



Emergency Management  
&  
Incident Response Plan

Draft Document as at 12/09/2011



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# 1. EMERGENCY CONTACT LIST

## AMBULANCE-FIRE-POLICE CALL 000

Title	Name	Contact
Emergency Control Centre [ECC]		Preferred land line
Event Chief Warden		
Event Deputy Chief Warden		
Site Manager	Christian Pepper	0404 843 471
Communications Officer – (Safety Officer)	Neil Shahin	0416 002 610
Security Manager	Steve Wilkinson	0458 311250
Licensee/ Bar manager		
Traffic Manager	Karl Christian	
Medical - Onsite		
Production/ Stage Manager		
Village/ Bar Manager		
Acoustics/ Sound Manager		
Resident Liaison/ Complaints line		





## 2.3 TEMPORARY FIRE EXTINGUISHERS

Number	Type	Position
1		
2		
3		
4		
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6		
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**NOTE:** In addition to these shared fire extinguishers, each self contained food outlet must provide:

If there is a naked flame – 9kg Dry Chemical ABE and a Fire Blanket

If there is hot fat or grease – 9kg Wet Chemical in addition to the Dry Chemical Extinguisher

## 3. INTRODUCTION

### 3.1 GENERAL POLICY STATEMENT

Hazards exist within all environments whether they are recognised or not. The need to prevent, respond to or recover from these hazards requires that we all actively participate in the risk and emergency management process.

Sydney Resolutions Series Inc Pty Ltd acknowledges its responsibility to provide an event environment and workplace that is safe and without risk to environment, health or safety:

#### **The Objectives of Sydney Resolutions Series Environmental Health & Safety Policy:**

As part of the process of meeting this obligation, Sydney Resolutions is committed to the development and support of the Safety Management Plan and the Risk Management measures created in conjunction with this plan.

Where practical, a selection of staff and contractors, involved in the New Years Eve Concert Series 2011-2012 have assisted with the production of this plan. During development of the plan the following key elements of safety management were identified:

- Prevention or mitigation of hazards, through active risk management strategies and controls
- Education of employees and contractors involved in the event, in relation to hazards that exist and procedures to be adopted in the event of an emergency.
- Reviews of safety management arrangements, Safe Work Method Statements and amendment of plans when necessary.
- Public Health & Safety at New Years Eve Concert Series, proposed to be held at Glebe Island
- Management of emergencies including incident response and reporting
- Provision of assistance and information to the emergency services, employees, patrons and workplace safety investigators.

#### **NOTE:**

Although this safety plans is extensive, we invite input from any other interested parties. This plan will be reviewed prior to the event, to ensure that the information it contains is accurate and current. Critical changes such as contact list information will be implemented and circulated immediately. Amendments and a covering memo should be sent to;

**Neil Shahin**

Solutions 2 Safety Pty Ltd  
P.O Box 2965  
Taren Point, NSW

**M:** 0416 002 610  
**F:** 02 9532 1272  
**E:** neil@solutions2safety.com

## 3.2 REFERENCES

Reference during the creation of this emergency management plan was made referencing:

- Occupational Health and Safety Act 2000
- Emergency Management Australia
- Australian Emergency Manual Series, Part III
- Australian Standard AS 3745, 2002, (Emergency control organisations and procedures for buildings)
- Building codes of Australia
- Security Management and Risk Management plan produced by Secure Group Pty Ltd: 4/09/2011
- Transport Management Plan produced by Who Dares dated: 7/ 09/ 2011

## 3.3 AIM

The aim of this plan is to detail the agreed arrangements for the prevention of, the response to, and the recovery from, emergencies and incidents that could occur during Sydney Resolutions New Years Eve concert series to be held on Glebe Island.

In the event of an emergency within New Years Eve Concert Series, Glebe Island grounds, responsibility for the management of the response to the incident including evacuation of persons affected, will normally be delegated to the Designated Event Chief Warden or Deputy. This delegation will be effective from the time the emergency is reported until such time as it is resolved or handed over to the relevant response agency.

## 3.4 OBJECTIVES

The broad objectives of this plan are to:-

- a. Apply measures to prevent or reduce the causes or effects of any emergencies onsite
- b. Administer arrangements for the response to possible emergencies when they occur.
- c. Aid employees, contractors and patrons to recover strategies following an emergency.

## 3.5 SCOPE OF RESPONSIBILITY

### Limitation of Liability

This section seeks to clarify the legal entities and the operating partners defined in this risk assessment/safety document. This document is prepared for Sydney Resolutions Series Inc Pty Ltd who are the presenters of the event:

Sydney Resolutions is the promoter of New Years Eve Concert Series, Glebe Island for the purpose of this event. Quite specifically this document does not accept liability for the implementation of maintenance schedules for safety measures under AS1851 (maintenance of fire fighting equipment) on behalf of the venue or land owners. This plan does not address building management or safety issues, responsibility for which lies with the operators of Glebe Island, Glebe in conjunction with the promoters for this event.

## 3.6 TYPES OF EMERGENCY

A risk assessment has been conducted of perceived threats to the New Years Eve Concert Series 2011-12. This process is not intended to exclude a consideration of any form of emergency and, to this end; this document has adopted a flexible "all hazards approach". Upon assessing the possible Major risks associated with holding the New Years Eve Concert Series at the proposed location it is perceived to be an event classified as a "Black Swan Event" that would require a complete evacuation of the event area and ultimately Glebe Island itself. It is more likely that the risks associated with general operations of an event of this kind would be more probable to occur and therefore needing attention and focus.

### A summary of those identified risks are:

Medical emergency	Civil disturbance	Crowd Crush
Structural failures/ Collapse	Armed or Dangerous Intruder	External security threats
Extreme weather	Bomb Threat	Internal security threats
Lightning Storm	Fire/ Explosion	

Any other incident which may, in the opinion of the Chief Warden, affect New Years Eve Concert Series, Glebe Island, and Sydney Resolutions, their employees, contractors and patrons.

### **3.7 EMERGENCY CONTROL TEAM**

The onsite NYE concert Series Emergency Control Organisation/ Team consists of:

- a. Event Chief Warden
- b. Event Deputy Chief Warden
- c. Area Wardens
- d. Wardens

### **3.8 NON EMERGENCY ROLES OF THE EMERGENCY CONTROL TEAM**

#### **A – Chief Warden**

The responsibility of the Event Chief Warden is to:

- \* The activate and manage the warden system
- \* Review, in conjunction with area wardens, the safety management plan and ongoing risks
- \* ensure the Event chief warden and the Event deputy warden are not simultaneously absent from the site.

#### **B – Deputy Chief Warden**

The role of the Event deputy chief wardens is to assist the chief warden in the general administration of the emergency control team and will assume all relevant responsibilities whenever the Event chief warden is absent.

#### **C – Area Wardens**

Area Wardens within their area of responsibility will ensure that:

- \* They are familiar with the layout of New Years Eve Concert Series, Glebe Island and the general locations used by patrons, employees and contractors.
- \* They are familiar with the locations of all first aid facilities and other emergency equipment.
- \* They oversee the safety equipment and signage within their area of responsibility.
- \* They represent their area at debriefings.

Area Wardens will take appropriate action to ensure:

- \* Good housekeeping so that litter does not accumulate to increase the danger of fire.
- \* Hazardous materials are not stored or used incorrectly, notwithstanding the nature of work.
- \* Equipment does not impede access/egress
- \* Pathways are free of obstruction
- \* Fire extinguishers, safety sign and safety equipment are accessible at all times
- \* Hydrants and hose reels are accessible at all times
- \* Access to and egress from emergency exits is not obstructed
- \* Any irregularities are reported to the chief warden
- \* All incidents are reported on the form provided
- \* Inspection checklists are completed
- \* Incident report forms are to be handed to the deputy or chief warden.

#### **D – Wardens**

The role of a Warden is to assist the Area Warden in their area of responsibility, and if nominated, to assume responsibility of Area Warden in their absence.

### **3.9 MEDIA MANAGEMENT**

During emergencies there is likelihood that the media will want to obtain an interview or statement from Sydney Resolutions. All staff members, contractors and participating organisations and their employees should be aware that all media inquiries are to be directed to the Sydney Resolutions communications Representative, who will arrange for appropriate person to comment. If Sydney Resolutions Communications Representative is not available, the Chief Warden will appoint an appropriate person to act as media liaison officer at the time of the event. Consideration should be given to the identification of a media briefing area appropriate to the event.

### **3.10 DEBRIEFING ARRANGEMENTS**

A debrief will take place as soon as practicable after an emergency. The Event Chief Warden will convene and chair the meeting with a view to assessing the adequacy of the plan and to recommend any changes. It may also be appropriate to conduct a separate recovery debrief to address recovery issues.

### **3.11 TESTING THE PLAN**

If the nature of the Sydney Resolutions New Years Eve Concert Series makes physical testing of the plan practical, and if it is warranted for a particular activity, the emergency control team may request a scenario based exercise.

### **3.12 COMMUNICATIONS**

2 way radios will facilitate communications between the stakeholders. An emergency radio channel will be allocated for such use. The use of mobile phones should be discouraged during an emergency as there is substantial risk of 'network overload'. Designated members of the emergency control team and area wardens will be equipped with 2 way radios and be briefed on exact radio procedures. Details are outlined in section 7.

### **3.13 EMERGENCY CONTROL POINT & EMERGENCY CONTROL CENTRE**

The Emergency Control Centre [E.C.C] will be located at the existing security gatehouse location to the site and will act as a gathering point for emergency control team members to assess an emergency if required. The E.C.C will function as emergency control point during any emergencies and will provide emergency vehicles direct access to the site.

During the operational hours of Sydney Resolutions New Years Eve Concert Series there will be a communication control room set up to manage and log all security radio communications and to monitor other areas of concern to deploy as required

## 4 PREVENTION ARRANGEMENTS

### 4.1 THE ROLE OF SYDNEY RESOLUTIONS – EVENT ORGANISERS

Management, employees and participating organisations taking part in this event recognise that they jointly have a key role in prevention and mitigation activities to reduce the risk, or minimize the effects, of emergencies that may occur. Review of existing policies and acting in accordance with codes of practice, Regulations and Industry standards; combine to ensure that all measures possible are addressed to reduce likelihood of an emergency.

### 4.2 PREPAREDNESS

An event emergency control organisation/ team have been identified and will be trained in all aspects of the safety plan and specific tasks of their duties. Draft assembly points & emergency access routes have been determined for use during emergencies. (Pending Approval)

### 4.3 HAZARD REVIEW

During the preparation of this plan a risk assessment was carried out by Secure Group Pty Ltd to identify potential natural and man made hazards that may impact on this event.

*Refer to Security Risk Management Plan*

### 4.4 EDUCATION AND AWARENESS

The ability of Sydney Resolutions, their employees and contractors, to respond to an emergency situation and in turn recover from the effects of an emergency will depend on the attitude of the people affected. Appropriate actions from the organisations employees during emergencies will require education and awareness programs to be implemented for this purpose. This plan has been designed to provide relevant information to that end.

### 4.5 PREVENTION AND MITIGATION STRATEGIES

The following processes have been implemented to prevent or mitigate emergencies

<b>STRATEGY</b>	<b>RESPONSIBLE OFFICER/GROUP</b>
Event safety checklists	Area Wardens
First Aid station	St Johns
Hazard and risk assessments	Security Manager/ Safety Officer
Incident reporting (major)	Area Wardens
Incident reporting (minor)	Area Wardens
Safe work method statement assessments	All Contractors
Safety management plan	Sydney Resolutions
Site inspections	Safety Officer
Traffic management	Police and Traffic Services
Sound Management	Acoustics manager

# 5 LEVELS OF THREAT

## 5.1 CONSIDERATIONS FOR ESTABLISHING THREAT LEVELS

- a. An emergency may be an event that arises internally or externally, which would adversely affect the safety of persons and/or cause major damage to property.
- b. Emergency situations are disruptive and may threaten the safety of personnel and patrons as well as pose a threat to the site.
- c. Should any emergency occur, it must be dealt with as soon as possible and the event returned to normal operation as quickly as possible.
- d. An integral part of the security precautions for the event site are the additional measures to be taken in response to an indication of external threats. These measures should reduce vulnerability and the risk of a terrorist incident.

## 5.2 LOW THREAT

This can be an incident, which may cause hazards to persons or property within a confined area of the event. This local incident may eventuate in a partial evacuation of the area at risk.

The key event staff with the assistance of the security personnel should be able to contain and complete this procedure

## 5.3 MEDIUM THREAT

This level may cause widespread hazards to persons and assets within the event boundary, but not exceeding the event site. This may be considered an event emergency and will need the appropriately accredited event staff eg: security supervisors, fire and event chief wardens to decide on the level of emergency services assistance.

## 5.4 HIGH THREAT

This level may cause widespread hazards to persons, property and assets within and extending beyond the event boundary. For planning purposes this would be considered an emergency with off site consequences.

## 6 EXTERNAL THREATS

Current ASIO reports indicate that mass gatherings such as Sydney Resolutions New Years Eve Concert Series fall in the 'Med risk' category in terms of terrorist targets.

However, these indications change regularly and need to be assessed closer to the actual event date. Should ASIO or local police intelligence indicate that a realistic threat exists; a full meeting of the E.C.O will be called to determine appropriate action.

### 6.1 DETAILS OF THE FULL E.C.O

Position	Name	Contact Phone	Details
Security Control Room [ECC]			
Chief Warden			
Deputy Chief Warden			
Venue Rep			
Site Manager	Christian Pepper	0404 843 471	
Safety Coordinator	Neil Shahin	0416 002 610	
Security Manager			
Police Commander– User Pays			
NSW Ambulance			
Fire Brigade			
Traffic Manager			
Production Manager			
Sydney Resolutions Media Manager			

#### **A Larger committee might be required to include the following organisations:**

Further details will be confirmed on the extent of the complete ECO closer to the event.

New South Wales Police:

Roads & Traffic Authority:

Leichhardt Council:

Sydney City Council:

Sydney Ports Authority:








Maritime NSW:

# 7 NOTIFICATIONS OF EMERGENCY SITUATIONS

It is important that emergency situations are reported immediately and clearly without panic or interference. Report the situation to E.C.C or a staff member with a radio immediately using the following procedure:

Incident warning                      Echo - Papa followed by Code Colour  
 Evacuation Warning                Echo - Echo - Papa

## Standard emergency warning code (as per AS 3745:2002)

EMERGENCY / THREAT	CODE	
Fire / Smoke	Red	
Medical emergency	Blue	
Bomb threat	Purple	
Internal emergency (general)	Yellow	
Personal threat (armed or unarmed including violent incidents)	Black	
External emergency	Brown	
Evacuation	orange	

**NOTE:** Colour codes for emergencies other than those listed above may lead to confusion and should not be used.

Once E.C.O responds follow E.C.O's questions and answer in a slow and clear manner

### E.C.P will ask:

Your name and position:

Your location-refer to grid map:

The nature of the emergency:

The assistance you require:

Any other relevant information:

### DO NOT SPEAK UNLESS ASKED TO DO SO!

For 'all clear' the relevant colour code should be stated followed by an 'all clear'

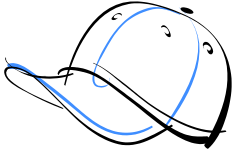
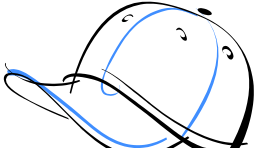
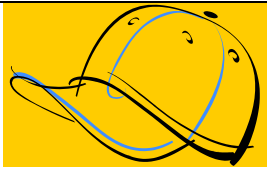
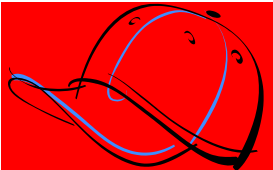
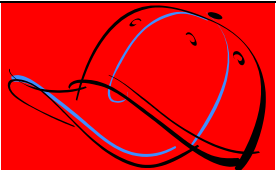
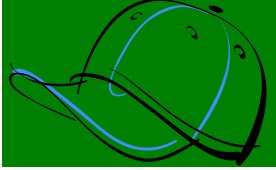
E.g. Code Red – All Clear

NOTE: A gridded site map and Radio contact list including a schedule of channels will be allocated and distributed in the form of laminate to be carried by all staff working on this event

## EMERGENCY CONTROL TEAM

The evacuation procedures shall follow the Australian Standards 3475-2002.

The control structure is as follows:

Assume control of the situation Liaise with Area Wardens. Develops Incident Action Plan	<b>CHIEF WARDEN</b>	 <b>WHITE CAP</b>
Assists Chief Warden Assumes Chief Warden role in their absence	<b>DEPUTY CHIEF WARDEN</b>	 <b>WHITE CAP</b>
Supervise orderly evacuation Inform Chief Warden of key actions	<b>AREA WARDENS (F&amp;B, Stage, BOH, Seating, Media, Site)</b>	 <b>YELLOW CAP</b>
Assists Area Warden evacuate their areas. Conduct a search of their area for stragglers. Report to assembly area and conduct a roll call – when practical. Convey results of evacuation and roll call to Area Warden	<b>WARDENS</b>	 <b>RED CAP</b>
Take charge of PA system and initiate screen content. Notify production staff. Increase lighting levels. Shut down artificial smoke. Make announcements if required.	<b>Front of House (F.O.H) F.O.H WARDEN</b>	 <b>RED CAP</b>
Reports to Chief Warden. Attends and administers first-aid to injured persons.	<b>FIRST - AID</b>	 <b>GREEN CAP</b>
Ascertain nature and location of emergency. Notify E.C.O and Emergency Services. Liaises with Area Wardens on behalf of Chief Warden. Keep logs of all events.	<b>COMMUNICATIONS OFFICER</b>	<b>NO CAP REQUIRED</b>

# 8 RESPONSE ARRANGEMENTS

## 8.1 EVACUATION

The total evacuation of the New Years Eve Concert Series, Glebe Island site will in most instances be initiated by the Event Chief Warden or delegate via the area wardens. On some occasions it may be necessary for the area wardens to self initiate evacuation from the immediate area of a threat prior to notification from the chief warden. It should be noted that the extent of evacuation might vary from one event to the next.

Evacuations have been assessed to fall into two categories:

**FULL:** resulting in all patrons, entertainers and employees moving out of New Years Eve Concert Series, Glebe Island event area and proceed to a designated safe area at the rear of the site and continue to calmly leave the site via the provided safe passageways. This scenario would then be collaborated with existing traffic management strategies in place and/ or escalate to the municipal emergency services

**PARTIAL:** resulting in designated patrons and employees moving out of the affected area, or being directed into another safe area of the event site. The type of evacuation will depend on the nature of the emergency and will generally be determined by the chief warden or delegate.

### Delegation of Duty

If the Event Chief Warden is unavailable, responsibility will be delegated in the following sequence:

1. Deputy chief warden
2. Area Wardens

### **NOTE**

*Police and Fire Brigades will outrank all Sydney Resolutions and contractor management staff. Should either give any personnel a direct order, they should carry out the order. Confirmation from event management is not required.*

### **A – Mobility Impaired Persons**

In the event of an evacuation: Wardens should assist or arrange assistance for mobility impaired persons to get to any available safe area of the site and to ultimately be managed to ensure they are evacuated safely to an appropriate area. A mobility impaired person is any person who will require physical assistance during an evacuation. Refer to site plan for accessibility ramps and access.

For example:	Permanent disablement	Temporary disablement
	Deafness (full/partial)	Blindness (full/partial)
	Advanced pregnancy	

All mobility impaired persons will be evacuated after all able bodied persons, assisted by the wardens or other arranged assistance. Mobility impaired persons should not slow-down or hinder the general evacuation by their position or need for resources. Appropriate measure will be taken to ensure the persons with accessibility issues can get to the assembly point as required.

**NOTE:** Refer to Traffic Management Plans for the strategies used for getting people to and from the area.

## **8.2 RESPONSIBILITIES OF THE EMERGENCY CONTROL ORGANISATION IN THE EVENT OF AN EMERGENCY**

### **A. Event Chief Warden**

- \* Take control of the situation at the appropriate control point, if safe to do
- \* ensure emergency services are notified
- \* ensure all patrons and employees are removed from the hazard area
- \* ensure the venue and their representatives are notified.
- \* Hand over control to the emergency services on arrival
- \* assist the emergency services as required
- \* Ensure Sydney Resolutions management are notified
- \* Maintain a log of the incident

### **B. Event Deputy Chief Warden**

If the chief warden is not at New Years Eve Concert Series, Glebe Island, the nominated deputy chief warden will assume all responsibilities, duties and control. If the chief and deputy chief are not available, the next ranking member of the emergency control team on duty will assume control as chief warden. During an emergency the deputy chief warden will be delegated tasks by the chief warden.

The deputy chief warden, or nominated area warden, will provide confirmation of patrons and employees marshalling and safety, or otherwise, to the chief warden by runner or other appropriate communication means.

### **C. Event Area Wardens**

The primary responsibility of the area warden is to ensure, as far as practicable, the safety of patrons and employees and when necessary arrange their orderly evacuation from danger. *IT IS NOT THE RESPONSIBILITY OF A WARDEN TO ACTIVELY CONTROL EMERGENCIES.* When required, Area Wardens will ensure that their areas so responsibility have been totally evacuated, if safe to do so.

### **D. F.O.H (Front of House) Warden**

This event employs extensive audio, lighting and A/V systems. These systems can interfere with emergency warning and intercommunication systems. Operators and maintenance staff can also be positioned in difficult to reach places.

The task of the F.O.H warden is to take charge over the PA system in case of emergency. Duties include:

- \* Turn off any music or audio sources.
- \* Notify any production staff of the emergency, specifically follow-spot operators, dimmers and amplifier staff, any other operators in hard to reach places.
- \* Increase light levels where practical.
- \* shut down any artificial smoke or haze generators.
- \* Make announcements over the PA system in a calm and re-assuring manner, if requested by the chief warden.

### **E. Communications Officer**

The communications officer will act as directed by the chief warden. Duties include:

- \* Attending to emergency calls
- \* notifying the appropriate emergency service
- \* Notifying the chief warden of the emergency

- \* Establish and maintain communications between chief warden and the area wardens
- \* Transmit and record instructions and information
- \* Maintain emergency incident log
- \* Maintain area maps

#### **F. Wardens and all other employees**

All other employees will act as directed by an area warden. Specific employees may be allocated various tasks and should only be carried out if safe to do so.

## 9. EVENT CANCELLATION OR INTERRUPTION

There are a few instances which may force New Years Eve Concert Series to be cancelled or interrupted. This has the potential to create dangerous situations, especially when a crowd has already gathered.

Situations that may force such action may be:

- \* Extreme weather
- \* Lighting Storm
- \* External threats such as gas leaks, explosions, boating crashes or incidents or alike
- \* External threats such as terrorist activity or possible terrorist activities
- \* Structural instability of the grounds or any structure

**Decisions of this nature require consultation of the full E.C.T:**

Position	Name	Contact Phone	Details
Security Control Room [ECC]			
Event Chief Warden			
Event Deputy Chief Warden			
Venue Rep			
Site Manager	Christian Pepper	0404 843 471	
Safety Coordinator	Neil Shahin	0416 002 610	
Security Manager			
Police Commander– User Pays			
St Johns			
NSW Ambulance			
Fire Brigade			
Traffic Manager			
Production Manager			
Sydney Resolutions Media Manager			

***And any supplier representatives as required:***

Position/ Role	Name	Contact Phone	Details
Staging			
Lighting			
Audio			
A/V (Video Screens)			
Power (generators)			
Electrician			
Ticketing			
Plumbing/ Water			
Security Services			
Traffic Services			
Waste Management			
Sound Management			
NSW Maritime			

## 10 SEVERE WEATHER RESPONSE PROCEDURE

This procedure outlines the process required to be conducted in the event of severe weather. It is imperative that action must be taken to secure the site prior to severe weather reaching the site so that precautions can be taken to ensure the safety of staff and public.

Severe weather may include:

- Lightning
- Hail
- High Winds
- Heavy rain
- Thunder storms

The chief warden, the emergency control organisation and senior representatives of Sydney Resolutions and suppliers must make several key decisions in consultation with agencies such as bureau of meteorology and the police:

- What wind speeds are expected?
- What direction is the wind predicted to be from?
- What gust speeds are predicted?
- What duration is anticipated?
- Is lightning predicted?
- Is hail predicted?
- Is it safe to evacuate or will that process endanger the safety of staff and the public?

It is important to consider several key safety requirements when considering what actions should be taken:

- Is staff required to climb structures that may be the target of lightning strikes or high wind?
- Are public likely to shelter under trees or structures that may be the target of lightning strikes?
- Is there a safe area for staff to assemble?
- Should the site be evacuated?
- Have all loose items been secured?

It may be necessary to make a public announcement to advise patrons of predicted adverse weather to ensure their safety. It is unlikely an evacuation would be called as there are no indoor facilities in the close proximity in which to evacuate to. If a public announcement is required the Event Chief Warden will make the decision and the wording of the announcement will be scripted in consultation with Bureau of Meteorology. The wording of the announcement must clearly outline the predicted treat of weather conditions and what actions should be taken by public to ensure their safety without creating panic.

During severe weather on site, the E.C.C will log and record data gathered from the on site weather monitoring equipment as well as data provided by the Bureau of meteorology for future reference.

In case of lightning, please refer to the following Lightning protection procedure on the following page.

# 11 LIGHTNING PROTECTION PROCEDURES

## A. The Plan

Implementing the plan is the responsibility of Sydney Resolutions management. The procedures apply to New Years Eve Concert Series, Glebe Island, Sydney Resolutions and contractors.

### RISK ASSESSMENT

The risk of a lightning strike has been assessed as follows

**Likelihood:** Unlikely (Risk Rating 2)

Refer to risk category (h) within the security Risk Management plan

Could occur at some time but not expected / one or two recorded incidents at past or like events / some opportunity, reason or means to occur at the event.

**Effect:** Critical (Risk Rating 4)

Refer to risk category (h) within the security Risk Management plan

Could noticeably impact on the event / Wide spread patron dissatisfaction and media attention arising from this / severe injuries / long delays to the program of the event / serious public relations damage, requiring considerable effort to rectify during and after the event / litigation after the event / noticeable loss of commercial standing for future events. The overall Event Risk Rating is therefore rated as Moderate and requires some management action

## B. Protection procedures

### Monitoring the Weather

The Bureau of meteorology (B.O.M) monitors the weather and provides free updates including storm warnings on its website [www.bom.gov.au](http://www.bom.gov.au)  
In the lead up to and during events, the ECC will monitor the B.O.M website and forecasts to maintain awareness of potential storm / lightning activity.

## C. Standard Operating Procedures

If it is apparent that storm activity is likely, a weather warning service may be engaged through the B.O.M to provide regular updates.

In the event of thunderstorm activity the “30/30 principle” will be applied.

This principle states that the time that elapses between the flash of lightning and the clap of thunder can be divided by three to measure how far away a storm is. For example, a flash-to-bang count of 30 seconds indicates that lightning is 10km away.

In extreme cases, a lightning detector will be used to monitor lightning strikes.

## D. Procedures for Sydney Resolutions New Years Eve Concert Series

The safety of patrons is paramount during the event. However, the promoter recognises that the event infrastructure at New Years Eve Concert Series, Glebe Island cannot provide adequate safe cover for the expected crowd of 45,000.

The total undercover capacity for patrons at the festival is estimated at around 4000 patrons only.

As undercover capacity is inadequate for approximately 90% of the expected crowd, the event will manage the risk of a potential lightning producing storm by providing regular weather updates to the event organiser. These updates would then be broadcast to the crowd using the video screens, giving patrons sufficient notice to move undercover or seek shelter in an alternate location outside the event site.

Most experts agree that a safe distance for lightning is no less than 10km. in the unlikely event that lightning approaches closer than 10km, a suspension of activity may be required.

### E. First Aid Services

Medical services are provided on site by St John’s and are located at two areas within the site. The aim to manage all medical emergencies onsite to minimise external resources required on the night.

### F. Event warning Action Plan

The suggested indicators and actions (in order) for warning messages are as follows

<b>Lightning strikes at 60km</b>	
Event Organiser	Notify the site manager if a lightning strike is detected within 60km of the event site.
Site/ Safety Manager	Ensure warning messages are prepared in case of emergency
<b>Lightning strike at 40km</b>	
Event Organiser	Notify the site manager if a lightning strike is detected within 40km of the event site (this provides approx 1hr notice as per the <i>recommendations for lightning protection in sport</i> )
Site/ Safety Manager	Post the following message on the event video screens: “weather warning: A thunderstorm is approaching within the hour. Please consider moving under cover or temporarily seeking cover outside the event site”.
<b>Lightning strike at 20km</b>	
Event Organiser	Notify the Site Manager if a lightning strike is detected within 20km of the event site.
Site/ Safety Manager	Post the following warning on the event video screens:” A thunderstorm is approaching. Patrons should make their way under cover or to the exits for a temporary pass-out”.
<b>Lightning strike at 10km</b>	
Event Organiser	Notify the Site Manager if a lightning strike is detected within 10km of the event site.
Site/ Safety Manager	Post the following warning on the event video screens:” A lightning strike risk has required a temporary suspension of the event. Please move immediately under cover”.

### G. Resumption of Activity

A period of 30 minutes is to elapse from the last lightning or thunder before recommencing activity. This will reduce the risk of a nearby strike. clear sky and reduced rain are not indicators that it is safe to resume activity. The Venue will advise New Years Eve Concert Series organisers when it is safe to resume.

### H. Acknowledgements

Recommendation for lightning protection in sport, Michael Makdissi and Peter Bruncker – Medical Journal of Australia ([www.mja.com.au/public](http://www.mja.com.au/public)).

# 12 EMERGENCY RESPONSE GUIDES

## 12.1 Bomb Threat Response Guide

### Person receiving call;

- attract someone's attention to notify Chief Warden
- Do not notify any others of the threat
- Try to keep caller talking
- Fill out bomb threat check list
- Remain at the telephone until relieved
- Do not hang up the telephone
- Notify event control centre

### Chief Warden;

- **immediately notify local police**
- **Phone 000**
- Ensure no radio transmitters are used
- Never ignore threat
- If possible relieve person receiving call to allow completion of bomb threat checklist
- Assess need to evacuate

### All other patrons and employees;

- Evacuate when instructed
- Take bags and personal items if directed
- Report any suspicious items to an Area Warden

**WARNING:**

***IF SUSPICIOUS ARTICLE DISCOVERED  
DO NOT TOUCH***



## 12.2 Fire Response Guide

### First staff on scene;

- Raise the alarm by contacting the E.C.C and notifying anyone in the area
- **Phone 000**
- Ensure **fire services** are contacted
- Quickly assess and raise the alarm by notifying Area Wardens
- Attack fire with appropriate fire fighting equipment if trained and if safe to do so
- Withdraw when instructed

### Area Warden;

- Raise the alarm by contacting the E.C.C and notifying anyone in the area
- Quickly assess the situation
- Remove any persons in danger if safe to do so
- Consider evacuation
- Ensure Chief Warden and fire brigade are notified

### Chief Warden;

- Determine situation
- Confirm **fire service** contacted
- Provide fire services with update on type of fire and access
- Establish control point, if safe to do so
- Determine appropriate evacuation route (note wind direction)
- Identify injured persons
- Arrange for staff to meet and assist Emergency Services on arrival

## **SPECIAL CONSIDERATIONS**

***Do not attempt to remove debris from electrical equipment.***

***If irritating or noxious vapours are present, withdraw immediately and stop all personnel from entering the area.***

***Municipal Emergency Management Plans will override this plan if warranted***

## 12.2 Hazardous Materials Incident Response Guide

### First staff on scene;

- Keep patrons and employees away
- Do not attempt to rescue without appropriate protection (see special considerations)
- Contain the spill, if safe to do so using available products e.g. Soil, Sand, Blankets etc
- Withdraw to safe position
- Raise the alarm by immediately contacting Area Warden

### Area Warden;

- Quickly assess the situation and ensure the alarm has been raised with Chief Warden
- Remove any persons in danger if safe to do so
- Consider evacuation
- 

### Chief Warden;

- Determine situation
- Contact **fire service**
- **Phone 000** – advise on type of spill and quantity – M.S.D.S required if available
- Establish control point, if safe to do so
- Determine appropriate evacuation routes (note wind direction)
- Identify injured persons
- Arrange for staff to meet and assist Emergency Services on arrival

## **SPECIAL CONSIDERATIONS**

***If irritating or noxious vapours are present, withdraw immediately and stop all personnel from entering the area.***

***In some instances the rescue of patrons and employees can require specialised clothing. (Seek advice from attending Emergency Services).***

***Rescue may have to be performed by Emergency Services.***

***Municipal Emergency Management Plans will override this plan if warranted.***

## 12.3 Medical Emergency Response Guide

### First staff aware;

- Quickly assess the situation.
- Notify First Aid Attendant and Area Warden
- Render assistance to patient if able until First Aid arrive then assist first aid if required.

### Area Warden;

- Determine situation
- Ensure alarm has been raised, ambulance 000 if requested by first aid
- Keep uninvolved patrons and employees away
- Start planning ambulance route if applicable
- Advise Chief Warden if ambulance is called.
- Arrange staff to meet and guide ambulance to patient

## **SPECIAL CONSIDERATIONS**

***Employees involved in treating injured should ensure they make use of personal protective equipment such as: Rubber Gloves, Face Masks etc and should only treat if trained in such treatment.***

## 12.4 Civil Disturbance Response Guide

### Any staff directly involved or aware;

- Contact Area Warden
- Advise Area Warden all information relevant to the situation eg: how many, position, actions
- Remain calm; avoid handling demonstrators in any way.
- Avoid provoking the throwing of missiles

### Area Warden;

- Notify event control centre
- Advise Chief Warden on purpose, strength and mood of group
- Do not allow staff or vendors to confront protestors
- Ensure cash handling areas are secure

### Chief Warden;

- As the situation dictates, notify local police
- **PHONE 000**
- Seek co-operation of protest leaders
- Negotiate to contain the situation
- Arrange for staff to meet police and provide details on arrival.

## ***SPECIAL CONSIDERATIONS:***

### ***DO NOT PROVOKE THE PROTESTORS/AGITATORS***

## 12.5 Electrical Failure Response Guide

### Area Warden;

- Notify Chief Warden and Event Control Centre by any means possible
- Contact event electrician
- If no emergency lighting, marshal patrons and employees
- Prepare to evacuate
- Follow instructions of Chief Warden

### Chief Warden;

- Determine situation
- Contact Power / Generator company, confirm failure and indicate priority
- Arrange alternative power if available
- Marshal patrons and employees away from hazard area, if appropriate
- Checked for trapped persons in structures
- Be prepared as power may be reinstated at any moment without warning

## **IN CASE OF A SHORT CIRCUIT OR ELECTRICAL EXPLOSION**

***Clear affected area if safe to do so***

***Turn off power supply if safe to do so***

***Do not touch anything***

## 12.6 Explosion Response Guide

### First staff on scene

- Turn off any gas, water and/ or electricity, if practicable, remove any person in danger if safe to do so
- Quickly assess and raise the alarm by contacting the Area Warden
- Vacate the area immediately
- Keep patrons and employees away

### Area Warden

- Quickly assess the situation and ensure the alarm has been raised and Chief Warden notified
- Remove any persons in danger if safe to do so
- Consider evacuation

### Chief Warden

- Determine situation
- Confirm controlling emergency service contact
- **PHONE 000**
- Establish control point, if safe to do so.
- Determine appropriate evacuation routes (note wind direction).
- Identify injured persons
- Arrange staff to meet and assist emergency services on arrival

## **SPECIAL CONSIDERATIONS**

***Do not attempt to remove debris from electrical equipment.***

***If irritating or noxious vapours are present, withdraw immediately and stop all personnel from entering the area.***

***Municipal Emergency Management Plans will override this plan if warranted***

## 12.7 External Emergency Response Guide

This could include any emergency occurring outside Glebe Island and the event site which impacts on Sydney Resolutions New Years Eve Concert Series or its patrons and employees. In most cases the Municipal Emergency Management Plan would be in effect and we would seek or receive advice from it.

### **Person receiving notification;**

- Notify Area Warden immediately

### **Area Warden;**

- Notify Chief Warden and Event Control Centre immediately by any means possible

### **Chief Warden;**

- Determine situation
- Contact emergency services, if necessary
- Advise Emergency Control Team and staff of actions required
- Marshal patrons and employees away from hazard area, if appropriate
- Consider internal evacuation, if appropriate

## ***SPECIAL CONSIDERATIONS***

***Do not attempt to remove debris from electrical equipment.***

***If irritating or noxious vapours are present, withdraw immediately and stop all personnel from entering the area.***

***Municipal Emergency Management Plans will override this plan if warranted***

## 12.8 Person Entrapment Response Guide

### First staff on scene;

- Turn off any equipment if practicable and remove any persons from danger, if safe to do so
- Quickly assess and raise the alarm by immediately contacting Area Warden

### Area Warden;

- Quickly assess the situation has been raised with Chief Warden
- Remove any persons in danger, if safe to do so
- Keep other patrons and employees away

### Chief Warden;

- Determine the situation
- Confirm emergency services contact Fire Brigade 000
- Advise emergency services on exact type of incident
- Assist emergency services on arrival

## **WARNING**

**DO NOT ENTER A CONFINED SPACE WITHOUT THE APPROPRIATE PERSONAL PROTECTION AND ONLY THEN IN ACCORDANCE WITH THE CURRENT CONFINED SPACE REGULATIONS AND IF PROPERLY TRAINED IN SUCH PROCEDURES.**

## 12.9 Structure Damage Response Guide

Earthquake, Storm Damage or other type of emergency could cause this.

### Area Warden

- Raise the alarm by contacting the Chief Warden by any means possible.
- Proceed to evacuate immediately if safe to do so
- Note degree and nature of damage
- Assist and guide patrons and employees encountered
- Direct all patrons and employees to an appropriate area away from the hazard area
- Take care not to move people from safety to danger
- Await instruction
- Assist Emergency Services as required

### Chief Warden

- **Confirm controlling Emergency Service Contact – FB / SES**
- **Phone 000 & SES**
- Ensure emergency services are advised as to ideal access considering conditions
- Establish control point, if safe to do so
- If not safe to stay, proceed to evacuate immediately
- Note degree and nature of damage
- Identify injured persons
- Assist emergency services on arrival

## **SPECIAL CONSIDERATIONS**

***Do not attempt to remove debris from electrical equipment. If irritating or noxious vapours are present, withdraw immediately and stop all personnel from entering the area.***

***Municipal Emergency Management Plans will override this plan if warranted.***

## 12.10 Vehicle Accident(on-site) Response Guide

### First staff on scene;

- Quickly assess the situation, check for entrapment
- Turn off vehicle engine, check for fuel leaks, ensure vehicle brake applied, if safe to do so
- Raise the alarm by immediately contacting Area Warden
- Keep patrons and employees away

### Area Warden;

- Quickly assess situation and ensure the alarm has been raised with Event Control Centre
- Remove any persons in danger, if safe to do so
- Keep other patrons and employees away
- Be aware of fire outbreak, have extinguishers brought to scene.
- 

### Chief Warden;

- Determine situation
- Confirm Emergency Services contact and advise type of accident
- Arrange for staff to meet and assist emergency services on arrival

## **SPECIAL CONSIDERATIONS**

***Employees involved in treating should ensure they make use of personal protective equipment such as Rubber Gloves, Face Masks etc and should only treat if trained in such treatment.***

## 12.11 Evacuation & Assembly Point Strategy

When advised by the Chief Warden, all Area Wardens are to ensure that all employees and Patrons at the affected areas are to make their way to the nominated assembly areas in an orderly fashion.

The Chief Warden, who will take into account the following, will make the selection of the appropriate assembly areas:

- Location of the Emergency
- Type of emergency
- Wind direction

The preferred assembly areas are:

Assembly Area #	Location
Assembly Point A	A safe assembly area will be provided at the rear of the site to move patrons to in order to process people out of the gates in a safe manner
Assembly Point B	Assembly Points will be identified along Summerville Rd to usher patrons along the controlled roadway
Assembly Point C	Method of getting people along Summerville rd towards Bicentennial Park is yet to be determined.
Assembly Point D	If a major assembly area is required the Bicentennial Park could provide this area

### A- EMERGENCY SERVICES MEETING POINT

See Map

Emergency services meeting point - located at the southern end of the site and is the existing vehicle access point to the site. A site representative will be waiting to liaise with emergency services to direct, assist and clarify the situation.

### B – EMERGENCY INCIDENT LOG

It is vitally important that accurate details of actions taken and decisions made in times of emergency are kept. An appendix of operational log sheet (not included), will be completed during such events. The Emergency Control Centre holds copies of this log sheet.

### C – EMERGENCY VEHICLE ACCESS

Emergency services should be advised as to incident position upon arriving at the emergency vehicle meeting point, and when possible should be met and guided to the incident by staff. There will be a minimum 3.5 metre access maintained to the site via the existing vehicle access gate into the site.

In the event of an emergency needing an emergency vehicle the Area Warden must and will ensure there is clear passage through crowds if necessary. Area Wardens will advise most suitable access (in terms of crowd size) to the incident.

# 13 RECOVERY ARRANGEMENTS

## 13.1 Post Trauma Recovery

Being involved in emergencies, particularly those resulting in the death or serious injury may have both short and long term impact for employees, contractors and volunteers. The person responsible for "Post Trauma Recovery" is the Chief Warden together with representatives of the following participating organisations.

New South Wales Police:

Roads & Traffic Authority:

Leichhardt Council:

Sydney City Council:

Sydney Ports Authority:

Maritime NSW:

# 14 APPENDIX A

## 14.1 Recommended Warden Kits

The following kits are recommended:

### Warden Kits containing:

- area map
- contact list
- gaffa tape
- hazard tape
- radio
- hard hat & Hi-Vis vest

### 14.2 Warden Investigation Kits Containing:

- camera (check batteries and tape or memory card)
- incident reports
- torch
- writing material

## 14.3 Basic Instructions on how to use a Portable Fire Extinguisher

When operating a Fire Extinguisher, there are four basic operating steps as **PASS**:

1. **P** Pull the pin at the top of the fire extinguisher. When in place the pin prevents the handle from being pressed accidentally. After pulling the pin, test the extinguisher to make sure it works and its range.
2. **A** aim the nozzle towards the base of the fire
3. **S** Squeeze the handle
4. **S** Sweep the nozzle back and forth over the base of the flames.

After the fire is extinguished, probe for smouldering hot spots that could re-ignite the fire.

Used Fire Extinguishers should be laid on their side to indicate that they have been used.



