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## 1.0 Introduction

Marian Street Theatre has served as a community hall and theatre building since its opening in 1906. In late 2013, the building was closed to facilitate some minor building upgrade works. However, significant additional works were considered necessary to bring the building in line with the relevant building standards that applied at the time which resulted in the theatre remaining closed.

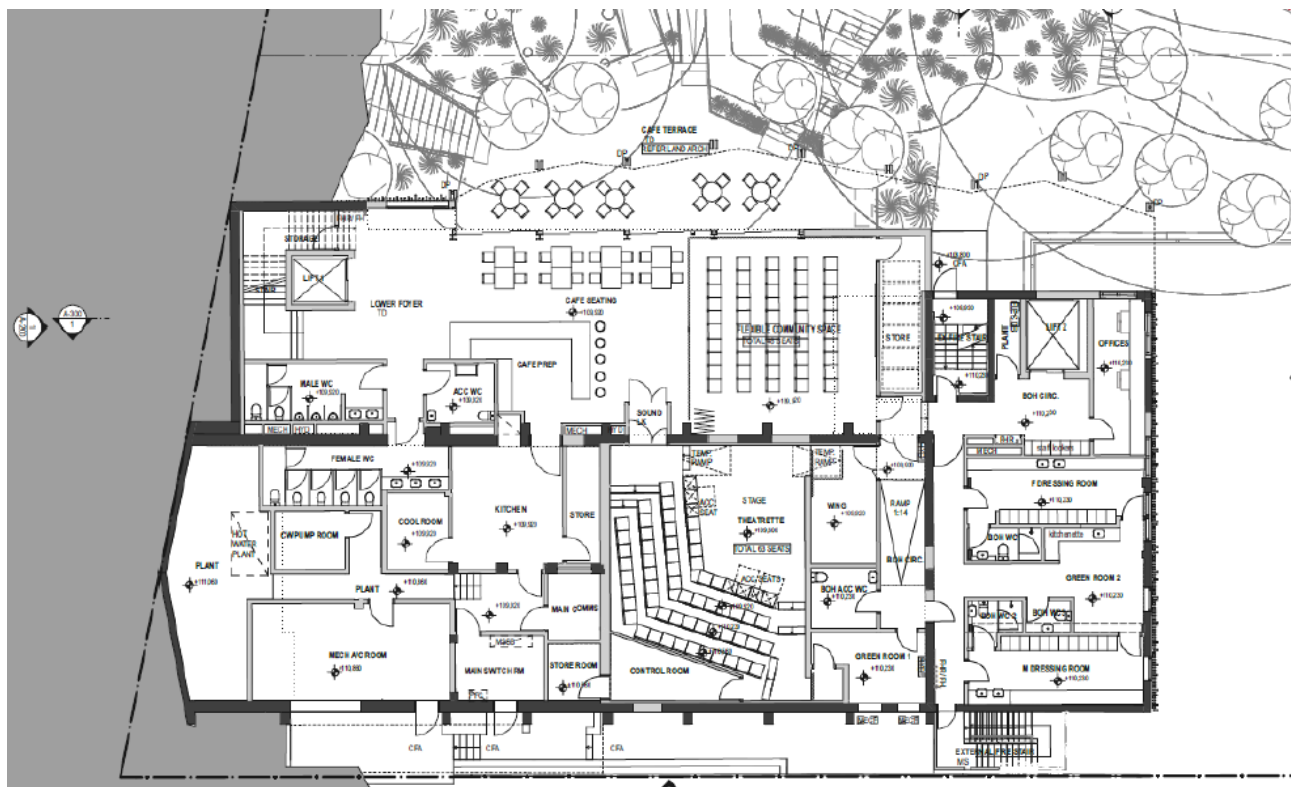
Recognising the importance of the theatre building to the local community, Ku-ring-gai Council has now commissioned a Development Application (DA) to undertake a full building upgrade that will enable the theatre to reopen once again for community, theatre and other entertainment activities.

The refurbished theatre building includes a theatre (249 seats), a flexible community space (48 seats), a theatrette (63 seats), a rehearsal room (60 seats) and an ancillary café. The proposal also enhances equitable access and circulation on premises and improves loading and servicing arrangements. The building is refurbished to improve the theatre experience for patrons and provide a facility for community events. An overview of the proposed development is set out in **Section 1.1**. The purpose and objectives of the Operational Plan of Management (PoM) are set out in **Section 1.3** and **Section 1.4** respectively.

### 1.1 Overview of the Proposed Development

The proposal aims to refurbish the existing theatre building. The building will continue to operate as a community facility with a theatre, a café and a flexible community space. More specifically, the development involves the following:

- Alterations and additions to the existing theatre building;
- Demolition of internal walls and a part of the existing theatre roof; and
- Landscaping, including conversion of a part of the existing car park into additional public open space.



**Figure 1 Ground Level Plan**

Source: TZG Architects

## 1.2 Purpose

The purpose of this PoM is to establish a performance criteria for various aspects associated with the operations of the community theatre facility and café premises at 2 and 2A Marian Street, Killara. It aims to outline operational and management processes in a manner that ameliorates any adverse impacts to the adjoining properties and wider community.

This PoM is prepared for planning purposes and is not a Plan of Management within the same meaning as that defined under the *Local Government Act 1993*.

## 1.3 Objectives of the PoM

The objectives of this PoM are to:

- Provide an easy to follow document that outlines how the theatre facility and cafe will be managed and maintained in a manner that provides the community and patrons of the facility with a high quality experience.
- Ensure that management policies and procedures support the responsible use and operation of the theatre and café.
- Ensure that all servicing of the theatre and café is carried out in a coordinated, safe and managed manner, with minimal disruption to the surrounding area.
- Ensure that vehicle access, traffic and parking associated with use of the theatre and café has a minimal impact on the local road and parking network.
- Create an environment that is safe, engaging and welcoming for members of the community, staff and patrons.
- Effectively manage the provision of alcohol on site and ensure patrons and guests are served in a responsible, friendly and professional manner by trained staff.
- Ensure all employees receive training on their responsibilities and have a sound understanding of management procedures set out under this PoM.
- Minimise the impacts of the operation of the premises on the community and to respond to community concerns promptly and professionally.

## 1.4 Implementation

The PoM is a dynamic document which can be updated to respond to changing regulations, procedures and practices.

All staff and management will be provided with a copy of the PoM and briefed on the requirements as part of the employment induction process. A copy of the PoM will be available on site at all times.

The theatre will adhere to the following rules of operation at all times:

- Comply with its House Policies (emergency and evacuation procedures, RSA, cash handling and the like).
- Comply with all relevant legislation and the conditions of consent that applies to the site.
- Ensure compliance with this PoM.

## 2.0 Site Locality

The theatre site is located at 2 – 2A Marian Street, Killara within the Ku-ring-gai Local Government Area and is approximately 4.5km north of Chatswood CBD and 11km south of Hornsby.

The site comprises of all of Selkirk Park which is located immediate to the east of the theatre building. The site is located in a 150m west of Killara Train Station and 115m south of the Killara Station commuter car park.

An aerial photograph of the site is shown at **Figure 2**.



**Figure 2 Aerial Photograph**

Source: TZG

## 3.0 Operational Plan of Management

### 3.1 Overview

The ongoing operation of the theatre building is to have regard to:

- Ensuring maximum occupancy requirements are not exceeded.
- Waste minimisation, storage and collection procedures.
- The approved hours of operation for the theatre building and café.
- Staffing arrangements including the number of staff to be employed.
- Crowd management measures during or outside of shows or performance times.
- Ongoing monitoring and management of noise both during and outside of performance times to ensure that noise levels do not exceed the approved limits.
- Ensuring that use of the theatre, outdoor amphitheatre and commuter car park does not result in any adverse amenity impacts.
- The maintenance and cleanliness of the premises.
- Ensuring the on-going operation of emergency systems including lighting and smoke detectors, sprinkler systems, and air conditioning.
- Ensuring staff are trained in relation to the operation of the approved Emergency Management and Evacuation Plan.
- Ensuring the placement and composition of furnishing and fittings achieve the appropriate fire safety requirements.
- Ensuring premises are regularly checked to ensure fire safety including that all required exits and egress paths are clear and free of locks and obstructions.
- On-site security.
- Council's Sustainable Event Management Policy.

### 3.2 Hours of Operation

The following hours of operation apply:

- The theatre building will be open and accessible to the public from:
  - 7am to 11.30pm, Wednesday to Saturday;
  - 8.30am to 10pm, Sunday to Tuesday;
- Staff access to the premises will be from:
  - 6.30am to 12am, Wednesday to Saturday;
  - 8am to 10.30pm, Sunday to Tuesday;
- The café premises at Level 1 will operate from 7am to 9pm, 7 days a week. The outdoor café seating area will only be made accessible between 8am and 9pm, 7 days a week; and
- The outdoor amphitheatre will be available during daylight hours only, 7 days a week.

### 3.3 Capacity

The building has a maximum BCA capacity of 395 persons, comprising 350 patrons and 45 staff including performers, café staff, theatre staff, on site management and security. A breakdown of the number of seats by use is provided in **Table 1**. As detailed below, not all uses will operate concurrently.



**Table 1 Patron capacity by space/use**

Use	Seats
Main Theatre	249 seats
Theatrette	63 seats
Rehearsal Room	60 seats
Flexible Community Space	48 seats
Café	50 seats

Due to maximum capacity and acoustic separation constraints, the main auditorium cannot operate simultaneously with the rehearsal room, but it can operate while either the café, the theatrette or the flexible community space are in operation. The main auditorium, the theatrette and the flexible community space have a capacity of 249, 63 and 48 seats respectively, totalling 360 seats.

In times when the auditorium is not in operation, all other areas of the theatre can be in use simultaneously. With 63, 60 and 48 seats within the theatrette, rehearsal room and flexible community space respectively, the maximum number of patrons during these times would total 171.

### 3.4 Outdoor Amphitheatre

The outdoor amphitheatre is located to the east of the theatre building in Selkirk Park. For the majority of the time, the amphitheatre will function as an informal seating space, that will be used for activation of the park and to provide seating for café takeaway. The outdoor amphitheatre will also be an informal performance space that will host infrequent, low impact and incidental performances primarily during daylight hours.

The staffing arrangements will be integrated with the Marian Street Theatre and the capacity of the audience is limited to a maximum of 50 patrons. There will be no permanent acoustic or lighting equipment for the outdoor amphitheatre. The majority of performances will therefore be low noise, acoustically unassisted daytime performances.

On some occasions, temporary acoustic/speaker systems will be installed for performances. They will be required to be detailed to have a low noise impact on residents. Minimal power (2x GPOs) will be provided, meaning that only small scale acoustic systems will be able to be installed. It is not expected that portable stage sections will be put down in the amphitheatre. Acoustic impacts associated with the amphitheatre are therefore expected to be minimal.

The amphitheatre will be used during daylight hours only – it will not be used at night.

To prevent unauthorised use of the amphitheatre at night time, signage will be installed in and around the amphitheatre to warn people against inappropriate use of the space. To prevent use of the amphitheatre by skateboarders, a skate prevention edge will be incorporated into both the deck and amphitheatre to reduce vandalism and prevent skateboarding.

Further detail around the outdoor amphitheatre is expected to be resolved with prospective theatre operators and theatre user groups to define the amphitheatre's use within these low impact parameters.

## 4.0 Daily Venue Operation

### 4.1 Access

- The primary entrance to the theatre building will remain on Marian Street.
- The primary accessible entry to the theatre building will be on Marian Street, with two accessible on-street parking spaces and an accessible entry ramp.
- A second accessible entry is proposed via the rear of the site, with lift access provided to all levels of the building. This access will be used by staff only.

- The café premises can be accessed from the terrace deck via the steps or ramp at Marian Street, between 8am and 9pm. Outside these hours, the café will only be accessible internally, via the main Marian Street building entry.
- A patron vehicle drop off / pick up area is proposed at the Marian Street entry, with further detail in the Traffic Report.

#### **4.2 Food**

- Food served on premises will generally be limited to the café at Level 1. There will be a dumb waiter connection to the upstairs bar for some light food to accompany drinks.
- Food will be prepared and assembled within the café kitchen.
- Packaged food snacks may also be made available to patrons for purchase from the kiosks at Ground Level and within the foyer prior to a performance.

#### **4.3 Licensing / Beverages**

Selling alcohol will be undertaken in accordance with a future liquor licence for the premises.

#### **4.4 Number of Staff**

It is envisaged that a maximum of 50 staff will be on site at any one point in time. This includes performers, café staff, theatre staff and on site management.

Staff numbers at the premises will vary based on the time of day, with more staff when the licensed premises begin operating at 3.00pm.

#### **4.5 Use of External Areas for Customers**

Use of the café terrace seating area will be limited to between 8am and 9pm, 7 days a week. Outside these times, the deck will be closed off and patrons will not be able to occupy the terrace. When the terrace is closed, access to the café will be from within the building.

#### **4.6 Bathrooms**

- Sanitary facilities are provided at Level 1 of the theatre building.
- The toilets will be available for public use, including visitors of the neighbouring park and will be accessible during the opening hours of the theatre building.
- Sanitary facilities will be well managed and regularly cleaned by appointed contract cleaners.
- Toilet facilities and change room facilities will be provided for the performers on Level 1.

#### **4.7 Queuing**

Staff will be trained to manage large crowds and ensure no queuing occurs outside of the main entry (Marian Street) of the premises.

During a full event, patrons will be encouraged to occupy the foyer space on Ground Level or the café area at Level 1 prior to the opening of the theatre / theatrette room doors for a performance. Staff will ensure that patrons do not obstruct internal stairwells or emergency exits.

#### **4.8 Ventilation and Odour**

Ventilation and odour controls will be managed as part of the Construction Certificate process.



## 4.9 Pest Control

Pest control will be managed as part of the facilities management and operations protocols in place by Council. The café operator will be responsible for ensuring appropriate pest control practices are applied to the cafe in accordance with the relevant food safety standards and regulations.

## 5.0 Transport and Parking

### 5.1 Public Transport

A variety of public transport options are available to patrons within walking distance of the site, with Killara station located less than 150m from the site.

The site is also within approximately 350m of bus stops on the Pacific Highway which are serviced by Route 565 which runs between Chatswood Interchange and Macquarie University, via Killara.

### 5.2 Traffic and Parking Management

- The Killara commuter car park will be available for patrons during events or theatre performances. Measures around the use of the commuter car park are outlined at **Section 5.4**.
- Limited staff car parking is available at the rear of the facility which can be accessed via the new access road off Culworth Avenue. The rear car park will not be used by theatre patrons.
- One (1) accessible parking space is provided at the rear of the site for use by staff.
- Two (2) accessible parking spaces are provided on Marian Street for use by patrons.
- A boomgate will be installed at the Culworth Avenue driveway to prevent unauthorised access into the car park. The boomgate will be operated by either a pin or access card.
- Management will monitor the rear car park and block off the entry once the car park is full to reduce instances of vehicles entering and exiting a full car park.
- Security and crowd management measures will be enforced after event performances to ensure that all patrons are escorted safely across Marian Street to the public car park. Measures around the use of the commuter car park are outlined at **Section 5.4**.

A detailed Traffic Impact Assessment has been undertaken for the site and is provided as part of the DA.

### 5.3 Drop off and Pick up

A designated drop off / pick up zone will be provided at Marian Street for patrons arriving or departing by taxis or other rideshare services. Staff will monitor the drop off / pick up zone to ensure that patrons arrive and depart in an orderly and quiet manner.

### 5.4 Commuter Car Park

Theatre patrons will be able to utilise the commuter car park. To ensure that the use of the commuter car park does not result in any adverse amenity impacts, the following mitigation measures will be adopted. These measures will be subject to review as and when required to ensure efficient use of the commuter car park, without impacting the amenity of surrounding uses.

- Acoustically constrained parking spaces (shown in yellow at **Figure 3**) will not be available for use by theatre patrons after 10pm. Access may be restricted using measures such as signage, bollards or by temporarily blocking/fencing off these areas.
- Pedestrians will be directed to access the car park from Culworth Avenue, and not from the pedestrian path adjacent to 19 Marian Street.
- Theatre staff will be present when evening performances end to ensure that patrons leave in an orderly and quiet manner, and do not loiter in the street or car park.



**Figure 3 Acoustically constrained spaces (shown in yellow)**

Source: Resonate

## 6.0 Noise

The premises will be operated in accordance with the conditions of consent and the Noise Impact Assessment prepared by Resonate dated 29 January 2020, as updated on 26 March 2021.

The building has been acoustically attenuated to minimise any noise egress and ingress. Any noise ingress could affect the overall quality of the theatre experience and noise egress, adversely impact adjoining residents. As such, the refurbished theatre building is designed to manage and reduce noise impacts. In addition, the following operational noise management measures will be applied to minimise any noise impacts associated with the operation of the theatre facility and cafe:

- Staff will, where deemed necessary, ask that patrons to please leave the premises with minimal noise.
- Management and staff will monitor patrons whilst at the premises to ensure that they behave in an orderly manner. After an evening performance or at closing time, staff will ensure that patrons leave the immediate vicinity quickly and quietly and do not congregate immediately outside the premises, near the drop off / pick up area, in the amphitheatre or within the commuter car park.
- Signage requesting patrons to consider the neighbours will be displayed at the primary exits.
- Signage warning against unauthorised use of the amphitheatre will be displayed in and around the amphitheatre.
- All patrons will be required to leave the site via the Marian Street entry in order to minimise any potential impacts on neighbours.
- Acoustically constrained parking spaces within the commuter car park (shown in yellow at **Figure 3**) will not be available for use by theatre patrons after 10pm.
- Patrons will be directed to access the commuter car park via Culworth Avenue, and not via the pedestrian path adjacent to 19 Marian Street.

## 7.0 Waste

In accordance with the Waste Management Plan prepared by MRA Consulting Group, the waste bins (general, organic and recyclable bins) will be provided for the removal of waste generated on premise. Waste will be stored in the waste room at the Lower Ground Level and will be collected from the loading dock at the rear of the site.

Waste is to be minimised by separation of trade waste and putrescible waste, with bottles, cardboard, paper and aluminium being collected by Council's contractor.

All waste will be stored within the premises and will only be accessed by contractors for collection. Collection will occur as set out in the Waste Management Plan.

All trade and putrescible wastes must be stored on site at all times.

Management will ensure that the premise is generally kept in a clean and tidy condition. Management will, as far as practicable, ensure that the entry to the theatre building and areas immediately adjoining the building are kept clean and clear of litter.

Waste will be managed collectively for the establishment, including the café, by Council.

In order to limit noise impacts, waste removal will occur between 8am and 5pm. Emptying of bottles into the Lower Ground Level bins by staff will not occur after 9.30pm.

## 8.0 Deliveries

Large deliveries are to occur at the rear entry, accessed via the new vehicular access road off Culworth Avenue. Small deliveries may be made via the front entrance on Marian Street (via the proposed drop-off zone).

Deliveries associated with stage performances will also take place at the rear loading dock. Trolleys will be provided to event organisers and hirers to transport stage equipment to the relevant areas of the building.

In order to limit noise impacts, deliveries via the rear entry will be limited to between 9am and 5pm, Sunday - Tuesday and 8am and 7pm, Wednesday to Saturday. It is proposed that small deliveries (via the Marian Street drop-off zone) be permitted outside of these hours. This will enable small props and hire items to be collected after performances. Community theatre groups frequently hire props to use in performances. The ability to remove these items after performances will enable these items to be returned to hire companies immediately, to avoid these groups incurring extra costs.

## 9.0 Cleaning

Cleaning of the theatre premises will be undertaken on a daily basis by appointed contract cleaners (excluding the café tenancy) and will involve simple tasks such as removing any litter.

The café operator will be responsible for cleaning areas of the building associated with the café premises.

## 10.0 Special Circumstances

Part of Level 1 (approximately 60 sqm) will be used as a flexible community space. The way in which this space will be used and managed, will be in line with Ku-ring-gai Council's 'Management of Community and Recreation Facilities' Policy.

Marian Street Theatre may also host some large scale events annually, such as community festivals. It is anticipated that there would be approximately 2 - 4 large scale events per year. All large-scale events that take place in and around the theatre will be managed in accordance with Council's Event Policy. All large-scale events

are required to provide an event plan addressing issues such as transport, waste, crowd management, noise, alcohol consumption and risk management.

Any large scale events that would be proposed to be held at the Marian Street Theatre or amphitheatre would need to comply with BCA maximum capacity requirements and would also be subject to Council's normal event application process. The application process allows each event to be assessed on its own merits, with its own mitigation measures and also approved with any conditions that will lessen impact on security, parking and noise resulting from such events.

In addition, the community space can be hired for private events such as birthday parties, bar mitzvahs and Christening parties. These events would be subject to the following parameters:

- Maximum capacity would be limited to 50 patrons (BCA maximum capacity of the flexible community space).
- Hours would be limited to 7am to 9pm, 7 days a week, consistent with the hours of operation for the café.
- Parking for these events would be provided on-street and in the commuter car park (parking for these events is considered as part of the maximum capacity assessed by in the Traffic Report).
- No dedicated security personnel are proposed, however security staff employed to oversee the operation of the theatre would be available, if required.

## 11.0 Work, Health Safety and Emergency Protocols

### 11.1 Work, Health and Safety

Ku-ring-gai Council has a primary duty of care to ensure (as is reasonably practicable) that workers and other persons are not exposed to health and safety risks arising from the business. Council does this by:

- Ensuring, so far as is reasonably practicable, that the layout of the workplace, lighting and ventilation enables workers to carry out work without risks to health and safety.
- Ensuring, so far as is reasonably practicable, the provision of adequate facilities for workers, including toilets, drinking water, washing and eating facilities preparing and maintaining emergency plans.

Furthermore, Council monitors the work environment on a regular basis to ensure they remain up-to-date and appropriate with relevant Work, Health and Safety (WHS) legislation. This can be achieved by a number of methods including risk assessments, site inspections, WHS checklists, observations and walk throughs, investigations and audits.

### 11.2 Emergency Plan and Evacuation Procedure

A site specific emergency plan will be developed for the site in accordance with Ku-ring-gai Council's Emergency Management Plan (EMP), with clear procedures and instructions on how to respond in various types of emergency, including how to evacuate people from the workplace in a controlled manner and personnel responsibilities. Refer to Council Emergency Management Plan (EMP) Template (TRIM Ref. [2018/049388](#)).

Once an EMP has been developed, the plans will be subject to periodic review by internal and external personnel.

All fire equipment and egress points will be designed and installed so as to meet legislative requirements.

Emergency procedures will be tested in accordance with the EMP in which they are contained. Workers volunteering for emergency control positions will be instructed and trained in the emergency management procedures. All emergency procedures are communicated to workers through a variety of avenues, for example, noticeboards, emails, toolbox talks, staff meetings, emergency planning committee, work health and safety committees, risk assessment process, MyCouncil and Kasey. In addition, the WHS Officer will provide support in the following areas:

- Development of egress maps;

- Assign Emergency Planning Committee (EPC) representative and site Emergency Control Organisation (ECO) members: Chief Warden, Deputy Warden, Floor wardens, Warden, First Aiders;
- Organise training for ECO members, including training in the site EMP (members are required to forward qualifications to the Learning & Development co-ordinator);
- Issuing chief warden with ECO containers, emergency calendar and resources; and
- Review Site Emergency Management Plan (EMP).

Ku-ring-gai Council is currently updating the Crisis Management and Business Continuity Plan and developing a Charter for the EPC. The EPC will generally include the Facilities Manager, the Safety Partner and the senior managers from each group that works at the theatre building. The draft Committee Structures are as provided below.

#### **Indicative Emergency Planning Committee (EPC)**

- Members: Council Chief Wardens, risk team, building facilities, management representative and strategic representative
- Review: EMPs, training calendar, procedures, reports

#### **Indicative Emergency Control Organisation (ECO)**

- Members: Chief Warden, deputy warden, area warden, warden, first aid officer, building facilities
- Review: Site EMP, attend training, meetings, 12 month commitment, inspections

## **12.0 Security and Crowd Management Plan**

The theatre will generally cater to local theatre productions which are anticipated to principally cater for and attract residents and members of the local community. Notwithstanding, the following security management measures will be applied:

- Management and staff will regularly monitor the facility with the aim to take action to minimise noise and anti-social behaviour.
- Respect, courtesy and dignity are the standards by which patrons will be dealt with whilst in the venue. Keeping this in mind, all staff will be mindful of refusing service and/or entry to any patrons who display or are engaging in anti-social behaviour.

In order to mitigate impacts on neighbouring properties, the following crowd management measures will be implemented:

- Theatre staff will monitor the facility for security including when patrons are leaving.
- Staff will, where deemed necessary, ask that patrons to please leave the premises with minimal noise.
- Management and staff will monitor patrons whilst at the premises to ensure that they behave in an orderly manner. After an evening performance or at closing time, staff will ensure that patrons leave the immediate vicinity quickly and quietly and do not congregate immediately outside the premises, near the drop off / pick up area, in the amphitheatre or within the commuter car park.
- Signage requesting patrons to consider the neighbours will be displayed at the primary exits.
- Signage warning against unauthorised use of the amphitheatre will be displayed in and around the amphitheatre.
- All patrons will be required to leave the site via the Marian Street entry in order to minimise any potential impacts on neighbours.
- Acoustically constrained parking spaces within the commuter car park (shown in yellow at **Figure 3**) will not be available for use by theatre patrons after 10pm.



- Patrons will be directed to access the commuter car park via Culworth Avenue, and not via the pedestrian path adjacent to 19 Marian Street.

## **12.1 CCTV Camera**

The building has been designed to ensure the enjoyment and safety of visitors and patrons.

A new CCTV security system will be installed as part of the development. The system will include new CCTV cameras providing full coverage of strategic places such as building entry points, the café space, the park, the rear car park and loading dock areas. These cameras will feed back to a Network Video Recorder located in a centralised location within the main building.

All cameras will operate 24 hours a day. The surveillance tapes / videos are to be kept for at least 1 month for viewing by the Police if required. The quality of the images filmed are to satisfy Police requirements.

Management will ensure the system is maintained and in good working order. Management are to ensure that the coverage is operated with due regards to the privacy and civil liberties of all persons within the development and in strict accordance with the Privacy and Personal/Information Protection Act 1998.

## **12.2 Crime Prevention Through Environmental Design**

A CPTED assessment has been undertaken and is provided with this DA. In addition, this PoM is consistent with the principles of CPTED by creating environmental and social conditions that minimise opportunities to carry out offences and crime on the site.

### **12.2.1 General Surveillance**

All staff are encouraged to assist with passive surveillance of all areas of the development by providing efficient reporting systems for any security or safety concerns.

Clear lines of sight and lighting will be provided from the theatre and café including the associated outdoor dining area to the adjoining park, activating and encouraging passive surveillance of the park so as to deter anti-social or criminal behaviour.

Management is to also undertake a risk assessment analysis on a continual basis to determine the need for security personnel within the premises.

### **12.2.2 Lighting**

External lighting will be provided around the building and building entries to enable clear vision and will be designed in such a manner so as to prevent concealment and shadowing. The standard of lighting will not only reduce the fear of crime in accordance with Australian lighting standards, but also serves to provide clear identification of activity using the high technology CCTV cameras proposed. Broken light fixtures and bulbs within the premises and car park will be replaced within 48 hours.

### **12.2.3 Restricted Areas**

Access will be restricted particularly in relation to nominated “secure areas” such as the office, staff room and back of house areas. This will be achieved by the installation of movement detectors and security hardware (locks, etc.).

A boom gate will be installed at the Culworth Avenue driveway to assist with management of access when the Marian Street Theatre is not in operation.

### **12.2.4 Signage**

Access will be restricted particularly in relation to nominated “secure areas” such as the office, staff room and back of house areas. This will be achieved by the installation of movement detectors and security hardware (locks, etc.).



Wayfinding signage will also be provided to assist with navigating the site. Appropriate signage will also be installed to ensure that patrons leave the premises in a quiet and orderly manner, and to discourage unauthorised use of the amphitheatre at night.

### **12.2.5 Space Management**

Routine maintenance checks and reporting will be carried out by personnel employed at the premises to ensure the property is maintained and to reduce the likelihood of crime or vandalism. Landscaping will be maintained in a manner that communicates an alert and active presence. Furthermore, robust materials are proposed to be used where possible to mitigate against potential malicious damage. Any vandalism or graffiti should be repaired and removed promptly by staff or contractors.

The public domain and amphitheatre have been designed using robust materials that are capable of withstanding heavy use. The proposed materiality has also been selected to allow for easy repair and removal of graffiti, with an anti-graffiti paint finish proposed on porous surfaces.

To prevent use of the amphitheatre by skateboarders, a skate prevention edge will be incorporated into both the deck and amphitheatre to reduce vandalism and prevent skateboarding.

### **12.2.6 Toilets**

Common toilets for staff, patrons and public use will be located on Level 1. Clear wayfinding signage will be installed to ensure that the facilities can easily be identified.

### **12.2.7 Landscaping**

The site landscaping is designed to help integrate the built form into the site and surrounds. The proposed landscaping scheme avoids vegetation that impedes the effectiveness of outdoor lighting. It will be maintained regularly by an external landscape maintenance contractor to communicate an alert and active presence and maintain a high-quality appearance.

### **12.2.8 Weapons**

Weapons of any type, i.e. knives, firearms, etc., will not be permitted at any time, unless in the hands of authorised security personnel or Police.

### **12.2.9 Anti – Social Behaviour**

The venue will adopt a zero tolerance policy on drugs and overconsumption of alcohol. Management will ensure that policies are implemented at the premise to minimise the potential for the use or distribution of illicit drugs on the premises.

### **12.2.10 Rear Car Park**

CPTED measures have been implemented to ensure the safety and security of staff using the rear car park. These include:

- Natural surveillance through low landscape plantings, curved edges which allow for line of sight around corners and provision of direct access from the rear of the theatre to the car park.
- Grouping of parking spaces for security.
- Use of a front-in parking arrangement which provides sight lines between vehicles.
- Use of low landscaping to allow for direct lines of sight.
- Use of security staff and security patrols.
- Installation of security CCTV cameras.
- Installation of a boom gate at the Culworth Avenue entry to prevent unauthorised vehicles from using the car park.

- Installation of lighting with a sufficient light lux level and lighting uniformity level that creates a sense of safety and minimises shadowing.

### **12.3 Patron Management**

The safety and security issues, including patron management measures addressed in this PoM have been prepared to ensure the quiet amenity of neighbouring properties is maintained at all times during the operation of the premises. The following are the key principles adopted to manage individual patrons and crowds:

- All staff serving alcohol are to be trained with regards to the obligations, practices and procedures with regards to Responsible Service of Alcohol.
- The Management does not serve liquor to intoxicated patrons. In addition, intoxicated patrons are not allowed to remain on the premises, and due to the nature of the area, this is, and will continue to be tightly controlled by management.
- All staff, as part of the induction process, are fully briefed on how they should address and caution potentially inebriated or unusually vocal customers in order to minimise the likelihood of disturbing the quiet and good order of the neighbourhood.
- Customers making any noise are asked to leave quietly and quickly and any customers loitering are asked to move on.
- Staff will be encouraged to call their Supervisor or Manager if any difficulties arise to quickly "intercept" any potentially noisy, rowdy or abusive patrons to attempt to calm them down as much as possible as they leave.

### **12.4 Complaints Handling**

All staff members will undergo complaints training to ensure that they are skilled in being able to appropriately manage complaints or know when they are required to be elevated to a Manager. Generally, all complaints will be dealt with by Managers.

Staff will be trained to handle complaints by teaching them the LAST process – Listen, Apologise, Solve and Thank. Staff are trained to know how and when to turn over complaints to Managers.

As a basic course of procedure, if a member of the public or patron becomes irate and threatens someone, the following actions should be followed:

1. A Manager will be requested to address the person's concerns and take appropriate action to resolve the situation.
2. If the person continues to behave in an unsatisfactory or threatening way, the person will be asked to leave the premises.
3. If the person refuses, as a last resort, consider calling the police; and
4. This incident or complaint would be required to be noted in the complaints register.

### **12.5 Incident Reporting and Complaints Register**

A register is to be kept, which identifies any incidents that may have occurred or complaints that are considered to be worth noting. The day, time and details of the incident/complaint are to be noted within the register. A copy of the register will be made available to the Police within 48 hours upon request.

Staff must not resist a robbery and are required call the Police after the person(s) has left the building, at which time doors are locked. The theatre building should remain closed and not operate until emergency services arrive.

The entries within the incident/complaints register will be used as a basis for the review and amendment to this plan of management as required. A review of the incident/complaints register will be undertaken annually.

