

SECURITY

Operational Plan for Barangaroo New Years Eve 2010

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Plan Contact:

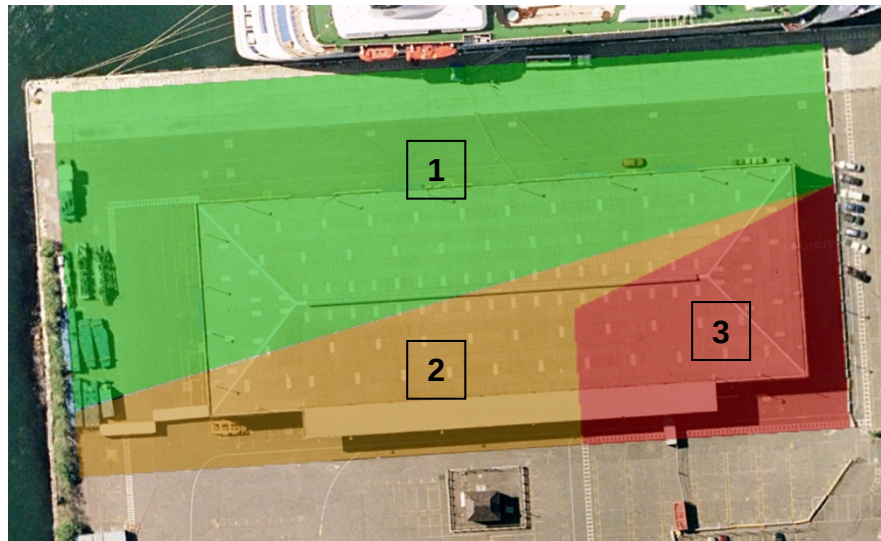
1. INTRODUCTION

Security is an integral part of any successful engagement. Therefore, the purpose of this plan is to ensure all staff employed for this event has an understanding of all the working areas. In addition to having adequate trained personnel resources, a wide understanding of the operational environment is required. It is essential that this briefing document be read and understood by all staff representing the Barangaroo Delivery Authority (BDA).

To successfully conduct this operation it is proposed to manage the event through SHFA Operations Centre (The Rocks & Circular Quay Control Room).

3.2 Managed Area

The Barangaroo event site has been divided into the following areas:



NYE Event Viewing Sightlines of Harbour Bridge

- Full unobstructed view (>60% visibility)
- Partially obstructed view (20-60% visibility)
- Obstructed view (0-20% visibility)

Area #	Area [sq metres]	Floor Space Ratio [Fruin EMA SHMG]	Capacity [Critical Crowd Density] pax
1	8,576	0.93	9,221
2	2,973	0.93	3,196
3	2,451	0.93	2,635
Total	14,000		15,052

Avert Risk Management Services and Assure Event Safety Services (trading names of ACES) prepared a Safe Event Capacity report in response to a request by SHFA concerning the safe event capacity of Barangaroo. Consideration to infrastructure and viewing points was given and the identified safe capacity of the venue was recommended at **15,052 pax** (based on the capacity formula of 0.93 pp/sqm).

Analysis from a consulting Fire Engineer may provide further detailed information pertaining to the safe evacuation of the visitors to Barangaroo event site.

Safe event capacity should consider all overlay elements and the capacity calculations should be adjusted to reflect this.



Any event should be subject to a detailed qualitative risk analysis with respect to the event profile and to determine the crowd behavioural profile and the safe venue capacity adjusted to reflect this.

The report was reliant on the information available at the time of preparation.



3.3 Managed Area Overview

3.3.1 Draft Site Layout



3.3.2 Fencing

In addition to existing permanent fencing, 1.8m scrimmed cyclone fencing will also be erected to facilitate an enclosed event site.

The total requirements can be broken down to the following;

- a. 993m of bike rack fencing panels used for the western and northern perimeter lines and the entry point / chute (individual panel length of 2.6m = 382 panels), and
- b. 414m (314m scrimmed) of cyclone (ATF) scrimmed fencing panels used for the entry chute and southern perimeter fence (individual panel length of 2.5m = 166 panels)

3.3.3 Lighting and VMS

The inclusion of a proposed 7 x light towers is recommended to ensure sufficient lighting throughout the event area. The position of these towers would be located at Gate 4 Entry; the designated Entry Processing Area; along the main Entry/Exit chute route; and the southern and western perimeter lines.

The inclusion of a proposed 3 x variable message signs (VMS) is recommended to provide general directions and instructions to patrons upon entry and egress.

3.3.4 Traffic Control

No road closures will be required.

A designated parking area in vicinity of Gate 4 will be adopted. Furthermore, a Special Event Clearway will be introduced between Gate 4 and Gate 5 off Hickson Road.

3.3.5 Toilets

An independent toilet facility provider has recommended to BDA that **TBA** portaloos would be adequate for an event of 15,000pax. Additional to this ACES has recommended the inclusion of 2 disabled unit portaloos for mobility impaired patrons.

3.3.6 Waste Management

Each entry lane will have a bin to dispose of all unsealed bottles and cans to maintain an alcohol free environment with the ability to change these bins if they reach capacity.

Further waste management plans would be subject to BDA development.



Australian Concert and Entertainment Security
Associated trading names include: Alleviate | Event
Force | Avert Risk | Assure Safety | Secure Domain
ABN 16 002 990 794 | ACN 002 990 794

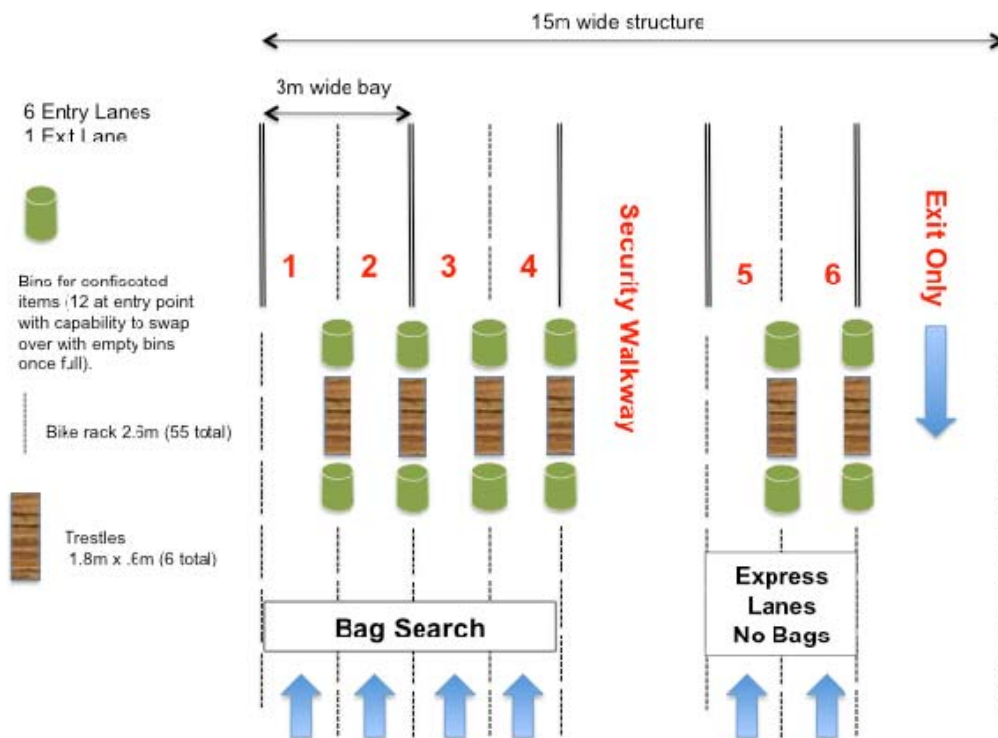
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3.3.7 Processing Point Layout



The main entry is via the venues existing GATE 4 (off Hickson Road). From this point, patron flow will be directed through a tapered 15m wide entry chute (bike rack) to a designated Processing Area set within a 15m wide hocker structure. This Processing Point will consist of six (6) Entry Lanes – four (4) designated to Entry / Bag Search; and two (2) designated Express Lanes. Each lane will be equipped with a trestle table, a bin for confiscated items and bike rack for queuing, general crowd control and continual flow through the entry chute to the main venue. Two (2) security guards will be assigned to lanes 1 - 4; One (1) to each Express Lanes 5 - 6. Bag searches will be conducted and general capacity tracking of patrons entering and exiting the venue will also occur.

Lane 7 will be used as a disabled access point and exit only for the duration of the event.

All six (6) lanes will be prepared in advance to accommodate mass egress post the 9.00pm and 12.00 am (midnight) fireworks.

3.3.8 Entry Point Signage

To facilitate entry and egress into the event, general event signage is recommended:

Qty	Text	Est. Dim	Material	Location
4	Entry Bag Search		Corflute	Lanes 1 to 4
2	Express Lane No Bags		Corflute	Lanes 5 & 6
2			Corflute	Lane 7
4	Emergency Gate		Corflute	Emergency Gates 1 & 2
1	Exit		Corflute	Lane 7
1	Conditions of Entry / Prohibited Items		Corflute	At entry point

3.4 Staffing

The following security staff will be required for New Years Eve celebrations at Barangaroo:

NYE '10 Friday 31st December 2010

Pos #	Location	No. Staff	Radios	Comments
1	Supervisor	1	1	Overall event supervisor
2	Radio Control	1	1	Manage communications log and incident recording
3	Fence line	4	4	Maintain security of fence line around Harbour, ensure patron safety (2 start in entry chute to manage/monitor patron entry)
4	Rover Response Team	4	2	2 x 2 man teams, maintain zero alcohol policy, customer service, OHS (1 x team starts in entry chute to manage/monitor patron entry)
5	Entry Supervisor	1	1	Supervise entry point and staff
6	Entry Point	2	1	Queue management, pedestrian traffic control, OHS
7	Entry Guards - Bag Checks	10	3	3 x 2 Teams Redeploy to RRT
8	Toilets	2	2	Queue management, OHS
9	Emergency Exits	2	2	2 x Emergency Gates identified each side of toilet areas.

Total	27	17
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3.4.1 Tasking

Supervisor:

- Overall event supervisor;
- Are responsible to ensure all team leaders are aware of their responsibilities;
- To ensure all teams are briefed in accordance with BDA /ACES Security requirements;
- Provide monitoring and 'counting' of patrons into and out of the Barangaroo event site;
- Ensure all staff are correctly uniformed and issued with the relevant equipment;
- Liaise with BDA representative in relation to all operational and staffing aspects.

Fence Line:

- Maintain security of fence line around the harbour to ensure patron safety.
- Maintain zero alcohol policy;
- Customer service;
- OHS;
- Observe and monitor crowd behaviour;
- Observe and monitor crowd for prohibited items.

Rover Response Team:

- Maintain zero alcohol policy;
- Customer service;
- OHS;
- Ensure all pathways are kept free of congestion caused by sitting or queuing patrons at all times;
- Observe and monitor crowd behaviour;
- Observe and monitor crowd for prohibited items;
- Attend all incidents or issues as requested, document and relay/ report to Security Supervisor;
- Keep all emergency exit areas clear;
- Monitor and protect assets and infrastructure.

Entry Supervisor:

- To ensure all gates are staffed with the appropriate numbers in accordance with the plan;

- Adequately brief all gate staff. The briefing should include but not limited to:
- No Glass / No Alcohol permitted on site;
- Prevent heavily intoxicated persons entering the precinct;
- Report all incidents;
- Be aware of the event program for the evening, so that they can advise the patrons if they ask;
- Understand their responsibilities regarding the searching of people entering the precinct;
- Be prepared to close the area when directed by either Police or Control.

Entry Point:

- Maintain zero alcohol policy;
- Customer service;
- OHS.

Entry Guards – Bag Checks:

- Monitor crowd behaviour, observe and maintain orderly queues;
- Monitor patrons for signs of intoxication or any anti-social behaviour;
- Restrict entry to intoxicated persons;
- Request patrons declare any prohibited items;
- Conduct visual search of all bags;
- Prevent the entry of prohibited items;
- Know your immediate area (toilets, vendors, phones, ATM's etc);
- Provide superior Customer Service;
- Know your event times;
- Learn the Condition of Entry (posted at entry);
- Be aware of venue evacuation procedures;
- Maintain a clear entry/exit for patrons.

Emergency Exits:

- Keep all emergency exit areas clear;
- Maintain zero alcohol policy;
- Customer service;
- OHS;
- Observe and monitor crowd behaviour;
- Observe and monitor crowd for prohibited items.

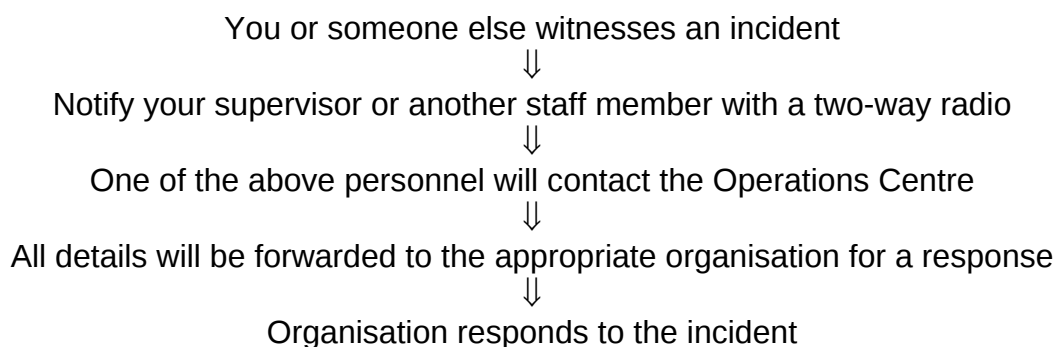
Radio Control:

- Monitor radio communications;
- Maintain an accurate radio log;
- Incident recording;
- Maintaining communications with the Operations Centre (Rocks)

- *WHY* - *why did the incident happen*
- *HOW* - *how did the event take place*

All incidents will be recorded by **TBA** at the Operations Centre.

Response Flow Chart to an Incident:



3.9 Emergency Information

You may become aware of an emergency by a number of means:

- You may come across the incident or it may happen close to your location or position;
- Your supervisor may inform you of the incident;
- You may hear an announcement over your two-way radio.

Should an emergency occur you may be required to take specific action in response to the incident.

What to do if you come across an emergency

- Remain calm and in control;
- Quickly assess the situation and **do not put yourself at risk**;
- **If safe to do so**, identify how many people are involved and any injuries suffered;
- **Identify** the exact location of the incident;
- **Notify** your supervisor (or other relevant staff member with a two-way radio) and / or the Operations Centre;
- **Contain** the situation and keep other public members away;
- Respond as directed by your supervisor.

3.10 Medical Incident

If you come across a medical situation or incident, and you have access to a two-way radio or phone, contact the Operations Centre for assistance.

Always remain with the injured party and provide any assistance or comfort that you can. Do not administer medical attention if you are not qualified to do so. Further, do not move the injured person unless he / she will be placed in even greater danger by remaining in the location.

3.11 Media

On similar events Media usually attend the Precinct and Security staff are not permitted to provide comment to the media. All media should be directed to BDA's Senior Corporate Affairs Adviser.

Should an incident occur where media representatives are in attendance, and provided they are in possession of a bona fide credential, and not impeding any emergency processes or placing themselves or others in a position of danger, they should be granted access to these areas and allowed to do their job, unless otherwise directed by personnel from the NSW Police Force or Emergency Service.

3.12 Protocol for People with a Disability

Public with a range of disabilities will be among the many visitors experiencing the area. As with all other public groups, it will be important to cater for their requirements. The ability to deal with any difficulties related to people with a disability quickly and efficiently would be critical.

3.13 Loss / Theft Prevention

In the event of public members reporting a theft or loss of personal item, inform the Operations Centre immediately. An incident report is to be compiled regarding the incident and the person will also be advised to proceed to the nearest Police Station to compile a report.

3.14 Lost and Found

Should you be handed or discover any personal items, notify the Operations Centre with all the details. These items are then to be taken to The nearest Police station.

3.15 Lost Children

At times, children may become separated from their parents and the Authority staff may be required to assist in reuniting them.

Once a staff member has come in contact with a lost child, that staff member will report the following information to the Operations Centre:

- *Name, Age, Address and Sex of the child*



- *Description of clothes worn by the child*
- *Location where the child was found*
- *Any distinguishing features*

The staff member will be responsible for escorting the lost child to the nearest Police station.

This also applies to staff that come in contact with the parents of a lost child.

Be absolutely sure that the person you are handing the child over to is actually who he / she claims to be. If in any doubt, immediately seek assistance from a member of the NSW Police Force.

4. COMMAND, CONTROL and COMMUNICATION

4.1 Command

All Security Services will be under command of their respective supervisors and will be responsible to BDA for the duration of the event.

4.2 Control

The security supervisor will be responsible in deploying and coordinating their staff during the event. The Supervisor will be required to brief the Barangaroo Venue Manager on the activities throughout the event.

4.3 Communications

The primary means of communication will be by the two-way radio network.

Security Officers and a number of other staff will be provided with a two-way radio. Radios will provide an important link with the Radio Control Operator who will be in communication with the Operations Centre and the rest of the team.

The Radio Control Operator is the central filter for all event day communications. The Radio Control Operator has the capability to monitor all two-way transmissions and to disseminate important messages simultaneously across the entire network.

If you are provided with a two-way radio, please ensure that you use it only for event specific transmissions. There will be a considerable number of users on the network and the requirement to use it wisely will be absolutely necessary.

The following radio operation guidelines should be adhered to at all times:

- Always check that your radio is operational prior to moving from the point of distribution;
- Never leave your radio unattended;
- Always use your call sign and the call sign of the operator you are attempting to contact;

Know what you are going to say before you transmit – prolonged or confused messages may unnecessarily hold up other operators wishing to utilise this mode of communication

Describes methodology used to ensure effective communication for all staff involved in this component for the event. (Clearly identifying tie in to overall communication plan.)



5. PERFORMANCE EVALUATION

The Barangaroo Venue Manager will be responsible to ensure the security services requested, are performed in accordance with their plan and the expectation of the contract

6. OPERATIONAL ADMINISTRATION

6.1 Equipment Preparation

All equipment is to be fully operational.

6.2 Staffing & Training

In accordance with the Contract all security staff engaged by BDA are to fully trained and Licensed in accordance with the relevant Acts and Regulations.

6.3 Rest & Meals

All rest and meal breaks are to be coordinated by the Security Supervisor.

6.5 Uniforms and / or clothing requirements.

Uniforms / Appearance

The individual officer must never lose sight of the fact that they are constantly before the public. Your appearance reflects upon the Authority and it is essential that you always be correctly dressed and well groomed.

Identification

Security Officer is also required to wear their Licence unless exempted by the Commissioner of Police.

6.6 Handover (Shifts In situ etc.)

All security will be expected to be positioned at their designated location until they are relieved. The respective supervisors will be responsible to ensure all shift changes are effected efficiently and all staff are adequately briefed for their positions.

6.7 First Aid

NSW Ambulance Paramedics will be providing first aid services for the site

- First Aid post located at the South West corner of the event area co-located with the Police Mobile Command Centre.
- Mobile teams will operate throughout the event area with the ability to be able to respond to incident locations.

6.8 Police

There will be a Police Mobile Command Centre located at the South West corner of the event area for the New Years Eve celebrations in the Precinct.