

Plan of Management

For on-going use of the premises for not for profit and client events 262 Liverpool Street, Darlinghurst (Yirranma Place)

Submitted to City of Sydney
on behalf of Paul Ramsay Foundation



Prepared by Ethos Urban, a Colliers Company.

28 October 2025 | 2240649



'Gura Bulga'

Liz Belanjee Cameron

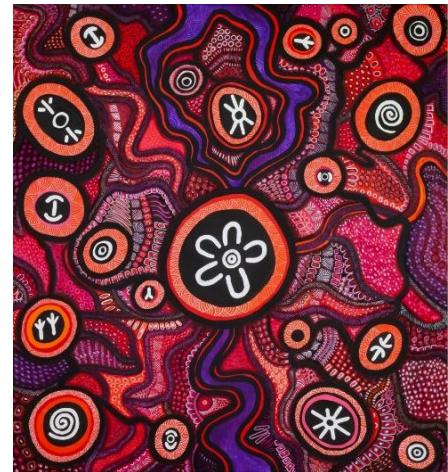
'Gura Bulga' – translates to Warm Green Country. Representing New South Wales.



'Dagura Buumarri'

Liz Belanjee Cameron

'Dagura Buumarri' – translates to Cold Brown Country. Representing Victoria.



'Gadalung Djarri'

Liz Belanjee Cameron

'Gadalung Djarri' – translates to Hot Red Country. Representing Queensland.

Ethos Urban acknowledges the Traditional Custodians of Country throughout Australia and recognises their continuing connection to land, waters and culture.

We pay our respects to their Elders past, present and emerging.

In supporting the Uluru Statement from the Heart, we walk with Aboriginal and Torres Strait Islander people in a movement of the Australian people for a better future.

In March 2025, Ethos Urban took a major step toward future growth by partnering with leading professional services firm, Colliers. While our name evolves, our commitment to delivering high-quality solutions remains unchanged—now strengthened by broader access to property and advisory services and expertise.

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This document has been prepared by:

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1. Introduction

A Plan of Management has been prepared by Ethos Urban and is submitted on behalf of the applicant, Paul Ramsay Foundation (PRF), as part of the accompanying development application documentation relating to the following proposed scope of works:

- Enable the use of the Blue Gum Hall by third-party community, or for-purpose organisations and groups with a focus on social and community purpose (not for private or commercial client events or parties).
- The proposed number of events held in the Blue Gum Hall is up to 12 events per calendar month where food and beverage are served.
- External seating for café usage during opening hours for 24 seats.
- Deliveries permitted from 5am, prior to the opening of the café.
- Background music to be permitted in external spaces during daytime hours.

Definitions:

Third Party: Relating to a person, group, or organisation other than PRF, current tenants of Yirranma Precinct (refer to current list <https://www.yirranmaplace.com/impact-for-good/our-community>), or Two Good Co..

For-Purpose: An umbrella term used in Australia to describe organisations—such as charities, not-for-profits, and social enterprises—whose primary aim is to create positive social, cultural, environmental, or community outcomes, rather than generate profit for private benefit. The term emphasises mission and impact, positioning purpose as the organisation's central driving force.

Community Use: Usage of Yirranma Place by community groups or organisations that are established and operate in Darlinghurst.

The hours of operation for the café as prescribed in the existing conditions are from 7:00am to 7:00pm, Monday to Sunday, for the premises at No. 262 Liverpool Street, Darlinghurst NSW 2010 ('the site'). The café has a maximum capacity of up to 24 guests and 2 staff. The café currently operates weekdays only and the operating hours are not proposed to change.

The Blue Gum Hall currently has a maximum capacity of up to 79 guests and the continued proposed hours of operation are from 7:00am to 10:00pm, Monday to Sunday. There are no proposed amendments to the operating hours.

The purpose of this Plan of Management is to ensure the successful and safe operation of the continued use of the Blue Gum Hall and identify several measures that can be adopted to maintain existing amenity to the surrounding businesses, residents, and guests in attendance.

Additionally, after extensive consultation with neighbouring residents, the applicant (PRF) would like to demonstrate by way of this Plan of Management (POM), its ongoing commitment to being a good neighbour. By formalising building management processes in this POM, the applicant hopes to provide full transparency and offer reassurance around their long-term approach to being a respectful and responsible neighbour.

Development Approvals for the Site

Development Applications Submitted by Paul Ramsay Foundation

D/2024/850

A Development Application was approved on 14 November 2024 for alterations to the organ screen in the auditorium to allow an operable panel for ongoing organ restoration and maintenance.

D/2022/76/A

A S4.55(1) was approved on 20 April 2022 for administrative amendments to the conditions of consent relating to construction hours and other administrative matters.

D/2022/76

A Development Application was approved on 30 March 2022 for internal alterations to Lower Ground and Mezzanine Levels of commercial office building.

D/2021/1003

A Development Application was approved on 11 November 2021 for the signage strategy for lower ground floor and ground floor of the site inclusive of building identification signage and wayfinding signage.

D/2021/1517

A Development Application was approved on 8 February 2022 for internal alterations to the ground floor level of commercial office building to install art on the wall.

D/2021/169

A Development Application was refused on 27 March 2023 for alterations and additions to the commercial development.

D/2020/1397/A

A S4.55(1) was approved on 24 May 2021 for a modification of consent to correct minor typographical errors.

D/2020/1397

A Development Application was approved on 28 April 2021 for the internal fit-out for an office premises, new mechanical exhaust and use of part of the ground floor for a food and drink premises (cafe) with hours of operation from 7.00am to 7.00pm, Monday to Sunday and Blue Gum Hall with hours of operation 7.00am to 10.00pm, Monday to Sunday.

The development approval included conditions of consent limiting the regularity of the use of the entry hall for events for third party users. The consent also specified deliveries to be between the hours of 7am and 7pm and that no speakers or noise amplification be installed or music played in any outdoor areas.

Development Applications Submitted by the Developer (prior to PRF owning The Site)

D/2018/1526/H

A S4.55(1) was approved on 18 November 2021 for the modification of consent to correct Council error relating to exclusion of conditions previously part of the consent.

D/2018/1526/G

A Section 4.55(1A) was approved on 9 September 2021 for the modification of the previous approval to delete Condition 55 - Advanced Tree Planting.

D/2018/1526/F

A Section 4.55(2) modification was approved on 14 December 2020 for minor internal alterations and additions to the existing building. This Section 4.55(2) modification is currently under final assessment with Council.

D/2018/1526/E

A Section 4.55(2) modification was approved on the 18 June 2020 to modify the fire system which results in minor internal reconfigurations and external changes including relocation of fire hydrant booster to Forbes Street.

D/2018/1526/D

A Section 4.55(1A) modification was approved on the 25 May 2020 to amend condition 41 relating to the timing of public art to be provided prior to the issue of any occupation certificate.

D/2018/1526/C

A Section 4.55(1A) modification was approved on the 20 January 2020 to amend condition 18 relating to the timing for any works affecting the public road, traffic or parking arrangements to be provided prior to any works within the public domain.

D/2018/1526/B

A Section 4.55(1A) modification was approved on the 13 November 2019 to amend condition 19 relating to measured drawings including the existing saw tooth roof, rainwater heads, pavement light wells, ceilings, and ceiling cornices to be provided prior to the issue of an occupation certificate.

D/2018/1526/A

A Section 4.55(2) modification was approved on the 6 April 2020 for a new external lift, new entry gate, replacement of northern external staircase and relocation of substation.

D/2018/1526

A Development Application was approved on the 15 May 2019 for an adaptive reuse of the former First Church of Christ Scientist as office premises and alterations and additions including two storey addition to the eastern wing, new roof top terrace/breakout space, new attic area, basement car parking containing 9 spaces and associated site works.

2. Purpose of Plan

The purpose of this Plan of Management is as follows:

- To ensure that the events within the Blue Gum Hall held on the site held by third-party for-purpose organisations or local community groups have a focus on social and/or community purpose and are managed in an orderly fashion, to maintain existing amenity.
- To ensure staff and management consider the context of the surrounding residential locality and take all reasonable measures to minimise any potential impacts that may arise as a result of these events including noise and any anti-social behaviour.
- To ensure that the café operations continue to be managed in an orderly manner, to minimise any adverse impacts to the surrounding area.
- To continue to monitor the relevant safety and security issues in order to ensure the safety of staff and patrons.
- To ensure the amenity of the area is not adversely impacted by noise, odour or disposal of waste generated by the use of the premises.
- To provide neighbouring properties a level of comfort by formalising building operation processes / building rules in the PoM so that the precinct will forever be managed in the respectful manner it currently is.

3. Company Overview

An overview and supporting statement from PRF in relation Yirranma Place is outlined below:

PRF is a philanthropic foundation. We work for a future where people and places have what they need to thrive. With organisations and communities, we invest in, build, and influence the conditions needed to stop disadvantage in Australia.

Shifting the conditions that create disadvantage is complex work and isn't the role of any one organisation. As a single player in the ecosystem working to build positive, intergenerational change, PRF collaborates with philanthropic peers, organisations and communities to make a difference.

This includes our community at Yirranma Place, PRF's forever home in the vibrant and diverse Darlinghurst neighbourhood.

Yirranma Place was created with a clear purpose: to be a shared space for social purpose, where community, philanthropy and for-purpose organisations can connect, collaborate and thrive.

Community is at the heart of the work that happens here, and we're proud to have become a local hub for our own neighbourhood in Darlinghurst through residents gathering at the Two Good Co. café, visiting Yirranma Place's art exhibition or enjoying a recital from the building's restored historic organ.

The friendly hospitality of staff from Two Good Co. - a social enterprise that trains and employs women who have experienced domestic violence and homelessness – has been central to creating the sense of warmth and opportunity that fills Yirranma Place.

Yirranma Place is not about making a profit. It's about providing opportunities for more for-purpose organisations to create positive impact – not only through connection and collaboration, but also through maintenance and supplier contracts, café and catering services, and subsidised work, meeting, and event spaces.

Our intention is, and always has been, to foster a thriving and inclusive precinct for social purpose, while ensuring amenity for our neighbours – a balance we are committed to maintaining.

4. Operational Details

Site and Locality Details

The site is located at 262 Liverpool Street, Darlinghurst (the site) within the Sydney Local Government Area. The site is legally described as Lot 1 DP 174206. The site is owned by PRF and is known as Yirranma Place. The site is bounded by Liverpool Street to the south and Forbes Street to the west. The site is bounded by residential properties to the north and east. Land to which this Plan of Management applies is shown at **Figure 1**.

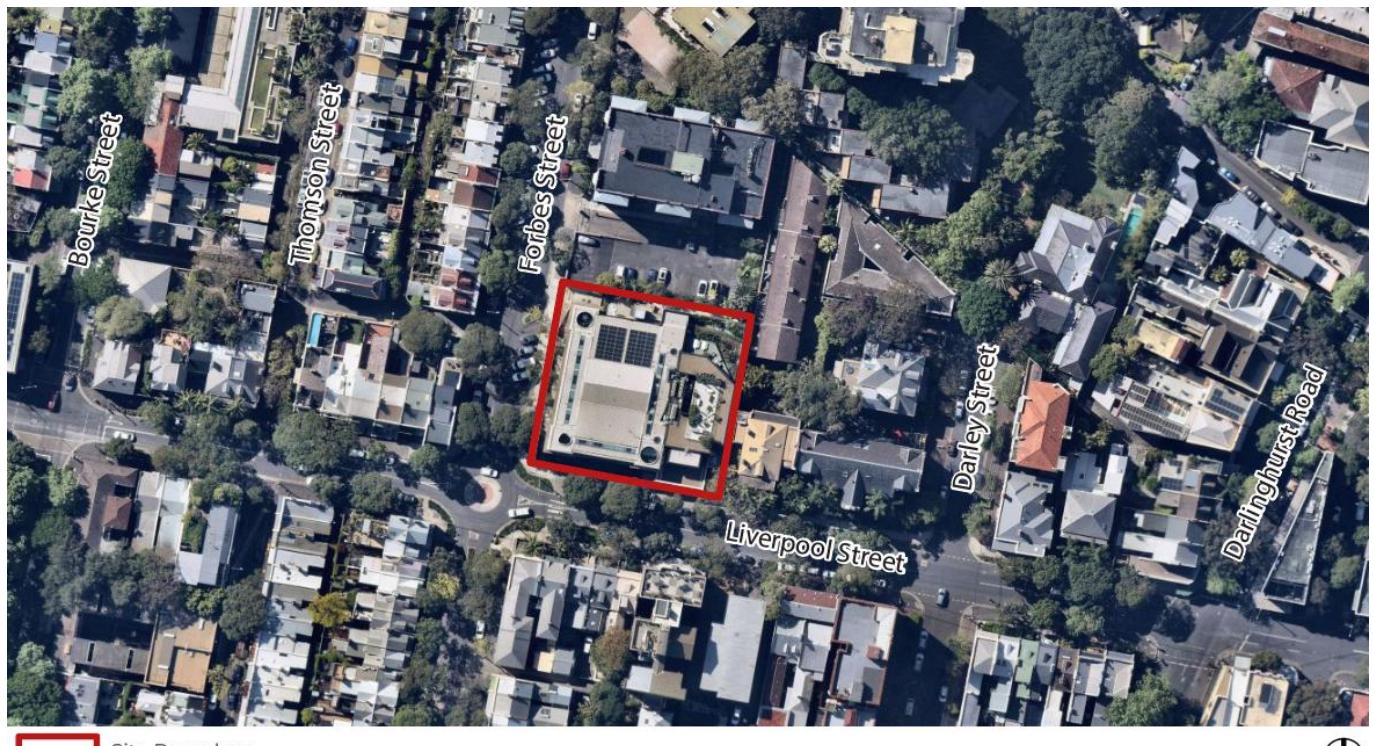


Figure 1 Aerial site map

Source: Nearmap/Ethos Urban

Yirranma Place includes a café which is operated by Two Good Co. Yirranma Place includes the Blue Gum Hall (exhibition hall) which has art on display and can be used as an exhibition or event space. The organ is at the centre of Yirranma Place and free recitals are available throughout the year. Two levels of open plan co-working spaces are available which are supported by a variety of meeting spaces and rooms, kitchen and roof-top terrace. Yirranma Place also provides adequate end-of-trip facilities.

The following is relevant to the external context:

- **North:** To the north of the site at 198-200 Forbes Street, Darlinghurst, is an existing 5 storey residential flat building with a pair of single storey garage structures and hardstand car parking above. Beyond 198-200 Forbes Street to the north are a variety of residential properties of different densities, and SCEGGS Darlinghurst school to the north-east.
- **East:** To the east of the site at 278 Liverpool Street, Darlinghurst, is the existing Robin Gibson Gallery building identified as an existing heritage item (no I358). Beyond the Robin Gibson Gallery to the east is a variety of residential dwellings ranging from two to four storeys bordered by Darlinghurst Road. Darlinghurst Road and Liverpool Street includes a variety of businesses and food and drinks premises, a childcare centre, hairdressers, dog groomers and other business premises.
- **South:** To the south of the site is a row of two and three storey attached dwellings which are identified as heritage items no I365-I368. Beyond the residential properties are businesses and cafes, as well as the National Art School beyond Burton Street.
- **West:** To the west of the site is 260 Liverpool Street, an existing two storey attached dwelling and 251 and 253 Forbes Street, a pair of two storey attached dwellings fronting Forbes Street and are heritage items no I356 and I313. Beyond those properties to the west are additional residential properties ranging of two to three storey dwellings.

It should be noted that the immediate surrounding locality is predominately residential in nature comprising a mixture of high- and low-density residential accommodation including residential flat buildings and attached dwellings respectively. When viewed beyond the immediate vicinity of the site, there are a number of food and drink premises along key entertainment precincts of Oxford Street and Darlinghurst. These streets comprise Burton Street, Darlinghurst Road, Victoria Street, Bourke Street, lower Liverpool Street (between Palmer and Bourke Street) and Oxford Street.

Hours of Operation

The approved hours of operation for the use of the exhibition space at Yirranma Place are as follows:

Day of the Week	Operating Hours
Monday	7.00am -10.00pm
Tuesday	7.00am -10.00pm
Wednesday	7.00am -10.00pm
Thursday	7.00am -10.00pm
Friday	7.00am -10.00pm
Saturday	7.00am -10.00pm
Sunday	7.00am -10.00pm

Additionally, the landlord-prescribed operating hours for meetings and events are from Monday through Friday with weekend bookings subject to greater landlord scrutiny. The assessment criteria for third-party events is detailed at **Section 5.1**.

5. Operational Management

Process for Assessment of Event Suitability

We understand that residents value the quiet enjoyment of their homes and neighbourhood. That's why all proposed events at the Blue Gum Hall undergo a careful and thorough review process designed to protect local amenity and ensure that the Hall continues to be used for community benefit.

Every event request is assessed on a case-by-case basis to ensure it reflects the purpose of Yirranma Place — to support educational, socially oriented, and community-driven activity — while maintaining the peace and character of the area.

Importantly, Blue Gum Hall is not available for private functions, corporate events, or parties.

To ensure that any proposed activity meets these standards and minimises any impact on neighbours, a five-step process will be followed:

Application Lodgement

Event organisers must submit a formal request through hello@yirranmaplace.com. The Building Manager, Two Good Co. (a social enterprise), will review the application to confirm that the organiser is a for-purpose organisation or local community group, and that the event itself has a clear social or community purpose.

Initial Review by Two Good Co.

If the initial criteria are met, the application is passed on to the Paul Ramsay Foundation (PRF), as the landlord and custodian of the precinct, for further review.

Comprehensive Assessment by PRF

PRF undertakes a detailed review of each application, looking at both the potential positive social impact of the event and any possible effects on local amenity. This may include requesting changes to event details — such as reducing guest numbers or adjusting timing — to ensure they are appropriate and manageable.

Events are assessed using the following criteria:

- Attendance and capacity
 - Estimated number of attendees and expected movement in and out of the building
 - Any impact on nearby public spaces, accessways, or local noise levels
- Event timing
 - Duration of the event, including set-up and pack-down
 - Whether it falls within permitted usage hours
- Purpose and fit
 - How well the event aligns with the purpose of Yirranma Place and PRF's values
- Organiser track record
 - The applicant's purpose, experience, and ability to safely and responsibly manage an event
- Coordination with other activities
 - Whether it coincides with other activities or could contribute to overuse of the precinct
- Food and beverage
 - Catering plans, waste management, and potential for noise or odour
- Waste and water use
 - Anticipated waste and water use, and strategies for sustainable disposal and minimisation

Decision and Conditions

Following review, PRF may approve the application with or without conditions, or decline it if it does not meet the above standards.

Transparency and Community Awareness

To keep residents informed, an up-to-date calendar of confirmed events will be available on the Yirranma Place website.

Generally, events are held on weekdays, with most interest for Tuesday to Thursday, and occasional Monday evening or Friday morning/lunchtime convenings. It is rare to receive requests for Friday night (none to date),

Saturday or Sunday.. If a request is received for one of these times, it will only be considered if the request presents minimal risk to residential amenity, presents significant benefit to the public/community, and meets all other criteria outlined above.

Despite the existing consent, the landlord makes the following further commitment to avoid any amenity impact:

- Events held on Saturday and Sunday will only be permitted between 7am and 5pm, and will be open to the public (for public benefit).

5.1 Patron Capacity and Staffing Details

Patron Numbers

The maximum number of patrons (excluding staff) permitted within the Blue Gum Hall in the premises at any one time is 79 patrons (ensuring compliance with BCA requirements in relation to the provision of amenities and services).

The Yirranma Place representative will be responsible for ensuring that the number of persons in the premises does not exceed 79 patrons (excluding staff). The premises will be staffed at all times during operating hours.

The café's outdoor seating can accommodate 24 guests and 2 staff during opening hours.

As per the existing consent, the rooftop terrace can be occupied by a maximum of 50 people during daytime hours and 30 people during night-time hours. These hours include:

- Day time hours: Mondays-Saturdays: 7 am-6 pm
- Evening Hours: Mondays-Saturdays: 6 pm-10 pm
- Sundays and Public Holidays: 8 am-10 pm

Despite the existing consent, the landlord makes the following further commitment to avoid any amenity impact:

- The rooftop terrace can be occupied Monday to Friday during sunlight hours only (sunup to sundown), except for special occasions as approved by the landlord.

Staff Numbers

Any staff required to serve and assist at functions and events at Yirranma Place will consist of a maximum of 5 - 10 staff at any one time. All relevant catering staff will be required to show evidence of their Responsible Service of Alcohol qualifications if alcohol is being served.

The café can accommodate approximately 2 staff at any one time and is subject to the patron demand.

5.2 Managing Guests/Patrons in the Blue Gum Hall

The following measures are applied in managing guests in the Blue Gum Hall

- A member of staff will be responsible for counting the number of patrons allowed in the Blue Gum Hall at any one time and ensuring patron capacity does not exceed that approved under the development consent.
- Non-alcoholic beverages will be available to all patrons at all times.
- The establishment is a non-smoking premises.
- Food will be available to all patrons whenever alcohol is served.
- Inappropriate behaviour from any guests will be dealt with by trained staff.
- Staff will be able to advise to patrons on public transport alternatives and taxi services in the area.
- The catering staff who serve alcohol to patrons will be accountable for the responsible service of alcohol and the limitation or restriction on consumption of alcohol from patrons when appropriate.
- A nominated staff member will take all reasonable steps to control the behaviour of patrons as they enter and leave the premises.
- A nominated staff member will prevent patrons from removing glass or bottles from the premises.

5.3 Noise Management

General Noise Management

The following measures are applied in managing all noise on the premises:

- Waste removal will occur during standard day-time hours to reduce any potential noise impacts. Recycling will occur where possible and waste separation will be undertaken within the premises to reduce any noise impact. It is noted that currently waste operations include 3 general waste collections per week, 1 cardboard/paper collection and 1 co-mingled collection. It is the landlord's intention that waste generation from any additional event activity must fall within the current waste removal plan.
- Deliveries relating to the operation of the café can occur from 5am on Liverpool Street, with the implementation of mitigation measures outlined in the Acoustic Report prepared by ADP Consulting (dated 17/07/2025).
 - Delivery van will not idle whilst stationary on the street.
 - Delivery vehicles must be switched off during deliveries.
- We note that there is a loading bay on Liverpool Street. Should the loading bay be deemed to be required, Council might amend the loading zone times.
- The café's external seating can accommodate up to 24 patrons during all of its operating hours to reduce any potential noise impacts.
- The premises will comply with the provisions of Condition 5: Noise of the approved Development Consent (D/2018/1526/H) and Condition 19: Noise – Commercial Plant/Industrial Development (DA/2020/1397/A).

Event Noise Management

Since opening in 2022, the landlord and building operations have not received complaints about event noise management. The following measures are currently applied in managing noise relating to events on the premises:

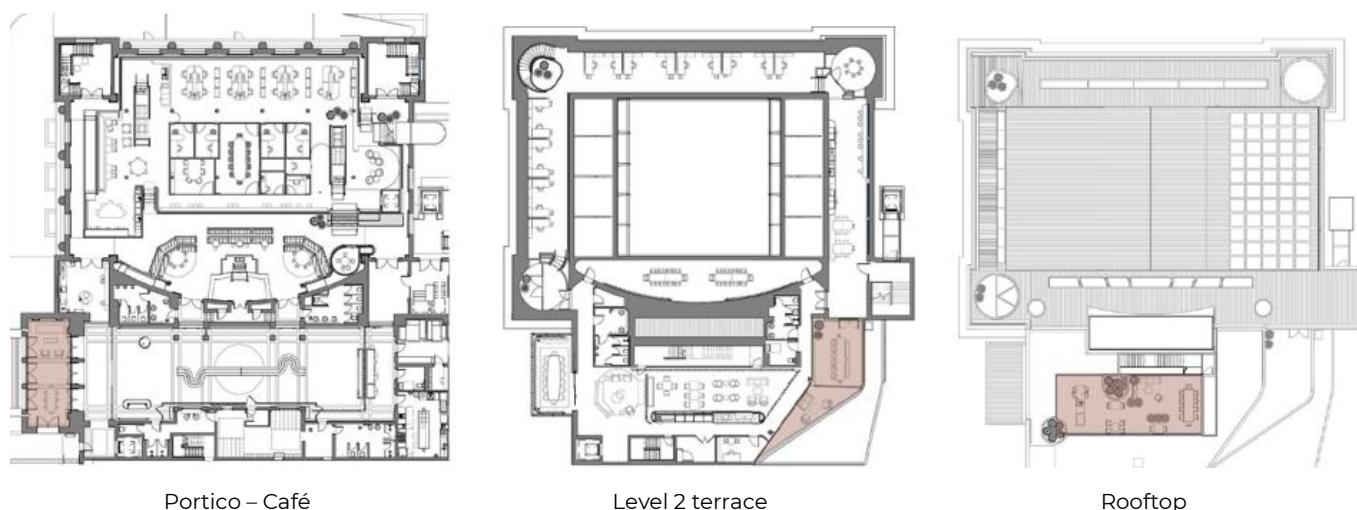
- Given the patron capacity and the size of the premises, crowding does not occur within the premises and the exterior of the premises.
- Signage discouraging noise from patrons leaving the premises is located at the front of the premises and is clearly visible to patrons leaving the premises.
- Event staff are responsible for the control of noise generated by patrons leaving the facility.
- Noise minimisation measures are in place to ensure there is limited impact to surrounding residents including the doors being shut during events.
- Specific measures to be undertaken include the following:
 - The manager and staff will monitor any patrons not dispersing and making unreasonable noise or other disturbances and if observed doing so, will direct them to respect the amenity of residents in this immediate precinct.
 - The manager will notify the police that patrons have not complied with directions from relevant staff.
- The manager and catering staff will advise guests to vacate the premises 30 minutes before the conclusion of any event to ensure compliance with the approved hours of operation.
 - The rooftop terrace may be occupied by a maximum of 50 people during daytime hours and 30 people during night-time hours. Per the existing consent, these hours are as follows:
 - Day: Mondays – Saturday: 7am – 6pm, Sundays and Public Holidays, 8am-10pm
 - Evening: 6pm – 10pm
 - Additionally, the landlord imposes the following building rules:
 - The rooftop may be accessed only during daylight hours (i.e. sunup to sundown).
- In exceptional circumstances, and after satisfying the landlord's requirement for little-to-no impact on neighbouring properties, some activity may occur on the rooftop after sundown.

Low-Level Music Noise Management

The following measures are applied in managing noise relating to the low-level background music on the premises:

- Low level music will be permitted in the following spaces:
 - Portico (café) – only during café operating hours.
 - Exhibition hall – only during operating hours (as per existing consent).
 - Level 2 outdoor terrace – only when the space is booked and music has been specifically requested.
 - Rooftop – only when the space is booked and has specifically requested music.
- Low-level background music will only be played during daylight hours.
- The rooftop terrace will be occupied by a maximum of 50 people during daytime hours and 30 people during night-time hours. Low-level background music can be used, however only while the space is in use during daylight hours only (sunup to sundown).
- Permanent, discreet, low-powered outdoor speakers may be used in approved outdoor areas of Yirranma Place, provided that a maximum of 2 speakers are used in each space and their noise levels do not exceed a sound pressure level of L_{Aeq} 65 dB at 1m from the centre speaker.
- The level of L_{Aeq} 65 dB at 1m from the centre speaker is acceptable and equivalent to low-level background music, noting that this level is equivalent to safe headphone volume.
- The introduction of music to these spaces will be implemented at the 'system-level' and the volume will be pre-set to 65 dB by Yirranma Place Facilities Management Team. The sound system will be managed remotely through the building's content management system and therefore cannot be adjusted by event staff 'on the day'.
- The following restrictions are in place for the low-level background music:
 - Music will only be activated on request if the space is booked (i.e. the level 2 terrace or the rooftop).
 - Music will be through permanent, discreet, low-powered outdoor speakers at a set level (in compliance with the Acoustic Report) and the noise level cannot be adjusted by event staff.
 - Music will be pre-approved pre-recorded music lists or small musical groups (e.g. jazz trio or string quartet) only. Speeches amplified on a microphone, DJ, live bands and other such performances will not be permitted.
 - Music will only be played through the permanent outdoor speakers installed by the landlord. Small musical groups will not be permitted to bring their own sound equipment.
- Low-level background music may include genres such as jazz, instrumental, classical, ambient, soft pop and downtempo.
- Any low-level background music must adhere to acoustic requirements listed in Acoustic Report prepared by ADP Consulting (dated 17/07/2025) and any relevant Development Consents.

A Complaints Management and Community Reference Group will be set up. Refer to **Section 5.12** for more information. The areas in which low-level music can be played are shown below.



Noise Mitigation Measures

The following noise mitigation measures will be in place for the operation of Yirranma Place:

- Outdoor speakers may be installed in the above-specified outdoor areas of the precinct, provided a maximum of 2 x speakers are used in each space, and their noise level does not exceed a sound pressure level of LAeq 65 dB @ 1 m from the centre speaker.
- The rooftop terrace should be occupied by a maximum of 50 x people during day hours and 30 x people during evening hours. These hours are outlined below (as permitted by the existing consent):
 - Day time hours: Mondays-Saturdays: 7 am-6 pm
 - Evening Hours: Mondays-Saturdays: 6 pm-10 pm
 - Sundays and Public Holidays: 8 am-10 pm
- Despite the existing consent, the landlord makes the following further commitment to avoid any amenity impact:
 - The rooftop terrace can be occupied Monday to Friday during sunlight hours only (sunup to sundown)
- Doors will be shut during Blue Gum Hall events to limit sound transfer during events.
- The café external seating may accommodate up to 24 guests and 2 staff during all of its operating hours.
- A Complaints Management and Community Reference Group will be set up. Refer to **Section 5.12** for more information.

5.4 Responsible Service of Alcohol (RSA)

The following RSA measures and practices will be applied to the site during the service of any alcohol:

- It is the policy of the premises to comply with all laws regarding the service and consumption of alcohol on the premises. The manager and/or licensee and all servers are responsible for not serving alcohol to minors and intoxicated persons.
- The service of alcohol from the premises must be in accordance with the conditions imposed under relevant liquor license of the appointed catering and wait staff and any subsequent amendments.
- Any person who exhibits signs of intoxication while at the premises will be requested by staff to leave.
- Any person who attends the premises and appears to be intoxicated will be refused entry and requested to leave the premises.
- Any person who appears to be under the age of 18 years will be required to produce suitable identification prior to being served with liquor. Any person unable to produce suitable identification after being requested will be refused service of liquor. Suitable identification includes the following:
 - A valid driver's licence; or
 - A valid passport; or
 - A NSW photo card; or
 - A valid RTA proof of age card.
- Service staff serving alcohol will be RSA trained to ensure the Harm Minimisation and Responsible Service of Alcohol requirements of the Liquor Act are complied with at all times.
- The Yirranma Place staff primary responsibility is for the safety and well-being of all attendees. The catering staff will:
 - Encourage patrons to drink responsibly and advise they will be asked to vacate the premises if they become violent, quarrelsome or show signs of intoxication.
 - Provide low-alcoholic, non-alcoholic beverages and water (free) at all times.
 - Ensure, under strict instructions, that liquor is not served to persons under the age of 18 years

5.5 Liquor Licence

Two Good Co currently holds a liquor license for the event and exhibition space. This enables them to serve and/or sell liquor to guests at invitation-only and publicly advertised events. Two Good Co. Founder and CEO Rob Caslick is the licensee for the space. RSA guidelines are strictly adhered to and building management oversees the departure of guests following the event.

The licensee, supervisors, caterers and support staff will have completed an approved Responsible Service of Alcohol (RSA) course, which applies to anyone serving liquor in a voluntary capacity. All staff involved in the service or supply of alcohol will be required to hold a valid NSW competency card.

No amendments are proposed to alter the current liquor licencing arrangements.

Area to which the Two Good Liquor License Applies

Two Good Co.'s liquor license is for the exhibition hall (Blue Gum Hall).

5.6 Transport and Parking

Patrons who are visiting Yirranma Place for events are strongly encouraged to use active transport (walk/cycle), public transport or ride share options. The site is easily accessible from Kings Cross Train Station, Gadigal and St James Train Stations and Museum Train Station.

Existing strict parking restrictions are in place on the surrounding streets which include 1 hour parking restrictions between 8am and 10pm. 1-hour parking restrictions are in place during times that events are held, and patrons will be unable to exceed these parking limits without being penalised. Parking Rangers continue to patrol the surrounding streets.

The following information is included on the Yirranma Place Website:

The surrounding area has very limited parking, is strictly 1P until 10pm daily, and is diligently policed by council rangers. We therefore strongly encourage all visitors and guests to consider public transport, ride share, access nearby parking stations.

PRF and Yirranma Place are committed to providing the above-mentioned communication with all invitations to events to ensure that event attendees refrain from driving and parking on the surrounding streets.

PRF are also committed to strongly discouraging staff of PRF and tenants of Yirranma Place from driving to and from work as they are unable to park on the surrounding streets. This has been implemented through tenant and staff inductions and reminders to staff through internal communications. It is noted that there are nine existing car parking spaces and two motorbike spaces which are available for use by PRF staff.

It is noted that the landlord has undertaken a tenant survey which identifies that:

- 5% drive and park on the street;
- 8% drive and park off-street (garage or parking station)
- 10% walk;
- 10% cycle; and
- 68% take public transport

Analysis of the data reveals that 'Drive (Street Parking)' shows lower average attendance (1.8 days per week), with narrower ranges, indicating less frequent precinct visits compared to other methods.

Yirranma Place has also introduced data collection from event attendees and visitors to better understand how people travel to the precinct. Recent findings show:

- 0% used on-street parking
- 8% parked in a parking station;
- 69% used rideshare/public transport; and
- 23% walked.

These insights reflect the precinct's strong connection to local public transport networks and its accessibility for pedestrians within the Darlinghurst community.

The landlord will continue to monitor how attendees travel to events at Yirranma Place to ensure that messaging around sustainable transport and minimising local impact is effectively reaching event participants.

5.7 Maintenance of Fire Safety

Fire safety measures are to be applied as follows:

- Smoke detectors are regularly checked to ensure ongoing workability and fire safety.

- An evacuation plan and floor plan are clearly displayed within the premises with a map of the site. Staff are trained in evacuating patrons if an emergency arises.

5.8 Pest Control

Pest control measures have been applied by having doorway seals and raised benches and work areas which do not allow pests to harbour.

5.9 Cleaning and Maintenance

Cleaning and maintenance measures are currently applied as follows:

- The internal and external areas of the premises are kept in a clean and tidy condition and regularly maintained.
- Sweeping areas and wiping down of tables occur as often as necessary throughout the operation of the premises.
- Glass bottles and cups are collected during the procession of any event held on the premises.

5.10 Security and Staff

Security measures are currently applied as follows:

- The entrance to the premises from Liverpool Street is sufficiently well lit to ensure ease of identification and safe access into the premises.
- Staff will be vigilant in contacting the local Police should there be a risk to the safety and well-being of patrons which cannot be adequately dealt with by staff.
- Weapons of any type are not permitted at any time, unless in the hands of authorised security personnel or Police.

5.11 Communication Management

A dedicated resident's email will be circulated post-determination for real-time response to precinct activities.

Additionally, a feedback register will manage ongoing feedback received about precinct activities. The register will include the following:

- Feedback date and time.
- Name, contact and address details of persons(s) making the complaint.
- Nature of feedback.
- Name of staff on duty.
- Action taken by precinct team to address the feedback.
- Follow up.
- Outcome.

The process for responding and managing feedback through the website feedback form includes:

- Community or local residents can submit feedback to the dedicated feedback form (accessed from the Yirranma Place website).
- The feedback will be sent to PRF (as the landlords of Yirranma Place) for consideration. They will work together to find the appropriate action or response to address the feedback.
- An automated email will be sent to the submitter of the feedback to confirm receipt of the feedback.
- PRF will endeavour to respond to the submitter within 3 business days.
- Depending on the nature of the feedback provided, further consultation may be required which will result in further contact between PRF and the submitter.

Additionally, a Community Reference Group (CRG) will be established and will meet onsite at Yirranma Place. Expressions of Interest will be sought immediately following the Council's determination. The CRG Terms of Reference will be developed in consultation with the members of the CRG. The CRG will meet three times a year to discuss the feedback received throughout the period to date, as well as any suggestions for community engagement and other activities. An Expression of Interest and simple terms of reference will be included to

assist in managing ongoing complaints in relation to events and the operation of Yirranma Place. Any amendments to the Plan of Management will be subject to consultation with the Community Reference Group.

5.12 Disruptive and Anti-social Behaviour

In the unlikely event of anti-social behaviour, the following procedures will apply to all staff and management involved in the removal of a person from the premises who is intoxicated, violent or otherwise exhibits anti-social behaviour.

- Verbal communication with the patron(s) will occur in an attempt to settle or diffuse a situation.
- If the behaviour continues, the site manager on duty will contact NSW Police for assistance in removing the offending patron(s).

5.13 Deliveries, Loading/Unloading

All deliveries, and loading and unloading of waste from the site will be carried out as follows:

- Deliveries to the café can occur prior to the café opening (from 5am) and will be undertaken on Liverpool Street (prior to 7am).
- Suppliers will be closely managed to prevent disruptions, and PRF and Two Good Co have the ability to request changes or change suppliers.
- Operation of existing deliveries (outside of café deliveries) will continue to operate as usual (after 7am).
- A double loading bay zone is available on Liverpool Street for usage of delivery vehicles. Should the loading bay be deemed to be required, Council may choose to amend the loading zone.
- Suppliers will be subject to strict service-level agreements to minimise disruption.
- The landlord reserves the right to revoke early morning deliveries if they prove not to be neighbour-friendly.

5.14 Waste Management and Collection

An Operational Waste Management Plan has been provided with this Development Application. Waste management and collection will include the following:

- Waste facilities are located within the basement area in accordance with the approved plans under DA2018/1526.
- The dedicated waste area has been designed to accommodate the necessary facilities to service the development.
- All glass must be emptied/ transferred / sorted inside the building on the premises and removed in containers. Existing waste management practices will continue.
- Maintenance staff will keep the garbage area clean, tidy and free of vermin.
- Waste and recycling will be sorted and stored in the appropriate containers and shall be dealt with and disposed of in accordance with health regulation and waste contractor requirements.
- Waste removal will occur during building operation hours (from 7am).
- The landlord is continuing to undertake analysis of current waste levels and will amend bin quantities as required.
 - It is worth noting that precinct operations will be guided by the Facilities Team's feedback on waste levels. It is not the landlord's intention to increase waste removal operations.
- For waste related to events held at Yirranma Place, all external waste that is generated (except for food and beverage containers/waste that is generated on site) is to be removed by the event applicant.
- Currently waste operations include 3 general waste collections per week, 1 cardboard/paper collection and 1 co-mingled collection. The landlord does not intend to increase waste removal beyond the current programme.

6. Plan of Management Review

The Plan of Management will be regularly reviewed at yearly intervals to reflect any operational changes that need to be implemented. Management will consider the amenity of neighbouring properties and shall take all reasonable measures to ensure that there is no frequent, undue or adverse impact on the surrounding areas. Any changes will be the result of consultation with the reference group.

Staff will be actively encouraged to provide suggestions for the continued improvement of the Plan of Management based on their experiences dealing with patrons, community members, and the operation of the premises.

A Plan of Management will be kept on-site at all times and will be made available to Police and Council Officers upon request. In the event of a discrepancy between this Plan of Management and the most recent Development Consent, the conditions of the most recent Development Consent will prevail.

Any amendments to the Plan of Management will be the result of consultation with the Community Reference Group.