

## 8.12. New Years Eve 2022

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**ENDORSED BY:** Margaret Palmer, Director Corporate Services

### ATTACHMENTS:

1. Letter from Minister Ayres - RE NYE in North Sydney - Appendix 1 [8.12.1 - 2 pages]
2. NY E 2022 - Ticketing capacities per vantage point for Council report - Appendix 2 [8.12.2 - 1 page]

### PURPOSE:

The purpose of this report is to seek direction and endorsement from Council for the proposed plans for the management of the North Sydney vantage points for NYE 2022.

### EXECUTIVE SUMMARY:

The City of Sydney funds a NYE fireworks display which is operationally supported by multiple State and local government agencies. Prior to the COVID-19 pandemic, up to one million people viewed the fireworks live from the Sydney Harbour foreshore; an estimated one billion watch them on television and online.

In recent years, Council has actively managed three primary vantage places - Blues Point Reserve, Lavender Bay Parklands and Bradfield Park/Mary Booth Reserve – and provided infrastructure at other vantage points including Cremorne Point, Kurraba Point and Waverton.

This report proposes to continue these arrangements with the following changes:

- Blues Point Reserve, Lavender Bay Parklands and Bradfield Park/Mary Booth Reserve be ticketed at a cost of \$10 (adults), with children under 5 years free.
- The ticketed reserves will operate on a 2m<sup>2</sup> per person rule to reduce the risks of infection or overcrowding in the prime viewing areas of the reserves.
- No passouts will be issued. Wristbands will only be issued for Mary Booth Reserve to maintain safe numbers in the reserve and allow patrons to use the facilities in Bradfield Park. No re-entry will be permitted on a ticket that has previously been scanned.

With pressure from the NSW Government to put more responsibility for NYE on to Council, this report also recommends that Council negotiates a Memorandum of Understanding with the NSW Government which clearly states Council's roles and responsibilities for NYE.

## **FINANCIAL IMPLICATIONS:**

The total overall costs for NYE 2022 was \$446,235.55 (exclusive of internal and agency staffing). The net budget allocated for the management of the NYE 2022 was \$266,584 (exclusive of NYE Officer salary). Additional income of \$340,000 was anticipated from ticket sales and stallholder fees, bringing the budget to an expected \$606,584. As Council resolved to support a managed access model last year, no ticketing or stallholder income was realised.

In a letter dated 23 November 2021, The Hon. Stuart Ayres MP, Minister for Jobs, Investment, Tourism and Western Sydney Minister for Trade and Industry, agreed that the NSW Government would 'provide a once-off reimbursement of up to \$225,000 towards Council's actual costs for NYE 2021 only.' The letter and the conditions of the funding can be found in appendix 1.

## **RECOMMENDATION:**

- 1.THAT** Council resolves to implement the cost recovery ticketing model with a set price of \$10 for adults and children under 5 years free for NYE 2022 at the vantage points of Bradfield Park/Mary Booth Reserve, Lavender Bay Parklands and Blues Point Reserve.
- 2.THAT** the capacity of each ticketed vantage point be determined on a 2m<sup>2</sup> per person rule with no pass outs.
- 3.THAT** Council seeks to enter a Memorandum of Agreement with the NSW State Government so that Council's roles and responsibilities for NYE are clearly defined.

## **LINK TO COMMUNITY STRATEGIC PLAN**

The relationship with the Community Strategic Plan is as follows:

### **4. Our Social Vitality**

4.1 North Sydney is connected, inclusive, healthy and safe

4.2 North Sydney is creative and home to popular events

## **BACKGROUND**

The City of Sydney funds a NYE fireworks display which is operationally supported by multiple State and local government agencies. Prior to the COVID-19 pandemic, up to one million people viewed the fireworks live from the Sydney Harbour foreshore; an estimated one billion watch them on television and online. City of Sydney research undertaken at NYE 2019 indicates that 25% of people who attend the fireworks on the foreshore are international tourists. The fireworks contribute to Sydney's positioning as a global city.

Council's NYE responsibilities have grown in line with the event's popularity and status. Historically, Council's primary focus has been to manage the event to reduce its impact on residents. Specifically, Council has sought to reduce the incidence of violence, property damage and antisocial behaviour within the foreshore area. While Council provided infrastructure such as toilets and bins for the people who viewed the fireworks, responsibility for crowd management lay with NSW Police.

In recent years, the NSW Government has sought to devolve responsibility for crowd safety to landowners. This has placed greater pressure on Council to implement safety strategies including crowd and traffic management.

This section will provide background on how NYE vantage points have operated with managed access and the introduction of the ticketing trials and through the COVID-19 pandemic.

### **Prior to NYE 2018 – Managed Access**

Prior to NYE 2018 the four premium vantage points of Bradfield Park, Mary Booth Reserve, Quibaree Park and Blues Point Reserve were run as managed access sites with bag checks for alcohol and dangerous items. The sites were not closed until 8am on 31 December, which meant there were a growing number of people camping in the reserves before they closed to claim the best viewing spaces. In addition, infrastructure such as toilets, bins and road closures were also provided at Cremorne Point, Kurraba Reserve, St Leonards Park, St Peter's Park, Clark Park, Watt Park Waverton Park and Balls Head.

### **Ticketing trials – NYE2018 and NYE2019**

In 2018, in response to pressure from other agencies, a ticketing trial was undertaken at Blues Point Reserve. Ticket prices were set at \$40 per adult and \$20 per child (3 - 15 years).

Attendees were provided with additional entertainment including roving performers, a circus playground, children's activities and a live DJ. All other vantage points were managed as per previous years. While the overall feedback from attendees was positive, businesses complained about the loss of business in McMahons Point village and residents complained about people arriving early and queueing on the footpath before the opening time.

The Council resolutions relating to this decision were as follows.

At its meeting of 28 May 2018, Council resolved:

1. *THAT Council endorse ticketing at Blues Point Reserve for 2018 at a cost set to recover the actual costs of conducting the event on the site.*
2. *THAT Council support the closure of Balls Head Reserve on NYE for 2018.*
3. *THAT a further report be provided to Council outlining options for cost recovery and revenue generating opportunities, together with a community engagement strategy.*

At its meeting of 30 July 2018, Council resolved:

1. *THAT Council endorse the NYE Community Engagement Strategy.*

At its meeting of 24 September 2018, Council resolved:

1. *THAT Council support partial cost recovery for the trial of ticketing at Blues Point Reserve for 2018 at the cost of \$40 for adults, \$20 for children (plus booking fee) and infants 0 to 2 free.*
2. *THAT the review of the ticketing trial at Blues Point Reserve include a review of the cost models and feedback from the community consultation.*

At its meeting of 24 October 2018, Council resolved:

1. *THAT Council open Balls Head Reserve to the public this New Year's Eve.*
2. *THAT the post NYE report makes specific reference to Balls Head Reserve.*

At its meeting of 29 January 2019, Council resolved:

1. *THAT Council acknowledges the difficulties encountered with paid ticketing in Blues Point Reserve on NYE 2018.*
2. *THAT Council's Events staff prepare a report to Council on the 2018 NYE Event and address alternative options of managing crowds at Blues Point Reserve for future NYE events.*

In 2019, the North Shore Police Area Command requested Council expand ticketing to include all the managed access sites.

At its meeting of 24 June 2019, Council resolved:

1. *THAT Council resolves to ticket Bradfield Park, Mary Booth Reserve, Blues Point Reserve and Quibaree Park at a cost of \$10 (plus booking fee) in order to manage access to New Year's Eve 2019 at these sites.*
2. *THAT Council resolves to ticket the above parks and opportunity be given for residents to acquire up to 20% (6,800 tickets) prior to sale to the general public.*
3. *THAT the ticket system includes pass-out wrist bands to enable attendees to access local businesses and tickets will be issued to specific individuals and not transferable to avoid resale/scalping.*

Ticket sales for North Sydney vantage points opened in August for resident pre-sale and from 2 October for the general public. Total income for NYE19 was \$355,863, comprising primarily of \$338,140 from ticketing (34,000 tickets sold comprising 22,000 for Bradfield Park: 3,000 for Mary Booth Reserve: 1,000 for Quibaree Park and 8,000 for Blues Point Reserve), as well as revenue from a temporary telecommunications land lease and food stalls.

While ticketing increased the cost to Council of providing the event, the additional revenue received reduced the overall cost to Council from the budgeted amount of \$406,246 (exclusive of the NYE Officer's salary) to \$208,851.

The ticketing trial showed a change in attendee behaviour, with the majority of ticket holders arriving in the hours before the 9pm and midnight fireworks. There was also a high rate of no shows at Mary Booth Reserve and Quibaree Park.

It should be noted that 2019 was the year of the extreme fires in NSW and there was messaging from the City of Sydney to delay arrival to reduce exposure to air pollutants. There was also community discussion as to whether the fireworks should be cancelled and whether fireworks were an appropriate way to celebrate NYE. The air quality and climate change discussions would have contributed to both the late arrival times of ticketholders and the no show rate.

In order to clear reserves for ticketing, they had to be closed and cleared by NSW Police on 30 December. Residents expressed concern about the parks and reserves being closed and empty during the day and businesses claimed their trade had been decimated on what had previously been their busiest day of the year.

## **COVID-19 Pandemic - NYE 2020 NYE2021**

### **NYE 2020**

Due to the COVID-19 pandemic, the decision to go ahead with the fireworks was not confirmed until late in the year. The Department of Premier & Cabinet (DPC) took over care

and control of the Sydney New Year's Eve for all prime vantage points on both the northern and southern side of the Harbour. The DPC's strategy was to close and fence the vantage points and encourage people to celebrate at home and watch the fireworks on TV. Cremorne Point, Kurraba Reserve, Bradfield Park, Mary Booth Reserve, Watt Park, Clark Park, Quibaree Reserve and Blues Point were closed and fenced, and road closures were implemented.

## **NYE2021**

In May 2021, it was announced that the City of Sydney had taken back control and planning of the NYE celebrations and intended to hold only a midnight firework display. In early October, the City of Sydney released a statement to the media that the 9pm family fireworks were to be reinstated into the program after consultations with the State Government.

Just prior to that announcement, Council wrote to The Hon Stuart Ayres, MP, Minister for Jobs, Investment, Tourism and Western Sydney to seek clarification of the NSW Government's position on the 9pm fireworks and to ask if they proceeded that the NSW Government would take full responsibility for the North Sydney foreshore areas as per 2020.

At the Extraordinary meeting held on 11 October 2021, Council resolved:

1. *THAT given:*
  - *The uncertainty of any public health orders or COVIDSafe Plan requirements for New Year's Eve,*
  - *the lateness of advice to reintroduce a 9:00pm fireworks on New Year's Eve (NYE),*
  - *the apparent desire by the State Government to generate a carnival atmosphere with a full NYE fireworks display and prospective early January event, and*
  - *the need to prevent congregation at pinch points caused by fencing or controlled access, Council leave its foreshore parks open on NYE and for the proposed early January event.*
2. *THAT Council provide additional toilets, bins and cleaning services for New Year's Eve and the proposed follow-on events.*
3. *THAT the State Government be advised that Council will continue to service its park/foreshores for NYE but will not be ticketing or fencing. 3751st Extraordinary Council Meeting - 11 October 2021 Minutes Page 7 of 7*
4. *THAT should the State Government require greater control of Access to meet Public Health Orders or COVIDSafe Plans at the time; the State Government take responsibility and meet the costs of doing so.*

In a letter dated 23 November 2021, The Hon. Stuart Ayres MP, Minister for Jobs, Investment, Tourism and Western Sydney Minister for Trade and Industry, agreed that the NSW Government would 'provide a once-off reimbursement of up to \$225,000 towards Council's actual costs for NYE 2021 only.' The letter and the conditions of the funding can be found in appendix I.

The Events team planned to deliver three vantage points as managed-access, alcohol prohibited venues: Blues Point Reserve, a combined Bradfield Park and Mary Booth Reserve and the Lavender Bay Parklands (Quibaree, Watt and Clark Parks). The capacity levels were set based on the 1:2m<sup>2</sup> rule and took into consideration the State Government works in both precincts. Due to internal and key supplier staff shortages as a result of the COVID-19 Omicron outbreak, a decision was made on 29 December to close the Lavender Bay Parklands.

In addition, Council also provided road closure infrastructure, toilets, bins and lighting towers at Cremorne Point, Kurraba Point, Waverton Park, Balls Head Reserve and St Peters Park. Additional toilets were provided at St Leonards Park and on Burton and Fitzroy Streets.

Attendance at both the open managed access sites was very low through the day and early evening, with majority of attendees arriving within an hour of both fireworks shows. Bradfield Park/Mary Booth, with a capacity of 9,800, had 2,000 people for the 9pm fireworks and peaked at 5,462 for the midnight display. Blues Point reached its capacity of 3,500 at 11.30pm.

Council's other vantage points also had very low attendance.

## **NYE2022**

The Major Events Act 2009 was amended in April 2022, with changes including a responsible agency being appointed for each major event. There is now also an obligation for other agencies to:

- cooperate with the responsible agency
- comply with road and transport plans (which can include HVM)
- and comply with any Ministerial direction.

The DPC has advised that it is expected that it will be business as usual. However, should a Minister direct Council to comply with any aspect of NYE arrangements, it will result in a significant increase in costs to Council. This report recommends that Council negotiates a Memorandum of Understanding with the NSW Government so that Council's roles and responsibilities for NYE are clearly defined in order to plan for and manage expectations.

## **CONSULTATION REQUIREMENTS**

Community engagement will be undertaken in accordance with Council's Community Engagement Protocol.

## DETAIL

### NYE 2022

Council's NYE responsibilities have grown in line with the event's popularity and status. Historically, Council's primary focus has been to manage the event to reduce its impact on residents. However, in recent years, there has been a devolution of responsibility for crowd safety to landowners, with expectations that Council will take more responsibility for crowd management within reserves, hostile vehicle mitigation (HVM) and road closures. The North Shore Police Area Command has also flagged reduced input and resources being available. These changes, if required of Council, would result in a substantial increase in costs to Council.

Three options have been identified as options for the management of NYE - managed access, free ticketing and cost recovery ticketing. The issues and implications of each model are detailed below;

#### 1. Managed Access

This model would be similar to the NYE 2021 with the three premium vantage points of Bradfield Park/Mary Booth, Lavender Bay Parklands and Blues Point Reserve operated as alcohol free, managed accessed sites, opening to attendees from 8am on 31 December. Additional infrastructure for road closures, toilets, bins and lighting towers will also be provided at Cremorne Point, Kurraba Reserve, St Leonards Park, St Peter's Park, Clark Park, Watt Park Waverton Park and Balls Head.

<b>Implications:</b>	<b>1. Managed Access</b>
Residents	<ul style="list-style-type: none"><li>• Parks and reserves will need to be closed and cleared the night before, although residents can still use the reserves during the day until they reach capacity.</li><li>• Early road closures around the precincts will need to be implemented which means restricted vehicular access to properties is required for a longer period of time.</li><li>• Potentially higher volume of crowds in surrounding streets and properties once vantage points reach capacity and are closed.</li></ul>
Local Businesses	<ul style="list-style-type: none"><li>• All day trade for local businesses as attendees come into the precincts from 8am to midnight.</li></ul>
Attendees behaviour /experience	<ul style="list-style-type: none"><li>• High volume of attendees arriving early in the day to ensure they get a good position in their vantage point of choice.</li></ul>

	<ul style="list-style-type: none"> <li>• Lower expectations of what is provide in regard to entertainment at the vantage points.</li> <li>• Alcohol intoxication is reduced as vantage points close earlier, limiting access to alcohol.</li> </ul>
Financial	<ul style="list-style-type: none"> <li>• This model requires the vantage points to be closed from 30 December, commencing from 6pm in order to clear the sites.</li> <li>• Vantage points are open from 8am – 1am, which means additional cost for internal and agency staffing and security.</li> </ul>
Staffing	<ul style="list-style-type: none"> <li>• WHS risk due to vantage points operating for 17 + hours with only four full-time events staff and the Communications &amp; Events Manager available to work on NYE.</li> <li>• High turnover rate and burn out for internal staff resources in the lead up to and delivery of the event.</li> <li>• Reliance on hired agency and casual staff with little knowledge of the event.</li> <li>• This model is reliant on NSPAC assistance to clear the reserves in preparation for closure; this was not available for NYE2021.</li> <li>• Additional staffing this year will be a challenge as there is a labour shortage in skilled event staff as many have left the industry due to the COVID pandemic and flooding over the last two years.</li> </ul>
Transport and other agencies	<ul style="list-style-type: none"> <li>• Challenging for Public transport to determine when the majority of attendees will be commuting.</li> <li>• Difficulty in predicting the behaviour and requirements of attendees once the vantage points are full.</li> </ul>

## 2. Ticketing free

This model involves releasing free tickets for the premium vantage points of Bradfield Park/Mary Booth, Lavender Bay Parklands and Blues Point Reserve. Additional infrastructure for road closures, toilets, bins and lighting towers will also be provided at Cremorne Point, Kurraba Reserve, St Leonards Park, St Peter’s Park, Clark Park, Watt Park Waverton Park and Balls Head. With this option gates can open later in the day.

It is highly likely that this model will be used for City of Sydney NYE 2022 vantage points.

<b>Implications:</b>	<b>2. Free ticketing of premium vantage points</b>
Residents	<ul style="list-style-type: none"> <li>• Will allow vantage points to open later which means road closures can be implemented later, creating less inconvenience for residents.</li> <li>• Most attendees will arrive later.</li> <li>• Parks and reserves will need to be closed on the evening of 30 December, restricting their use on 31 December for residents</li> </ul>
Local Businesses	<ul style="list-style-type: none"> <li>• Based on previous ticketing trials and with attendees arriving later this will directly impact the trade of the local businesses.</li> <li>• Communication would be needed to encourage attendees to book and dine at local restaurants before entering the vantage point.</li> </ul>
Attendees behaviour /experience	<ul style="list-style-type: none"> <li>• Attendees will generally arrive later in the day or just before the fireworks display as they already have a guaranteed ticket for the vantage point.</li> <li>• Attendees will have low expectations of what is provided.</li> <li>• There is a higher risk of attendee intoxication (therefore no pass-outs is recommended).</li> <li>• No show rate expected of between 30 and 50% (this can be allowed for to some extent in the number of tickets released).</li> </ul>
Financial	<ul style="list-style-type: none"> <li>• Increased costs as a ticketing supplier will need to be engaged.</li> <li>• The cost of staffing and security will be reduced due to shorter hours of operation.</li> </ul>
Staffing	<ul style="list-style-type: none"> <li>• Ticketing will allow the vantage points to be opened later and staff shifts to be more manageable and within award conditions.</li> <li>• Ticketing systems allow for easy capacity management in the vantage points.</li> </ul>
Transport and other agencies	<ul style="list-style-type: none"> <li>• Transport systems can plan around the expected number of attendees.</li> <li>• Ticketing system and numbers can be integrated with all agency capacity systems.</li> </ul>

	<ul style="list-style-type: none"> <li>• Preferred model of DPC, City of Sydney and NSW Police.</li> </ul>
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### 3. Cost recovery ticketing

This model involves selling tickets at a set a cost per ticket for the premium vantage points of Bradfield Park/Mary Booth, Lavender Bay Parklands and Blues Point Reserve. Additional infrastructure for road closures, toilets, bins and lighting towers will also be provided at Cremorne Point, Kurraba Reserve, St Leonards Park, St Peter’s Park, Clark Park, Watt Park Waverton Park and Balls Head.

Implications:	3. Ticketing cost recovery
Residents	<ul style="list-style-type: none"> <li>• Will allow vantage points to open later which means road closures can be implemented later, reducing inconvenience for residents.</li> <li>• Volume of attendees will come to the area later.</li> <li>• Parks and reserves will need to close on the evening of 30 December, restricting their use by residents on 31 December.</li> </ul>
Local Businesses	<ul style="list-style-type: none"> <li>• Based on previous ticketing trials and with attendees arriving later this will directly impact the trade of the local businesses.</li> <li>• Communication would be needed to encourage attendees to book and dine at local restaurants before entering the vantage point.</li> <li>• If food trucks are included at the vantage points, this might also have an impact on the businesses.</li> </ul>
Attendees behaviour /experience	<ul style="list-style-type: none"> <li>• Attendees will generally arrive later in the day, or just before the fireworks display as they already have a guaranteed ticket for the vantage point.</li> <li>• Ticketholder expectations of services within a vantage point increase with ticket fees, even very low ones.</li> <li>• Higher risk of attendee intoxication (therefore no pass-outs is recommended).</li> <li>• No show rate estimated at 15 – 30%.</li> </ul>
Financial	<ul style="list-style-type: none"> <li>• Best financial model as off-sets costs generated and allows better management of Cremorne and Waverton.</li> </ul>

Staffing	<ul style="list-style-type: none"> <li>• Ticketing will allow the vantage points to be opened later and staff shifts to be more manageable and within award conditions.</li> <li>• Ticketing systems allow for better crowd management in the vantage points.</li> </ul>
Transport and other agencies	<ul style="list-style-type: none"> <li>• Transport systems can plan for later attendee arrival.</li> <li>• Ticketing system and numbers can be integrated with all agency capacity systems.</li> <li>• Second preferred model of DPC and City of Sydney.</li> <li>• Model supported by NSW Police.</li> </ul>

### **Ticket cost modelling**

There are two options for setting a price for the cost recovery ticketing model.

1. Set the same price for all vantage points
2. Set different prices for different vantage points, based on their popularity and view of the fireworks.

Appendix 2 provides a summary of the income that would be received if prices were set at a flat rate of \$10, \$15, \$20 and mix of \$10 and \$40 tickets. A breakdown is provided showing income if 100%, 75% and 50% of tickets are sold per reserve. These prices are exclusive of the ticketing fee which would be around \$3 per ticket, depending on the supplier.

In undertaking the modelling we have used costs from previous years. For NYE 2021, costs increased significantly due to a shortage of infrastructure and staff as a result of COVID-19. Costs are likely to remain high or increase again this year as a result of inflation and increased costs for fuel and labour.

If all tickets are sold:

- a \$10 ticket would halve the cost of NYE and allow some of the current budget allocated by Council to be used to meet the additional requirements of the State Government agencies
- a \$15 ticket comes closest to being cost neutral and would allow the current budget allocated by Council to be used to meet some of the additional requirements of the State Government agencies
- a \$20 ticket would cover the cost of NYE and allow the current budget allocated by Council to be used to meet some of the additional requirements of the State Government agencies

Mixed price ticketing would reduce the cost of NYE overall, however, Council would need to allow for reduced capacity to meet ticketholders' expectations. There would also be increased costs associated with providing additional staffing, toilets and entertainment.

When these are allowed for, the potential total revenue is \$337,000, less than the income from the \$15 or \$20 ticketing model. For mixed price ticketing to be effective, Council would need to be willing to charge significantly higher costs per ticket for premium ticketing, As this is not the preferred option, no further modelling has been undertaken.

Appendix 2 shows the potential cost recovery possible for \$10, \$15, \$20 and mixed (\$10 general access, \$40 premium vantage point) ticketing prices.

The \$10 ticket is recommended for NYE 2022 as it provides partial cost recovery, is affordable for most people, keeps the cost below \$15 when the booking fee is included, and provides some additional resources to meet additional expectations of the government agencies.

It is recommended that Council negotiates a Memorandum of Understanding with the NSW Government so that Council's roles and responsibilities for NYE are clearly defined in order to plan for and manage expectations as per The Major Events Act amendments. This would also allow Council to select the most effective ticket pricing in future years.



**The Hon. Stuart Ayres MP**

Minister for Jobs, Investment, Tourism  
and Western Sydney

Minister for Trade and Industry

23 November 2021

Mr Ken Gouldthorp  
General Manager, North Sydney Council  
PO Box 12  
NORTH SYDNEY NSW 2059

Dear Mr Gouldthorp, *Ken,*

I refer to your letter of 12 October 2021 and our recent discussion concerning 2021 Sydney New Year's Eve (NYE) in North Sydney and management of local crowds and viewing points.

Thank you for the update confirming Council's reconsideration of its approach for NYE 2021. I am confident local and state government agencies can work together to ensure a safe and successful event in North Sydney and across Sydney. This year more than ever it's important that all our residents and communities can mark a happy and hopeful start to the new year.

I am pleased to note Council will deliver its usual operations and infrastructure for local traffic, security and land management for NYE 2021 in North Sydney, with some adaptations due to circumstances specific to this year's event and NSW's roadmap out of COVID.

I am also reassured that Council will reengage with NYE agency planning forums, including for transport, communications, security, risk and emergency planning, and in particular, that you will work closely with NSW Police Force on local crowd management and public safety.

I understand the NSW Police Force's guidance remains that a ticketing model for key North Sydney vantage points, as implemented by Council in 2018 and 2019, is the preferred approach to most effectively manage crowds, security and public safety for NYE.

However, I acknowledge Council has determined it will not ticket any sites for NYE 2021, but instead will reinstate managed access of key sites as per its NYE 2017 model. I understand this is a compromise approach for this year, while noting Council's decision removes the opportunity to partially recover event costs through a ticketing system as you have previously done. This is something Council may wish to revisit again for NYE 2022.

It is also important to recognise a non-ticketed approach will further increase impacts on police resources in the North Shore Area Command. Irrespective, I understand Police will engage with Council on a workable approach for NYE 2021, especially given the limited lead time.

With regard to Council's request for funding, I advise the NSW Government will provide a once-off reimbursement of up to \$225,000 towards Council's actual costs for NYE 2021 only.

Please note this reimbursement is for additional unexpected operational costs and COVID safety measures for NYE 2021 including the need to adapt to changes in the City of Sydney's NYE event and Reopening NSW Roadmap, and the limited planning timeframe. It is also in recognition Council will not have ticketing revenue for NYE 2021 to support security

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and crowd management costs for North Sydney vantage points directly adjacent to the NYE fireworks.

Please liaise with Zuzka Rumanova, Associate Director Business and Executive Operations at [zuzka.rumanova@dpc.nsw.gov.au](mailto:zuzka.rumanova@dpc.nsw.gov.au) or on (02) 9513 2051 to discuss the full terms and conditions and documentation requirements that will apply to this reimbursement, and confirm next steps.

This reimbursement is subject to the understandings conveyed in this letter and in-principle conditions as summarised below. In particular, it is subject to you obtaining agreement from NSW Police Force that they have no significant objections to Council's revised 2021 NYE operational plans and confirming that these can be sufficiently integrated with Police operations to manage public safety for NYE.

In summary, I confirm North Sydney Council will:

- Plan, manage and deliver local operations, infrastructure and services for NYE 2021 consistent with previous years including vantage point site overlay and security, fencing, amenities, wayfinding, cleansing and waste, crowd control measures;
- Plan, manage and deliver local road closures, infrastructure supply, security and hostile vehicle mitigation, pedestrian management, working with NSW Police Force and Transport for NSW to support safe access to transport hubs and pedestrian areas;
- Develop and implement COVID Safety Plans where required for its vantage points, including any queuing areas for these sites, consistent with Public Health Orders;
- Engage in all NYE agency meetings and processes, including coordination of integrated crowd management and public communication planning, and representation in the Government Coordination Centre (GCC) during the event;
- Liaise closely with Department of Premier and Cabinet (DPC), NSW Police Force, City of Sydney, Transport for NSW and key stakeholders on integrated public communications planning for North Sydney and the broader Sydney NYE event;
- Enter into a once-off funding deed with the NSW Government for the reimbursement of a portion of Council's actual and documented costs for NYE 2021 (only) of up to \$225,000.

I trust all the above can be reasonably agreed and that Council can proceed in good faith to work with NSW Police Force and all relevant stakeholders on planning for the event.

To confirm police operations for NYE 2021 can align with Council's proposed operational plans, please have your staff liaise directly with Superintendent Jenny Scholz, Commander – North Shore Police Area Command on [scho1jen@police.nsw.gov.au](mailto:scho1jen@police.nsw.gov.au) or on 0429 344 213.

NSW Government coordination for major events is led by DPC. If you have any questions regarding agency coordination arrangements and integrated public messaging for NYE 2021, your staff should continue to liaise with Sarah Young, Associate Director – Government Coordination, Major Events at [sarah.young1@dpc.nsw.gov.au](mailto:sarah.young1@dpc.nsw.gov.au) or on 0412 727 656.

Thank you again for Council's reconsideration of its approach and reengaging with interagency planning. My warm wishes to you and your team for a successful NYE 2021 in North Sydney.

Yours sincerely,



The Hon. Stuart Ayres MP  
**Minister for Jobs, Investment, Tourism  
and Western Sydney  
Minister for Trade and Industry**

NEW YEARS EVE 2022 : VANTAGE SITE CAPACITY CALCULATIONS			TICKETING REVENUE \$10				TICKETING REVENUE \$15				TICKETING REVENUE \$20				Mixed model			
Precinct	Estimated square meterage	2022 Capacity @ 2sqM	Proposed Ticket Price \$10	Potential Revenue 100% sold	Potential Revenue 75% sold	Potential Revenue 50% sold	Proposed Ticket Price \$15	Potential Revenue 100% sold	Potential Revenue 75% sold	Potential Revenue 50% sold	Proposed Ticket Price \$20	Potential Revenue 100% sold	Potential Revenue 75% sold	Potential Revenue 50% sold	Mixed model Ticket Price	Potential Revenue 100% sold	Potential Revenue 75% sold	Potential Revenue 50% sold
Blues Point / McMahons Point	14,790	7,350	\$ 10.00	\$ 73,500.00	\$ 55,125.00	\$ 36,750.00	\$ 15.00	\$ 110,250.00	\$ 82,687.50	\$ 55,125.00	\$ 20.00	\$ 147,000.00	\$ 110,250.00	\$ 73,500.00	\$ 40.00	\$ 294,000.00	\$ 220,500.00	\$ 147,000.00
Blues Point Reserve	10,700															\$ -	\$ -	\$ -
McMahons Point Reserve	4,090															\$ -	\$ -	\$ -
Lavender Bay Parklands	7,402	3,700	\$ 10.00	\$ 37,000.00	\$ 27,750.00	\$ 18,500.00	\$ 15.00	\$ 55,500.00	\$ 41,625.00	\$ 27,750.00	\$ 20.00	\$ 74,000.00	\$ 55,500.00	\$ 37,000.00	\$ 10.00	\$ 37,000.00	\$ 27,750.00	\$ 18,500.00
Quibaree Park	2,868															\$ -	\$ -	\$ -
Clark Park	4,534															\$ -	\$ -	\$ -
Bradfield Park/ Mary Booth Reserve	35,315	17,000	\$ 10.00	\$ 170,000.00	\$ 127,500.00	\$ 85,000.00	\$ 15.00	\$ 255,000.00	\$ 191,250.00	\$ 127,500.00	\$ 20.00	\$ 340,000.00	\$ 255,000.00	\$ 170,000.00			\$ -	\$ -
McMahons side	11,153	14,000		rag											\$ 10.00	\$ 140,000.00	\$ 105,000.00	\$ 70,000.00
Kirribilli side	18,578															\$ -	\$ -	\$ -
Mary Booth	5,583	3,000												\$ 40.00	\$ 120,000.00	\$ 90,000.00	\$ 60,000.00	
<b>TOTAL</b>	<b>28,050</b>			<b>\$ 280,500.00</b>	<b>\$ 210,375.00</b>	<b>\$ 140,250.00</b>		<b>\$ 420,750.00</b>	<b>\$ 315,562.50</b>	<b>\$ 210,375.00</b>		<b>\$ 561,000.00</b>	<b>\$ 420,750.00</b>	<b>\$ 280,500.00</b>		<b>\$ 591,000.00</b>	<b>\$ 443,250.00</b>	<b>\$ 295,500.00</b>