

Attachment D

Plan of Management



Plan of Management

Pier 8/9 Exhibition Centre
23 Hickson Road, Millers Point

Submitted to the City of Sydney Council

Prepared on behalf of Markham Real Estate Partners Limited ATF M7 Property Trust

17.08.26
25240

Beam Planning acknowledge that Aboriginal and Torres Strait Islander peoples are the First Peoples and Traditional Custodians of Australia. We pay respect to Elders past and present and commit to respecting the lands we walk on, and the communities we work with.

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Declaration

To Whom it may concern,

I have read and understood the Plan of Management and seek to incorporate its requirements for the <insert name of exhibition centre> at 23 Hickson Road, Millers Point.

<insert signature>

1.0 Introduction

1.1 Purpose

This Plan of Management (PoM) has been prepared on behalf of Markham Real Estate Partners Pty Limited, as trustee for the M7 Property Trust, to support the proposed use of Tenancy B at 23 Hickson Road, Millers Point (the site), as a business events and function centre. Tenancy B is located at the northern end of Piers 8/9 and extends across Levels 2 to 4.

The purpose of this PoM is to safeguard the amenity of surrounding residential and other sensitive uses, and to protect the wellbeing of visitors and staff. It identifies the management measures that will be implemented to control potential off-site impacts arising from the operation of the premises as a business events and functions centre, and outlines the operational procedures to be adopted by the Operator.

This PoM has been prepared in accordance with Section 3.15.5 of the Sydney Development Control Plan 2012 and the requirements of Schedule 3.2 – Plan of Management Requirements.

1.2 Objectives of the Plan of Management

The objectives of the PoM are to:

- Provide a clear and accessible document setting out how the business events and function centre will be managed and maintained to ensure a high standard of amenity for patrons, staff and the community.
- Ensure management policies and procedures support the successful operation of the facility as a responsible and responsive member of the local community. Including the implementation of measures to mitigate potential noise impacts.
- Ensure all servicing activities are carried out in a coordinated, safe and controlled manner, with minimal disruption to the surrounding area.
- Minimise vehicle access and traffic impacts associated with the use of the premises on the local road network.
- Create a safe, inclusive and non-threatening environment for visitors, staff and the community to attend events.
- Effectively manage the provision of alcohol for licensed events.
- Ensure all staff and volunteers understand their responsibilities and are trained in the management procedures adopted by the Operator.
- Minimise operational impacts on nearby residents and businesses, and respond to any community concerns promptly and professionally.

1.3 Implementation

This PoM is a live management document and may be updated in consultation with Council to reflect changes in regulations, operational procedures or best practice standards. All staff and volunteers will be provided with a copy of this PoM and inducted on its requirements. A copy will be maintained on-site at all times.

The business events and function centre will operate in accordance with the following principles at all times:

- Comply with all relevant statutory approvals, including development consent, licence conditions and any subsequent approvals.
- Comply with internal house policies, including emergency and evacuation procedures, responsible service of alcohol (RSA), safety protocols and related procedures.
- Ensure ongoing compliance with the requirements of this PoM.

2.0 Site and Locality Details

2.1 The Site

The site comprises Lot 8 in DP1018716, known as Piers 8/9, 23 Hickson Road, Millers Point. The existing improvements comprise a heritage building set on a post and beam structure, with an interior that has been creatively repurposed at different times for various activities, such as commercial office space and a restaurant / function space. It is identified as part of the *Walsh Bay Wharves Precinct* (SHR item no. 00559), listed on the State Heritage Register. This PoM relates specifically to the Tenancy B which occupies the northern end of the building across Levels 2 to 4. **Figure 1** shows an aerial image of the site's context.

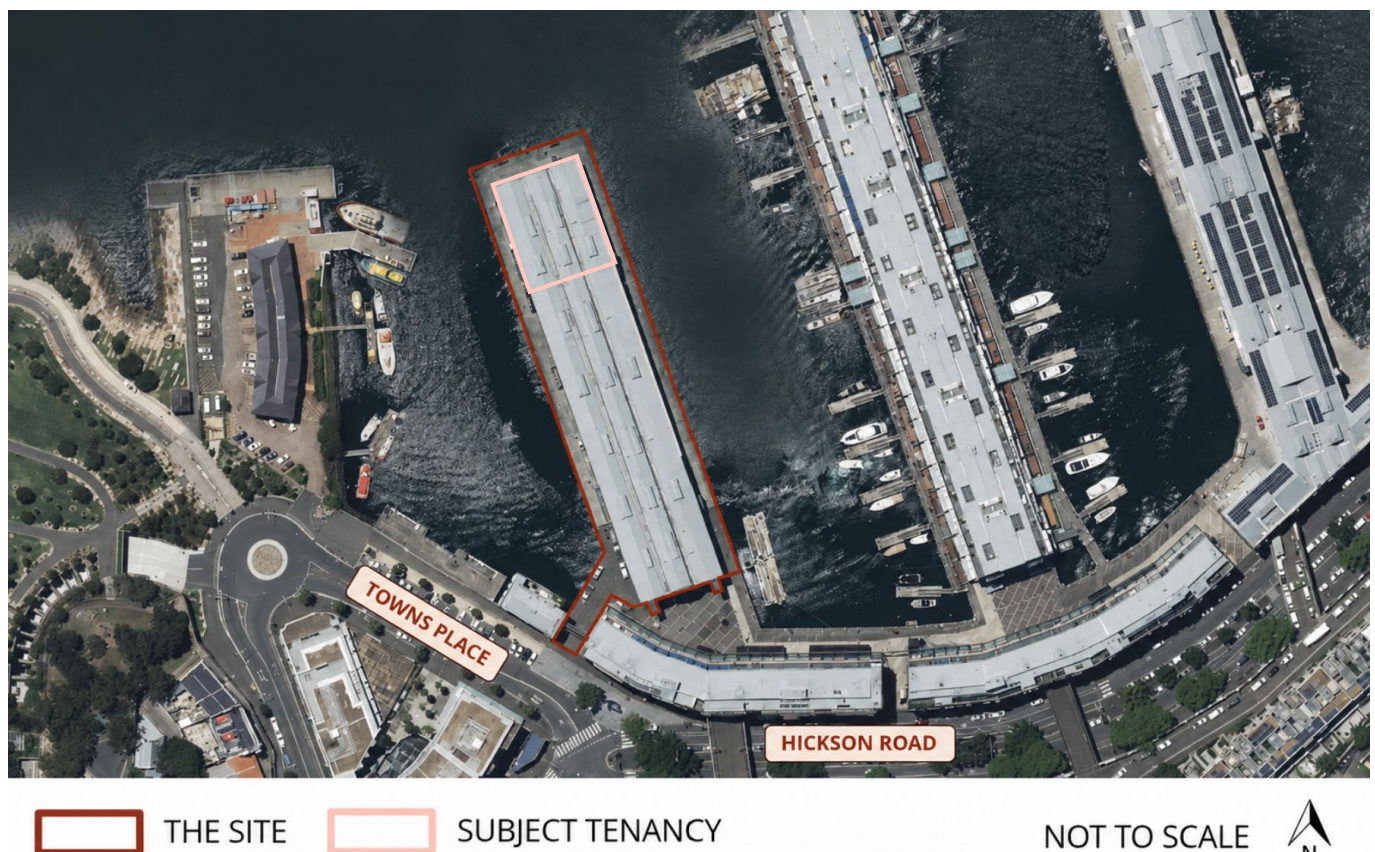


Figure 1 Site aerial context

2.2 Surrounding Location

The Walsh Bay Precinct contains a mix of cultural, community and residential uses, including theatres, galleries and long-stay residential accommodation. These mix of uses have informed the operational strategies contained within this PoM to contribute to the lively night-time economy of Walsh Bay while protecting the residential amenity of residents.

To the east and south of the pier are residential apartments fronting Hickson Road and Towns Place, with ground-floor commercial tenancies, small-scale retail uses and public open space connecting the waterfront to the broader Millers Point neighbourhood.

The surrounding public domain includes waterfront walkways, outdoor seating areas and cultural venues that contribute to high levels of pedestrian activity, particularly during events hosted across the Walsh Bay Arts Precinct. The site is well-served by public transport, with bus services operating along Hickson Road, and connections to Circular Quay Station and Barangaroo Metro Station within walking distance. On-street parking and commercial parking stations in the surrounding locality support visitor access to the venue, as well as dedicated rideshare pick up locations. The public waterfront walkway system provides safe pedestrian access and dispersal routes during events.

2.3 Proposed Development

It is proposed to use the existing commercial office tenancy as a business events and function centre premises, intended to be operated by one of Sydney's leading hospitality and events businesses. The proposal also includes associated building works to provide access and other facilities to support the new use, including new fire egress and gantries on either side of the pier, lifts on the western side, and a balcony to the northern façade. **Figure 2** shows the proposed layout of Level 2.

The business events and function centre rooms will utilise the shared kitchen, cool room, bar and storage areas on level 2, the bathroom amenities on level 3, and will have access to the office/ management rooms on level 4.

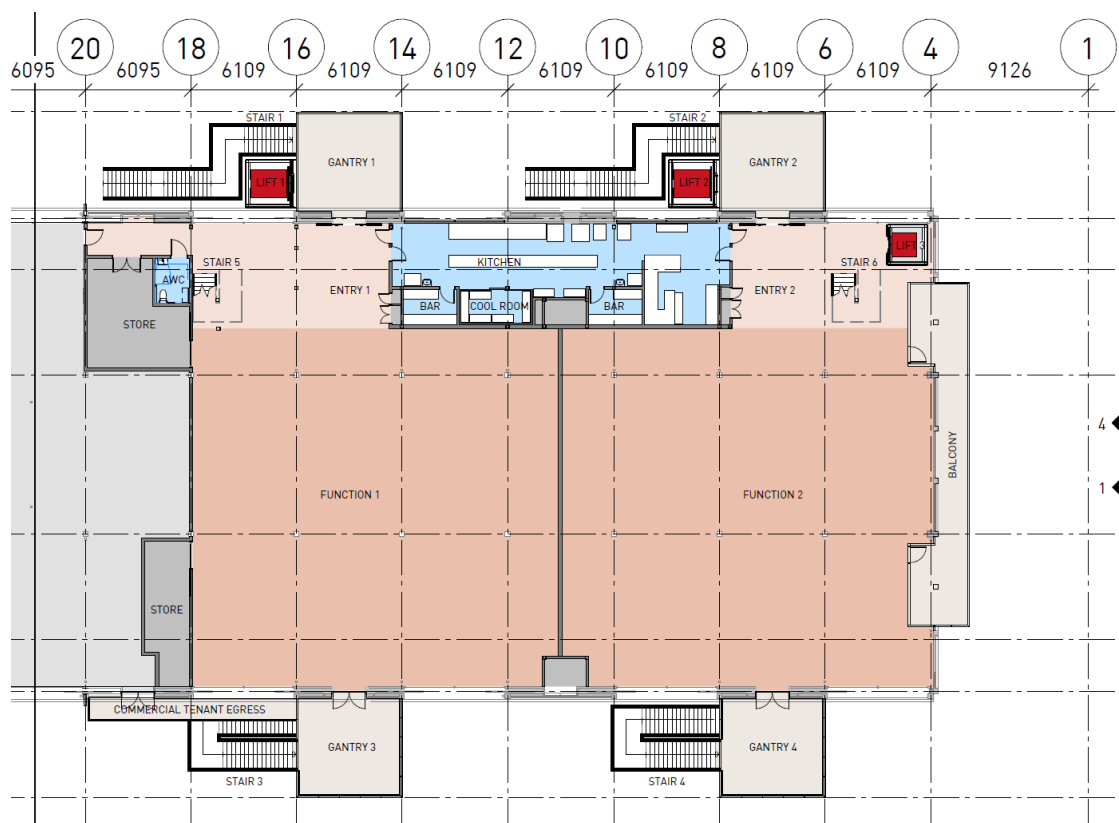


Figure 2 Level 2 venue layout

Source: Sissons

3.0 Hours of Operation

Unless otherwise approved, the premises will have a maximum capacity of 750 people and will operate under the following trading hours:

Indoor Operating Hours

Monday to Wednesday	7am – 11pm
Thursday to Saturday	7am – 12am
Sunday	7am – 11pm

Outdoor Operating Hours

Eastern gantries	Monday to Sunday	7am – 9pm
Western gantries	Monday to Sunday	7am – 10pm
Northern balcony	Monday to Sunday	7am – 10pm

The operator will ensure that:

- Events conclude within 15 minutes prior to the approved operating hours, leaving sufficient time for remaining guests to disperse from the venue.
- Patrons depart the premises in an orderly and timely manner at the end of each event (see Section 5.1).
- Any use of external areas ceases within the hours approved for those areas.
- Cleaning, staff close-down and post-event procedures are undertaken in a manner that minimises noise impacts.
- Staff and contractors are aware of the applicable operational hours and restrictions.

4.0 Operational Details

The premises will operate as a managed business events and function centre. Events will generally be pre-booked and coordinated by the venue operator. The premises will not operate as an uncontrolled walk-in venue.

4.1 Nature of Events

The premises will generally accommodate a range of (but not limited to):

- Corporate events.
- Business meetings and presentations.
- Conferences, seminars and workshops.
- Networking events.
- Private functions, including weddings.
- Launches and receptions.
- Seated dining events.
- Cocktail-style events.

Events will be subject to venue booking procedures, event planning requirements, venue rules established by Management and this PoM.

4.2 Patron Capacity

In accordance with the proposed development, the maximum patron capacity of the premises will be 750 people seated or standing..

The tenancy can be divided into two rooms split by an operable wall. Room 1 (to the North) can accommodate up to 300 people seated and Room 2 (to the South) can seat up to 400 people (noting the overall capacity of 750 people, it is not possible to utilise both rooms up to their respective capacity concurrently).

Each gantry to have a maximum capacity of 20 people at any one time.

4.3 Staffing and Supervision

The premises will be managed by an appropriately experienced venue operator. Staff will include venue managers, event managers, food and beverage staff, security personnel, cleaning staff, technicians and other operational staff as required. The number of staff rostered for each event will be commensurate with:

- The type of event.
- Anticipated patron numbers.
- Service requirements.
- Event duration.
- Any use of external areas.
- Risk and safety considerations.

A responsible venue manager or nominated duty manager will be present on-site during events.

The following staff will typically support an event:

- 2x Management/Supervisor
- 1x Chef
- 2x Sous Chef
- Wait Staff – 1 per 25 patrons
- Kitchen – 1 per 50 patrons
- 2-3 x Security personnel
- 2 x RSA marshals

Key operational roles responsible for patron monitoring will include the event manager, RSA marshals, security personnel and venue operations staff. The event manager or nominated duty manager will retain overall responsibility for coordinating patron management during each event. RSA marshals will monitor alcohol service, patron behaviour and signs of intoxication. Security personnel will manage entry and egress, monitor internal and external areas, respond to incidents and support the orderly dispersal of patrons. Venue operations staff will monitor patron movement, use of external areas and compliance with venue rules, and will promptly report any issues to the event manager or security personnel.

For high risk events, or events where higher than average patronage is expected, security personnel will be increased to a minimum of three, with one at the site entrance, one midway on Pier 9 and one at the base of the lifts and stair entrance point. This will be supplemented by at least two RSA marshals. Refer to Section 5.1, Figure 4.

4.4 Use of Eastern Gantries

The eastern gantries will be closed by operations staff at 9pm, or earlier where amplified music is being played (see **Section 6.0** below). Access will be retained for emergency egress only.

Smoking is not permitted on the eastern gantries.

4.5 Identification Policy

A strict identification policy will be enforced to ensure that proper, valid identification of age is presented upon request where alcohol is being served as part of an event. The Security Personnel and Management will be vigilant in checking identification and ensuring it is checked again when a drink is ordered if unsure. Management will only accept the following forms of identification:

- A valid driver's licence.
- A valid passport.
- NSW Government Photo Card or Interstate Proof of Age Card.

4.6 Liquor Licence and Responsible Service of Alcohol

It is the Management's policy, in addition to being a condition of the Liquor Licence that all laws are complied with in regard to the sale and consumption of alcohol on the premises. The business events and function centre premises is to obtain a new liquor licence prior to operation. The premises is located in the Sydney CBD liquor precinct and will operate in accordance with the regulations associated with the precinct.

The Licensee will adopt and promote the laws and regulations under the *Liquor Regulation 2018*. A copy of the Regulation will be prominently displayed at the premises and will be readily available to all staff involved in the sale and supply of liquor. Management and staff are responsible for adhering to all the policies on alcoholic beverage service. It will be the Management's responsibility to educate the staff in order to help ensure the safety of customers.

Consultation with NSW Police on matters such as security and crime prevention will take place as part of the updated liquor licensing process for the event and function centre, and will be incorporated into this PoM where necessary.

Prior to the serving of alcohol, the Licensee and other staff involved in the sale and supply of liquor will be required to complete a Responsible Service of Alcohol (RSA) Course approved by the relevant authority. Copies of the Licensee's and other staffs completed course certificates will be kept in an on-site register. The Licensee will ensure that the register is made available for inspection on request by NSW Police Officers or Special Inspectors. The Licensee will implement a "House Policy" regarding the responsible service of liquor at the premises.

The Management's primary responsibility is for the safety and wellbeing of all customers. The Licensee and staff will:

- Provide employee training and awareness regarding RSA and harm minimisation to all floor staff which will include approaches that will be used to manage intoxicated and/ or disorderly persons;
- Take reasonable steps to restrict activities (such as promotions or discounting) that could encourage misuse or abuse of liquor (such as binge drinking or excessive consumption);
- Encourage patrons to drink responsibly and let them know they will be asked to leave if they become intoxicated, violent or quarrelsome;
- Ensure that liquor sold to patrons on the premises is not removed from the premises at any time;
- Provide free drinking water to be made readily available at all times;
- Provide or offer low alcohol beer and non-alcoholic beverages at all times; and
- Provide or offer food whenever liquor is consumed at the licensed premises.

4.7 Illegal Drugs

Any known substance abuse by patrons or staff will be seen as a serious offence by the management and security personnel. Any employee proven to be selling, purchasing, using or in possession of narcotics or other legally controlled substances off premises or within the company business will be reported to the police immediately.

4.8 Smoking and Vaping

No smoking or vaping is permitted on the eastern gantries.

The western gantries and western half of the northern balcony are designated smoking/vaping zones. Signage will be installed identifying these zones which will be monitored by venue personnel.

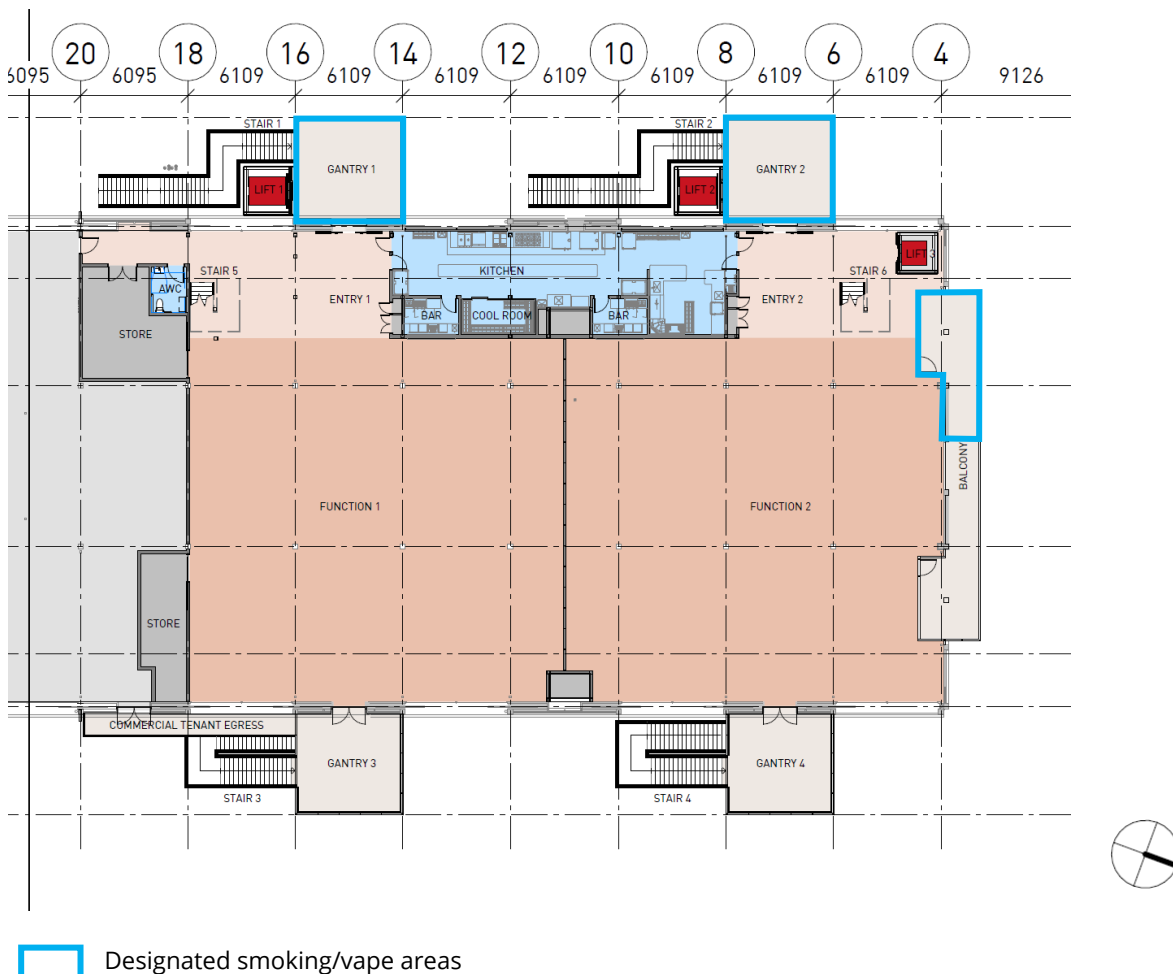


Figure 3 Designated smoking/vape areas

5.0 Access and Transportation

Management is to distribute travel information to the business events and function centre organisers to pass onto attendees informing them of public transport options and the location of nearby off-street car parking facilities. This includes (as per **Figure 3**):

- Surrounding bus routes;
- Barangaroo metro station;
- Circular Quay and Wynyard train stations;
- Off-street paid parking at Bond One, Barangaroo Point and Barangaroo Reserve parking stations (as well as limited on-street parking);
- Dedicated uber pick-up/ drop off points located on the southern side of Towns Place;
- Pick up and drop off for taxi's available at numerous taxi and no parking zones along Hickson Road.

All visitors and staff will be encouraged to utilise public transport options.

Venue hirers will be informed that no dedicated bus parking for events held at the venue will be provided, and that guests are not to be transported to the venue via bus. Should buses transport guests to the site they will be required to make use of publicly available bus or coach zones in the surrounding area.

Venue hirers will be informed that no dedicated limousine / car hire parking will be available on-site. Should these vehicles transport guests to the site they will be required to make use of publicly available on-street parking in the surrounding area.

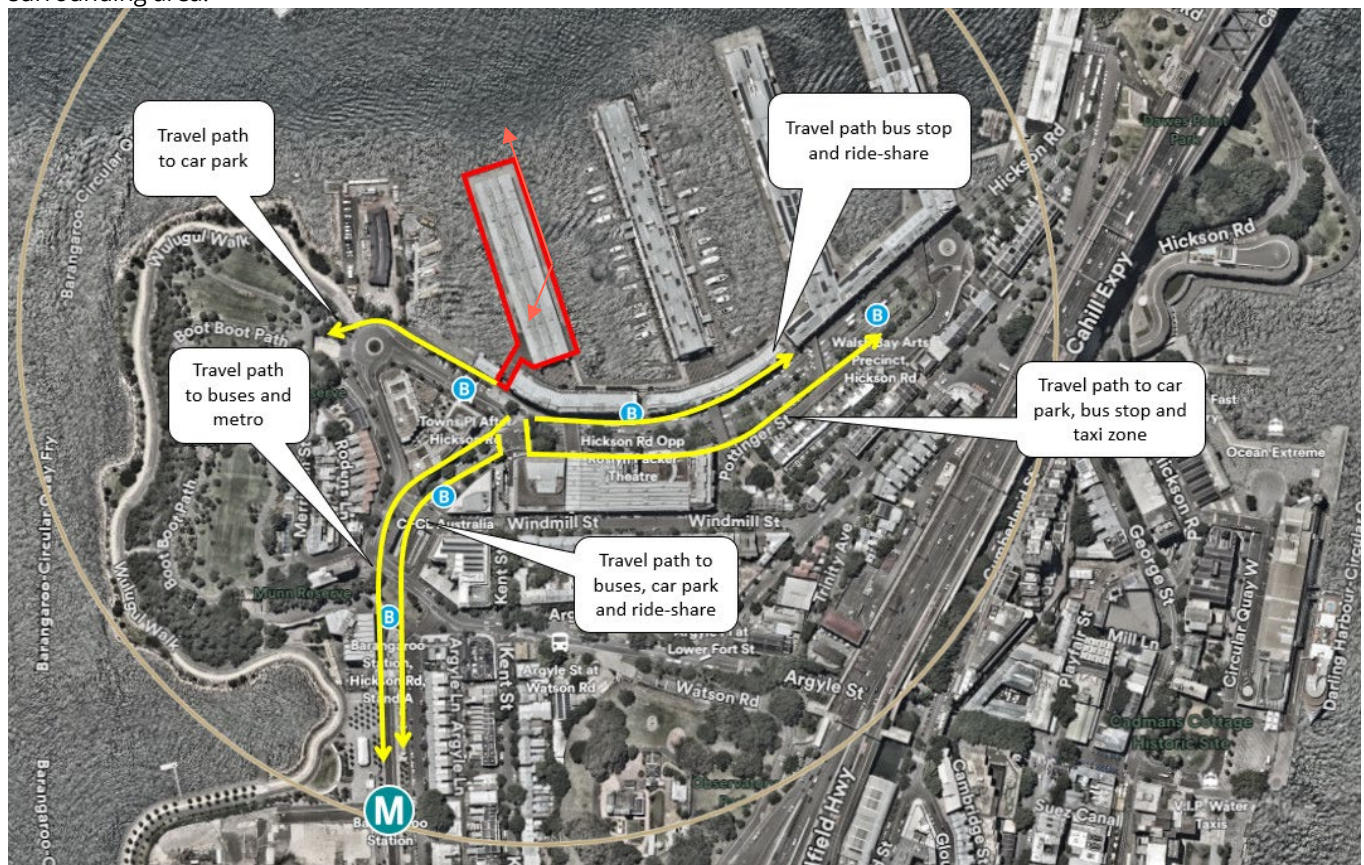


Figure 4 Transport options in the vicinity of the site and venue access

5.1 Arrival and Departure of Patrons

Patrons will enter and exit the premises via the designated stairs and/or lifts on the Pier 9 (western) side of the building, which provide access to the gantries and entry foyers serving each function room (refer to **Figure 4**).

Patron arrival and departure will be actively managed by the Operator to facilitate safe and orderly movement, minimise any congregation within and immediately surrounding Piers 8 and 9, and protect the amenity of nearby residents.

5.1.1 Patron Dispersal

The Event Manager or nominated Duty Manager will have overall responsibility for patron departure supported by RSA marshals, licensed security personnel and venue operations staff.

As patrons progressively depart the premises prior to conclusion of an event, the Event Manager and associated personnel will manage departure including preventing crowding or congregation on the gantries, lifts, stairs, Pier 9 apron and adjoining public domain, and to mitigate noise impacts on nearby residents through active management.

Music, live entertainment and formal event activities will cease at least 15 minutes prior to the approved closing time. During this period, venue staff will commence the orderly wind-down of the event and actively encourage the progressive departure of remaining patrons.

All patrons must have departed the premises within the approved operating hours.

5.1.2 Patron Amenity Announcements

At the commencement of the event, the MC or Event Manager will make an amenity announcement advising patrons that the venue is located within a mixed-use precinct containing nearby residences and requesting that patrons respect the amenity and privacy of surrounding residents.

The announcement will also advise patrons of:

- The designated smoking and vaping areas;
- Restrictions applying to external areas;
- The requirement to comply with directions from venue staff and security personnel; and
- The designated Pier 9 western departure route.

Approximately 30 minutes prior to the scheduled conclusion of the event, the MC or Event Manager will make a further announcement requesting patrons to:

- Depart quietly and keep voices to a minimum once outside the venue;
- Use the designated Pier 9 western departure route;
- Follow all directions from venue staff and security personnel;
- Avoid congregating, loitering or waiting for other patrons within the Pier 9 apron and adjoining public domain; and
- Proceed promptly towards their onward transport destination, including public transport, car parks and nominated taxi or rideshare collection locations.

Further announcements may be made during the departure period where considered appropriate by the Event Manager.

5.1.3 Signage

Signage will also be displayed at venue exits, gantries, within the lifts and on the apron of the Pier reminding patrons to minimise noise, respect surrounding residents and leave the locality promptly.

5.1.4 Management of Patron Departure

Patron departures will be actively monitored and managed to maintain an orderly and progressive flow of patrons away from the premises.

The Event Manager may moderate the rate of patron departure where necessary having regard to:

- Patron numbers and the number of patrons waiting to depart;
- Lift and stair capacity;
- Crowding on the gantries or Pier 9 apron;
- The movement and congregation of patrons along the departure route;
- Availability of taxis, rideshare vehicles and public transport;
- Weather conditions;
- Mobility and accessibility requirements; and
- Directions provided by security personnel.

Patrons will not ordinarily be held within the venue or released in fixed groups unless the Event Manager or security personnel determine that this is reasonably necessary to manage congestion, safety, noise or external patron activity.

Where the premises are operating as two separate function rooms, the Event Manager will coordinate event conclusion times at least 15 minutes apart to avoid simultaneous peak departures, so far as reasonably practicable.

5.1.5 Designated Western Departure Route

For all events patron departure will occur via the Pier 9 western side of the building, except where an alternative route is required for emergency egress, accessibility or safety purposes.

The eastern gantries will not be used for routine patron departure.

Patrons will be directed from the function rooms via the designated stairs and lifts to Pier 9 and onwards towards Towns Place/Hickson Road and their onward transport destination.

The Pier 9 apron and associated external access areas are to function as a movement and dispersal corridor and not as a patron congregation or waiting area.

Security and venue personnel will actively manage and discourage patrons from:

- Congregating or loitering;
- Waiting for friends or transport within the Pier 9 apron;
- Shouting, singing or engaging in unnecessarily loud conversation;
- Consuming beverages outside approved areas; or
- Otherwise engaging in behaviour likely to adversely affect surrounding residential amenity.

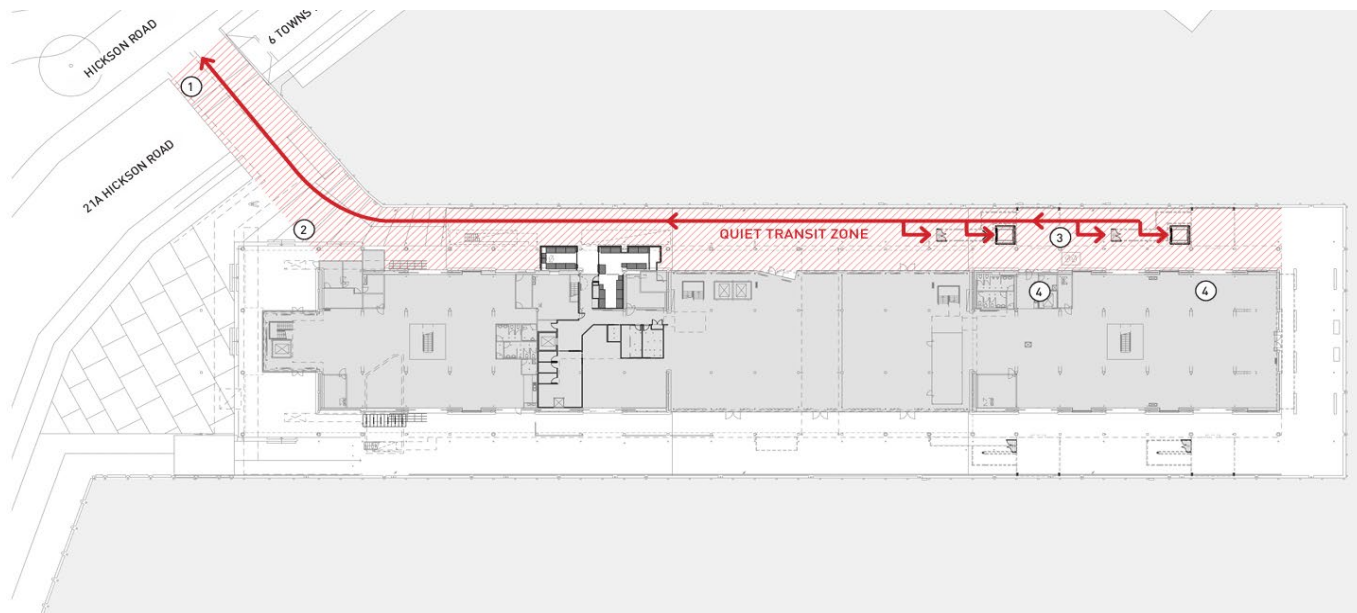
5.1.6 Security and Staff Deployment

During the departure period for events, security and venue personnel will be deployed at appropriate locations having regard to event size, patron characteristics and anticipated departure patterns. For larger events, these positions will include:

- Venue exits, to monitor and manage patron departure;
- Lifts and stairs, to prevent crowding and maintain accessible paths of travel;
- Pier 9 gantries and apron, to maintain continuous patron movement and direct patrons towards Towns Place/Hickson Road;
- Sensitive sections of the departure route, to monitor noise, discourage loitering and prevent congregation; and
- The Towns Place/Hickson Road interface, where appropriate, to direct patrons towards nearby car parks, taxi and rideshare collection locations, bus stops, Barangaroo Metro Station and other public transport services.

RSA marshals and venue operations staff will assist security personnel by monitoring patron behaviour, identifying intoxicated or vulnerable patrons and escalating any concerns to the Event Manager.

For Major Events (in excess of 550 guests) up to a maximum capacity event (750 guests), the Operator will maintain a minimum of 2 RSA Marshals within the premises together with 3 security personnel located at the base of the lifts, midway along Pier 9 and at our Towns Place/Hickson Road Interface.



KEY:

- ① Security point at boom gate. All events.
- ② Security point on pier. Applies only to major events.
- ③ Security point at venue stairs and lifts. All events.
- ④ RSA marshals within venue. All events.
- Quiet Transit Zone.

Figure 5 Patron Dispersal / Security Strategy

CCTV will monitor relevant venue exits, gantries and external areas associated with patron departure. Signage will advise patrons that CCTV surveillance is in operation.

5.1.7 Management of Patron Congregation

Venue staff and security personnel will actively monitor external areas during patron departure and take reasonable steps to prevent congregation within the Pier 9 apron and other sensitive areas immediately surrounding the venue.

Where patrons congregate, security or venue staff will promptly:

- Approach the group;
- Remind patrons of the proximity of nearby residences and the need to minimise noise;
- Request that patrons refrain from shouting, singing or other unnecessarily loud behaviour; and
- Direct patrons to continue towards their onward transport destination.

5.1.8 Closing and Contingency Procedures

Events will be programmed and managed to ensure all patrons have departed the premises before the expiry of the approved operating hours. If patrons remain within the premises shortly before the approved closing time:

- The Event Manager will issue a final departure announcement;
- Security and venue staff will personally direct remaining patrons towards the approved exits;
- Additional security personnel will be redeployed to venue exits, lifts, Pier 9 and other relevant locations as required;
- Taxis, rideshare vehicles or other suitable transport may be arranged for patrons requiring assistance; and
- Any patron refusing to leave will be managed in accordance with the venue's ejection procedures, with NSW Police contacted where necessary.

No patron will be permitted to remain on the premises after the approved closing time other than where immediate departure would create a genuine safety, accessibility or medical risk. Any such occurrence will be recorded in the Incident Register, including the reason for the delay, action taken and time of departure.

5.1.9 Post-Event Management

Once all patrons have departed, only essential staff required for close-down, cleaning, security and safety procedures may remain on the premises.

Staff close-down activities will be undertaken internally and quietly. Staff will not congregate on the gantries, Pier 9 apron, Towns Place or Hickson Road.

Following major events and late-night functions, the Event Manager, Duty Manager or nominated security personnel will inspect the immediate external areas to confirm, so far as reasonably practicable, that:

- Patrons have dispersed from the immediate vicinity;
- No significant patron congregation remains;
- Venue-related waste or bottles have not been left within the public domain; and
- No continuing activity associated with the venue is causing unreasonable noise or disturbance.

5.2 Accessibility

The premises will provide equitable access in accordance with the approved building design and relevant statutory requirements. Accessible access will be maintained at all times, including to principal entry points, lift access routes, internal circulation spaces and accessible amenities where provided. Management will ensure that accessible paths of travel remain clear and that event layouts do not obstruct required access.

5.3 Staff Access

Staff will access the premises in accordance with venue operating procedures. Staff will be briefed on appropriate access routes, arrival times and workplace procedures.

5.4 Deliveries and Servicing

As per current arrangements, delivery vehicles will enter the site via Towns Place and loaded within the existing loading parking areas for the business events and function centre premises, with access restricted to this area. A new waste enclosure with privacy screening is provided adjacent the existing room (**Figure 5**).

Event provisions and waste will be transferred between the loading area and the venue via Pier 9 and the entry lifts.

A private waste contractor will service the retail general waste and recycling bins as per an agreed collection schedule, with general waste and recycling collected up to 6 times a week, and food waste twice per week.

The tenancy should operate in accordance with the Operational Waste Management Plan prepared by Elephants Foot, dated 11 June 2026.

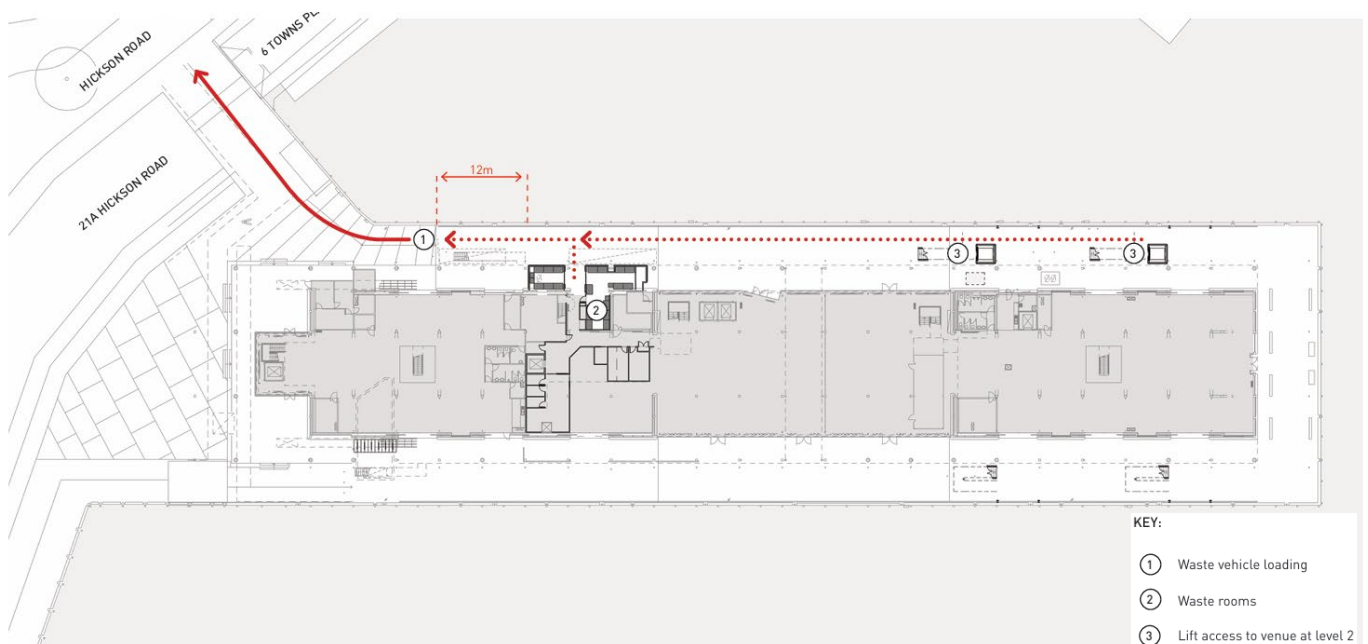


Figure 6 Waste Management Arrangements

6.0 Noise Mitigation

The following acoustic mitigation measures will apply to the business events and function centre premises at different times of the day.

Use/ Noise Limit	Hours	Other Restrictions
Low impact events only, including business breakfasts, meetings and presentations	7:00am – 9:00am	Implementation of quiet-arrival protocol with security and venue staff to coordinate patron arrival from Hickson Road to the gantry entrance and reinforce quiet-zone requirements
Music noise level to be limited to 65dB(A)Leq, 15min at a distance of 2m from any speaker, within the function centre	7:00am – 10:00pm	Only while Eastern gantry and Northern balcony doors access doors are open.
DJ music noise level to be limited to 90dB(A)Leq, 15 min, within the function centre	9:00pm – 12:00am	Operations on the Northern balcony and Eastern gantries to cease and access doors to be kept closed.
DJ music noise level to be limited to 90dB(A)Leq, 15min, within the function centre	10:00pm – 12:00am	- Operations on gantries and northern balcony to cease and the access doors are to be kept closed. - No queueing outside and no garbage removal in external areas after midnight.
DJ music noise level to be limited to 95dB(A)Leq, 15min, within the function centre	7:00am – 12:00am	- New access doors to the gantries and northern balcony should comprise of double glazed systems consisting of 10.38mm laminated glass, a 12mm air gap, and 6.38 mm thick laminated glass within commercial frames, fitted with acoustic seals or equivalent. - Existing fixed windows should be upgraded with a secondary window (similar to Aneeta sashless windows behind existing heritage windows) and acoustic seals. - Acoustic façade options, including sound blocking acoustic curtains may be incorporated into the internal side of the façade in lieu of upgraded external walls. - Speakers are to be vibration isolated. - Management should install signage reminding patrons to be considerate when leaving the site, given the proximity to nearby residential receivers.
Waste pick up in accordance with the Waste Management Plan prepared by Elephants Foot, dated 11 June 2026		No external disposal or transfer of glass to the waste room after midnight.

Management and staff will closely monitor the following noise management procedures:

- The premises will comply with all the Council requirements (including conditions of consent) in relation to noise emanating from the premises.
- Security personnel will ensure that patrons keep noise down upon entering and leaving the premises.
- A minimum of one (1) staff/ security member is to ensure the entry door remains closed following the start of an event.
- Entry and exit doors on the eastern gantries and northern balcony are manual doors and will be closed at their designated closing times (i.e. 9pm for the eastern gantries and 10pm for the northern balcony, unless otherwise earlier per the acoustic requirements of the above table) to reduce noise impacts to the residential properties to the east.

- Entry and egress of the function centre will be from the western gantries (except in an emergency), ensuring that noise is minimised to residents to the east.
- Music and/or live entertainment must cease 30 minutes prior to closure.
- Waste will be stored within the internal bin store at the end of a function and will not be compacted or baled. Waste will be collected as part of the existing private waste collection service.
- No disposal of glass or garbage removal is to occur in external areas after midnight.
- Staff members and/or delivery personnel are to use wheeled trolleys and the assistance of other staff to move function equipment (including music/entertainment equipment) to minimise noise emission.
- Signage will be erected at egress points reminding patrons to be considerate of neighbours when leaving the site.

All sound emissions and noise management practices will comply with Council's requirements, the Protection of the Environment Operations Act 1997 and the NSW Casino, Liquor and Gaming Control Authority requirements in relation to noise emanating from the premises.

7.0 Security and Safety

The security and safety of employees, guests and the general public are highly valued by the management of the premises. The Licensee will engage the services of a reputable security company.

7.1 Venue Supervision

A venue manager or nominated duty manager will be responsible for the overall supervision of the premises during events. Staff will be trained in operational procedures, emergency response and patron management. RSA marshals and security will monitor guest behaviour and responsible service of alcohol.

7.2 Code of Conduct for Security Personnel

All security personnel will:

- Possess a current security licence and have satisfactorily completed all relevant training associated with a crowd control licence.
- Be licenced under the appropriate legislation relating to crowd control.
- Conduct themselves in accordance with the industry code of practice.
- Remain outside after the premises closes to ensure the quiet and orderly departure of patrons;
- Maintain a well-kept, tidy and professional appearance and be at all times easily recognisable to other staff and patrons as "security personnel".
- Be respectful of people and treat people in a dignified manner.

7.3 General Security Procedures

Security personnel will be present when the function spaces are used. Security will regularly monitor the premises to keep noise to a minimum and in accordance with the relevant standards for the time of day. Additional general security procedures are as follows:

- A minimum of two security personnel will be on duty at all times at least 30 minutes before, during and 30 minutes after the function patrolling the main entry, internal and external areas.
- Security personnel will manage egress of visitors.
- Security personnel will ensure that customers do not leave the premises with bottles or glasses (alcoholic or non-alcoholic beverages).
- Security personnel will not permit any intoxicated person to enter the premises and will bring to the notice of the Manager or Licensee any persons on the premises who might be considered to be intoxicated.
- Whilst final patrols are being conducted security personnel will collect any rubbish on the footpath immediately outside the premises that may be associated with the function centre.
- At all times security personnel will be aware of the maximum number of patrons allowed in any one area.
- Security personnel and management will be required to cooperate with the Police and Council.

7.4 Door Policy

Security personnel and management reserve the right to refuse entry if guests:

- Are not on the list of invitees to any event (and the organiser confirms they are not invited).
- Do not meet the dress code requirements.
- Are drunk and disorderly.
- Do not consent to a search if requested.

7.5 Ejection of Patrons

The following procedure will apply when involved in the removal of a person from the premises who is intoxicated, drunk or disorderly:

- Verbal communication with the patron will occur to explain the break of conditions of the Liquor License.
- Under no circumstance is it permissible for any employee to strike a customer. In the event that a fight develops, security personnel's physical involvement will be limited to the necessary restraint required to escort the individuals involved from the building as quickly as possible so that other patrons are not unduly disturbed. Guests who are asked to leave for starting a disturbance are no longer welcome guests of the venue.
- Security personnel will be instructed to contact Police for assistance in removing any customer who exhibits anti-social or violent behaviour.
- An Incident Report must be completed following any altercation and/or disturbance stating all the relevant information for reference purposes.

7.6 Incident Register

An incident register will be kept on site in digital format to record incidents occurring on the premises which may require the attention of NSW Police as outlined in Section 56 of the *Liquor Act 2007* and Section 42 in the Liquor Regulation 2018. The register will be provided in a format consistent with the requirements of Liquor and Gaming NSW.

7.7 Signage

Signage will be erected internally and externally within the pier tenancy to advise patrons that residential areas are nearby and to maintain quiet and order when entering and leaving the premises.

7.8 Evacuation Plan and Emergency Closing

A detailed plan of the site will be provided during training and in some circumstances, it may become necessary to close the establishment (fire, flood, power failure, bomb scare and other major emergencies). Approval must be sought from the Manager on duty prior to closing. Procedures for such an event will have to tie in with procedures for the remainder of the building.

Access for ambulances can be provided around the pier.

7.9 Theft

In the event that theft occurs involving a patron, every effort must be made to assist the patron in any way possible (forms, police report, telephone calls). All personal information must be recorded in the complaints and incidents register in case any items are recovered at a future time. Incidents involving staff members must also be documented on the Incidents Report Form and any necessary police reports must be completed. A list of all items missing must be recorded. The theft of any property from the premises must be reported to the police for insurance purposes. All thefts must be documented clearly and concisely on an Incidents Report Form.

7.10 Weapons

Weapons of any type (knives, firearms etc.) will not be permitted at any time, unless in the hands of authorised security personnel or police. Security personnel will be trained to search and detect the presence of weaponry if required to do so.

7.11 Principles for Minimising Crime Risk

Below is set out the principles that have been developed to reduce crime at this location.

7.11.1 Surveillance

The Management/ Licensee will install CCTV surveillance cameras in and around the premises, placed in strategic places including ingress/egress points, the northern balcony and the gantries. The surveillance tapes will be kept for a period of at least 28 days for viewing by Police, a Liquor and Gaming investigator or a Council officer if required.

7.11.2 Access Control

Most guests to the business events and function centre premises area will be invited and on an invitation list, which will be monitored by security during patron ingress and egress from the premises, limiting the opportunity for unauthorised patrons in or around the premises. There will also be areas where guests are asked to show their invitation or prove their ID.

7.11.3 Space Management

The private areas will be kept clean, tidy and any vandalism or graffiti will be rapidly repaired.

7.11.4 Local Area Command and Liquor Accord Issues

The Approved Manager or delegate will attend the local Liquor Accord meeting along with other relevant team members when required and should any issues of concern be raised respond proactively and speedily to any issues of concern raised by Police, OLGR Inspectors or duly authorised officers. This management plan will be fully reviewed annually and amendments made to reflect changes to the Liquor Act and Regulations or any other recommendations from the Office of Liquor, Gaming and Racing, Police.

Instances where police may be contacted, a local police phone number will be readily available for venue management in case of the need of police assistance. The possible reasons for police assistance include:

- A disorderly patron/group that cannot be handled by the venue staff or security without the possibility of endangerment to security, other staff or public. In the instance of criminal behaviour or the possession of illegal substances or weapons.
- Any patron that continues to disrespect, disrupt or offend employees or the general public even after being removed from the venue.
- Uninvited or denied patrons that refuse to leave the venue/area and continue to disrespect, disrupt or offend employees or the general public. If an incident occurring within the venue escalates to the point of police assistance to prevent danger to themselves or to employees and general public. Any persons found vandalising or causing damage to the venue/property.

8.0 Management Measures

8.1 General Amenity

The operator will take all reasonable steps to ensure the premises does not adversely affect the amenity of the surrounding area. Measures will include.

- Supervising events and patron behaviour.
- Managing arrival and departure of patrons.
- Ensuring external areas are used in a controlled manner.
- Maintaining the premises in a clean and orderly condition.
- Discouraging loitering outside the premises.
- Ensuring staff and contractors act responsibly when arriving at and leaving the site.
- Complying with all relevant consent conditions and statutory requirements.

Event organisers will be briefed on venue rules and expectations, including noise management, responsible behaviour and compliance with approved operating arrangements.

8.2 Waste and Servicing

Waste will be managed in accordance with the approved waste management arrangements for the premises. The operator will ensure that:

- Waste is stored in designated waste storage areas.
- Waste and recyclables are separated where appropriate.
- Waste storage areas are maintained in a clean and hygienic condition.
- Collections occur during approved servicing hours.
- Waste is not allowed to accumulate in patron or public areas.
- Loading and servicing activities are coordinated and supervised as required.
- Waste handling is undertaken in a manner that minimises noise, odour and visual impacts.

Catering and event-related materials will also be managed to ensure efficient removal and minimal disruption to the site and surrounding public domain.

8.3 Complaints Handling Procedures

The Venue will have a dedicated phone number which will be publicly available to nearby residents, businesses and police where necessary.

Complaints received during an event will be referred to the duty manager as soon as practically possible and investigated as early as possible but within 15 minutes. Reasonable corrective action will be taken as soon as practicable, which may include reducing music levels, closing doors or external areas, increasing security supervision or modifying patron, waste or servicing activities. Where contact details are provided, the complainant will be advised of the action taken as soon as practicable.

Complaints received outside operating hours will be acknowledged within 24 hours and an initial response provided within one business day.

The complaints and incidents register will document the following information regarding the complaint:

- Complaint date and time.
- Name, contact and address details of persons(s) making the complaint.
- Nature of complaint.
- Name of staff on duty.
- Action taken by licensee to resolve the complaint.
- Follow up and outcome (if any).

Complaints involving a potential breach of consent, liquor licence requirements, public safety or recurring operational issues will be escalated to the venue manager or operator.

Management will review the register at least every 3 months. Where multiple similar complaints are received within a 3 month period, management will review the relevant operational procedures and implement additional measures where necessary. Any required amendments to this Plan of Management will be provided to Council for approval.

8.4 Review of the Plan

If, in circumstances where amendments to this plan can achieve better management or improved amenity outcomes, such amendments can be made at the discretion of the operator. The Council shall be provided with a copy of any amended POM for approval, which approval must not be unreasonably withheld.