



SECURITY RISK ASSESSMENT

Universal Music Classical Management and
McManus Entertainment:
Sydney Resolution Concerts:
Prepared By: Stephen Wilkinson
20th May 2011

OBJECTIVE:

To identify perceived risks that may impact or be associated with the management, control or functions of Security for the: Sydney Resolution Concerts, Glebe Island, Sydney NSW.

AIM:

To ensure the adequate control of Security risk factors that may be identified, analysed, evaluated and resolved for this concert. To ensure Security risks are identified, in the preparation for the management of any emergency or incident and should include agency/organisation response plans.

NOTE:

This document is to assist the OH&S consultant in the overall Risk Management Document and OH&S Management and Evacuation Plans

TABLE OF CONTENTS

Definitions and Classifications

Risk Register

Fire
Accidents
Medical
Security
Health & Safety
Utilities
General
Weather

Action Plans

Fire	(A1 - A10)
Accidents	(B1 - B15)
Medical	(C1 - C11)
Security	(D1 - D9)
Health & Safety	(E1 - E4)
Utilities	(F1 - F8)
General	(G1 - G4)
Weather	(H1)

Contact Directory

DRAFT

DEFINITIONS AND CLASSIFICATIONS TO BE READ IN CONJUNCTION WITH RISK ASSESSMENT

QUALITATIVE MEASURES OF LIKELIHOOD

LEVEL	DESCRIPTOR	DESCRIPTION
A	Almost Certain	The event is expected to occur in most circumstances
B	Likely	The event will probably occur in most circumstances
C	Moderate	The event should occur at some time
D	Unlikely	The event could occur at some time
E	Rare	The event may occur only in exceptional circumstances

QUALITATIVE MEASURES OF CONSEQUENCE OR IMPACT

LEVEL	DESCRIPTOR	DESCRIPTION
1	Insignificant	NO injuries, low financial loss
2	Minor	First aid treatment, on site release immediately contained, high financial loss
3	Moderate	Medical treatment required, on site release contained with outside assistance, high financial loss.
4	Major	Extensive injuries, loss of production capability, off site release with no detrimental effects, major financial loss
5	Catastrophic	Death, toxic release with detrimental effect, high financial loss

Note: Measures used should reflect the needs and nature of the organisation and activity under study

QUALITATIVE RISK ANALYSIS MATRIX - -LEVEL OF RISK

LIKELIHOOD	CONSEQUENCES				
	INSIGNIFICANT 1	MINOR 2	MODERATE 3	MAJOR 4	CATASTROPHIC 5
A - Almost Certain	S	S	H	H	H
B - Likely	M	S	S	H	H
C - Moderate	L	M	S	H	H
D - Unlikely	L	L	M	S	H
E - Rare	L	L	M	S	S

Note: The number of categories should reflect the study.

LEGEND:

H	high risk; detailed research and management planning required at senior levels
S	significant risk; senior management attention required
M	moderate risk; management responsibility must be specified
L	low risk; manage by routing procedures

RISK REGISTER SUMMARY

Risk Category: Fire (A)								
The risk and what can happen and how it can happen	Likelihood	Consequences	Likelihood Rating	Consequence Rating	Level of Risk	Pre-Emptive Agency	Response Agency	Action Plan
Catering	Unlikely	Minor - Major	D	2-4	L-S	Safety Officer	NSWFB	A1
Electrical Incidents	Unlikely	Insignificant	D	1	L	Safety Officer	NSWFB	A2
Explosion	Unlikely	Moderate - Catastrophic	D	3-5	S-H	Safety Officer	NSWFB	A3
Fuel (Petrol/Diesel)	Unlikely	Moderate - Catastrophic	D	3-5	S-H	OWNERS	NSWFB	A4
Hazardous Materials	Unlikely	Moderate - Catastrophic	D	3-5	S-H	OWNERS	NSWFB	A5
Portable Generators	Rare	Moderate - Catastrophic	E	3-5	S-H	Safety Officer	NSWFB	A6
Structures - Temp	Rare	Moderate	E	3	M	Safety Officer	NSWFB	A7
Structures - Perm	Rare	Moderate	E	3	M	ME	NSWFB	A8
Vehicles	Moderate	Moderate - Catastrophic	C	2-3	L	Contractors/ME/ Safety Officer	NSWFB	A9
Scrub/Grass/Harbour Contamination	Moderate	Moderate - Catastrophic	C	2-4	L	ME	NSWFB/ NSW/Water ways/EPA	A10

Risk Category: Accidents (B)								
The risk and what can happen and how it can happen	Likelihood	Consequences	Likelihood Rating	Consequence Rating	Level of Risk	Pre-Emptive Agency	Response Agency	Action Plan
AIRCRAFT:								
All Aircraft	Rare	Catastrophic	E	5	S	All	All	B1
VEHICLES:								
Car Parks / Internal	Moderate	Insignificant	C	1	L	Traffic Controllers	NSW Police	B2
Highway / Roads	Moderate	Insignificant - Moderate	C	1-3	L-S	Traffic Controllers /RTA	NSW Police	B3
Ground Machinery	Unlikely	Insignificant - Major	D	1-4	L-S	ME	NSW Police	B5
Cherry Pickers/Crane	Unlikely	Insignificant - Major	D	1-4	L-S	Operators	NSW Police	B6
GENERAL:								
Water Storage	Unlikely	Insignificant - Catastrophic	D	1-5	L-H	ME	ME	B7
Pressure Vessels	Rare	Minor - Catastrophic	E	2-5	L-S	Owner	NSWFB	B8
STRUCTURES:								
Collapse	Unlikely	Insignificant - Catastrophic	D	1-5	L-H	Contractor	All Services	B9
Damage	Unlikely	Insignificant - Major	D	1-4	L-S	Contractor	ME	B10
Falls From	Unlikely	Minor - Major	D	2-4	L-S	Contractor	Medical	B11
OCCUPATIONAL								
Duty Time - Fatigue	Unlikely	Insignificant - Minor	D	1-2	L	Employer	Medical	B12
Lifting Injuries	Unlikely	Insignificant - Minor	D	1-2	L	Employer	Medical	B13
Sharps - Non Medical	Unlikely	Insignificant - Moderate	D	1-3	L-M	Employer	Medical	B14
Slips / Trips / Falls	moderate	Insignificant - Minor	D	1-2	L	Employer	Medical	B15

Risk Category: Medical (C)								
The risk and what can happen and how it can happen	Likelihood	Consequences	Likelihood Rating	Consequence Rating	Level of Risk	Pre-Emptive Agency	Response Agency	Action Plan
PHYSICAL:								
Bites / Stings	Likely	Insignificant - Minor	B	1-2	M-S		Medical	C1
Burns / Lacerations	Likely	Insignificant - Minor	B	1-2	M-S		Medical	C2
Foreign Bodies	Likely	Insignificant - Minor	B	1-2	M-S		Medical	C3
Forgotten Medication	Likely	Insignificant - Minor	B	1-2	M-S		Medical	C4
General Fatigue	Likely	Insignificant - Minor	B	1-2	M-S		Medical	C5
Solar Radiation	Likely	Insignificant - Minor	B	1-2	M-S		Medical	C6
Trauma	Likely	Insignificant - Minor	B	1-4	M-H		Medical	C7
Non Trauma / Medical	Likely	Insignificant - Minor	B	1-2	M-S		Medical	C8
Slips / Trips / Falls	Likely	Insignificant - Moderate	B	1-3	M-S		Medical	C9
Intoxication	Likely	Moderate	A	1-4	M-H	ME, SGA	Medical	C10
CHEMICAL:								
Pesticides	Rare	Insignificant - Catastrophic	E	1-5	L-S	ME	Medical	C11
Refrigerants	Unlikely	Insignificant - Catastrophic	D	1-5	L-S	Contractors	Medical	C12

Risk Category: Security (D)								
The risk and what can happen and how it can happen	Likelihood	Consequences	Likelihood Rating	Consequence Rating	Level of Risk	Pre-Emptive Agency	Response Agency	Action Plan
Bomb Threat	unlikely	Insignificant - Major	D	1-4	M-S	SGA/ME NSW Police	NSW Police	D1
Crime - General Public	Likely	Insignificant - Major	B	1-4	M-H	SGA/NSW Police	NSW Police	D2
Crime - Dignitary	Unlikely	Major	D	4	S	NSW Police	NSW Police	D3
Crowd Control	Likely	Insignificant - Major	B	1-4	M-H	SGA	NSW Police	D4
Demonstration	Unlikely	Insignificant - Major	D	1-4	L-S	NSW Police	NSW Police	D5
Riot	Rare	Moderate	E	3	M	NSW Police	NSW Police	D6
Sabotage	Unlikely	Moderate - Catastrophic	D	3-5	M-H	NSW Police/SGA	NSW Police	D7
Vandalism	Likely	Minor - Major	B	2-4	S-H	ME/SGA	NSW Police	D8
Unauthorised Access	Almost Certain	Insignificant - Moderate	A	1-3	S-H	SGA	NSW Police	D9

Risk Category: Health and Safety (E)								
The risk and what can happen and how it can happen	Likelihood	Consequences	Likelihood Rating	Consequence Rating	Level of Risk	Pre-Emptive Agency	Response Agency	Action Plan
Convergence at Incidents	Moderate	Insignificant - Catastrophic	C	1-5	L-H	NSW Police	NSW Police	E1
Crowd Management	Almost Certain	Minor	A	2	S	NBS	NSW Police/NBS	E2
Public Health	Unlikely	Insignificant - Major	D	1-4	L-S	Council/ME Catering	MEDICAL	E3
Evacuation	Unlikely	Insignificant - Minor	D	1-2	L	NSW Police/SGA ME	NSW Police	E4

Risk Category: Utilities (F)								
The risk and what can happen and how it can happen	Likelihood	Consequences	Likelihood Rating	Consequence Rating	Level of Risk	Pre-Emptive Agency	Response Agency	Action Plan
SITE FACILITIES:								
Ablutions Failure	Likely	Insignificant - Minor	B	1-2	M-S	ME/Catering	ME/L	F1
Power Failure	Likely	Insignificant - Minor	B	1-2	M-H	ME/Ports	Electrician	F2
Water Failure	Unlikely	Minor - Major	D	1-4	L-S	ME/Ports	Water Company	F3
Waste Management	Rare	Insignificant - Minor	E	1-2	L	Contractor	ME	F4
Helipad	Unlikely	Moderate	D	3	M	COM	NSW Police	F5
ROADS:								
Blockage (Traffic)	Unlikely	Insignificant - Minor	D	1-2	L	NSW Police/Traffic controllers	NSW Police	F6
Failure	Unlikely	Major	D	4	S	NSW Police	NSW Police	F7
Parking Areas	Unlikely	Insignificant - Moderate	D	1-3	L-M	ME/Parking provider	ME/Parking provider	F8

Risk Category: General (G)								
The risk and what can happen and how it can happen	Likelihood	Consequences	Likelihood Rating	Consequence Rating	Level of Risk	Pre-Emptive Agency	Response Agency	Action Plan
Communication/PA	Unlikely	Insignificant - Moderate	D	1-3	L-M	All Agencies	All Agencies	G1
Media	Unlikely	Minor - Moderate	D	2-3	L-M	All Agencies	ME	G2
Native Flora / Fauna/Vines	Moderate	Insignificant - Minor	C	1-2	L	ME	ME/Ports	G3
Noise	Moderate	Insignificant - Minor	C	1-2	L	ME	ME	G4

Risk Category: Weather (H)								
The risk and what can happen and how it can happen	Likelihood	Consequences	Likelihood Rating	Consequence Rating	Level of Risk	Pre-Emptive Agency	Response Agency	Action Plan
Electrical Storm	Rare	Insignificant - Catastrophic	D	1-5	L-H	ME	SES/NSW Police MEDICAL	H1
Thunderstorm	Unlikely	Insignificant - Minor	D	1-2	L	ME	SES	H1
Windstorm	Unlikely	Minor - Major	D	2-3	L	ME	SES	H1

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Fire	A1	Catering

Responsible Agencies:

Pre-emptive: NSWFB/Catering/Safety Officer

Response: NSWFB

Pre-emptive Actions:

- All Catering facilities to comply with temporary structures requirements Evacuation Plan.
- Council and Fire Service to conduct inspection pre event of all structures if required
- Catering staff to be aware of extinguisher locations and have knowledge of their use.
- Evacuation Plan / Map to be provided for each facility.
- Total Fire Ban and/or Hot Work Permit to be obtained by contractors.(if applicable)
- Emergency access and hydrants (water points) identified pre event.
- All catering facilities to be identified on site map.
- Chief Fire Warden and Deputy Fire Warden nominated in Energy Management Plan.
- Event Control/Command Centre established pre event

Proposed Response:

Fire fighters will be dispatched from local Fire Stations, which may include, Balmain, Pyrmont, Glebe, The Rocks, Leichhardt, Drummoyne

Resource Requirements:

Two brigades to attend all calls

Time Frame:

- Operational Response (5–7 mins).Two brigades response (9-11 mins).
- Extensive delays may be probable on New Year's Eve

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Fire

Risk Reference:

A2

Identified Hazard:

Electrical

Responsible Agencies:

Pre-emptive: ME/Safety Officer/ Contractors

Response: NSWFB

Pre-emptive Actions:

- All electrical works & Equipment to comply with the relevant Australian Standards and tagged
- Extinguisher throughout site on identified energy sources
- Instructions / Warning to contractors regarding overloading of electrical circuits
- Regular Safety Officer inspections

Proposed Response:

- Fire fighters will be dispatched from local Fire Stations, which may include, Balmain, Pyrmont, Glebe, The Rocks, Leichhardt, Drummoyne
- Energy Australia notified if required
- Area cordoned off for investigative authority
- Emergency Evacuation if required.

Resource Requirements:

Two brigades to attend all calls

Time Frame:

Operational Response (5–7 mins). Two brigades response (9–11 mins).

Extensive Delays may be probable due to New Years Eve

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Fire	A3	Explosion

Responsible Agencies:

Pre-emptive: Workcover /ME/Safety Officer/Police

Response: NSWFB/ Security Staff

Pre-emptive Actions:

- Operational Plan to consider explosive devices
- All flammable and explosive materials to be stored in accordance with the relevant Acts and Regulations.
- Use of flares and other pyrotechnic devices to be prohibited or restricted by permit.
- Hazardous materials and fuel area to be sealed off from public.
- Electrical charging facilities to be well ventilated and comply with relevant standard.
- Security conducting bag checks upon entry.
- Emergency Evacuation Plan implemented if necessary
- Emergency Services Response

Proposed Response:

- Fire fighters will be dispatched from local Fire Stations, which may include, Balmain, Pyrmont, Glebe, The Rocks, Leichhardt, Drummoyne
- Security staff to secure effected Area

Resource Requirements:

Two brigades to attend all calls

Time Frame:

Operational Response (5–7 mins).Two brigades response (9-11 mins).

Extensive delays may be probable due to New Year's Eve

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Fire	A4	Fuels (Petrol/Diesel)

Responsible Agencies:

Pre-emptive: Workcover /ME/Safety Officer

Response: NSWFB

Pre-emptive Actions:

- All fuels to be stored in accordance with the relevant Acts and Regulations.
- Extinguishers and firefighting equipment to be placed in fuel compound.
- No fuels to be delivered to site during public attendance.
- Refueling of equipment to be conducted prior to opening.
- Fuel area to be sealed off from public.
- Only Authorised trained workers to conduct refueling.
- All equipment shutdown prior to refuelling

Proposed Response:

- Fire fighters will be dispatched from local Fire Stations, which may include, Balmain, Pyrmont, Glebe, The Rocks, Leichhardt, Drummoyne
- Area quarantined and handed over to investigating authorities.
- Security staff to secure effected Area
- All emergency services notified
- Evacuation Plan implemented if necessary.

Resource Requirements:

Fire fighters will be dispatched from local Fire Stations, which may include, Balmain, Pyrmont, Glebe, The Rocks, Leichhardt, Drummoyne

Time Frame:

Operational Response (5–7 mins).
Two brigades response (9-11 mins).

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Fire	A5	Hazardous Substances

Responsible Agencies:

Pre-emptive: Workcover/Safety Officer/Emergency Services - All

Response: NSWFB

Pre-emptive Actions:

- Documented Emergency Management Plans made available.
- Hazardous Materials to be stored in accordance with the relevant Acts and Regulations.
- Hazardous Materials area to be sealed off from public.
- Safety Officer to log and Hazardous Materials brought on site.
- All hazardous materials storage areas to be identified on site maps and a list supplied for records.
- Applicable Material safety data sheets (MSDS) to be stored on site.

Proposed Response:

- Emergency Evacuation Implemented
- Fire fighters will be dispatched from local Fire Stations, which may include, Balmain, Pyrmont, Glebe, The Rocks, Leichhardt, Drummoyne
- All relevant medical authorities notified
- Affected persons sent to professional Medical Consultant

Resource Requirements:

Two brigades to attend all calls.

Time Frame:

Operational Response (5-7 mins).

Two brigades response (9-11 mins).

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Fire	A6	Portable Generators

Responsible Agencies:

Pre-emptive: ME/Safety Officer/Contractors/Electrician/Generator Technician

Response: NSWFB, Security Personnel/Emergency Services

Pre-emptive Actions:

- All leads checked as tested and tagged
- Generators units located a safe minimum distance from other energy sources.
- Refueling to be conducted prior to opening.
- Generators to be sealed off from public.
- Security staff to maintain a presence in these areas.
- Qualified Electrician to be onsite monitoring generators at all times.
- Units to be checked for appropriate safety and emergency stop functionality.

Proposed Response:

- Fire fighters will be dispatched from local Fire Stations, which may include, Balmain, Pyrmont, Glebe, The Rocks, Leichhardt, Drummoyne
- Electricians to respond and Act Accordingly
- Safety Officer and relevant authorities to attend.

Resource Requirements:

Two brigades to attend all calls.

Time Frame:

Operational Response (5–7 mins).

Two brigades response (9-11 mins).

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Fire	A7	Temporary Structures

Responsible Agencies:

Pre-emptive: Council/NSWFB/Contractors /Caterers/ME

Response: NSWFB

Pre-emptive Actions:

- All temporary structure facilities to comply with temporary structures requirements.
- Council and fire service to conduct inspection pre event if required
- Catering staff to be aware of extinguisher locations and have knowledge of their use
- Evacuation plan / map to be provided for each facility.
- Total Fire Ban Permit to be obtained by contractors. If applicable
- Emergency access and water points identified pre event.
- All temporary structures to be identified on site map.
- All stakeholders insurance documents to be submitted prior to the event.

Proposed Response:

- Fire fighters will be dispatched from local Fire Stations, which may include, Balmain, Pyrmont, Glebe, The Rocks, Leichhardt, Drummoyne
- Emergency Management Plan implemented.
- Nearby potential energy sources contained and/or removed.

Resource Requirements:

Two brigades to attend all calls.

Time Frame:

Operational Response (5–7 mins).

Two brigades response (9-11 mins).

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Fire	A8	Permanent Structures

Responsible Agencies:

Pre-emptive Council /NSWFB/ME/Safety Officer

Response: NSWFB, Security

Pre-emptive Actions:

- All buildings to provide an adequate level of public safety.
- All fire fighting equipment to be maintained and be in a serviceable condition.
- All staff to aware of extinguisher locations and knowledge of their use.
- Evacuation plan / map to be provided for each facility.
- Emergency access and water points identified pre event.
- All structures to be identified on site map.
- All exit points clear of blockages.

Proposed Response:

- Fire fighters will be dispatched from local Fire Stations, which may include, Balmain, Pyrmont, Glebe, The Rocks, Leichhardt, Drummoyne
- Attendance by fire marshals/wardens.
- Buildings evacuated and checked by nominated persons.

Resource Requirements:

Two tankers and deputy/chief warden to attend all calls.

Time Frame:

Operational Response (5-7 mins).

Two brigades response (9-11 mins).

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Fire	A9	Vehicles

Responsible Agencies:

Pre-emptive: NSW Police/Security/ME/traffic managers.

Response: NSWFB

Pre-emptive Actions:

- Parking providers to control all parking outside of concert area.
- Contractor's vehicles to adhere to parking requirements. Parking of any vehicles not to impede in coming, on site or outgoing emergency vehicles.
- Surrounding grass, rubbish or other potential fuel services removed or limited.

Proposed Response:

- Fire fighters will be dispatched from local Fire Stations, which may include, Balmain, Pyrmont, Glebe, The Rocks, Leichhardt, Drummoyne

Resource Requirements:

Two brigades to attend all calls.

Time Frame:

Operational Response (5–7 mins).
Two brigades response (9-11 mins).

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Fire	A10	Scrub and Grass

Responsible Agencies:

Pre-emptive: NSWFB/Safety Officer/Ports

Response: NSWFB

Pre-emptive Actions:

- Emergency egress points defined and made clear
- All overgrown scrub and grass to be cut back.
- Emergency access and water points identified.
- Consultation with local authorities to remove potential fuel sources.

Proposed Response:

- Fire fighters will be dispatched from local Fire Stations, which may include, Balmain, Pyrmont, Glebe, The Rocks, Leichhardt, Drummoyne
- Chief and Deputy Fire Marshall to attend incident.

Resource Requirements:

Two tankers and Deputy/Chief Warden to attend to all calls.

Time Frame:

Operational Response (5–7 mins).
Two brigades response (9-11 mins).

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Accidents	B1	Aircraft

Responsible Agencies:

Pre-emptive: NSW Police/Emergency Services

Response: All Emergency Services

Pre-emptive Actions:

- Landing site for Police / Ambulance helicopter identified in case of extreme emergency.
- Pre event emergency planning discussions between all relevant parties prior to event.

Proposed Response:

- Fire fighters will be dispatched from local Fire Stations, which may include, Balmain, Pyrmont, Glebe, The Rocks, Leichhardt, Drummoyne
- All Emergency services Dispatched through 000
- Safety Officer
- Fire marshalls in attendance.
- Security enforce perimeter and control media.

Resource Requirements:

Two brigades to attend all calls. Emergency services crews

Time Frame:

Operational Response (5–7 mins).
Two brigades response (9-11 mins).

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Accidents	B2	CAR PARKS / INTERNALS

Responsible Agencies:

Pre-emptive: Safety Officer/ME/ Contractors/traffic management consultant

Response: NSW Police

Pre-emptive Actions:

- Walking speed only for all vehicles including buggies.
- No traffic except emergency vehicles will have access to the event site after gates open.
- Restrictions on the movement of vehicles into site controlled by Traffic control contractor at Traffic Points and Security staff and safety officer at entrances.
- Safety Officer
- Designated emergency vehicle pathways throughout event site maintained.

Proposed Response:

- Emergency Services or First Aid deployed as required
- Safety officers.
- NSW police.
- Site management

Resource Requirements:

On site safety officer and NSW Police if required.

Time Frame:

Event Day

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Accidents	B3	HIGHWAYS / ROADS

Responsible Agencies:

Pre-emptive: Council/RTA/ME/NSW Police/Traffic control contractor

Response: NSW Police

Pre-emptive Actions:

- Traffic Management procedures will be in place. All traffic and parking will be conducted with the aim to limit any adverse impact on the local roads and environment parking areas.
- Appropriate consultation with all stake holders including RTA, Emergency Services, Leichardt Council, Promoter, Cityrail, Transport Networks and more.

Proposed Response:

- The Police Operation will provide for police traffic control at the completion of the evening and the traffic control company at the beginning or both.
- Identified intersections and other locations to facilitate the movement of traffic will be manned per the traffic management plan.
- NSW Police as per legislation have overriding authority on all traffic management matters.

Resource Requirements:

NSW Police and Traffic control contractor

Time Frame:

Event Day

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Accidents	B5	GROUND MACHINERY

Responsible Agencies:

Pre-emptive: Workcover, Safety Officer

Response: Medical

Pre-emptive Actions:

- Machinery inspected daily.
- McManus Entertainment will ensure that all ground machinery is operated according to current safe working practices and that the machinery is operated only by trained and / or properly accredited persons.
- Safety Officer on site to monitor.
- Only reputable and Professional Contractors will be engaged.

Proposed Response:

- Workcover/Police will investigate any reported accident involving the use of ground machinery.
- Medical agencies will provide first aid or other required medical treatment to any person as a result of an accident or other incident involving ground machinery as required.
- Safety Officer response in first instance.

Resource Requirements:

000 – (Pre and Post Event)
St Johns (During Event)

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Accidents	B6	Cherry Pickers/Crane Trucks

Responsible Agencies:

Pre-emptive: Owner / Contractors , Safety Officer

Response: Workcover, NSW Police

Pre-emptive Actions:

- Daily maintenance checks.
- Owners and Contractors will ensure that all machinery controlled by them is operated according to current safe working practices and that the machinery is operated only by trained and / or properly accredited persons.
- No Cherry Picker is to be moved to another location unless the tower / basket is secured and it is safe to do so.
- Safety Officer on site.
- All operators briefed.

Proposed Response:

- Safety officer first response- all near misses, incidents, accidents and injuries to be reported.
- Work cover, NSW Police, Safety officer will investigate reported accidents involving a Cherry Picker.
- Medical agencies will provide first aid or other required medical treatment to any person as a result of an accident or other incident involving Cherry Pickers as required.

Resource Requirements:

000 – (Pre and Post Event)
St Johns(During Event)

Time Frame:

Pre Event,During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Risk Reference:

Identified Hazard:

Accidents

B7

Water Supply

Responsible Agencies:

Pre-emptive: ME

Response: Sydney Water/ NSW police

Pre-emptive Actions:

- ME will ensure access to fresh clean water for cleaning and drinking.
- Sydney water to check water quality prior to event.
- Bottled water available for purchase at bars.

Proposed Response:

- Any queries or concerns on relation to water quality will be reported immediately to relevant authorities.
- NSW Police will investigate any reported incidents relating to the tampering of the water supply and Sydney water to rectify any disruption to the supply immediately.

Resource Requirements:

NSW Police, Sydney Water

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Accidents	B8	PRESSURE VESSELS

Responsible Agencies:

Pre-emptive: NSWFB, Contractors/Safety Officer

Response: NSWFB

Pre-emptive Actions:

- All pressure vessels to comply with the relevant Regulations and standards.
- Information provided to all catering staff and contractors regarding safe storage of pressure vessels
- All vessels are required to be chained down/secured.
- Only authorized persons to deal with or handle pressure vessels.
- Any poor quality vessels to be removed off site immediately.

Proposed Response:

- Fire fighters will be dispatched from local Fire Stations, which may include, Balmain, Pyrmont, Glebe, The Rocks, Leichhardt, Drummoyne.
- Emergency management plan implemented.
- Energy Australia to be notified if incident is applicable.

Resource Requirements:

Two brigades to attend all calls.
Energy Australia to attend to any gas or electricity related incidents.

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Accidents	B9	STRUCTURAL COLLAPSE

Responsible Agencies:

Pre-emptive: ME, Contractors, Safety Officer

Response: NSWFB / SES

Pre-emptive Actions:

- Any substandard structures to be removed or fixed immediately.
- All structures to comply with the relevant building codes.
- All scaffolding, platforms and stands to be erected in accordance with the relevant regulations.
- Access to be restricted to prevent public from climbing onto temporary structures, towers and scaffolding.

Proposed Response:

- Fire fighters will be dispatched from local Fire Stations, which may include, Balmain, Pyrmont, Glebe, The Rocks, Leichhardt, Drummoyne All Emergency services Dispatched through 000.
- Emergency vehicle thoroughfare maintained as per site map.
- All emergency services dispatched through 000.
- Security to secure to remove all unwanted patrons/ on lookers.

Resource Requirements:

000 – SES, Pre and Post event. St Johns – during event
Two brigades to attend all calls.

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Accidents	B10	STRUCTURES / DAMAGE

Responsible Agencies:

Pre-emptive: AMP/Contractors

Response: AMP/Safety Officer

Pre-emptive Actions:

- Carry out inspections of structures to identify areas of damage, fatigue or abnormal wear.
- Copies of supplier insurance documentation collected.
- Roofs checked for water build up.
- Only reputable and professional organisations used.

Proposed Response:

- Upon identification of damage, fatigue or abnormal wear, replace or repair to render structure safe.
- If necessary prohibit use of the structure until it has been made safe.
- Safety Officer
- Substandard structures removed from site.

Resource Requirements:

On site Structure, Marquee contractors, safety officer, site management.

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Accidents	B11	Fall From Structures

Responsible Agencies:

Pre-emptive: Safety Officer/ Contractor

Response: Ambulance Service & St. John Ambulance

Pre-emptive Actions:

- Ensure all structures are erected and maintained in accordance with all permits, O.H. & S procedures and legislative requirements.
- Security to prevent climbing on any structures.
- Barcade signage utilized to prevent unauthorized access.
- Harnesses utilized when required.
- Workers to submit Safe Work Method Statements (SWMS) prior to work commencing.
- All contractor insurance documentation submitted prior to arrival.

Proposed Response:

- AMP will provide First Aid attendants pre and post event.
- St. John Ambulance will provide initial medical response to spectators & VIP's for the duration of the event.

Resource Requirements:

Roving & First aid post

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Risk Reference:

Identified Hazard:

Accidents

B12

Duty-Time / Fatigue

Responsible Agencies:

Pre-emptive: Employer/Contractor, Workcover

Response: Ambulance Service & St. John Ambulance

Pre-emptive Actions:

- Provide a safe work place in accordance with O.H. & S. principles whilst also ensuring personnel work hours and duties are not conducive to fatigue.
- Weather monitored
- Water, Hats and sunscreen made available to workers.
- All deadlines are discussed and made available to workers.
- Crew chiefs monitoring workers.
- Safety officer monitoring all.

Proposed Response:

- ME Pre and Post event.
- St. John Ambulance will provide initial medical response to spectators & working personnel for the duration of the event.
- Safety Officer
- Emergency services to be contacted for more serious cases.

Resource Requirements:

St Johns First aid post, ME – 000

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Accidents	B13	Lifting Injuries

Responsible Agencies:

Pre-emptive: Employer/Contractor, Workcover

Response: Ambulance Service & St. John Ambulance

Pre-emptive Actions:

- Provide a safe work place in accordance with O.H. & S. principles whilst also ensuring personnel work hours and duties are not conducive to fatigue.
- All workers on site briefed by safety officer.
- OH&S Act 2000 enforced.
- Safety Officer enforcing safe working conditions.
- Organisation Safe Work Method Statements (SWMS) enforced.
- Copies of insurance documentation obtained.
- Crew Chiefs to utilize Synchronised team lifts where possible.
- Forklifts or assisted lifting devices made available as required.

Proposed Response:

- ME Pre and Post event.
- St. John Ambulance will provide initial medical response to spectators & working personnel for the duration of the event.
- Individual employers remain responsible for workers.

Resource Requirements:

Ambulance Service – SES,AMP Pre and Post event St Johns - Event

Time Frame:

Pre Event,During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Accidents	B14	SHARPS - NON MEDICAL

Responsible Agencies:

Pre-emptive: Employer

Response: Ambulance Service & St. John Ambulance

Pre-emptive Actions:

- Suitable protective equipment supplied including gloves, sharp bins.
- Provide a safe work place in accordance with O.H. & S. principles and legislation.
- Sharp bin provided on site along with safe handling tools and Safe Work Method Statements.
- All staff briefed to notify cleaners of item and prevent persons coming into contact with item until removed.
- General staff to not touch sharps refer to cleaners only.

Proposed Response:

- ME – 000
- St. John Ambulance will provide initial medical response to spectators & VIP's for the duration of the event.
- Specially trained cleaners with appropriate equipment will attend to all non-medical sharps.

Resource Requirements:

St Johns First aid post, Emergency Services

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Accidents	B15	SLIPS / TRIPS / FALLS

Responsible Agencies:

Pre-emptive: Employer

Response: Ambulance Service & St. John Ambulance, Safety Officer

Pre-emptive Actions:

- Provide a safe work place in accordance with O.H. & S. principles and legislation.
- Only reputable and professional suppliers and contractors engaged.
- Potential hazards identified where possible.
- Safety officer on site to identify hazards.
- Security to assist with advisement of issues and incidents.
- All potential slippery surfaces attended to by a safety officer to site management and control measures implemented.

Proposed Response:

- ME – 000
- St. John Ambulance will provide initial medical response to spectators & VIP's for the duration of the event.
- Safety Officer

Resource Requirements:

St Johns First aid post, Emergency Services

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Medical / Physical

Risk Reference:

C1

Identified Hazard:

Bites and Stings

Responsible Agencies:

Pre-emptive: Ambulance Service & St. John Ambulance

Response: As Above

Pre-emptive Actions:

- Preparation of Operation Orders specific to the event and the deployment of appropriate levels of medical resources.
- St. John Ambulance will be located on-site for the duration of the event.
- First Aid locations to be clearly marked and visible.

Proposed Response:

- ME – 000
- St. John Ambulance will provide initial medical response to spectators & VIP's for the duration of the event.

Resource Requirements:

St Johns First aid post, AMP – 000

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Medical / Physical

Risk Reference:

C2

Identified Hazard:

Burns and Lacerations

Responsible Agencies:

Pre-emptive: Ambulance Service & St. John Ambulance

Response: As Above

Pre-emptive Actions:

- Potential hazards to be identified and or removed.
- Preparation of Operation Orders specific to the event and the deployment of appropriate levels of medical resources.
- St. John Ambulance will be located on-site for the duration of the event.
- First Aid locations visible for all attendees and workers.

Proposed Response:

- ME – 000
- St. Johns Ambulance will provide initial medical response to spectators & working personnel for the duration of the event.

Resource Requirements:

St Johns First aid post, AMP – 000

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Medical / Physical	C3	Foreign Bodies

Responsible Agencies:

Pre-emptive: Ambulance Service & St. John Ambulance

Response: As Above

Pre-emptive Actions:

St. John Ambulance will be located on-site for the duration of the event

Proposed Response:

St. John Ambulance will provide initial medical response to spectators & working personnel for the duration of the event.

Resource Requirements:

St Johns First aid post, AMP – 000

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Medical / Physical	C4	Physical – Forgotten Medication

Responsible Agencies:

Pre-emptive: Ambulance Service & St. John Ambulance

Response: As Above

Pre-emptive Actions:

- Preparation of Operation Orders specific to the event and the deployment of appropriate levels of medical resources.
- St. John Ambulance will be located on-Site for the duration of the event.
- Security briefed to assist affected persons to medical assistance.
- Security briefed to spot the difference between medical condition and intoxication.
- Security briefed to use discretion in medical situations for egress affected persons.

Proposed Response:

- St. John Ambulance will provide initial medical response to spectators & working personnel for the duration of the event.
- Emergency services available if needed on 000.

Resource Requirements:

St Johns First aid post, ME – 000

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

DRAFT

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Medical / Physical

Risk Reference:

C5

Identified Hazard:

Physical – General Fatigue

Responsible Agencies:

Pre-emptive: Ambulance Service & St. John Ambulance

Response: As Above

Pre-emptive Actions:

- Preparation of Operation Orders specific to the event and the deployment of appropriate levels of medical resources.
- St. John Ambulance will be located on-Site for the duration of the event.
- Crew Chiefs to enforce regular breaks
- Water to be available through first aid.
- First Aid locations to be clearly visible.
- Security, supervisors and Crew Chiefs monitoring all crowd and workers for fatigue.

Proposed Response:

- St. John Ambulance will provide initial medical response to spectators & working personnel for the duration of the event.
- Emergency Services to be used in more serious cases.

Resource Requirements:

St Johns First aid post, ME – 000

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Medical / Physical

Risk Reference:

C6

Identified Hazard:

Physical – Solar Radiation

Responsible Agencies:

Pre-emptive: Ambulance Service & St. John Ambulance

Response: As Above

Pre-emptive Actions:

- Preparation of Operation Orders specific to the event and the deployment of appropriate levels of medical resources.
- St. John Ambulance will be located on-Site for the duration of the event
- Sunscreen provided to staff as per (SWMS).
- All staff encouraged to slip, slop, slap.
- Shade made available where feasible.

Proposed Response:

- St. John Ambulance will provide initial medical response to spectators & working personnel for the duration of the event.

Resource Requirements:

St Johns First aid post, ME – 000

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Medical / Physical

Risk Reference:

C7

Identified Hazard:

Physical – Trauma

Responsible Agencies:

Pre-emptive: Ambulance Service & St. John Ambulance

Response: As Above

Pre-emptive Actions:

- Preparation of Operation Orders specific to the event and the deployment of appropriate levels of medical resources.
- St. John Ambulance will be located on-Site for the duration of the event.
- All noted risks and hazards to be controlled as quickly as possible by Safety Officer and Site management.
- Any person working unsafely will be removed from site.
- Designated emergency vehicle routes to be cleared and maintained by Site Management.

Proposed Response:

- St. John Ambulance will provide initial medical response to spectators & working personnel for the duration of the event.
- Emergency vehicles available on call and contained ASAP in association with Emergency Management Plan.

Resource Requirements:

St Johns First aid post, ME – 000

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Medical / Physical	C8	Physical – Non Medical/Trauma

Responsible Agencies:

Pre-emptive: Ambulance Service & St. John Ambulance

Response: As Above

Pre-emptive Actions:

- Preparation of Operation Orders specific to the event and the deployment of appropriate levels of medical resources.
- St. John Ambulance will be located on-Site for the duration of the event.
- Safety officer to undertake assessment of event site in conjunction with site management.
- All Security briefed on standard procedures for non-medical trauma incidents.

Proposed Response:

- St. John Ambulance will provide initial medical response to spectators & working personnel for the duration of the event.
- Incidents referred to emergency services in accordance with procedures as soon as possible after incident.

Resource Requirements:

St Johns First aid post, ME – 000

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Medical / Physical

Risk Reference:

C9

Identified Hazard:

Physical – Slips, Trips and Falls

Responsible Agencies:

Pre-emptive: Ambulance Service & St. John Ambulance

Response: As Above

Pre-emptive Actions:

- Preparation of Operation Orders specific to the event and the deployment of appropriate levels of medical resources.
- St. John Ambulance will be located on-Site for the duration of the event
- Provide fencing and Security to stop accidental falls into water

Proposed Response:

- St. John Ambulance will provide initial medical response to spectators & working personnel for the duration of the event.
- Life guards provided in areas where patrons may fall into water.

Resource Requirements:

St Johns First aid post, ME – 000

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Medical / Physical

Risk Reference:

C10

Identified Hazard:

Intoxication

Responsible Agencies:

Pre-emptive: Security, NSW Police, Catering, Bar Staff,

Response: As Above and St Johns Ambulance/NSW Ambulance Service

Pre-emptive Actions:

- Preparation, training and enforcement of Security Management Plan, Alcohol Management Plan
- Ensuring all staff have current RTO approved Responsible Service of Alcohol Certification
- Implementing harm minimization strategies
- Offering non-alcoholic beverages and food
- Bars to operate in conjunction with liquor license conditions all times.

Proposed Response:

- St. John Ambulance and/or Ambulance Service will provide initial medical response to spectators & working personnel for the duration of the event.
- Security to eject persons deemed as intoxicated or pass on to the Security Alcohol management team
- NSW Police to respond to severe cases and underage drinkers/ secondary supplies.

Resource Requirements:

St Johns First aid post, AMP – 000

Time Frame:

During Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Medical / Physical	C11	Chemical Pesticides

Responsible Agencies:

Pre-emptive: Ambulance Service & St. John Ambulance

Response: As Above

Pre-emptive Actions:

- Preparation of Operation Orders specific to the event and the deployment of appropriate levels of medical resources.
- St. John Ambulance will be located on-Site for the duration of the event.
- Material safety data sheets on-site for the duration of the event.
- Site management consult with local land owners to ensure no use of pesticides in immediate event area.

Proposed Response:

- St. John Ambulance will provide initial medical response to spectators & working personnel for the duration of the event.
- Emergency services available for severe allergic reactions or serious incidents.

Resource Requirements:

St Johns First aid post, ME – 000

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Medical / Physical

Risk Reference:

C12

Identified Hazard:

Chemical Refrigerants

Responsible Agencies:

Pre-emptive: Ambulance Service & St. John Ambulance

Response: As Above

Pre-emptive Actions:

- Preparation of Operation Orders specific to the event and the deployment of appropriate levels of medical resources.
- St. John Ambulance will be located on-Site for the duration of the event.
- Material safety data sheets to be on-site for all chemicals used.

Proposed Response:

- St. John Ambulance will provide initial medical response to spectators & working personnel for the duration of the event.
- Emergency Services available for severe reactions or serious incidents.

Resource Requirements:

St Johns First aid post, ME – 000

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Security

Risk Reference:

D1

Identified Hazard:

Bomb Threat

Responsible Agencies:

Pre-emptive: ME, Security

Response: NSW Police

Pre-emptive Actions:

It is accepted that little can be done to prevent bomb threats being made by persons whose aim is to disrupt the event, however the following pre-emptive actions will:

- All parties to use a proper Bomb Threat Question Sheet?
- ME/Sure Group - Inclusion of relevant information within staff briefings to assist in the identification of suspicious items and to ensure that all information and actions taken are recorded to prevent any inappropriate actions in the event of a bomb threat being received.
- NSW Police - Intelligence reports, security assessments and physical inspections of identified areas will assist in determining actions in the event of a bomb threat being received.

Proposed Response:

NSW Police will investigate all circumstances relating to the receipt of a bomb threat.

Resource Requirements:

NSW Police and Security

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Security

Risk Reference:

D2

Identified Hazard:

Crime – General Public

Responsible Agencies:

Pre-emptive: NSW Police

Response: NSW Police

Pre-emptive Actions:

- Security to enforce a professional Crowd management plan for crime investigation.
- Sufficiently trained Security response teams to assist Police as required, e.g: identification of involved parties detaining persons of interest.
- There will be sufficient user pay Police on site for the event and additional Police if required to attend the location to assist.
- User pays Police will patrol the concert and other areas of activity relating to this event. It enables the supply and deployment of additional resources as required.(If deemed necessary)

Proposed Response:

- See Pre-emptive actions.
- Police will conduct their own Risk Assessment.
- Security response teams to assist wherever practical.

Resource Requirements:

Police will conduct their own risk assessment (Police numbers TBC), NSW police

Time Frame:

During Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Security	D3	Crime – Dignitary/Teams

Responsible Agencies:

Pre-emptive: NSW Police

Response: NSW Police

Pre-emptive Actions:

- There will be sufficient user pay Police on site for the event and additional Police if required to attend the location to assist. User pays Police will patrol the concert and other areas of activity relating to this event. It enables the supply and deployment of additional resources as required. If deemed necessary.
- Additional security will be assigned to the team according to the security risk at the time.
- Specially trained Federal Police Dignitary Protection Officers to provide dignitary protection.

Proposed Response:

- User pay Police to patrol venue internally and Nearby area commands as backup
- Dignitary protection to be lead in dignitary incidents.
- Police will conduct their own risk assessment

Resource Requirements:

Police will conduct their own risk assessment and provide Police numbers accordingly
(Police numbers TBC)

Time Frame:

During Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Security

Risk Reference:

D4

Identified Hazard:

Crowd Control

Responsible Agencies:

Pre-emptive: NSW Police

Response: NSW Police

Pre-emptive Actions:

- Security will provide approximately up to 400 licensed crowd controllers to provide crowd management.
- The police operation provides for a visible police presence at the Concert and other areas of activity relating to this event. It enables the supply and deployment of additional resources if required.
- Only RTO trained, licensed security officers to be utilised.
- Security to designate security Managers and Supervisors responsible for designated areas.

Proposed Response:

- See Pre-emptive Actions
- Police will conduct their own risk assessment.
- Security will enforce Crowd Management and Security Management Plans.

Resource Requirements:

NSW police will provide numbers based on Risk Assessment.

Time Frame:

During Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Security

Risk Reference:

D5

Identified Hazard:

Demonstration

Responsible Agencies:

Pre-emptive: NSW Police/Security

Response: NSW Police/Security

Pre-emptive Actions:

- Traffic Management and Security provides to have Contingency plans in place for large group demonstrations.
- Crowd management Plan and Security Management Plans to implement by security.
- Through proven intelligence systems, threat assessments and co-operation with other agencies, groups or persons who may conduct a demonstration against the event or persons involved in or attending the event should be identified.
- Where possible attempts will be made to speak to and negotiate with the groups / persons to limit the impact of any demonstration on the event.

Proposed Response:

- The police operation provides for a visible police presence at the Concert and other areas of activity relating to this event. It enables the supply and deployment of additional resources if required.
- Security would provide additional resources if required also.

Resource Requirements:

Up to 400 Security Personnel/ User pay Police onsite (If necessary) NSW Police Backup

Time Frame:

During Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Security

Risk Reference:

D6

Identified Hazard:

Civil Disturbance

Responsible Agencies:

Pre-emptive: NSW Police

Response: NSW Police/Security

Pre-emptive Actions:

- The police operation provides for a visible police presence at the Concert and other areas of activity relating to this event. It enables the supply and deployment of additional resources if required.
- Security will provide approximately up to 400 licensed crowd controllers which could be deployed on request.
- Crowd Management Plan.

Proposed Response:

- Police and Security to respond as necessary in Accordance with Crowd Management and Security Management Plan.

Resource Requirements:

Up to 400 Security Personnel/ User pay Police onsite (If necessary) and/or NSW Police Backup

Time Frame:

During Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Security

Risk Reference:

D7

Identified Hazard:

Sabotage

Responsible Agencies:

Pre-emptive: NSW Police / Security

Response: NSW Police

Pre-emptive Actions:

- Security will maintain a security presence and patrol function at the site during the weeks preceding the concert on a nightly basis until the conclusion of the event.
- NSW Police would be called on to investigate any acts against this event.

Proposed Response:

- See Pre-emptive Actions
- Security and threat assignment to be revealed in the lead up to the event if negative publicity.

Resource Requirements:

NSW Police / Security

Time Frame:

During Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Security

Risk Reference:

D8

Identified Hazard:

Vandalism

Responsible Agencies:

Pre-emptive: NSW Police / Security

Response: NSW Police

Pre-emptive Actions:

- Security will maintain a security presence and patrol function at the site during the week preceding the concert on a nightly basis until the conclusion of the event.
- NSW Police would be called on to investigate any acts against this event.
- Security provisions and threat assessment would need to be revised if circumstances give rise to increased risk or negative publicity.

Proposed Response:

See Pre-emptive Actions

Resource Requirements:

NSW Police / Security

Time Frame:

During Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Security

Risk Reference:

D9

Identified Hazard:

Unauthorized Access

Responsible Agencies:

Pre-emptive: NSW Police / Security

Response: NSW Police

Pre-emptive Actions:

- Through ticketing and accreditation procedures entry to the concert area and other areas within will be closely controlled.
- Security and event staff will monitor and control the movement of persons into the various areas according to the level of accreditation for the area. They will prohibit entry to persons not possessing the appropriate level of accreditation or I.D.
- Security will also enforce a presence on the event perimeter to prevent unauthorized entry by individuals through other avenues.

Proposed Response:

- Security will provide sufficient staff to control access and egress from licensed and unlicensed areas.
- NSW Police will respond and assist security as required.

Resource Requirements:

NSW Police / Security

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Health and Safety	E1	Convergence at Incidents

Responsible Agencies:

Pre-emptive: Safety Officer

Response: NSW Police, Security, Safety Officer

Pre-emptive Actions:

- Adequate Training of staff and ongoing monitoring of environment
- NBS to engage a trained 'Spotter' for crowd monitoring and identification of potential large group gathering within the event site.
- Engagement of qualified and reputable providers for security and traffic management services.
- All Security Personnel to be licensed guards.

Proposed Response:

- NSW Police and Security provides for a visible police & security presence at the concert site and other areas of activity relating to the event. It enables the supply and deployment of additional resources as required.

Resource Requirements:

NSW Police / Security

Time Frame:

During Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Health and Safety	E2	Crowd Management

Responsible Agencies:

Pre-emptive: ME / Security

Response: NSW Police / Security

Pre-emptive Actions:

- Security will supply sufficient crowd controllers to control the projected crowd capacity
- Installation of a crowd control barrier at the front of stage, erected by a reputable industry supplier.
- All Security personnel are to be properly accredited and licensed crowd controllers.

Proposed Response:

- Security will set up and manage all crowd movements including line management at the entry point.
- Experienced staff to man the CCB.
- NSW Police will respond and assist Security personnel if required.

Resource Requirements:

Up to 400 Security Personnel/ User pay Police onsite(if required) + NSW Police Backup

Time Frame:

During Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Health and Safety	E3	Public Health

Responsible Agencies:

Pre-emptive: Council / ME /Catering

Response: Ambulance Service & St. John Ambulance

Pre-emptive Actions:

- Ensure public facilities including catering areas are inspected by the Council Health Inspector to ensure compliance with standards.
- All stakeholders to be monitored by Safety Officer and Site Management.
- All contractors to be individually responsible for stall hygiene and cleanliness.

Proposed Response:

- St. John Ambulance will provide initial medical response to spectators & working personnel for the duration of the event. ME / 000
- Non-compliant caterers will be removed from the site.

Resource Requirements:

St Johns First Aid / ME / 000

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Health and Safety

Risk Reference:

E4

Identified Hazard:

Evacuation

Responsible Agencies:

Pre-emptive: ME/ Emergency Services

Response: Security / NSW Police

Pre-emptive Actions:

- Ensure all agencies understand the evacuation plan
- Emergency evacuation routes to be monitored throughout the event to allow evacuation if needed
- Brief all security personnel on evacuation procedures and individual roles.
- Emergency Management Plan to be made available to all key stakeholders.

Proposed Response:

- Security will control all evacuation points and will activate the plan after consultation with stakeholders.
- Any evacuation will be coordinated with NSW Police

Resource Requirements:

St Johns First Aid / ME-000

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Utilities

Risk Reference:

F1

Identified Hazard:

Ablutions Failure

Responsible Agencies:

Pre-emptive: ME /Contractors/Catering

Response: ME /Safety officer

Pre-emptive Actions:

- Ensure daily inspections of all temporary ablation facilities.
- Cable tray and hose coverings utilised.
- Engage only reputable and experienced suppliers.
- Ablutions supplier representation to be onsite during event in case of failure.

Proposed Response:

- Instigate immediate repair or replacement of facility and restrict any waste flows into outer environment.
- Prohibit use of facility until repairs are completed.
- Ensure repairs are only carried out by qualified tradesmen only.

Resource Requirements:

Obtained from Contractor

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Utilities

Risk Reference:

F2

Identified Hazard:

Power Failure

Responsible Agencies:

Pre-emptive: Generator Contractor

Response: ME /Safety Officer

Pre-emptive Actions:

- Consultation with Energy Australia and other energy suppliers for backup options.
- Ensure regular inspections of generators and power distribution.
- Licensed electrician/generator technician on site for duration of the event.
- All cables are tested and tagged.
- Only reputable professionals to be engaged.

Proposed Response:

- Instigate immediate repair or replacement of faulty power systems.
- Investigate use of portable generators or other power systems until repairs are affected.
- Ensure repairs are only carried out by qualified tradesmen.

Resource Requirements:

Obtained from contractor / ME

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Utilities	F3	Water Failure

Responsible Agencies:

Pre-emptive:

Response: Water Supply Company/Sydney Water

Pre-emptive Actions:

- Sydney Water to be engaged in early stages for advertisement and recommendations.
- Ensure regular inspections of water sources and connection points.
- Bottled water to be available on site as a contingency.
- Sydney Water pipeline to be made available to Site Management for identification of problems.

Proposed Response:

- Repairs to be carried out by a designated water supply company.
- Notify NSWFB of Failure

Resource Requirements:

Sydney Water, no outside services or extra resources should be necessary.

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Utilities

Risk Reference:

F4

Identified Hazard:

Waste Management

Responsible Agencies:

Pre-emptive: Cleaning Contractor

Response Cleaning Contractor

Pre-emptive Actions:

- Cleaning Contractor to establish their waste management and removal procedures prior to the event.
- Backup vehicles and equipment to be on standby in case of vehicle or equipment malfunction.

Proposed Response:

- Ensure activation of Cleaning Contractor and contingency plans.
- Vehicles and equipment on standby.

Resource Requirements:

No additional resources outside of responsible bodies should be necessary.

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Utilities	F5	Helipad

Responsible Agencies:

Pre-emptive: NSW Police

Response: NSW Police

Pre-emptive Actions:

- Seek suitable site for helipad if necessary or existing site is available.
- Staff to be briefed for potential helicopter landing
- Consultation with Air Traffic Controls and relevant authorities.

Proposed Response:

- Identification of contingency locations for a helipad in the event the proposed site is corrupted or otherwise not suitable from NSW Police

Resource Requirements:

NSW Police/, adjoining docks may be utilised as there is no fixed or temporary structures.

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Utilities

Risk Reference:

F6

Identified Hazard:

ROADS - BLOCKAGE (TRAFFIC)

Responsible Agencies:

Pre-emptive: NSW Police

Response: NSW Police

Pre-emptive Actions:

- Engage reputable Traffic Management Consultant
- Liase with RTA to ensure seamless integration of TMP into existing New Year's Eve traffic plans.
- Conduct tabletop run through of proposed Traffic Management Plan.
- Conduct research of other proposed events in the area.

Proposed Response:

- Deploy Traffic Controllers as per traffic management plan.
- Liase with police and other emergency services as required
- Consult with Event Control as incidents occur.

Resource Requirements:

NSW Police / Traffic control provider

Time Frame:

During Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Utilities

Risk Reference:

F7

Identified Hazard:

ROADS - FAILURE

Responsible Agencies:

Pre-emptive: Traffic Control Contractor/RTA/NSW Police

Response: Traffic Control Contractor/RTA/NSW Police/Council

Pre-emptive Actions:

- Engage Traffic Management Consultant
- Liase with RTA to ensure seamless integration of TMP into New Year's Eve Traffic plans.
- Additional Traffic Controllers, Security and Police available.
- Liase with event control centre.

Proposed Response:

- Carry out emergency repairs according to Council / RTA requirements.
- Deploy Traffic Controllers as per traffic management plan.
- Liase with Emergency Services as required.

Resource Requirements:

- Sufficient resources are obtainable through normal Council call out procedures. Additional resource requirements obtainable under State Emergency Response Management.
- Traffic Control Supplier

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:

Utilities

Risk Reference:

F8

Identified Hazard:

Parking Areas

Responsible Agencies:

Pre-emptive: Parking providers

Response: Parking providers

Pre-emptive Actions:

- Preplan and layout site parking map.
- Engage reputable parking control organisation
- Obtain stakeholder insurance documentation

Proposed Response:

- Notification to event control and Emergency Services of issues and incidents.

Resource Requirements:

Traffic Controllers

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
General	G1	Communications

Responsible Agencies:

Pre-emptive: All Agencies

Response: All Agencies

Pre-emptive Actions:

- Each agency to identify backup communication systems in the event of partial or complete communications system failure.
- Engaged radio supplier to review level for improved systems for e.g radio repeater
- Key mobile contact register to be established and left with event control.

Proposed Response:

- Megaphones are to be utilised to supply information and direction to crowds in the event of Electronic PA failure.
- Management and supervisors to be authorized to answer phones as required.

Resource Requirements:

4 Megaphones at site ECC for duration of event.

Time Frame:

During Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
General	G2	Media

Responsible Agencies:

Pre-emptive: All Agencies

Response: All Agencies

Pre-emptive Actions:

- All agencies to undertake to consult with ME prior to issuing any media statement on any subject.

Proposed Response:

- All agencies will consult with AMP or their designated media Coordinator before making any statement to the media about an incident that may arise from this event.
- No other agencies or contractors should comment.

Resource Requirements:

All Agencies

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
General	G3	ENVIRONMENT - NATIVE FLORA, FAUNA

Responsible Agencies:

Pre-emptive: All Agencies

Response: All Agencies

Pre-emptive Actions:

- Carry out planning to locate activities and placement of facilities so as to cause the least impact on the native flora and fauna of the area.
- Engage increased Security presence in event area.
- Implementation of barricade and fencing to protect flora and fauna.

Proposed Response:

- Restrict or vary the use of areas identified as being adversely effected or having irreparable impact on the native flora and fauna of the area.
- Security to supply Guards to minimize damaged in this area.

Resource Requirements:

Security

Time Frame:

Pre Event, During & Post Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
General	G4	POLLUTION - NOISE

Responsible Agencies:

Pre-emptive: ME

Response: ME

Pre-emptive Actions:

- Ensure music meets EPA standards.
- Engage professional organisation to provide a Noise Management Plan and assess accordingly
- Implement secondary monitoring system

Proposed Response:

- Carry out patrols by an accredited EPA company to maintain acceptable noise levels.
- Company should log, area, level and time and report to Production manager throughout the day.

Resource Requirements:

Sound Consultant/
ME

Time Frame:

During Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Risk Action Plan

Site/Event: Sydney Resolution Concerts

Risk Category:	Risk Reference:	Identified Hazard:
Health	H1	ELECTIRCAL, WIND & THUNDERSTORMS

Responsible Agencies:

Pre-emptive: ME

Response: State Emergency Service

Pre-emptive Actions:

- Implementation of early storm warning systems. Website/airport reports.
- Implement and refer to extreme weather procedures
- Implement and refer to high wind de-rig procedure.
- Have a structural chain of command for postponement and cancellation matters.

Proposed Response:

- Use electronic or manual PA systems to warn the public of approaching adverse and Dangerous weather conditions as per Emergency Management Plan.
- Implement high wind de-rig or extreme weather procedures as relevant.
- Refer to senior management for postponement and cancellation decision.

Resource Requirements:

ME/Safety Officer/State Emergency Services (SES)

Time Frame:

During Event

Prepared by:

Stephen Wilkinson (20th May, 2011)

Appendix 1: EMERGENCY MANAGEMENT PLAN

Emergency Services Committee Contact Directory

(All numbers have an area code of '02' unless specified).

ORGANISATION	NAME	TELEPHONE	FAX
McManus Entertainment			
McManus Entertainment			
McManus Entertainment			
McManus Entertainment			
McManus Entertainment			
McManus Entertainment			
New South Wales Police			
NSW Police Emergency	General Emergency Contact	000	NA
Ambulance Service	General Emergency Contact	000	NA
NSW Fire Brigade	General Emergency Contact	000	NA
St. Johns Ambulance			NA
Sure Group Australia	Stephen Wilkinson Security Coordinator	0247-379850 0458-311250	
Crowd Services			NA
Cleaning			NA
Toilets			NA
Electrician			NA
Plumbing			NA
Fencing			NA
Parking Contractor			NA

Evacuation Procedure for Sydney Resolution Concerts

Objective:

The aim of this aspect of the event management plan is to set out the processes by which organisers will minimise the threat to life and damage to property for concerts staged at Glebe Island

Access to Site:

The overall aim of the organisers is to ensure that easy access and egress throughout the site is maintained for the duration of the event. This is important from a management as well as a safety perspective. To achieve this aim, access management strategies have been formulated and will be implemented, the key aspect of which are as follows:

1. Signage, which will supply information and direct patrons to the entry points of the concerts.
2. 2 main entry and exit points will be maintained during the event.
 - (a) TBA
 - (b) TBA
3. Vehicle access will be limited to contractors and vendors only, prior to the event. This will require the CCB to be removed and a traffic controller to be present.

Fencing System:

This fence is of a temporary wire panel structure with gates for entry and egress from all areas and can also be broken down in the case of an emergency. The outer fence could be cut if required to remove patrons if both egress points were closed due to fire and or emergency.

Emergency Assembly Points:

In the event of an emergency, patrons will be directed via the stage PA or Megaphones (if the PA is inoperative), towards the main entry and egress points mentioned above. If for some reason these egress points become unsafe we would direct the patrons to the alternative entrance and exit points where there is limited infrastructure and hold them in this area until it is safe or the risk is controlled.

Point

1. TBA.
2. TBA.
3. TBA.

Security Staff:

Prior to the commencement of their shift, all security personnel will be inducted and briefed in the procedures described above. In the event of an emergency the Safety Warden will control and direct security staff in the area concerned and handover to emergency services when they arrive on site. A representative of the Safety Officer will meet, brief and direct the emergency services to the respective area.

Stakeholders/Contractors:

It is a priority that all stakeholders and contractors are accountable for their staff in an evacuation. A log or roster with the names of all employees should be kept and used to identify all personnel when required.

Site or Area Lock Down:

In the event of an incident or the evacuation of an area, the area or site will be cleared and closed down or sealed off by security staff pending the arrival of the emergency services or relevant investigating body.

Evacuation Map for Site

Satellite Map:

This document is appendix #1 of the Risk Assessment Document and can also be utilized as a stand alone document for staff briefings etc.

DRAFT