad hoc meetings
- Potential for restricted (read only) access to business systems
- Defined points of contact and escalation protocols,
- Response and resolution times (if applicable), and
- Any other issue that may arise from time to time.

The Operator will appoint a dedicated team member who will act as a PMNSW interface officer to handle day-to-day operational and event related issues and, interface with the PMNSW nominated counterpart. All communication is coordinated through our DHL partners.

15.2.4 Surrounding Businesses, Residents & Community

An objective of the Operator is to activate the precinct and to create opportunities for local businesses, residents and the wider community. The Operator has developed systems, processes and allocated resources to ensure that there are effective mechanisms for precinct and community engagement and feedback management.

Communication structures will be established to enhance the attractiveness, efficiencies, and benefits of operating the Cutaway. The aim is to maximise interfaces with the adjacent businesses, residents and community. The Operator is committed to providing an inclusive, transparent and proactive community consultation and engagement process.

15.3 Strategies to Maximise Outcomes

The Operator will continue throughout the Operating Phase to implement, review and continually improve a wide range of strategies to maximise outcomes for local businesses, residents and the broader community, including through the following:

- Continuation and participation in any stakeholder and community interface group established during the Development Phase. These continue during the Operating Phase, to ensure effective communication, proactive management of issues, and cross promotion of activities and opportunities between all groups.
- Provision of updates on upcoming events so that businesses in the area can work together to enhance the guest experience and maximise opportunities including economic benefits.
- Development of close working relationships with hotels in the Sydney CBD to provide them with opportunities to benefit from business derived from the venue's events, for guests to benefit from tailored services, and for their hotel's better interfacing with the Cutaway's events schedule.
- Incorporation of the broader precinct communication and information channels to promote visitor opportunities and engagement.
- Liaison with educational institutions surrounding the precinct to maximise any potential cross benefits that may exist.

15.4 Corporate Social Responsibility (CSR) Strategy

The Operator's established CSR Strategy includes community initiatives designed to ensure the venue is seen as a 'good neighbour' and a 'good corporate citizen'. Some examples of CSR initiatives under consideration for the Cutaway include the following:

- Developing relationships with organisations dedicated to the disadvantaged in the local community, providing food and other activities.
- Contribution of surplus food, furniture and equipment to organisations such as Matthew Talbot and Pyrmont Cares.
- Involvement in industry associations and activities, supporting the tourism and hospitality industry in Sydney and Australia as a whole.
- Purchasing, at every opportunity, products and services from local suppliers.
- Sustainable methods of waste management to achieve the sustainability objectives.

16. Future Environmental Audits

In accordance with SSDA requirements and Condition A15, the following outlines the approach to future environmental audits:

- Ongoing audits: Subsequent audits are to be undertaken at intervals specified by the Planning Secretary or as per Independent Audit Post Approval Requirements.
- Reporting: Each audit report must be submitted to the Planning Secretary within two months of the site inspection, and made publicly available within 60 days after submission.
- Non-compliance: Any non-compliance identified must be notified to the Department within seven days and corrective actions implemented promptly.
- Review and update: Strategies, plans and programs must be reviewed within three months of audit submission and revised if necessary to improve environmental performance.

17 APPENDIX

17.1 Condition D28

EVENTS AND OPERATIONS MANAGEMENT PLAN

Prior to the occupation or commencement of use, the draft Operational Management Plan must be updated by PMNSW in consultation with INSW and Council and approved by the Planning Secretary. The final Events and Operational Management Plan (EOMP) must include, but not be limited to:

(a) patron capacity and operational hours

(b) public access

(c) special events including bump in/bump out procedures and management

(d) event management including a description of the events to be held at the site, relevant patron capacities for each event, programming, activation principles and event layouts of internal spaces

(e) a clear strategy to coordinate community access and use of the forecourt and with events within the Cutaway

(f) strategies for encouraging First Nations access and use of the site through the programming of the site

(g) strategies for providing First Nations employment opportunities (both direct and indirect)

(h) noise management including noise limits, noise monitoring, community consultation and complaints handling procedure

(i) security management including general security measures and event security

(j) emergency management and incident response

(k) management of food and alcohol

(l) work health and safety practices and considerations

(m) waste management including waste storage and event waste management

(n) transport and parking management, including for events

(o) sustainability, including a ventilation strategy to support mixed-mode ventilation

(p) stakeholder and community engagement procedure.

17.2 Appendix – Representative Event Layouts

Figures 1-4 below show representative event layouts to demonstrate safe capacities, accessibility, and egress for common formats. Each format is well below the maximum occupancy of the hall at 2340:

Figure 1: Banquet for 1860 pax

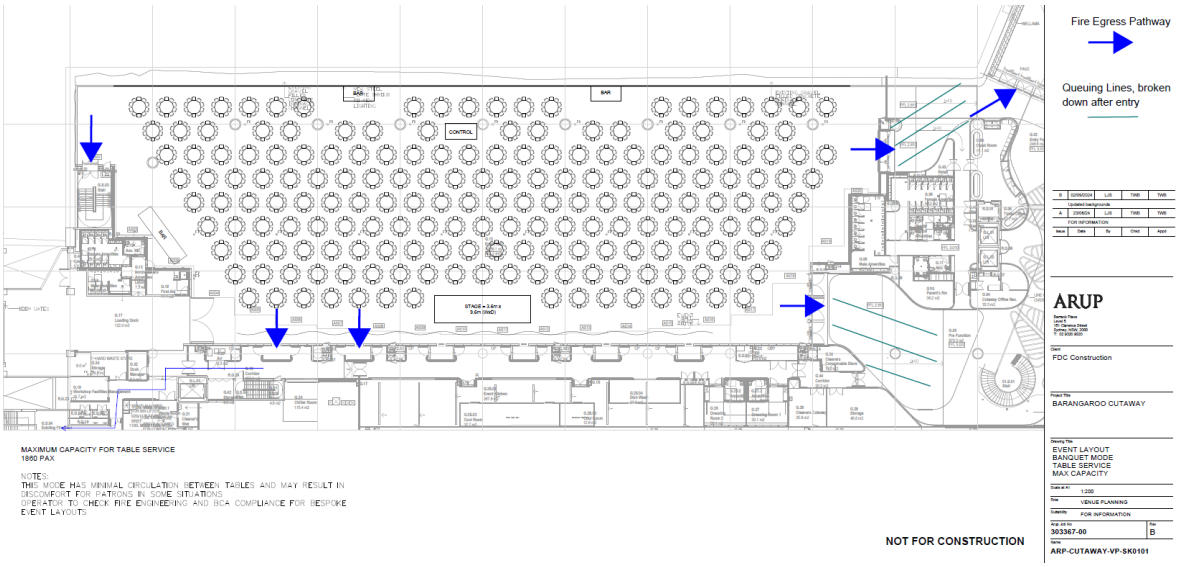


Figure 2: Theatre Style Fashion Show

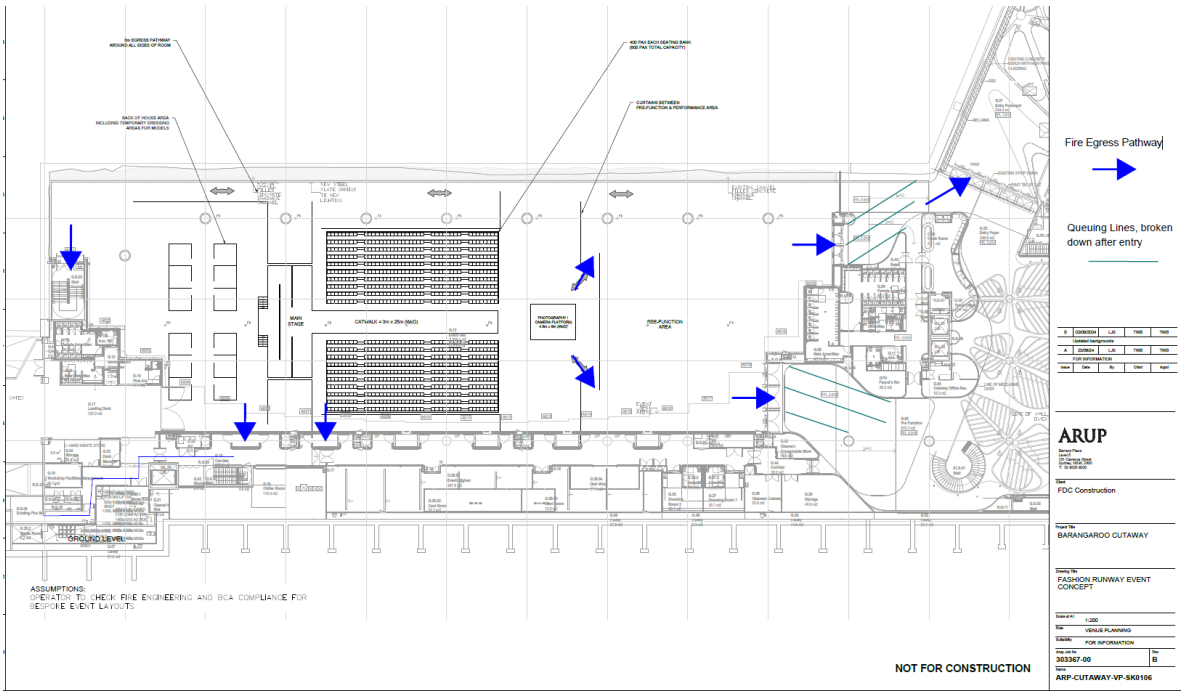


Figure 3: Seating Performance

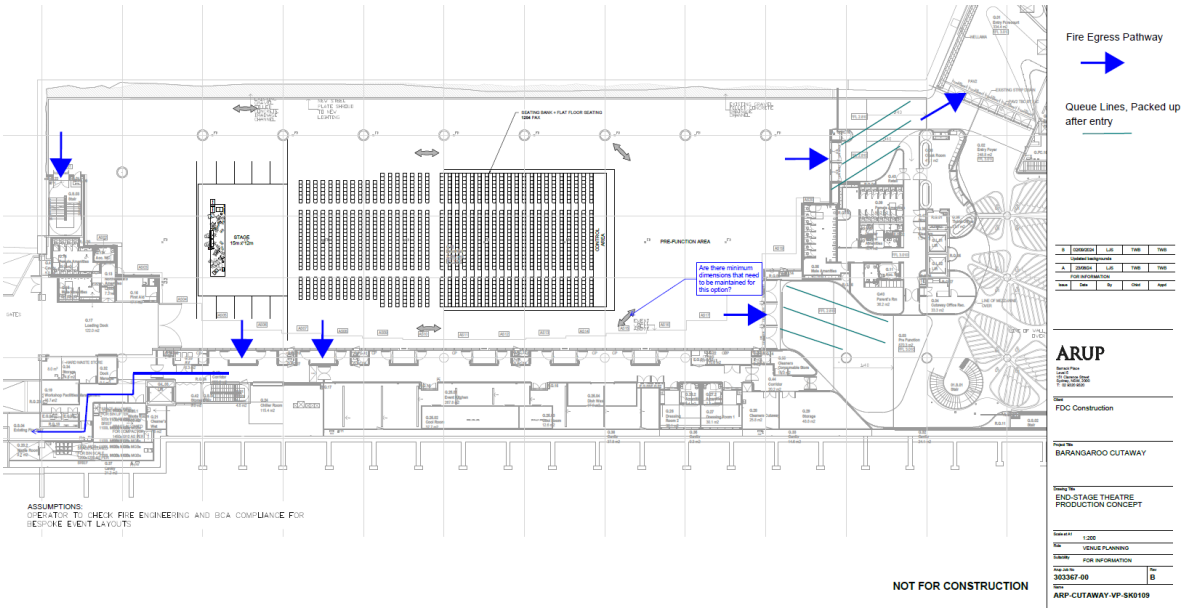
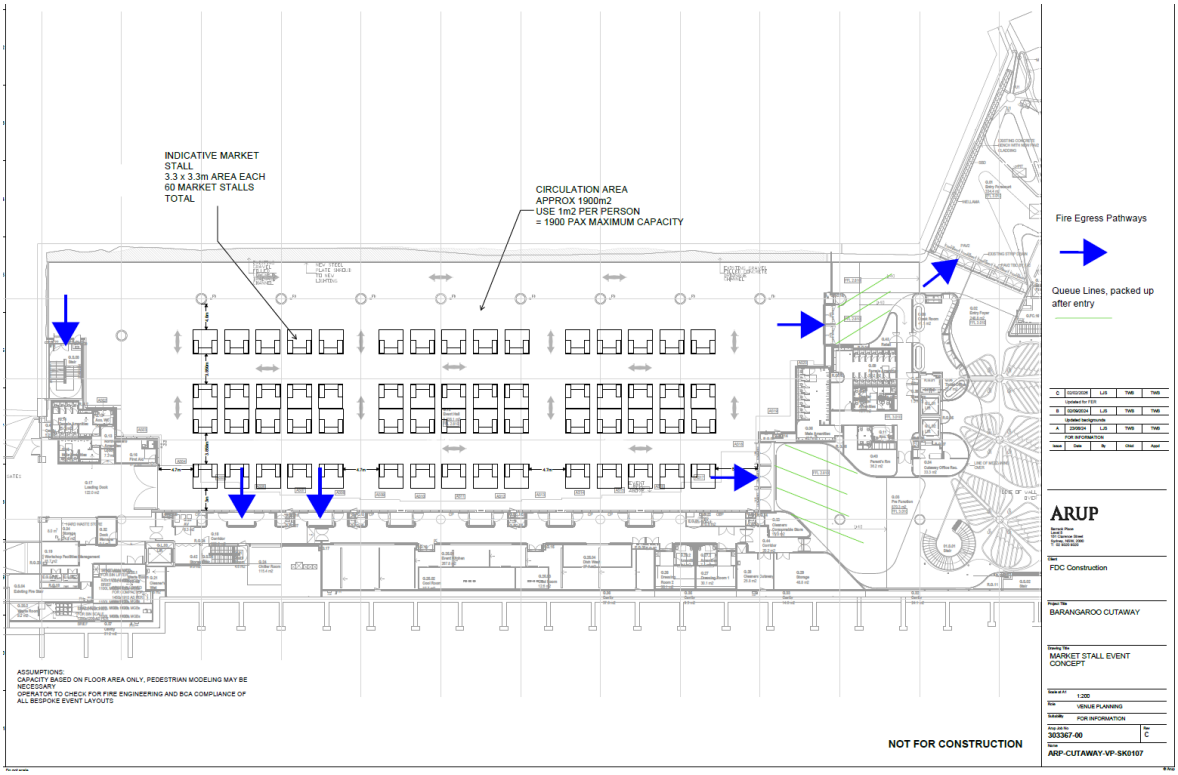


Figure 4: Market Stall – 4m from trees

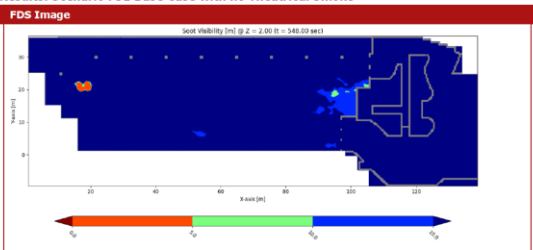
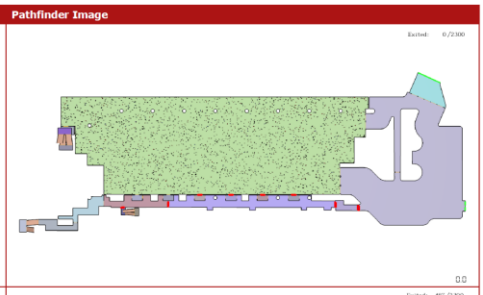
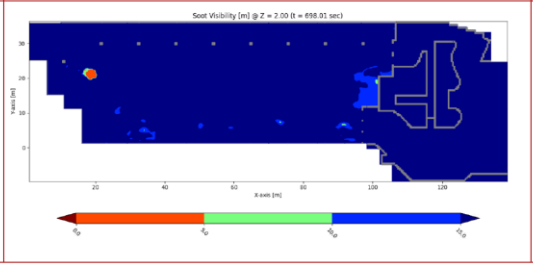
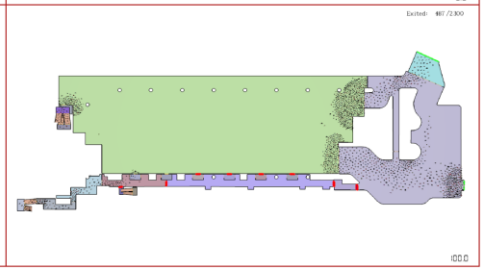


17.3 Fire Engineer Evacuation Modelling

Section H.4. - H.13. of the Fire Engineer report page 290-330 models a number of evacuation scenarios based on the maximum occupancy. The figure below models the base case with all fire systems operating, all exits available.

H.4. Fire Scenario 1 Base Case with all fire systems operating and with no Theatrical Smoke

Table 58. FDS/Pathfinder Results: Scenario FS1 Base Case with no Theatrical Smoke

Description	FDS Image	Pathfinder Image
Fire alarm activation: 185 s Pre-Movement: 180 s Movement: 0 s **Fire Growth Time= 548 s** Safety Factor = 1.5 The following figure illustrates the visibility at 2m AFFL upon activation of the smoke detection system and pre-movement time with a factor of safety of 1.5.		
Fire alarm activation: 185 s Pre-Movement: 180 s Movement: 100 s **Fire Growth Time= 698 s** Safety Factor = 1.5 Occupants are queueing at the exits leading from the Event Hall. Visibility is above 10 m.		

17.4 Number of Occupants

The following table (Table 7) is a direct extract from the Fire Engineers Report

3.3 Access and Egress in Reconfigured Areas

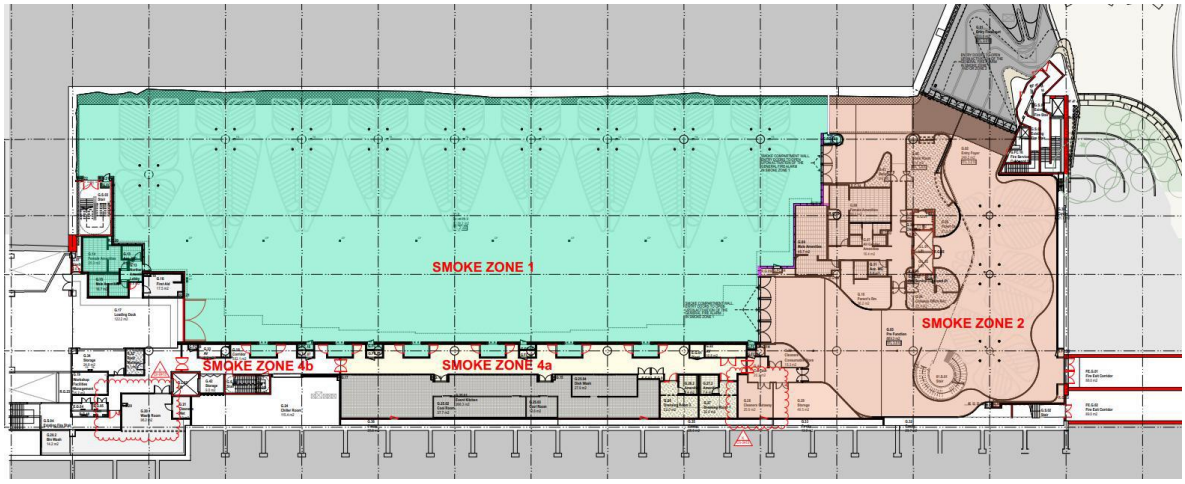
3.3.1 The number of occupants in the building (including staff and visitors) is to be limited as per below. Any increase of the occupancy number would require reassessment by a certifier - fire safety.

Table 7: Number Occupants

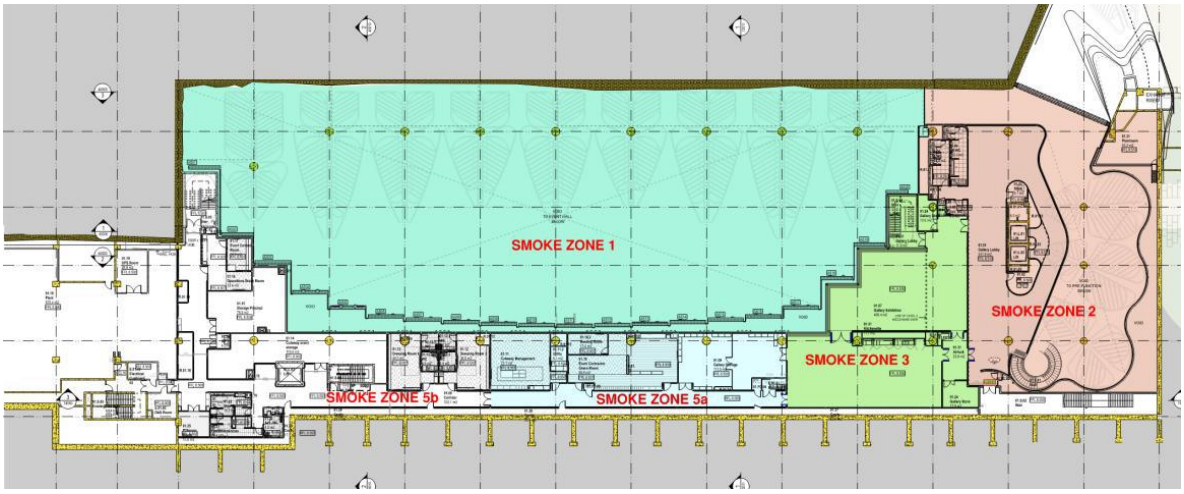
Level	Smoke Zones / Areas	Number of occupants including Staff
Ground Floor	Smoke Zones 4a and 4b (BOH)	40
	Smoke Zone 1 (Event Hall)	2,300 Note 1
	Smoke Zone 2 (Entry Foyer and Pre-Function including staff in the ticketing, cloaking, and office reception)	Refer Note 1.
	Total number of occupants on Ground Floor is limited to 2,340.	
Level 1	Smoke Zones 5a & 5b (BOH)	80
	Smoke Zone 2 Level 1 (Gallery Lobby)	80
	Smoke Zone 3 Level 1 (Gallery Exhibition)	140
	Total number of occupants on Level 1 is limited to 300	
Level 2	Smoke Zone 6a & 6b (BOH)	170
	Smoke Zone 7 Level 2 (FOH)	185
	Total number of occupants on Level 2 is limited to 355.	
Note 1: Smoke Zone 2 can accommodate up to 1,200 occupants, based on the aggregate egress width available in the zone. However, if the Smoke Zone 1 and Smoke Zone 2 (i.e. the Event Hall and Entry Foyer / Pre-Function) are occupied simultaneously, then the total number of occupants in Smoke Zone 1 and Smoke Zone 2 shall not exceed a total of 2,300.		

17.5 Smoke Zones and Fire Compartmentation Drawings

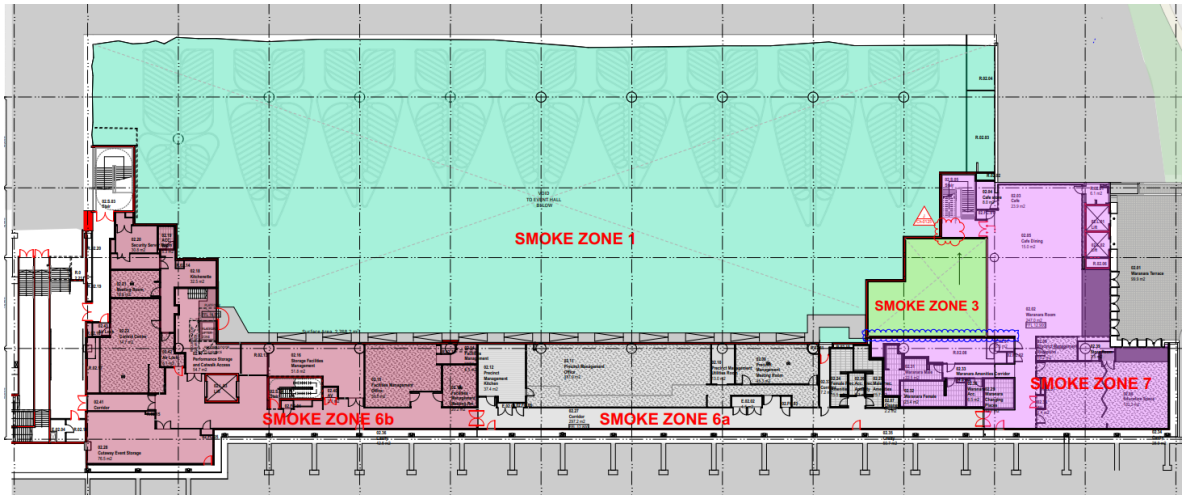
17.5.1 Ground Floor



17.5.2 Level 1



17.5.3 Level 2



17.6 Management In Use Plans

Within the Fire Engineering Report there are 49 Management In Use Plans within section 3.8. a number of these have been specifically highlighted within this document with exerts below. Compliance is mandatory for the report in full, regardless of specific mention within this or any other document.

17.6.1 FER Section 3.8.2 (Theatrical Smoke)

Theatrical smoke and fog machines are only permitted to be used in concerts, theatres, fashion shows and banquets and shall not be used in any other events (including Aboriginal smoking ceremony).

17.6.2 FER Section 3.8.48 (Theatrical Drapes or Partition Walls)

Full-height partitions extending to the underside of the soffit are not permitted in the Event Hall. If partitions are required, their height must not exceed 9 m AFFL. This height restriction shall be recorded as an Essential Fire Safety Measure on the building's Fire Safety Schedule. This is to be listed as an Essential Fire Safety Measure in the Fire Safety Schedule

17.6.3 FER Section 3.8.3 (Open Flame and Smoking Ceremonies)

Open flame performances are prohibited in the building at all times unless it is:

- Aboriginal smoking ceremony (a non-combustible tray maximum 1m2 in size with 300 mm depth) and to be located at least 6 m away from exit doors, walls, decorative timber trees and acoustic insulations.
- Cooking shows with one single 90mm gas/electric cooktop (open flame cooking not permitted).
- Appropriate handheld fire extinguishers are to be located within 1 m of the abovementioned performances.
- A dedicated fire warden shall be present during the aboriginal smoking ceremony and cooking performance. The fire warden shall activate the fire alarm manual call point when required.
- Keep 3 m of clear area around the fire used for smoking ceremonies.
- Only use natural dry wood for smoking ceremonies.
- Petrol or other chemicals to light a fire shall not be used for smoking ceremonies.
- Children around fires shall be always supervised.
- Ensure a fire is fully extinguished and cold before leaving and removed from the building immediately.
- The indicative location of the smoking ceremony/cooking show designated area is included below.
- The above measures are to be listed as an Essential Fire Safety Measure on the Fire Safety Schedule of the building.

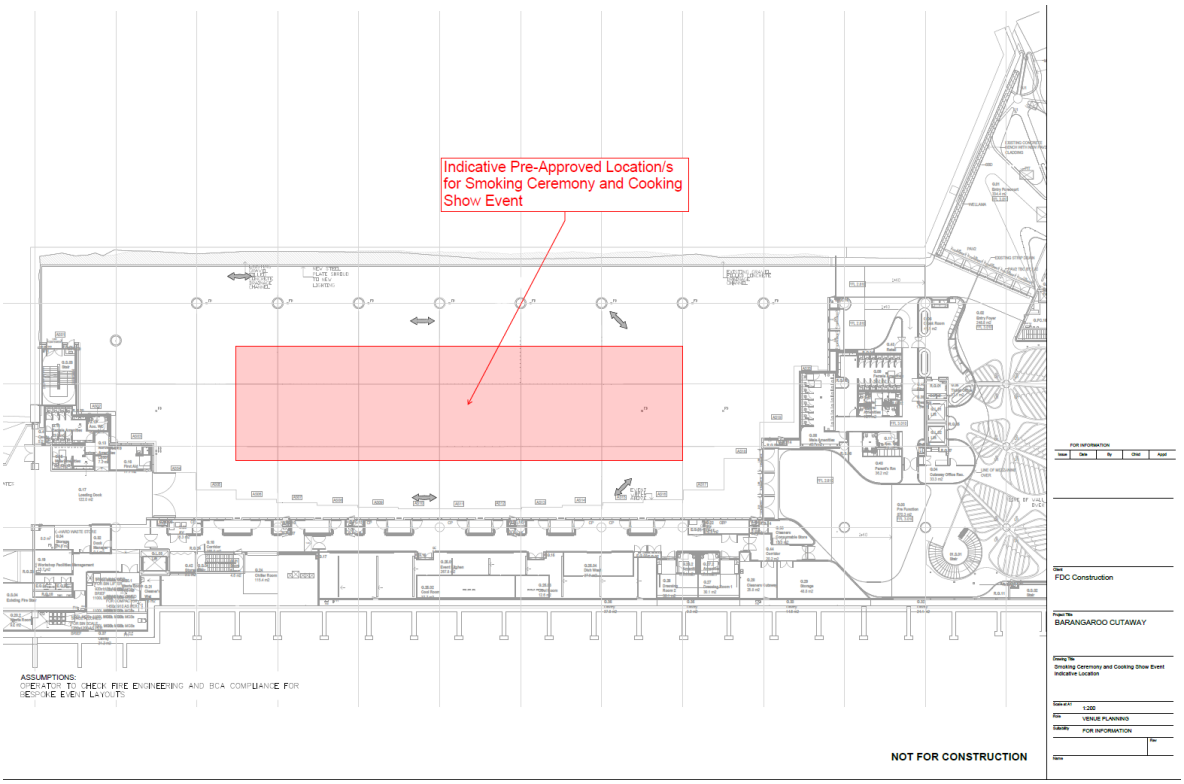


Figure is from appendix n5 of the FER

17.6.4 FER Section 3.8.4 (Building Use Restrictions)

The following restrictions apply to the use of the building:

- Performance/concert stages are to be located at least 6 m away from each other and from exit doors. This separation distance could be rationalised subject to assessing each event on a case-by-case basis by a registered Certifier – Fire Safety.
- Market stalls shall be 3 m away from the exits. This 3 m clear width shall be upheld on all paths of escape leading to the exits. There are no minimum spacing requirements between each stall.
- Market stalls and their belongings shall be 4 m away from the decorative timber trees.
- The Event Hall is provided with AS 2118.1:2017 sprinkler system for the high hazard classification. As per the fire service engineer's confirmation it is designed to AS 2118.1:2017 Table 11.3.4.3 exhibition halls with a design density of 12mm/min and design area of 360m2 and it does not allow for storage as per AS 2118.1:2017 Section 11.5 or clause 11.3.5.
- The foyer is provided with AS 2118.1:2017 sprinkler system for the ordinary hazard class 3 in the pre-function areas of the foyer and light hazard in the entry foyer.
- The use of the Event Hall and foyer must be consistent with these allowed under AS 2118.1:2017 for the hazard classification and it does not allow for storage use.
- The height of combustible decorations and any other non-fixed fire loads:
    - In the ground floor event hall/foyer and level 1 gallery balcony shall not exceed 9

m above the ground level,
    - No closer than 900 mm horizontally and vertically to any sprinkler head deflectors in the event hall area as these areas are designed based on High Hazard sprinkler system, and
    - No closer than 500 mm horizontally and vertically to any sprinkler head deflectors in the remaining areas designed based on light and ordinary hazard sprinkler system.
- Fire loads over 9 m high are permitted if they are considered as non-combustible materials (tested to AS 1530.1:1994) or permitted under NCC2022 C2D10 (5).
- Combustible fire loads higher than 9 m may be acceptable subject to a separate fire risk assessment as they are subject to different heat release rate, flammability and heat/smoke release. The assessment is to be undertaken by a registered Certifier – Fire Safety. This is to be listed as an Essential Fire Safety Measure in the Fire Safety Schedule.
- The above measures are to be listed as an Essential Fire Safety Measure on the Fire Safety Schedule of the building.

17.6.5 FER Section 3.8.5 (Fire Exit Signage)

Exit signage must not be blocked in any events and they are required to be available at all times where temporary curtains and walls are installed. If exit signage is obstructed by temporary curtains or walls installations, then additional exit signage is to be installed to comply with AS 2293.1:2018 or an Interim Fire Safety Strategy is to be prepared for the proposed use and layout by a Certifier – Fire Safety.

17.6.6 FER Section 3.8.48 (Fire Exit Signage)

It shall be included in the in the Management in Use Plans that during “total blackout performances”, exit signs throughout the building including the Event Hall are not permitted to be covered or deactivated.

17.6.7 FER Section 3.8.9 (Fire Exits, Hose Reel and Extinguisher Cupboards)

Exits, as well as fire hose reel and fire extinguisher cabinets must be kept free from any storage or obstructions. This shall be checked every six months, before commencement of any events and after any events and records kept on site, this may include electronic format with a backup copy kept off site. Management of the building is responsible for the implementation of these fire safety measures.

17.6.8 FER Section 3.8.17 (Fire Exits)

Management procedures must be implemented to ensure that the exits, including the BOH corridors on all levels, are available and that the exit paths are free (i.e., no object impeding/blocking egress). This shall be included in the management procedures and listed as an Essential Fire Safety Measure in the Fire Safety Schedule.

17.6.9 FER Section 3.8.33 (Good Housekeeping)

Good housekeeping[4] and regular fire prevention practices are to be carried out by management of the building to minimise the risk of unnecessary fuel loads and sources of ignition.

17.6.10 FER Section 3.8.10 (Confined Wall Cavities)

Given the nature of the confined space in the wall cavities located on the western and southern part of the building, access is to be restricted to authorised building staff only by providing key locked doors and shall not be used as storage. Only building management shall have access to keys. In order to enforce this, access to the confined space is to be controlled by the building management and included in the building management plan as an essential service.

17.6.11 FER Section 3.8.20 (Confined Wall Cavities)

Only authorised trained staff to access the ground floor Chiller Room (G.24 refer Figure 35) and the western and southern wall cavity, including the part of the cavity shown in Figure 36. A minimum of two staff members is required. One of them must stand at the plantroom entry door and western wall cavity entry door to monitor for potential fire hazards in the adjacent fire compartment, especially in the loading dock and Level 2 (respectively).

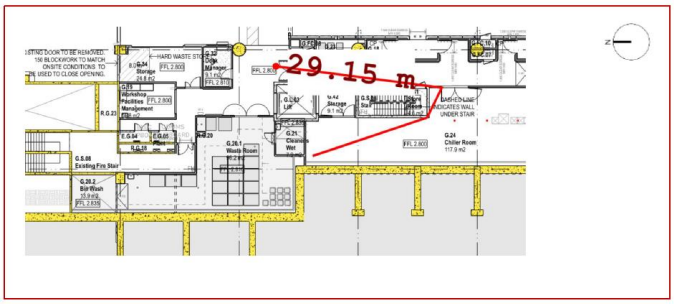


Figure 35: Room G.24 Chiller room extended travel distances

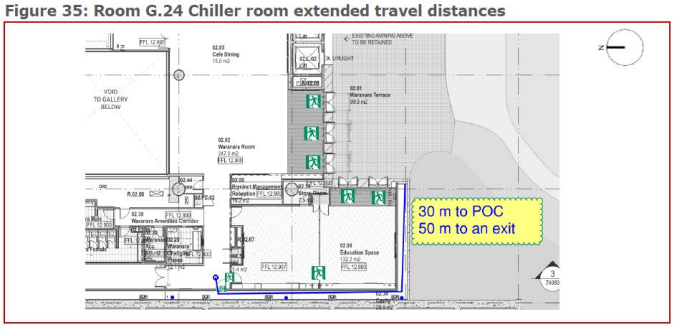


Figure 36: L2 Western Wall Cavity extended travel distances

17.6.12 FER Section 3.8.38 (Cavity Wall Inspection)

A Management plan is to be implemented to inspect the western and southern wall cavity at least every six month to ensure that there are no fire loads and/or ignition sources placed in the subject wall cavities.

17.6.13 FER Section 3.8.13 (Fire Alarm Investigation)

Alarm investigation upon MASD activation in the Event Hall is permitted when theatrical smoke and fog machines are used. Therefore, dedicated fire wardens must be available to undertake the investigation of a fire alarm in the building.

17.6.14 FER Section 3.8.15 (Isolation Requirements)

At least one dedicated fire warden is required to be present and activate a fire alarm manual call point (if required) whilst Aboriginal smoking ceremony and/or a cooking show is occurring in the building and the smoke detection and thermal imaging systems are being isolated in the event hall.

17.6.15 FER Section 3.8.41 (Isolation Requirements)

Refer to Section 3.4.16 regarding building management responsibilities for confirming and ensuring that the detection system has been restored to normal operational mode.

17.6.16 FER Section 3.8.18 (Electric Vehicles)

Electric vehicles (including Lithium-ion battery operated vehicles) used in the Event Hall, must be located with a 3 m separation distance between electric vehicles or other combustibles including decorative timber features.

17.6.17 FER Section 3.8.19 (Electrical Vehicle Chargers)

Fixed or portable electric vehicle chargers (including the Lithium-ion battery chargers) are not permitted to be located inside the Event Hall and the Prefunction space. Note: Should the building management decide to use portable electric vehicle chargers in the loading dock, this will not affect the reconfigured areas, as the loading dock is a separate fire compartment from the reconfigured areas and the Event Hall. Building management may need to undertake a separate fire risk assessment for the loading dock.

17.6.18 FER Section 3.8.11 (Emergency Management Training)

We have assumed in our fire engineering analyses that staff will have a level of fire and evacuation training. Therefore, an Emergency Management Organisation must be established in accordance with AS 3745:2010 and fire emergency training be provided to the staff.

17.6.19 FER Section 3.8.28 (Emergency Equipment Training)

Staff training shall include the identification of portable fire extinguishers and training in their use, particularly in areas where a performance solution is applied to replace fire extinguishers with fire hose reels. These areas are highlighted in yellow in Figure 64 and Figure 66.

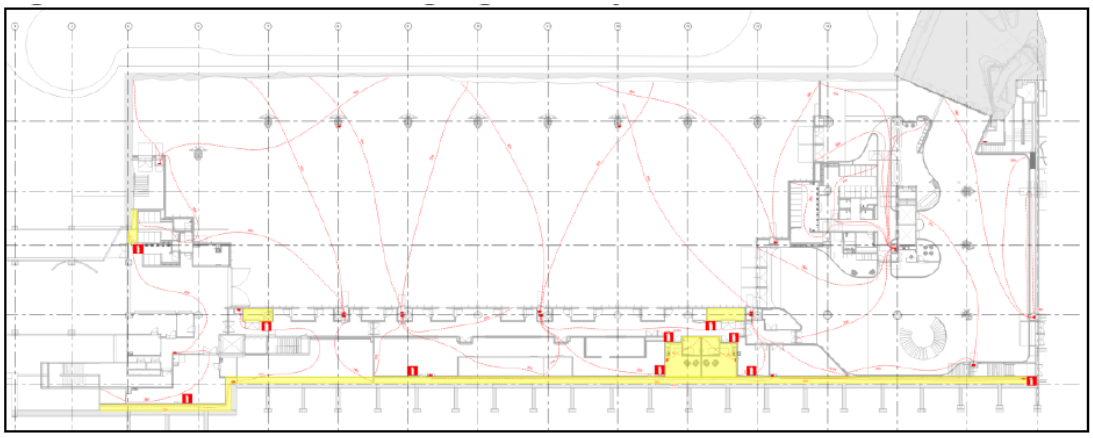


Figure 64: Ground Floor - required location of fire extinguisher as per the FER

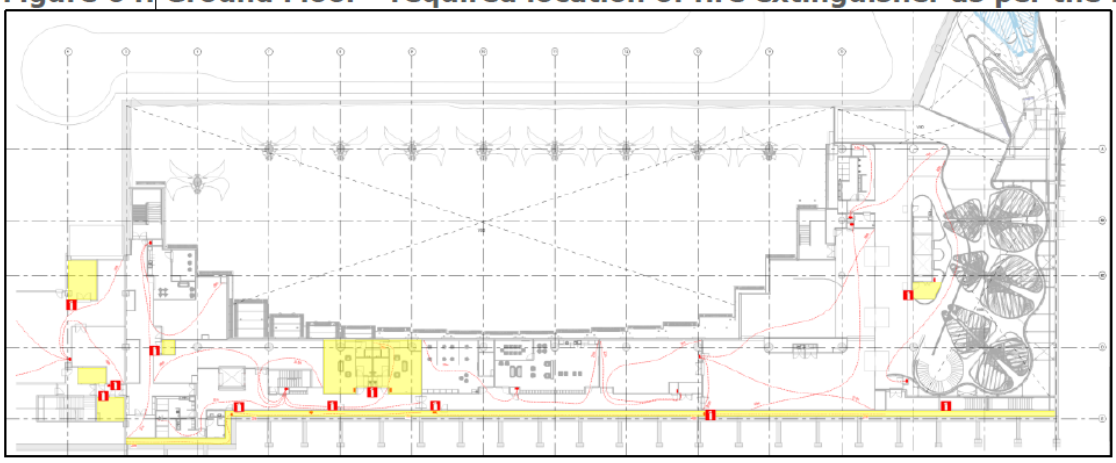


Figure 65: Level 1 - required location of fire extinguisher as per the FER

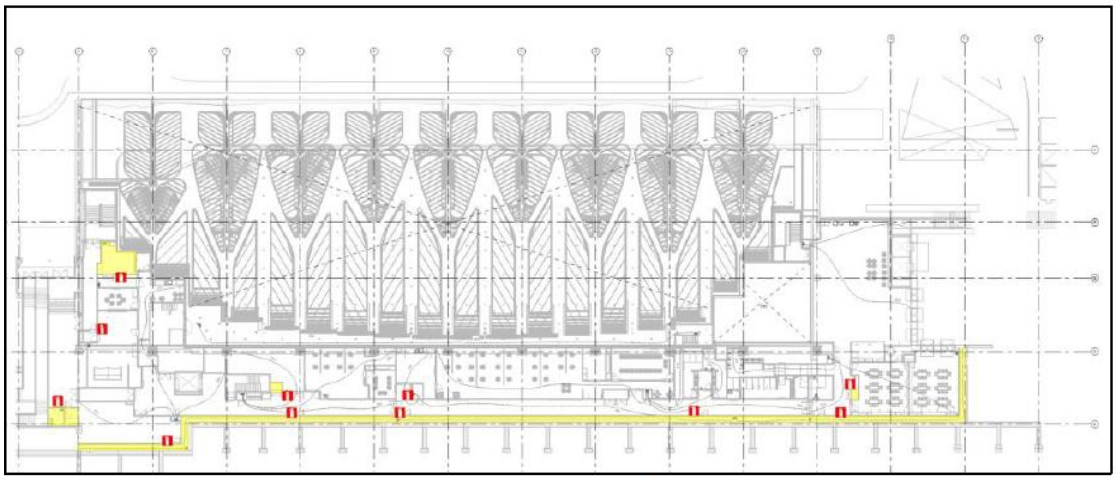


Figure 66: Level 2 - required location of fire extinguisher as per the FER

17.6.20 FER Section 3.8.32 (Emergency Management Training)

An emergency management organisation and staff training in accordance with AS 3745:2010 shall be provided to facilitate evacuation including dedicated fire wardens. Requirements within this FER must be considered including requirements for dedicated wardens in the report. Staff are to be trained and is expected to be familiar with the operation of the doors outlined under Section

3.3.4. The management of Front of House areas shall include staff-led evacuations. This shall include to direct occupants in the Event Hall to use only the doors provided with exit signs and avoid using doors without exit signage during an evacuation.

17.6.21 FER Section 3.8.28 (Emergency Management Training)

Staff training shall include the identification of portable fire extinguishers and training in their use, particularly in areas where a performance solution is applied to replace fire extinguishers with fire hose reels. These areas are highlighted in yellow in Figure 64 and Figure 66.

17.6.22 FER Section 3.8.29 (Internal Loading Dock)

When large delivery trucks are using the loading dock, they will enter the Event Hall to utilise a turning bay. The turning of large trucks and bump-in/bump-out vehicles within the Event Hall shall have spotters in place to avoid any structural damage. This arrangement shall occur prior to events when only a handful of staff are present and shall not occur in the presence of the public.

17.6.23 FER Section 3.8.7 (F&B Mobile Units)

Each movable food or beverage cabin, kiosk, and stall with cooking facilities must be provided with a handheld fire extinguisher and/or a fire blanket suitable for the type of cooking undertaken. This requirement shall form part of the conditions of use for moveable food and beverage cabins and kiosk and stall and is to be managed and inspected by the building management.

17.6.24 FER Section 3.8.37 (F&B Mobile Units)

Moveable food/beverage cabins to be provided with handheld fire extinguisher and or fire blanket suitable for the type of cooking provided. This requirement shall be part of moveable food/beverage cabins condition of use and managed and inspected by the management.

17.6.25 FER Section 3.8.8 (Fire Load in Ceiling)

No fire loads are permitted in the ceiling cavity pockets highlighted in Figure 56. Electrical services and theatrical riggings are the only exceptions permitted to be located in the ceiling cavity and must be located underneath the sprinkler heads (maintaining a minimum clear distance of 0.5 m to sprinkler head). The management-in-use procedures shall include inspections to ensure that electrical services and theatrical rigging are positioned so that they do not obstruct sprinkler heads or sprinkler discharge patterns.

17.6.26 FER Section 3.8.21 (Fire Stopping)

At the completion of construction, the contractor or their fire stopping specialist is to present a schedule of fire rated penetrations/control joints in accordance with Appendix B to AS 4072.1:2005. The contractor, or their specialist, must be accredited under the Fire Protection Accreditation Scheme, FPAS, administered by Fire Protection Association Australia, or hold an

equivalent accreditation approved by the fire safety engineer. The schedule must be accompanied with an evidence of suitability that the penetration systems can reinstate the required fire

resistance level (FRL) of the penetrated building elements. 17.6.26 FER Section 3.8.22 (Fire Stopping)

17.6.27 FER Section 3.8.22 (Fire Stopping)

The fire services penetrations and fire stoppings between the existing basement carpark and the proposed reconfigured area are to be audited by a fire stopping specialist accredited under the Fire Protection Accreditation Scheme, FPAS and to advise whether they comply with the current standards.

17.6.28 FER Section 3.8.23 (Fire Stopping)

The fire stopping audit also includes the fire services penetrating between the existing part of the building (including the basement carpark and the loading dock) and the reconfigured areas.

17.6.29 FER Section 3.8.24 (Fire Stopping)

Any future alterations that create new or alter existing penetrations shall be suitably fire stopped by a fire stopping specialist, accredited under the FPAS, to reinstate the FRL of the penetrated building elements. The penetration schedule is to be updated by the building owner/manager or contractor in accordance with AS 4072.1-2005 Appendix B.

17.6.30 FER Section 3.8.25 (Fire System Compliance)

Management procedures shall also be implemented by the building management to ensure that the essential fire safety measures are maintained and regularly inspected in accordance with AS 1851:2012 [2] and AS/NZS 2293.2:2019 [3]. In addition, all Essential Fire Safety Measures that do not comply with the BCA or relevant standard must be rectified whether or not this non-compliance was identified as part of the building's commissioning or routine maintenance process. This requirement may not be waived for the life of the building. No substitution of an alternative version of AS1851:2012 and AS/NZS 2293.2:2019 is permitted without approval by RED Fire Engineers. Substitution will void this fire engineering report.

17.6.31 FER Section 3.8.26 (Fire System Compliance)

Signage outlined in Section 3.6 are to be included and checked under essential fire safety measures in a six-monthly basis. Records must be kept on site by the Management of the building.

17.6.32 FER Section 3.8.27 (Fire System Compliance)

All battery backup required in this report shall be monitored by the BMS, which shall be monitored in the security control room by the end user.

17.6.33 FER Section 3.8.31 (Fire System Compliance)

The battery backup for exit doors are to be monitored by the BMS which shall indicate if the battery is depleted. BMS shall be monitored in the security control room by the end user.

17.6.34 FER Section 3.8.35 (Fire System Compliance)

The number of occupants in the building must be limited as per Table 7. The number of occupants in the building shall be managed through a combination of signage, staff training, access controls, and incorporation into the facility's emergency management procedures and management in use plan.

17.6.35 FER Section 3.8.30 (External Inspection)

Building management is to conduct inspections of the adjoining allotments every 6 months to ensure no construction activities are occurring, refer to Figure 101 for relevant allotments. Should the City of Sydney decide to build within the vicinity of the skylight and the Cutaway Northern escape stair within this allotment or in the event that development activity occurs on the adjoining allotments, this Fire Engineering Report shall be reassessed by an accredited Certifier – Fire Safety. The abovementioned visual inspections by building management shall be specified as a fire safety measure on the fire safety schedule.

17.6.36 FER Section 3.8.40 (External Build)

Should the City of Sydney Council decide to build within the vicinity of the skylight and the Cutaway Northern escape stair, this Fire Engineering Report particularly the Performance Solution 18 and performance solution #2 shall be reassessed by an accredited Certifier – Fire Safety, who will also need to reevaluate the fire engineering assessment.

17.6.37 FER Section 3.8.1 (Event Scenarios)

This fire engineering assessment has been prepared based on the following event scenarios and shall be included in the Management in Use Plan and listed as an Essential Fire Safety Measure in the Fire Safety Schedule. Any events which are not included below require a separate fire engineering assessment undertaken by a registered Certifier – Fire Safety.

- Food/beverage and retail market stalls (no open flame cooking, gas bottles and burners are permitted),
- Cafe trucks with coffee, sandwich presses etc. are permitted (no open flame cooking, gas bottles and burners are permitted),
- Staged concerts, theatre and fashion shows,
- Corporate, advertising, education, fundraising, and NAIDOC events,
- Trade, religious events/shows,
- Sit down banquet and show events,
- Art installations, exhibitions and cultural festivals,

- Aboriginal smoking ceremony (limited to a non-combustible tray 1m2 in size with 300 mm depth in a fire pit),
- Cooking shows with a single 90mm gas/electric cooktop (open flame cooking not permitted), and
- Presence of vehicle, including electric vehicles.

17.6.38 FER Section 3.8.34 (Additional Events or Uses)

For any events or uses of the Cutaway that do not fit within the parameters or allowances within this Fire Engineering Report for the Cutaway then additional fire safety engineering performance solutions may be required including any associated processes. The assessment is to be undertaken by a Certifier – Fire Safety.

17.6.39 FER Section 3.8.36 (Fire Safety Measure)

On a six-monthly basis the lift pits are to be checked and any unnecessary fire load are to be removed. Records shall be kept on site, this may include electronic format with a backup copy kept off site. Management of the building is responsible for the implementation of these fire safety measures.

17.6.40 FER Section 3.8.39 (Fire Safety Measures)

The fire safety schedule shall be updated to include the fire safety measures for both the existing and reconfigured areas.

17.6.41 FER Section 3.8.42 (Fire Safety Measures)

The Management in Use Plans shall be listed as an Essential Fire Safety Measure on the Fire Safety Schedule of the building.

17.6.42 FER Section 3.8.43 (Fire System Measure)

The fire services O&M Manual shall be part of the Management in Use Plans procedure and shall be listed as an Essential Fire Safety Measure on the Fire Safety Schedule of the building.

17.6.43 FER Section 3.8.44 (Fire System Measure)

All battery backup, signage and blockplans required by this report shall be listed as an Essential Fire Safety Measure on the Fire Safety Schedule of the building.

17.6.44 FER Section 3.8.45 (Fire System Measure)

The fire curtain located across the security control room shall be listed as a Critical Fire Safety Measure for the building and shall be maintained and tested every 4 months.

17.6.45 FER Section 3.8.47 (Fire Safety Measure)

Full-height partitions extending to the underside of the soffit are not permitted in the Event Hall. If partitions are required, their height must not exceed 9 m AFFL. This height restriction shall be recorded as an Essential Fire Safety Measure on the building's Fire Safety Schedule. This is to be listed as an Essential Fire Safety Measure in the Fire Safety Schedule

17.6.46 FER Section 3.8.49 (Fire System Measure)

Fire extinguishers required under the DtS Solution and under this FER shall be inspected in accordance with AS 1851:2012.

17.6.47 FER Section 3.8.6 (Retractable Seating)

Retractable seating is a temporary construction and is impractical to provide sprinkler protection. A management plan will be required to be developed and implemented to inspect the spaces under the retractable seating. The intent is to ensure that there will be no combustibles placed under the retractable seating and management is to enforce this restriction. This is further discussed in Section 3.8.46.

17.6.48 FER Section 3.8.46 (Retractable Seating)

The management in use plan for the building shall include a requirement for the space underneath any retractable seating. The procedure shall be as per below and shall be listed as an Essential Fire Safety Measure on the Fire Safety Schedule of the building.

- Inspection Frequency: The areas beneath the retractable seating shall be inspected prior to and after each event to confirm that no combustible materials, rubbish, or storage items are present.
- Daily Checks (when seating is deployed): On days where events are scheduled with the seating deployed, staff shall conduct daily visual checks of these areas as part of routine venue operations.
- Event Reset Procedure: A mandatory inspection shall form part of the venue's "event reset" checklist, ensuring these spaces are confirmed clear before seating is retracted or extended.
- Inspections shall be recorded in a logbook.
- Ongoing Management: Venue staff shall be trained and made responsible for monitoring areas nominated within the FER. Any non-conformance shall be reported and rectified immediately under the venue's risk management procedures.

17.6.49 FER Section 3.8.14 (UPS)

The UPS associated with the EWIS shall be monitored by the building management at all times to ensure that there are adequate to operate as per procedures outlined in Section 18 and to immediately rectify any faults with the system.

17.6.49 FER Section 3.8.12 (Exit Door Swings)

All staff are to be familiar with exit door swings throughout the building

17.6.50 FER Section 3.8.16

The requirements under Section 3.4.10 shall be included in the management use plan and incorporated into the agreement with event organisers if they are required to rely on this strategy. These requirements shall also form an integral part of the induction process for third-party events, ensuring that a touch panel is connected for EWIS alerts and that a dedicated fire warden is assigned to undertake the abovementioned procedure.

17.7 Exit Door Swing - Fire Engineering Report Section 3.3.4

As per the FER section 3.8.12:

All staff are to be familiar with exit door swings throughout the building.

The below outlines the detail of that requirement as per section 3.3.4 of the FER.

A number of exit doors along the path of escape are subject to a fire-engineered solution. The location of these doors (doors# 1-23) are shown in Figure 37 to Figure 39 and the door numbers below correspond with the numbering provided in these figures. All other exit doors, that are not subject to a fire engineered performance solution (refer Section 11), are to be provided with compliant panic bars as per the BCA DtS provisions.

Exit doors# 1 to 10

- are to be fitted with a DtS panic bar for each door leaf which shall operate the doors when panic bar is used.
- refer to Table 10 re the automatic door operational strategy, upon GFA in the relevant smoke zones.
- in the event that the mechanical SMEX system is operational in the Event Hall and the doors fail to open automatically, the force to open the doors using the panic bars shall not exceed 110 N.

Exit doors# 13, 15, 17 (subject to a performance solution - providing a panic bar on one side of the exit door)

- are to be provided with vision panels in accordance with the AS 1905.1:2015 provisions. It is required vision panels for these doors to be at least 60,000 mm².
- are single acting doors and are used for egress in both directions.
- are to be provided with static signage on the side of the door that opens against the direction of egress, stating “Pull the door open to evacuate”. The signage shall be in capital letters minimum 20 mm high in a colour contrasting with the background, non-combustible, fade resistant and fixed to the fire doors without compromising the

performance of the fire door.

- are to be provided with a compliant panic bar on the side of the door that opens in the direction of egress.
- the other side of the door that opens in the opposite direction of egress shall be provided with a door handle with operation of latch a per clause D3D26(1) of the NCC (in lieu of panic bars).

Exit doors# 16 (subject to a performance solution - omission of panic bars)

- is provided with "Card Reader" for security provisions. It is not possible to couple this with the provision of panic bars.
- is located in the path of egress and shall be provided with "Emergency Break Glass".
- shall be fully unlocked, openable, and the locking mechanism of the card reader shall be immediately deactivated upon activation of the general fire alarm in the building.
- is to be provided with vision panels in accordance with the AS 1905.1:2015 provisions, which needs to be at least 60,000 mm². are single acting doors and are used for egress in both directions.
- are to be provided with static signage on the side of the door that opens against the direction of egress, stating "Pull the door open to evacuate". The sign shall be in capital letters minimum 20 mm high in a colour contrasting with the background, non-combustible, fade resistant and fixed to the fire doors without compromising the performance of the fire door.
- the other side of the door that opens in the opposite direction of egress shall be provided with a door handle with operation of latch a per clause D3D26(1) of the NCC (in lieu of panic bars).
- the side of the door provided with an exit sign shall be provided with a door handle with operation of latch a per clause D3D26(1) of the BCA (in lieu of panic bars).

Exit doors# 11, 14, 18, 21 & 22

- are to be provided with Clevertronics intelligent exit signage and shall otherwise be designed in accordance with the AS/NZS 2293.1:2018 provisions. The exit signs above these doors shall display a red cross that is to be activated if fire alarm is activated in the smoke zone the door leads to. "Red Cross" on the intelligent exit sign shall be activated on:
    - exits doors# 11, 21 and 22 upon activation of the general fire alarm in the loading dock and/or smoke zone 4b.
    - exit door# 14 upon activation of the general fire alarm in the Smoke Zone 2.
    - exit door# 18 upon activation of the general fire alarm in Smoke Zone 7.

Exit door# 20

- the dividing portable partition in the education space shall be equipped with an exit door and an exit sign above the door (on the side of the Room 02.07), and they shall comply

with the BCA DtS provisions.

Exit door# 12, 14, 18

- are to be provided with a compliant panic bar on the side of the door that opens in the direction of egress.
- the other side of the door is proposed to be equipped with a card reader. An emergency break glass on the side of the door with the card reader is not required as there is no exit sign on this side of the door.

Other Requirements

- All exit doors provided with “push to exit button” and “emergency break glass” to be fully operational and functional as per the fire strategy requirements in an event of power outage in the building, meaning that they require to be provided with battery back-up power and shall be able to operate for 2 hours.
- The battery backup is to be monitored by the BMS which shall indicate if the battery is depleted. BMS shall be monitored in the security control room by the end user.
- The emergency “push to exit button” & “emergency break glass” are be located between 900 mm and 1100 mm above the finishing floor level. They shall be located within 500 mm of the door. Signage stating “PUSH TO EXIT” in capital letters minimum 20 mm high in a colour contrasting with the background, non-combustible, fade resistant and mechanically fixed is to be provided adjacent to each push to exit button. This signage is provided to allow occupants to quickly become aware of how to open the door during an emergency, to mitigate any associated delay to egress. Alternatively, the wording could be integrated into button plate and mechanically fixed.
- An emergency management organisation and staff training in accordance with AS 3745:2010 shall be provided to facilitate evacuation including dedicated fire wardens will be required for some events. Staff are to be trained and is expected to be familiar with the operation of the doors.
- For events in areas where egress is via these doors trained wardens that are familiar with the operation of the abovementioned doors shall be present.

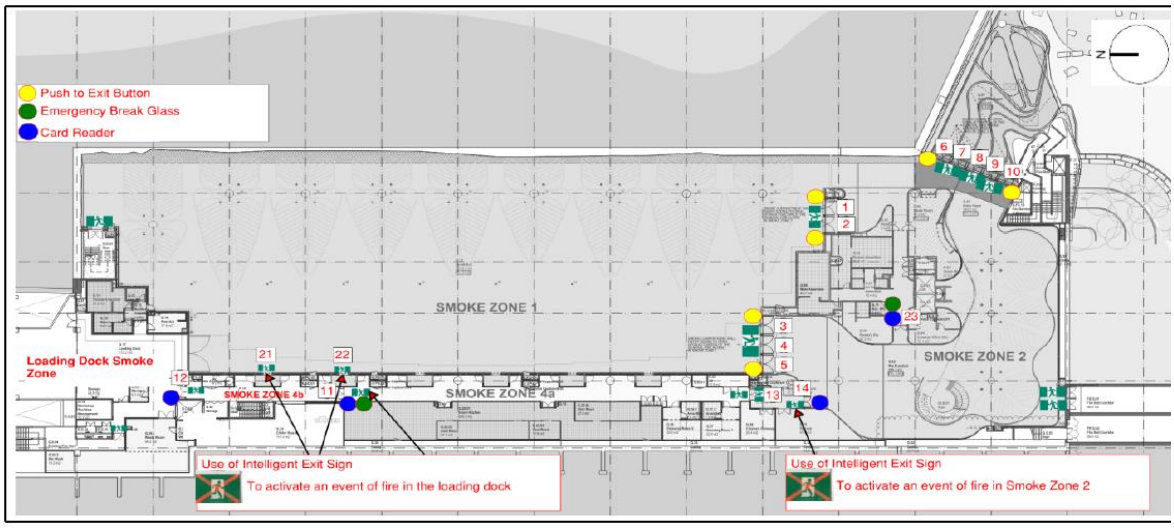


Figure 37: Location of doors without panic bars on Ground Floor

Figure 38: Location of doors without panic bars on Level 1

17.8 Education Space Operable Wall Door Management in Use Plan

Exit Door #20 does not meet the Deemed-to-Satisfy provisions within the NCC 2022 Volume One Amendment 1. As such, the below Management in Use Plan must be implemented in accordance with the applicable performance-based solution. This plan and requirements are detailed below.

The following acceptance criteria/justification is applicable to the operable wall:

- Internal access compliance
  - The operable wall would be always kept open unless there are specific events that require it to be closed.
  - The operable wall can be opened by staff when internal access between zones is required.
  - Staff will be trained to assist users with mobility impairments promptly upon request.
  - Signage

    - Install clear signage on both sides of the operable wall indicating contact information for assistance if required
- Management Plan
    - During routine frequent site inspections by Security Staff, inspections will include the education space with staff to verify the operable wall door is in the open position, and if not, rectify.
    - Education Staff will be required to ensure that the operable wall door is left in the open position at the end of their teaching session/day.
    - If a staff member has a disability, the operator must ensure this task is delegated to an able-bodied individual to maintain a safe working environment for all staff.

The following conditions apply to the performance solution:

- This management plan must be reviewed and always maintained by the building management to ensure ongoing compliance.
- Signage must meet the requirements of AS1428.1:2009 and must always remain visible.
- Any modifications to the operable wall or access route in the future must be reassessed for compliance.
- All staff operating the operable wall must be trained as per the procedures of the management plan.

17.9 Event Hall EWIS Zone

17.9.1 Normal Event Mode (no theatrical smoke and no open flame i.e. no smoking ceremonies or no cooking shows)

activation of the sprinkler heads, smoke detectors, heat detectors and/or thermal imaging detectors in Smoke the Zone 1 must immediately operate the EWIS “Evac Tone” in the Smoke Zone 1 and Smoke Zone 2 simultaneously (i.e. Event Hall, foyer and Level 1 gallery lobby) and skip the “Alert Tone”.

17.9.2 Theatrical Smoke Event Mode (no open flame i.e. no smoking ceremonies and no cooking shows)

alarm investigation upon MASD activation in the Event Hall is permitted when theatrical smoke machines are used. Refer to Table 9 for the details. Item 3.8.2 discuss the limitations with the use of theatrical smoke and fog machines. This mode shall be turned off when event is completed and shall automatically go back to the “Normal Event Mode” after 8 hours. The building management is responsible for confirming and ensuring that the detection system has been reinstated to the

Normal Event Mode and this procedure shall be included in the O&M Manual.

17.9.3 Smoking Ceremonies or Cooking shows Event Mode

Isolating the thermal imaging cameras and the MASD is only permitted during aboriginal smoking ceremonies or cooking shows in the Event Hall. Refer to Item 3.8.3 for more details. The isolation of the MASD and thermal imaging systems must automatically deactivate, and the system must return to normal automatic mode after 1 hour. The building management is responsible for confirming and ensuring that the detection system has been reinstated to normal operation mode and this procedure shall be included in the O&M Manual.

17.9.4 Loading Dock Delivery Procedure and Thermal Camera Isolation Mode

Large delivery trucks may use the Event Hall turning bay only before events when minimal staff are present, not in the presence of the public. In this case, thermal imaging cameras in the Event Hall may be temporarily isolated. Cameras must return to automatic mode after 1 hour, and building management is responsible for confirming the system is restored. This procedure must be documented in the O&M Manual.

Table 9: Alarm investigation fire strategy and activation of the SMEX for the Event Hall when theatrical smoke and fog machines are utilised only.

CAUSE	ALARM – MANAGEMENT NOTIFICATION	INVESTIGATION PERIOD (120 SEC)	FIRE BRIGADE NOTIFICATION	ALARM & SMEX ACTIVATION IMMEDIATELY (SKIP ALERT TONE)
Suspected Alarm MASD	Yes	Yes	No	No
Confirmed Alarm Detector: Thermal Imaging Cameras	n/a	n/a	Yes	Yes
Confirmed Alarm Management confirm alarm	n/a	n/a	Yes	Yes
Confirmed Alarm Alarm not manually reset within the investigation time of 120 Sec	n/a	n/a	Yes	Yes
Confirmed Alarm Sprinkler	n/a	n/a	Yes	Yes
Confirmed Alarm Manual Fire Break Glass	n/a	n/a	Yes	Yes

17.10 Fire Engineering Clause 3.4.10

Once the general fire alarm is activated, the ambient light in Smoke Zone 1 and smoke Zone 2 shall immediately and automatically be activated and the sound/music in these zones shall be automatically deactivated and switched off immediately with no delays. Fire wardens shall immediately prompt the occupants to move towards the exits. Should there be a scenario where the event organiser's audio/sound system is not compatible with the base-building sound system,

and the event organiser is using their own sound system that cannot be shut down automatically upon activation of the general fire alarm in Smoke Zone 1 and Smoke Zone 2, the following operational requirements shall apply:

- A dedicated fire warden is required during the event at all times and as soon as the fire warden is notified of the general fire alarm in Smoke Zone 1 and Smoke Zone 2, they must immediately turn off the sound system and turn on the ambient lights without delay.
- Communication with the dedicated fire warden shall be by radio such as handheld radios.
- An audio-visual (AV) touch panel shall be connected to the AV system as part of the visual aid. Upon activation of the general fire alarm in the building the touch panels shall automatically display a prompt (as illustrated in the figure below) instructing the designated fire warden to shut down the sound system immediately. These touch panels are to be patched into facility panels located nearby to end-user operational setup, which are to be patched into the AV network at the relevant AV room.
- This requirement shall be an integral component of the induction process for third-party events, ensuring that a touch panel is connected for EWIS alerts and that a dedicated fire warden is assigned to undertake the abovementioned procedure.
- This requirement must be incorporated into the agreement with event organisers if they are required to rely on the abovementioned strategy.
- All of the above provisions shall be included in the Management In Use Plan.

The management in use section 3.8.16 of the FER states:

The requirements under Section 3.4.10 of the FER shall be included in the management use plan and incorporated into the agreement with event organisers if they are required to rely on this strategy. These requirements shall also form an integral part of the induction process for third-party events, ensuring that a touch panel is connected for EWIS alerts and that a dedicated fire warden is assigned to undertake the abovementioned procedure.

17.11 Community Notification Distribution

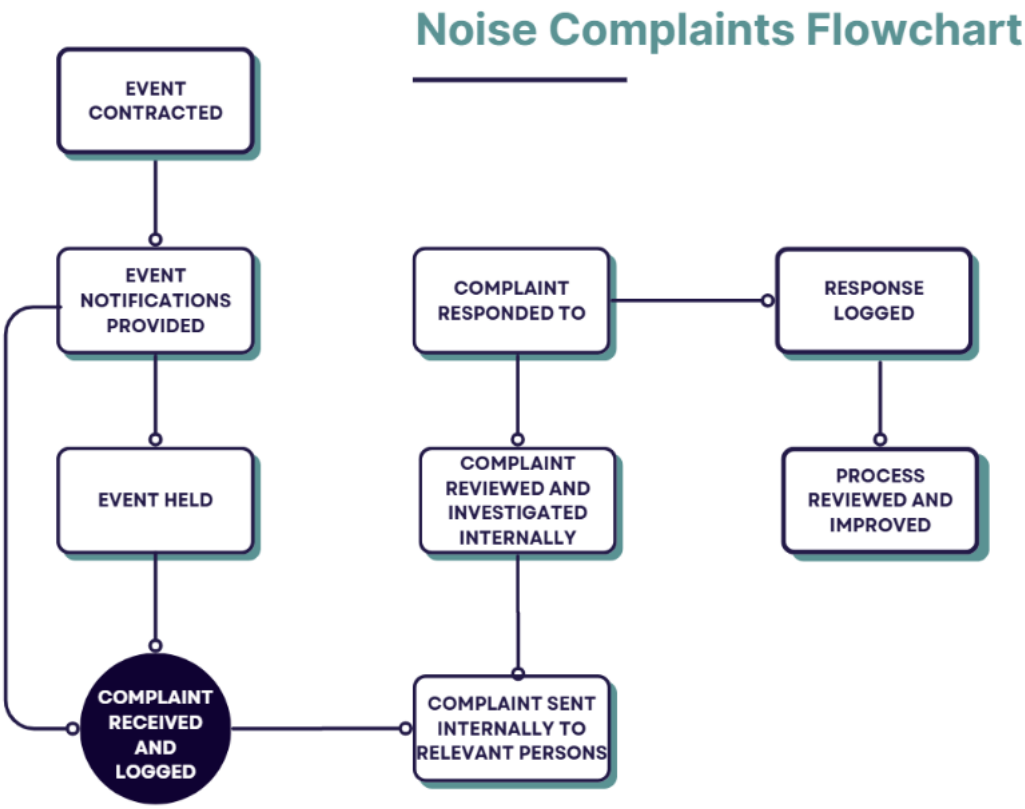
In line with the requirements of this plan and the EOMP, notifications will be distributed to properties within the below distribution area (subject to ongoing review).

Streets in this area include:

- Hickson Road from Argyle Place to Towns Place
- High Street from Argyle Place to Lance Place
- Argyle and Lance Lane
- Argyle Place from Dalgety Road to Kent Street
- Windmill Street from Dalgety Road to Kent Street
- Dalgety Road
- Bettington Street
- Rhodens Ln
- Merriman Street
- Towns Place

The notification will also be available online on the Cutaway website and provided to community organisations and strata committees in electronic form.

17.12 Complaint Management Flowchart



17.13 Table of D28 Conditions Required in EOMP

The following table lists all conditions (a–p) under SSD Condition D28 that must be addressed in the Events and Operations Management Plan.

Condition Reference	Description	EOMP location reference
(a)	Patron capacity and operational hours	Page 6
(b)	Public access	Page 7
(c)	Special events including bump in/bump out procedures and management	Page 7
(d)	Event management including description of events, patron capacities, programming, activation principles and event layouts of internal spaces	Page 7-9
(e)	Strategy to coordinate community access and use of the forecourt with events within the Cutaway	Page 11
(f)	Strategies for encouraging First Nations access and use of the site through programming	Page 12

(g)	Strategies for providing First Nations employment opportunities (direct and indirect)	Page 13
(h)	Noise management including noise limits, monitoring, community consultation and complaints handling	Page 15
(i)	Security management including general and event security	Page 19-21
(j)	Emergency management and incident response	Page 21-23
(k)	Management of food and alcohol	Page 24-25
(l)	Work health and safety practices and considerations	Page 26-27
(m)	Waste management including waste storage and event waste management	Page 28-30
(n)	Transport and parking management, including for events	Page 30-31
(o)	Sustainability, including ventilation strategy to support mixed-mode ventilation	Page 32-35
(p)	Stakeholder and community engagement procedure	Page 35-38