Attachment D

Plan of Management

PLAN OF MANAGEMENT

Digital Advertisement Sign
169-173 Darlinghurst Road,
Darlinghurst.

Prepared for
JCDECAUX AUSTRALIA
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URBIS

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Urbis acknowledges the important contribution that Aboriginal and Torres Strait Islander people make in creating a strong and vibrant Australian society.

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

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CONTENTS

TABLES

1. INTRODUCTION

This Plan of Management has been prepared by Urbis on behalf of JCDecaux Australia to inform the management of the third-party advertising sign located on the northern façade of 169-173 Darlinghurst Road, Darlinghurst. 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
- Complaints and Compliance

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

Table 1 Site Subject to Plan of Management

Location	The subject site is located at 169-173 Darlinghurst Road, Darlinghurst, within the Local Government Area (LGA) of the City of Sydney. The subject site is legally described as Lot B Deposited Plan 387870. The subject site is located on the south-western side of the intersection of William Street, Darlinghurst Road, Craigend Street, Victoria Street, Kings Cross Road, and the Cross City Tunnel.
Surrounding Land Uses	The subject site is bound on its north and east sides by a single carriageway road, widening to a large intersection approximately 12m from the subject building. The entrance to the Cross City Tunnel, on a lower elevation than the intersection itself, is located approximately 15m from the subject building. The intersection of William Street, Darlinghurst Road, Craigend Street, Victoria Street, Kings Cross Road, and the Cross City Tunnel is approximately 60m in length at its widest point. The site is characterised by major road corridors, with wide pedestrian pathways and a stepped plaza positioned on the western and eastern sides of the intersection. The site is bordered by commercial, hospitality, and retail venues with larger scaled development, including three residential towers, located across the intersection. This includes the residential tower and façade for the large-scale Coca-Cola sign and associated advertisement, regarded as an iconic symbol of the Kings Cross/Darlinghurst area. A large-scale artwork is also located on the façade of the neighbouring building at 13 Kirketon Road. To the east of the site is the Darlinghurst Fire Station, a locally listed heritage item. Additionally, the Kings Cross Hotel is another locally listed heritage item located approximately 70 metres north of the subject site. The site is located on the northernmost boundary of the Rosebank Heritage Conservation Area (HCA). There are mature deciduous plane trees planted around the intersection, including on both sides of William Street, Darlinghurst Road, Kings Cross

	Road, and Craigend Street. The pedestrian pathway is also landscaped with seasonally changing floral displays.
Proposed Activity	This development application seeks approval for the following works: ▪ Removal of existing digital advertising screen; ▪ Replacement of the existing screen with a new screen; ▪ Replacement of support frame; ▪ Removal and replacement of JCDecaux logo; ▪ Retention of the façade extension on Darlinghurst Road (as previously approved under DA 2011/2123); ▪ Approval for advertising consent to be valid for 10 years, consistent with the existing approved digital advertising sign. ▪ Content of the proposed sign will be limited to static digital content. The specifications of the digital screen proposed within this development application are summarised below: ▪ The digital sign will have a dwell time of 45 seconds and an instantaneous (or 0.1 second) transition time, equivalent to the existing approved digital advertising sign on the site. ▪ The signs will maintain compliance with the maximum luminance levels specified in Transport Corridor Outdoor Advertising and Signage Guidelines 2017 and AS4282 (2019). ▪ The sign will operate continuously, 24 hours per day, 365 days a year.

2. DESIGN PRINCIPLES

2.1. DESIGN INTENT

The proposal is for a digital sign that continues to effectively integrate into the broader Kings Cross and Darlinghurst Area, contributing to the place making of Kings Cross Junction, by providing digital opportunities for community messaging. The sensitive integration with the host building has been considered a high priority in the design process, ensuring that the heritage character of the Rosebank HCA remains.

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

- Compatibility of design – with a wide variety of built context and coordination in design to achieve a design that is sympathetic to the HCA it is located within;
- Flexible design – to allow for adaptation to the local build environment context;
- Secure, safe, and functional design – for installation, operation, and ongoing maintenance;
- Use of high quality, durable and vandal resistant materials; and
- Minimisation of impact on road safety and visual character of the streetscape by not creating any additional visual effects than currently exist.

The proposal has also been designed to be sensitive to the Rosebank HCA, with the proposed sign not diminishing the heritage significance when viewed from public spaces. Additionally, illuminated signage has formed part of the existing and future character of the Kings Cross and Darlinghurst area, with historic precedent of illuminated signage characterising the general area since the 1920s and 1930s, therefore contributing to the long history of digital signage in the area.

Additionally, the proposed screen will provide amenity to pedestrians and road-users in the area, with one sixth of the advertising time dedicated to community messaging, helping contribute to the place making of Kings Cross Junction.

3. SIGNAGE TYPE AND DESIGN

3.1. DESCRIPTION

This Plan of Management supports a development application seeking consent for a replacement digital third-party advertising sign to be installed on the northern façade of 169 Darlinghurst Road, Darlinghurst.

The proposed digital structure has a dimension of 12.536m x 3.392m, with a total display area of 42.52sqm. The digital structure will be visible to southbound approaching drivers that are travelling along Darlinghurst Road. The proposed sign will also be legible from the intersection of Victoria Street and William Street.

3.2. PROPOSAL SPECIFICATIONS

Table 2 Proposal Specifications

Dimensions	3.392m x 12.536m
Finishes	Aluminium composite, Perforated Aluminium Sheet, Opal Acrylic, LED Illumination & Steel
Display Pixel Pitch	10mm
Resolution	324 pixels x 1224 pixels
Maximum Display Brightness	6000 nits
Average Power Consumption	5.21kW
Integration & Engineering suitability	The design of the support structure is intended affix to the wall.
Communications	4g LTE Modern

3.3. WASTE 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 Development, inclusive of the removal of and ongoing operation of the digital signage asset. This 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) Confirming that, where practical, 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 SEPP (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. 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** by the 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 Permissible Luminance (cd/m2)
Full Direct Sun	6000
Day Time	6000
Inclement Weather	600
Twilight	600
Night Time	106

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 circumstances:

- 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 beliefs.
- 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 being 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.
- 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) which is the peak body representing Out-of-Home advertising within Australia. As a tier one member of the OMA, JCDecaux is 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. MONITORING AND MAINTENANCE

All digital displays automatically send alters 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 roof itself, meaning that maintenance will not impact traffic or pedestrian 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 which will be available to the consent authority to monitor compliance with any conditions.

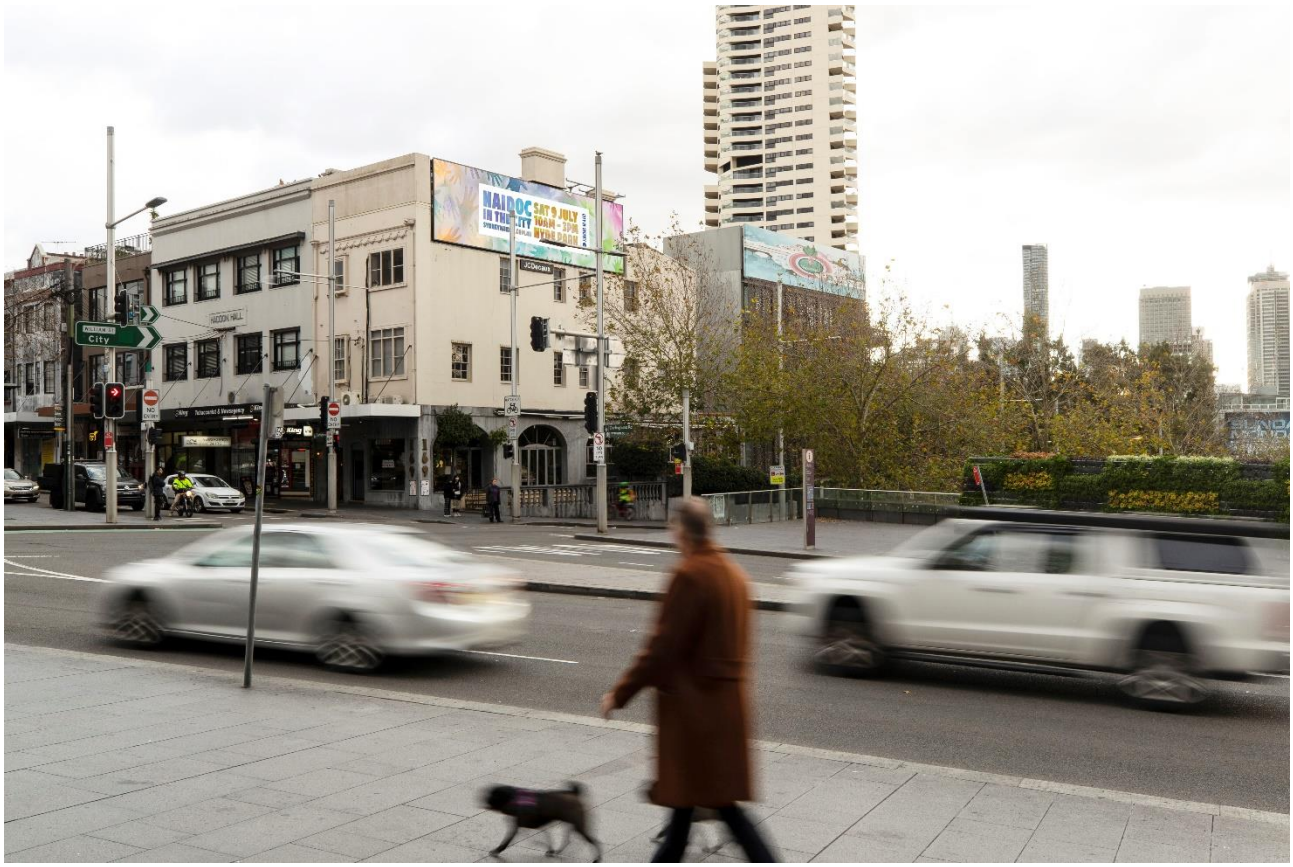
3.9. COMPLAINTS AND COMPLIANCE

If there are concerns that the content of the advertising sing offends any advertisement content condes, or that the advertising panel has not been properly maintained or operated, the below contact can be used to express concerns:

- JCDecaux OWL
- Phone: 1800 276 695
- Email Address: au.owl@jcdecaux.com and au-digitalfaults@jcdecaux.com

3.10. PROPOSED THIRD-PARTY ADVERTISING

Picture 1 Photomontage



Source: JCDecaux

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