PLAN OF MANAGEMENT

Third Party Advertising on George Street Overpass

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JCDECAUX
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URBIS

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We acknowledge, in each of our offices, the Traditional Owners on whose land we stand.

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1. INTRODUCTION

This Plan of Management has been prepared by Urbis on behalf of JCDecaux Australia to inform the management of third-party advertising on the George Street Overpass. The objective of this Plan of Management is to control the proposed activity (third-party advertising) to ensure that the amenity of surrounding land uses is not adversely affected.

This Plan of Management addresses:

- Content Management
- Illumination
- Monitoring and Maintenance
- Emergency Management Systems
- Complaints and Compliance

This Plan of Management relates to the site detailed in **Table 1**.

Table 1 Site Subject to Plan of Management

Location	The site is located at George Street railway overpass within The Rocks, along the Inner West and South Line. George Street is an essential road network, connecting to Hickson Road to the north and providing access to Circular Quay.
Surrounding Land Uses	The site locality is characterised by predominately office premises, hotel accommodations and mixed-use developments comprising of retail and residential premises. The surrounding developments are described below: ▪ To the north – directly north of George Street is a three-storey mixed use development comprising of retail premises on the ground floor level and office premises above. The north-east of the site is occupied by the First Fleet Park. ▪ To the east – directly east of the site is Alfred Street and provides ample space for pedestrians, falling within the RE1 Public Recreation use zone. ▪ To the south – directly south of George Street is an array of high-density commercial developments 25-30 storeys high, falling within the B8 Metropolitan Centre. The Four Seasons Hotel is also located south of the site along George Street. ▪ To the west – directly west of the site is the two-storey podium associated with the Four Seasons Hotel.
Proposed Activity	This development application seeks approval for the removal of an existing large-format paper advertising sign and installation of a new digital advertising sign, which includes the following works: ▪ Removal of two existing large-format paper advertising signs, JCDecaux logo and associated RHS gantry support;

	▪ Removal of existing static light box and associated RHS gantry support; ▪ Installation of a new digital advertising sign with dimensions of 7.986m x 2.198m, displaying a third-party advertisement, new RHS gantry support and a new JCDecaux logo; ▪ Reinstallation of existing clearance sign; ▪ Installation of new camera arm; and ▪ Installation of new lockable access gate in existing handrail. The digital sign will have a dwell time of six (6) advertisements per minute and an instantaneous transition time. The proposed fixed static content electronic displays will have a dwell time of 10 seconds (since George Street has a speed limit of less than 80km/hr on approach to each sign) with a transition time of less than 0.1 seconds. The signs will maintain compliance with the maximum luminance levels specified in Transport Corridor Outdoor Advertising and Signage Guidelines 2017 and AS14282 (2019) The sign will operate continuously, 24 hours per day, 365 days a year.

2. DESIGN PRINCIPLES

2.1. DESIGN INTENT

The concepts illustrated in this proposal reflect a commitment to design excellence and the rationalisation of advertising assets across the Sydney Trains network. Placemaking potential and sensitive integration with the existing bridge structure has been considered a high priority, together with an alignment with the key public domain outcomes desired for the Circular Quay and Rocks Precinct.

The design intent of JCDecaux's proposal is based on the following:

- Compatibility of design–with a wide variety of built contexts and coordination in design to achieve a unified design of Sydney Trains advertising assets across the greater Sydney network;
- Flexible design– to allow for adaptation to the local built environment context;
- Secure, safe and functional design – for installation, operation and ongoing maintenance;
- Use of high quality, durable and vandal resistant materials;
- Minimisation of impact on road safety and visual character of the streetscape by rationalising the footprint and recognising the importance of Sydney Train's asset's function and other requirements.

The proposal has also been designed to be sensitive to the visual curtilage of the heritage items within the immediate vicinity, maximise durability, minimise maintenance and ensure reuse of materials after disassembly.

3. SIGNAGE TYPE AND DESIGN

3.1. DESCRIPTION

This Plan of Management supports a development application seeking consent to allow digital third-party advertising to be installed on the existing Sydney Trains George Street Overpass.

While the proposed structure has a dimension of 7.986m x 2.198m, the digital screen itself has a dimension of 7.936m x 2.048m and a display area of 16.25sqm. The digital sign will be visible to traffic moving north bound along George Street.

3.2. RAILWAY BRIDGE SPECIFICATIONS

Table 2 Railway Bridge Specifications

Dimensions	7.986m x 2.198m
Colours	To match existing Railway Bridge
Finishes	Aluminium composite, Perforated Aluminium Sheet, Opal Acrylic, LED Illumination & Steel
Display Pixel Pitch	8mm
Maximum Display Brightness	6000 cd/m2
Average Power Consumption	3.9kW
Suggested Power Supply Method	Install new switchboard at nearest Point of Supply –3 phase required. Design detail TBC.
Integration	The design of the support structure is intended to integrate with the existing architectural features of the Railway Bridge
Communications	4g LTE Modern
Engineering suitability	A bridge assessment will be completed by JCDecaux's engineers, Dennis Bunt Consulting Engineers. A Structural Design Certificate will be submitted prior to any works commencing.
Estimated maximum weight of structures	300kg per Advertising Sign

3.3. WASTE AND RECYCLING MANAGEMENT PLAN

The Waste and Recycling Management Plan is to be generally consistent with the City of Sydney Guidelines for Waste Management in New Developments, inclusive of the removal of and ongoing operation of the digital signage asset. The plan includes;

(a) details regarding how waste is to be minimised within a development;

(b) estimations of quantities and types of materials to be re-used or left over for removal from the site;

(c) details regarding the types of waste and likely quantities of waste to be produced;

(d) a description for the capture and storage of reusable materials and recyclables during demolition and construction;

(e) targets for recycling and reuse;

(f) nomination of the role/person responsible for ensuring targets are met and the person responsible for retaining waste dockets from facilities appropriately licensed to receive the development's construction and demolition waste;

(g) confirmation that, where practicable, waste going to landfill is not recyclable.

Waste Reduction

JCDecaux Australia and its contractors reduce consumption of resources that have the potential to become waste as a standard practise throughout their operations minimising the waste generated by the installation and disengagement of assets within the City of Sydney. Reduction strategies include:

a) Maximise the use of materials from a sustainable source, that are, and/or can be, recycled
b) Examining each work process step to determine where wastes are produced and to devise measures for waste prevention or reduction
c) Minimise the use of solvents, glues, paints and other materials which release odours or vapour Isopropyl Alcohol (Class 3)
d) Partnering with a waste management contractor to assist with waste minimisation.
e) Quantifying and recording the waste produced to track changes and improvement.

To monitor the implementation of JCDecaux's "Waste Reduction Strategy" and in the meantime fulfilling its JCDecaux corporate regulatory obligations under the French Grenelle II law and defined in Article R.225-105-1 of the French Code de commerce, JCDecaux Group performs comprehensive internal extra-financial reporting on a quarterly basis.

This extra-financial reporting requires all global business units, including JCDecaux Australia, to provide concrete data for environmental indicators such as waste reduction.

Reuse

JCDecaux Australia's digital signage infrastructure components are made from high quality, highly durable materials designed to make the components last beyond the calculated lifespan of the asset.

JCDecaux identifies such components of the infrastructure and puts processes in place to ensure their consistent re-use as follows:

a) Reusing any components of the infrastructure for maintenance where possible.
b) Selling or donating usable components to other organisations.
c) Redeploying assets to other contracts, where permissible.

Internal maintenance staff or third-party supply contractors disassemble and assess each asset in collaboration with third-party engineers for structural integrity, functionality and ease of redeployment. A life cycle assessment is then performed on those assets or components of assets deemed structurally reusable to determine whether to reuse, sell on or redeploy. Factors included in the decision making are:

a) Uniformity of components
b) Complexity of refurbishment or redeployment
c) Quantity of usable components
d) Proximity and scale of redeployment opportunities
e) Resource and material value,
f) Collection and Reprocessing cost
g) Cost benefit analysis

Items to be reused but not immediately redeployed may be stored for up to 36 months at our storage facilities at Prestons in Sydney and Port Melbourne, which have a combined floor space of 15,000 sqm.

JCDecaux is part of a global network of JCDecaux subsidiaries. Through our global corporate network, opportunities are scoped out regularly to redeploy parts or components of assets to other countries if cost benefits allow and overseas redeployment does not negatively impact JCDecaux's carbon footprint.

Recycling

Where reuse of components removed from signage is deemed unfeasible JCDecaux actively identifies and separates its waste stream daily and this allows the materials to be collected and taken to facilities that reprocess the material for use in new products.

JCDecaux actively contributes to the three main types of recycling:

a) Primary recycling - materials are used to create the same product
b) Secondary recycling - materials are reused for make a different product
c) Tertiary recycling - materials are broken down chemically to create a new product

Primary recycled items include ferrous steel components which is hauled from our storage's facilities on stillages to various scrap metal yards across Sydney. Recycling ferrous metals has many financial and environmental benefits. Most importantly it reduces the need to extract and manufacture raw materials and contributes to significant savings in greenhouse gas emissions.

Other Primary recycled items include LED electronic components and associated equipment which are recycled by suitably qualified resource recovery agents or third-party suppliers.

Secondary recycled items include plastics which can be used specifically to manufacture Corflute products within Australia and overseas.

Where applicable, tertiary recycled or chemical recycled items include PVC vinyl banner material and glass that cannot cost-efficiently be recycled into new PVC or glass products. For example, Campbelltown recyclers on sell the recycled glass to Bradford for the manufacturing of Insulation Batts.

Disposal

JCDecaux Australia actively engages with the waste industry to ensure that our waste and recyclables are managed in a responsible and effective manner. Responsible waste management is a shared, day-to-day responsibility.

JCDecaux Australia will dispose of waste in accordance with the company Waste Management Procedure:

a) General waste is handled appropriately and stored in the bins provided for collection by an authorised service provider for transport to a facility appropriate for the purposes of disposing of that waste.
b) Separated Waste is to be disposed of in the appropriate bins/ways such that it can be re-cycled/reused.

Disposal of this waste is considered the least desirable option. JCDecaux Australia considers disposal as a last resort and is actively working on increasingly minimizing such waste as this generally means that the waste is sent to landfill.

3.4. INSTALLATION

The below steps show the overall general installation process from Engineering, Construction and Certification of JCDecaux assets. State and Authority requirements must be adhered to throughout this process.

1. **(NFC) General Arrangement and Elevation Drawings** are firstly prepared by an engineer (draftsman) at DA submission stage. The GA design detail provide basic structural design detail, visual design detail and elevation detail which are based on survey reports. This detail is important from a height & boundary clearances perspective and ensure the submission complies with various SEPP64 (NSW) and other State or Local Government road safety and environmental town planning regulations.
2. **The Development Application (DA)** gets approved by the relevant authorities based on the compliance of the submission with the planning regulation.
3. **Digital Screen** suppliers are engaged to provide a pricing proposal detailing full product specification and screen design drawings.
4. **Structural Feasibility Assessment** is performed first. This can be either a soil test or ground survey for footing detail design or bridge structural assessment. These initial assessments (either performed prior to the development application (DA) being submitted or after DA approval) is conducted by an independent specialist engineer who will provide an engineering feasibility assessment statement and recommendations.
5. **Structural Design IFA (issued for approval) drawings** are then prepared by an independent structural engineer based on the general arrangement drawing details to ensure height, display details and position comply with the DA and based on the initial engineering feasibility assessment to comply with on load ratings, structural integrity and safe access rules. The IFA package 'Structural Notes' will list all relevant AS/NZ standard relevant that the design needs to comply with.
6. **Safety In Design Risk Assessment** showing a detailed Hazard Identification – Risk Assessment and Control is provided by the independent structural engineer with the IFC package and design verification statement before submission to the relevant authority engineering hub.
7. **Building Consent Letter** is provided by the relevant authority or agency once the feasibility study and structural design is checked and authorized by the authority engineers to confirm:
    - Approval of the structural drawings
    - Satisfied with the fall arrest system (for the structure)
8. **Building Compliance Surveyor** is engaged by JCD to survey the engineering process has been followed correctly, design is accurate, and standards are met who subsequently issue a Construction Certificate (CC).
9. **Structural Design drawings are finalised** by the independent structural engineer to IFC (issued for Construction) and issued to the relevant fabrication and installation company.
10. **An ISO 14001 accredited Fabrication Company** is engaged by JCD and issued the IFC design package to commence manufacturing process. The independent engineer is provided with Shop Drawings of the relevant subsection to check against the design and sign off.
11. **An ISO 14001 / ISO 9001 and AS/NZ 4801 accredited Installation Company** *(almost always the same company as the manufacturer)* is engaged by JCD to commence the installation process. The installation company is to provide install methodology:
    - Safe Work Method Statement
    - Traffic Management Plan
    - ITP (inspection and test plan)
    - Lifting Plan
    - ROL and other relevant permit related to the installation SOW
12. **NOC (notice of commencement of works)** is provided by the building compliance surveyor prior to commencement works on site.
13. **On site installation works commence** under super vision by the (bridge) asset management company contracted to the relevant authority.
14. **Structural Construction Certificate** is issued after a final structural inspection by the structural engineer who issued the IFC to ensure the sign structure is built as per the 'As Built' design drawings.
15. **Occupation Certificate (OC)** is issued by the building compliance surveyor after performing a final inspection on the site to confirm relevant construction criteria are met.
16. **Operations Maintenance Plan (OMP)** is provided to relevant authority to confirm ongoing

maintenance commitments are maintained

Separately from the build stage:

17. **IC Structural Inspection Framework** – All Large Format signage are routinely and periodically inspected and rated, including newly or recently constructed assets. Depending on specific commercial obligations this is typically every 3 or 5 years.

Some steps in the above process may overlap from time to time and can vary from State to State or authority depending on relevant State regulations and other commercial obligations.

3.5. ILLUMINATION

This proposal is seeking 24-hour illumination. The electronic advertisement screens have an inbuilt light adjustment sensor that measures ambient light around the structure and gradually adjusts the screen brightness based on the need for light. The light adjustment sensor has a built-in delay to accommodate occasional cloud passing overhead or headlights from traffic so that the brightness of the screen does not change suddenly or unnecessarily. The brightness adjustments are undertaken in 1% increments so that no dramatic change of screen brightness can be detected by onlookers.

The screen brightness outputs are designed in accordance to satisfy Australian Standard AS4282:2019 Control of the Obtrusive Effects of Outdoor Lighting. Screen brightness is summarised in Table 3.

Table 3 Illumination of Proposed Asset

Lighting Condition		**Maximum**
Full Direct Sun		6,000 cd/m2
Day Time		6,000 cd/m2
Inclement Weather		600 cd/m2
Night Time		200 cd/m2

3.6. CONTENT MANAGEMENT

All digital infrastructure is remotely monitored and controlled by JCDecaux staff via an internal content management software system. The content management system has firewalls and security protocols in place to ensure the integrity of the digital advertising network.

It is noted that the following content will not be displayed under any circumstance:

- Discriminate against or vilify a person or section of the community on account of race, ethnicity, nationality, gender, age, sexual preference, religion, disability, mental illness or political belief.
- Employ sexual appeal:
    - in a manner which is exploitative or degrading of any individual or group; or
    - where images of minors, or people who appear to be minors, are used.
- Present or portray violence that is not justifiable in the context of the product or service being advertised, or that is inappropriate for a broad audience.
- Fail to treat sex, sexuality and nudity with sensitivity to a broad audience.
- Use language that is strong, obscene or inappropriate for a broad audience.
- Depict material contrary to prevailing community standards on health and safety.
- Are not clearly distinguishable as advertisements to the relevant audience.

3.7. INDUSTRY MEMBERSHIP AND ADVERTISING CODES

JCDecaux is a member of the Outdoor Media Association (OMA) who are the peak body representing Out-of-Home advertising within Australia. As a tier one member of the OMA, JCDecaux are committed to complying with the following codes that regulate the content and placement of advertisements which include:

- OMA Code of Ethics
- OMA Alcohol Advertising Guidelines
- OMA Environment and Sustainability
- AANA Code of Ethics
- AANA Environmental Claims in Advertising and Marketing Code
- AANA Code for Advertising and Marketing in Communications for Children
- AANA Food and Beverages Advertising and Marketing Communications Code
- Alcohol Beverages Advertising Code
- Federal Chamber of Automotive Industry's Voluntary Code of Practice for Motor Vehicle Advertising

JCDecaux have an internal creative review process to ensure that advertisements do not breach any applicable code. This review process is undertaken prior to advertisements being displayed.

3.8. EMERGENCY MESSAGING SYSTEM

JCDecaux has developed the capability of a secure 'web-based' Emergency Messaging System. Under this system, in emergency or threat to life situations, NSW Police Command for example would be able to take temporary control of the content of digital screens to display emergency information. The system has several potential features to assist in emergencies including:

- The ability to upload pre-prepared emergency messages and creative content;
- The ability for emergency services to select either an individual asset, or multiple digital assets within the City of Sydney and wider Sydney simultaneously:
- Automatic expiry function to deactivate emergency messaging and return to normal advertising displays;
- Full training would be provided by JCDecaux.

The messages will stay active for 60 minutes after which it will revert to normal advertising messages unless extended by a further 60 minutes or manually overridden to take down the emergency messages prior to the initial 60 minutes expiring. An automatic email will be generated altering the operator and the relevant government agency that the alert has been activated. The following are example Emergency Message alerts that could be deployed on the screen.

Example only

Example only

Example only

Example only

3.9. MONITORING AND MAINTENANCE

All digital displays automatically send alerts if a technical problem or a loss of power or content occurs. This alert is sent directly to JCDecaux's content and operational management software.

If power is lost completely, the screen maintains enough power to allow for an orderly shut-down of the screen and operating system, saving all settings and allowing the modem to send an alert about the problem. Once power is restored the screen will automatically display a black screen.

The proposed billboards have been designed to enable maintenance to be carried out from the bridge itself, meaning that maintenance will not impact traffic conditions or require any road closures.

JCDecaux will adopt a maintenance, cleaning or repair regime for the advertising structures which includes periodic cleaning according to its concessional contract obligations. In addition to the remote monitoring system described, above, the LED panel is also typically physically inspected and checked 2-3 times a year.

JCDecaux will keep an electronic log of activity that is maintained by the operator for the duration of the development consent and be available to the consent authority or Transport for NSW to monitor compliance with any conditions.

3.10. COMPLAINTS AND COMPLIANCE

Where the consent authority or Transport for NSW consider that the content of third-party advertising offends any contractual requirements or industry or advertising content codes, or that the advertising panel has not been properly maintained or operated, the process as set out in this clause shall be undertaken:

- Transport for NSW will advise the operator of the particulars of its concern, including the location of the advertising panel, the content of the advertising panel, and the way in which it offends either Section 3.6, 3.7 or 3.9 of this Plan of Management or any other way in which the advertising panel has not been maintained or operated.
- The point of contact for the operator is:
    - JCDecaux OWL
    - Phone: 1800 276 695
    - Email Address: au.owl@jcdecaux.com and au-digitalfaults@jcdecaux.com
- The operator will respond to Transport for NSW's concerns by COB the following business day, in one of the following ways:
    - Where the JCDecaux agrees with the Transport for NSW's concern, the content of the advertising panel will be removed (in relation to breaches of Section 3.6 or 3.7) or repaired (in relation to maintenance/operation).
    - Where JCDecaux does not agree with the Transport for NSW's concern, JCDecaux will provide its reasons in writing.
    - Where the parties cannot agree, and the nature of the complaint relates to a breach of and Industry or Advertising Code as set out in Section 3.6 and 3.7, then the procedures under either the relevant Code or JCDecaux contractual concession will apply.

3.11. PROPOSED THIRD-PARTY ADVERTISING

Figure 1 Photomontage

Picture 1 South Elevation

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