

Barangaroo New Year's Eve 2010 **Barangaroo, Sydney Harbour Foreshore** **Security Crowd Management Plan** *Prepared for Barangaroo Delivery Authority*



PLANNING INFORMATION

This plan has been prepared for ACES as staffing supplier to Barangaroo Delivery Authority (BDA). This plan is applicable for staffing provisions for ACES Event Asset/Event Security operations only. This plan does not address access/traffic, emergency management, event risk management, event OHS, event licensing or event operations which are prepared separately.

ACES review of Barangaroo New Year's Eve 2010 documents is outlined below:

Access/Traffic Plan:	TBA
Emergency Plan:	Yes.
Event Alcohol Management:	Not applicable.
Event Operations Plan:	Yes.

ACES security planning considerations including Terrorist Threat, Crowd Behaviour, Customer Service, Regulatory Crowd Management [density, movement, emergency access] are not detailed in this abbreviated plan.

OPERATIONAL INFORMATION

General:

Event Name:	Barangaroo New Year's Eve 2010.
Event Type:	Ticketed/balloted general admission event.
Event Date:	Friday 31st December 2010.

Event Capacity:	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 BDA 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 15,000 pax (based on the capacity formula of 0.93 pp/sq.m).
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Event Frequency:	Annual.
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Event Crowd Profile:	Cohesive / Spectators of scheduled Fireworks display.
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**as defined in EMA Safe & Healthy Mass Gatherings, Vol 2 Part 3, Annex C to Ch 8.*

Event Demographic:	The event demographic is expected to be diverse including families, young adults (20+) through to mature/middle aged patrons.
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Event Behaviour: The overall event behaviour would be classed as a low-level cohesive crowd and generally well behaved. All share a common interest to attend the event for celebratory and festive entertainment.

Licensing (Alcohol): A non-licensed event. A strict no alcohol policy will be enforced.

Event Operational: Gates/Doors: 1900 Close: 0100

Security Comms: The primary method of communication will be via the two-way radio network. ACES are also contact via 02 9699 7711.

Supervisors will be issued with a radio and selected security positions will also be issued with a radio. It is suggested that the Security Supervisor possess a BDA radio for effective communication with the appointed BDA Venue/Event Manager.

Security Uniforms: ACES Silver Polo's, Security Fluorescent Yellow Jackets, Australian Standards Compliant Traffic Vests, Black Pants, Black Shoes, and Visible Security Licenses. Supervisors will be in Black.

Barangaroo will be a ticketed/balloted general admission event offering a controlled and managed public viewing point for the New Year's Eve Fireworks Displays scheduled for Friday 31st December at 9.00pm and 12.00am (midnight) on the Sydney Harbour.

Gates will open at: 1900, 31st December 2010

Event area closes: 0100, 1st January 2011

All patrons will be subject to a strict bag search upon entry, to confiscate and restrict prohibited items from entering the venue (glass, alcohol and unsealed fluids will not be permitted).

Food and beverage concessions will be available for sale within the venue. Therefore, patrons will not be permitted to exit the site on a 'pass out system' unless exceptional circumstances arise where the entry supervisor may use their discretion to allow this to happen.

Patrons will however be permitted to bring the following items into the Barangaroo venue:

1. Sealed non-alcoholic fluids (no glass).
2. Food

Security Supervisors will also adopt a responsive approach to managing the venue capacity by conducting head counts at the main entry point and exit gate for patrons entering and exiting the site.

The main entry point will be located via GATE 4 (off Hickson Road) where patrons will enter a bike rack chute directing them to the main processing area which factors approximately 15 metres of usable entry area and consists of six (6) entry lanes – four (4) designated to Entry / Bag Search; and two (2) designated Express Lanes. Each entry lane will be equipped with a trestle table, a bin for confiscated items and bike rack for queuing, general crowd control and flow. 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.

An adequate amount of toilets (** x port-a-loos and * x disabled toilets) and waste bins will be available for public use. The inclusion of 4 x light towers has also been recommended to ensure

sufficient lighting throughout the event area, the position of these towers would be the entry point and the southern and western perimeter lines.

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 of cyclone (ATF) scrimmed fencing panels used for the entry chute and southern perimeter fence (individual panel length of 2.5m = 166 panels)

Requirements are subject to final site design.

SECURITY SCHEDULE

Schedule (Dates & Times):

Access/Asset Security Start: (controlled by existing BDA security staff)
Access/Asset Security Finish: (controlled by existing BDA security staff)

Event Security Start: 1830 - Friday 31st December 2010
Event Security Finish: 0130 – Saturday 1st January 2011

CROWD MANAGEMENT STRATEGY – SECURITY STAFF

ACES security personnel provide all internal event specific functions (within the defined event area). Any general issues outside the event area are the responsibility of either BDA, Sydney Harbour Foreshore (SHFA) and/or Police (as relevant).

This planning document is limited to ACES provision for internal security services [event asset protection, crowd direction, crowd behaviour, restricted area access control].

The aim of ACES security service provision is to:

- ⇒ provide a visible security presence
- ⇒ maintain access control
- ⇒ maintain a professional security image throughout the event operations
- ⇒ respond to BDA and associated stakeholders security concerns.

With the ongoing heightened security alert in respect of safety at mass gatherings security operatives will be vigilant of the general crowd behaviour. There has been no credible threat identified and history would indicate that the event is considered relatively low risk.

ACES recommend general risk warning signs as noted in the Civil Liability Act 2002 Section 5 at all pedestrian and vehicular entry locations, pathways and corridors.

The New Year's Eve Fireworks display traditionally appeals to a diverse target audience from families, young adults through to mature/middle aged patrons. Due to the nature of the event, being an alcohol free zone and a controlled and well managed viewing platform to watch the NYE Fireworks, it is expected that the audience will be predominantly well behaved and this event is unlikely to prevent high risk security issues.

Incident presentation is expected to be concentrated around the confiscation and restriction of prohibited items into the venue (opened drink vessels, alcohol and glass); frustration with possible queuing for amenities and/or facilities.

Key security philosophy will be professionalism, excellence in customer service and effective crowd management. As ACES Personnel will represent a key point of contact for the general public within the event area, courteous professionalism and exceptional customer service in addition to security patrol and crowd management, will be integral to the success of Barangaroo 2010.

SECURITY RISK ANALYSIS

In accordance with its obligations to practice effective risk management, ACES assesses the risks of each of its contracted security operations.

This plan is prepared in accordance with Australian Standard AS/NZS ISO 31000:2009 and follows the risk management guidelines.

RISK CONSULTATION

ACES have assessed the known risks identified in consultation with representatives of both BDA and SHFA.

RISK SCOPE

This document is an internal Risk Assessment restricted to crowd management and security related issues. It includes only identified risk which may impact on the service provision of Australian Concert & Entertainment Security as event contractors for BDA and the Barangaroo New Year's Eve 2010 event, a ticketed/balloted general admission event staged at Barangaroo, Sydney Harbour Foreshore venue.

It does not consider general event risk factors such as financial and public relations risks. It does not consider Occupational Health & Safety (OHS) risk hazards. ACES have specific OHS risk assessments for its employees which are implemented for all operations. This security assessment provides an overview of the crowd management issues that may impact on the event activities and ACES activities related to this event. The risks identified and the suggested treatments are based on information available at the time of preparation.

SECURITY RISK OVERVIEW

Hazard	Risk/s
Mass gathering crowd congestion	<input type="checkbox"/> Patron injury crowd circulation pinch-points. <input type="checkbox"/> Patron injury crowd crush. <input type="checkbox"/> Obstruction to security, medical and emergency response. <input type="checkbox"/> Obstruction to general patron movement. <input type="checkbox"/> Asset loss (future claims). <input type="checkbox"/> Disruption to local community. <input type="checkbox"/> Mass gathering and overcrowding of area due to prime viewing advantages of Sydney Harbour Bridge and New Years Fireworks display.
	Treatment/s
	<input type="checkbox"/> Review plans for any variation to site plan; ensure no pinch-point points or reduction in crowded areas. <input type="checkbox"/> Re-brief all security personnel regarding Crowd Management operational principles. <input type="checkbox"/> Infrastructure (crowd control barrier) and staffing resources dedicated site to monitor and manage capacity of venue.
Hazard	Risk/s
Intoxication – Patrons Entering Venue	<input type="checkbox"/> Patron injury (aggression or violence). <input type="checkbox"/> Patron injury (slips, trips and falls). <input type="checkbox"/> Patron dissatisfaction (disharmony based on behaviour of intoxicated patrons). <input type="checkbox"/> Poor reputation. <input type="checkbox"/> Asset loss (PR/damage). <input type="checkbox"/> Disruption to local community. <input type="checkbox"/> Prohibited items entering venue (alcohol).

Treatment/s

- ☐ Security to conduct strict bag searches upon entry and confiscate prohibited items (alcohol).
- ☐ Security to monitor crowd behaviour for signs of intoxication.
- ☐ Security patrol response to identify behavioural issues to request behavioural modification.
- ☐ Security to request NSW Police response where escorted removal is deemed appropriate.

Hazard

Lost Persons

Risk/s

- ☐ Injury.
- ☐ Asset loss (future claims).
- ☐ Asset loss (PR damage).

Treatment/s

- ☐ Agreed Lost Persons / Child Meeting Point.
- ☐ Agreed Lost Persons Communication Protocol.
- ☐ Security to implement ACES Lost Persons – Missing Person SOP.
- ☐ Security to implement ACES Lost Persons – Person Found SOP.

Hazard

Patron egress / queuing

Risk/s

- ☐ Pedestrians, vehicle collision injury.
- ☐ Traffic congestion.
- ☐ Restrictions and delay of emergency vehicle egress.

Treatment/s

- ☐ Traffic Management Planning and Staffing.
- ☐ Precinct lighting.
- ☐ Re-deploy security personnel to egress areas to managed pedestrian traffic, equip with traffic vests and jackets.
- ☐ Deploy accredited RTA Traffic Control personnel capable of up-scaling Traffic Control on demand.
- ☐ VMS notifying and directing patrons on egress.

Hazard

Uneven Ground Surface
/ Poor Lighting

Risk/s

- ☐ Slips, trips and falls.

Treatment/s

- ☐ Subject to risk control.
- ☐ ACES to notify event management of any identified emerging hazards during operations.
- ☐ Security to assist in isolating hazards pending event site management mitigation.

Hazard

Armed or violent theft.

Risk/s

- ☐ Injury.
- ☐ Death.
- ☐ Asset loss (future insurance claims)
- ☐ Asset loss (fines and prosecutions)
- ☐ Asset loss (PR and goodwill associated with the above).

Treatment/s

- ☐ Subject to Cash Handling Risk Control.
- ☐ Security to monitor cash transaction / handling areas (vendors/concessions)
- ☐ Security to respond in accordance with ACES Armed or Violent Theft Emergency Response Procedures.

Hazard

Unusual Acts or Illegal
Acts

Risk/s

- ☐ Injury.
- ☐ Asset loss (future insurance claims)
- ☐ Asset loss (PR and goodwill associated with the above)

Treatment/s

- ☐ Immediate security response.
- ☐ Support of NSW Police as relevant.

Hazard

Risk/s

Bomb or Emergency
Hazard Threat.

- ☐ Injury.
- ☐ Entertainment delay / failure.
- ☐ Evacuation failure.

Treatment/s

- ☐ Agreed AS compliant emergency response procedures.
- ☐ Immediate NSW Police response on site.

Hazard

Patrons climbing on obstacles (event or venue assets) for prime viewing point.

Risk/s

- ☐ Injury.
- ☐ Asset loss (damage)

Treatment/s

- ☐ Security to monitor for patrons climbing on objects.
- ☐ Security to deter any attempts to climb.
- ☐ Security are not to attempt to remove climbers or to follow climbers in accordance with ACES OHS provisions.
- ☐ Support of NSW Police as relevant.

RISK ACTION PLANNER

Item		Ref	
Risk	Patron Injury		
Summary – Response & Impact	Standard event risk management mechanism to mitigate future financial insurance claims loss.		
Action Plan Proposed Actions			Responsible / Sign
<input type="checkbox"/> Erect General Risk Warning Signage at all pedestrian access gates and vehicular ingress points [as noted in the Civil Liability Act 2002 Section 5].			
Resource Requirements	Infrastructure – General Risk Warning Signage.		
Responsibilities	«Event_Client_Representative»		
Timing	Pre-event, Event		
Reporting & Monitoring Required	«Event_Client_Representative»		
Compiled by:	Jason Foster	Date:	today's date
Reviewed by:	Sam Drake	Date:	today's date

CROWD MANAGEMENT STAFF DEPLOYMENT

- ☐ The best deterrent is to have a distinct presence at patron entry gates so that there is a visual impact of control systems in place as the public observe the event site. This will ensure the public's perception of the event is that of a safe site controlled by proper authorities, this will also reduce the incidents that may occur. This perception is best achieved by the existence of adequate staffing resources. Security will be supported by bright distinct event uniforms, with strategic positions supported by Hi-viz vests.
- ☐ There will be **27** ACES security officers observing crowd movement and activity, for an anticipated crowd of **15,000** patrons. Additional security presence for monitoring asset protection and traffic

management (and other varied duties including static vehicle access control) is subject to further discussion.

- It is noted final deployment determined in consultation with BDA venue/event management with consideration to budgetary constraints.

CROWD MANAGEMENT PLANNING CONSIDERATIONS

Security guards are provided as a treatment method for risk controls. Provision of security does not guarantee risk elimination or a safe environment. In this instance security guards are provided as a visual presence as part of the overall inherent risk reduction strategy. The number of guards in this plan are limited by the commercial restraints of the ALARP principle as noted in AS/NZS ISO 31000:2009.

Security figures are based on but not limited to the following:

1. risk identification of client and associated stakeholders.
2. deployment determined by event organisers.
3. responsibility for immediate defined event area only.
4. the assistance of all regulatory bodies as required.
5. signage indicating the limitations of responsibility for patrons
6. capacity is limited to agreed capacity.
7. staff redeployment authorised as required as events proceed.
8. psychological crowd classification of Level II Cohesive Spectator Crowd.
9. the engagement of First Aid Services.
10. provision of night safety security lighting – ambient light provided during and after events.
11. external review of any regulatory authorities where required (traffic management and access related).

ASSET REGISTER

Specific itemised lists of internal venue and production Site Assets [infrastructure] ACES is required to observe during operations (information yet to be supplied). ACES will monitor and respond to incidents however is not responsible for loss of assets on site.

CROWD MANAGEMENT EVENT REPORTING

ACES supply the following reports:

Incident Reports (individual reports for each incident). Please refer attached report.

Event Shift Report (overall summary). Please refer attached report.

Post Event Debrief.

SECURITY ROSTER

The following table itemises Security deployment.

NYE '10
Friday 31st December 2010

Pos #	Location	No. Staff	Call Times	Shift	Total	Radios	Comments/ Redeploy
1	Supervisor	1	1830-0130	7	7	1	Overall event supervisor
2	Radio Control	1	1830-0130	7	7	1	Manage communications log and incident recording
3	Fence line	4	1830-0130	7	28	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	1830-0130	7	28	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	1830-0130	7	7	1	Supervise entry point and staff
6	Entry Point	2	1830-0130	7	14	1	Queue management, pedestrian traffic control, OHS
7	Entry Guards - Bag Checks	10	1830-0130	7	70	3	3 x 2 Teams Redeploy to RRT
8	Toilets	2	1830-0130	7	14	2	Queue management, OHS
9	Emergency Exits	2	1830-0130	7	14	2	2 x Emergency Gates identified each side of toilet areas.
Sub Total		27			189	17	

SECURITY POSITION BRIEF

The following table itemises Security operational functions.

#	Position	Position Function
1	Supervisor	<p>Supervisory Duties All hours</p> <ul style="list-style-type: none"> <input type="checkbox"/> Liaise with SHFA representatives, and NSW Police (where applicable), to coordinate effective and safe security operations. <input type="checkbox"/> Adherence to security plans, standard operating procedures, human resource standards. <input type="checkbox"/> Participate in implementation of all security and emergency planning with relevant 'Controller of Premises'. <input type="checkbox"/> Maintain communication systems including; operational radio control, dissemination of duties and instructions to Event Security Officers. Responsible for reporting all incidents to SHFA representatives who will direct information as required to the regulatory authorities. <input type="checkbox"/> Be observant of crowd activities and Event Security areas of responsibility and report and record any irregular activity. <input type="checkbox"/> Be observant of site OHS and address, report and record as appropriate. <input type="checkbox"/> Manage and direct Event Security Officers throughout event operations. <p>Crowd Management Duties Operational Hours</p> <ul style="list-style-type: none"> <input type="checkbox"/> Be observant of crowd activities and Event Security areas of responsibility and report and record any irregular activity. <input type="checkbox"/> Provide crowd directional and behavioural advice and management (direct patrons, answer queries, monitor behaviour). <input type="checkbox"/> Be observant of intoxication in the general event area including restricted items from entering venue (alcohol, glass etc) <input type="checkbox"/> Observe and address OHS/EHS/Public Safety issues as and when they arise. <input type="checkbox"/> Attend to all incidents or issues as requested or observed. <input type="checkbox"/> Monitor and address adherence to general precinct usage regulations. <input type="checkbox"/> Be observant of precinct assets and record any damage to SHFA assets.

		<ul style="list-style-type: none"> <input type="checkbox"/> Advise and restrict patrons from using restricted items. <input type="checkbox"/> Address site littering as and when possible to minimise waste in area (direct patrons to use distributed garbage bags and/or to waste collection areas). <input type="checkbox"/> Encourage departure of all patrons from event area at event close (attempt site clear).
2	Event Security	<p>Crowd Management Duties Operational Hours</p> <ul style="list-style-type: none"> <input type="checkbox"/> Be observant of crowd activities and Event Security areas of responsibility and report and record any irregular activity. <input type="checkbox"/> Provide crowd directional and behavioural advice and management (direct patrons, answer queries, monitor behaviour). <input type="checkbox"/> Be observant of intoxication in the general event area including restricted items from entering venue (alcohol, glass etc) <input type="checkbox"/> Observe and address OHS/EHS/Public Safety issues as and when they arise. <input type="checkbox"/> Attend to all incidents or issues as requested or observed. <input type="checkbox"/> Monitor and address adherence to general precinct usage regulations. <input type="checkbox"/> Be observant of precinct assets and record any damage to SHFA assets. <input type="checkbox"/> Advise and restrict patrons from using restricted items. <input type="checkbox"/> Address site littering as and when possible to minimise waste in area (direct patrons to use distributed garbage bags and/or to waste collection areas). <input type="checkbox"/> Encourage departure of all patrons from event area at event close (attempt site clear). <p>Rapid Response</p> <ul style="list-style-type: none"> <input type="checkbox"/> Respond to all incidents as and when they arise as directed by Radio Control in response to SHFA representatives, NSW Police, ACES Security Manager, Security Supervisor <p>Amenities</p> <ul style="list-style-type: none"> <input type="checkbox"/> Patrol amenities area. <input type="checkbox"/> Monitor activity at amenities at all times. <input type="checkbox"/> Secure where feasible and monitor event assets. <input type="checkbox"/> Be observant of site activities and report and record any irregular activity. <input type="checkbox"/> Conduct regular thorough searches for unattended items. <input type="checkbox"/> Request assistance via Supervisor or NSW Police on identification of any suspected threat. <p>Perimeter</p> <ul style="list-style-type: none"> <input type="checkbox"/> Be observant of tress assets and record any damage to SHFA assets. <input type="checkbox"/> Request assistance of SHFA Staff (or Rangers) via radio if any breach of 'known' regulations is observed <input type="checkbox"/> Be observant of site activities and report and record any irregular activity. <input type="checkbox"/> Patrol Perimeter at all times. <input type="checkbox"/> Request assistance via Supervisor or NSW Police on identification of any suspected threat. <p>Traffic Controllers</p> <ul style="list-style-type: none"> <input type="checkbox"/> Manage pedestrian access across during ingress and egress. <input type="checkbox"/> Assist with vehicle management when necessary <input type="checkbox"/> Direct vehicles to utilise set-down zones. <input type="checkbox"/> [Equipped with Radio, AS compliant TC Vest, Traffic Wand – RTA Accredited TC] <p>Asset Protection Duties All hours</p> <ul style="list-style-type: none"> <input type="checkbox"/> Monitor activity on site during all off hours to ensure only authorised personnel are present within event area (observe restricted areas for access control). <input type="checkbox"/> Secure where feasible and monitor event assets – patrol though event area. <input type="checkbox"/> Be observant of assets and record any damage to SHFA assets. <input type="checkbox"/> Be observant of site activities and report and record any irregular activity. <input type="checkbox"/> Request assistance of SHFA Staff (or Rangers) via radio if any breach of 'known' regulations is observed

* Supported by ACES Enterprise Wide Standing Orders, Standard Operating Procedures, Job Descriptions, and SWMS.

APPENDIX - EMA GUIDELINES

ACES considers mass gathering crowd management planning within the context of Emergency Management Australia Safe & Healthy Mass Gathering Guidelines.

SAFE AND HEALTHY MASS GATHERINGS REFERENCES are extracted below.

ANNEX I TO CHAPTER 8

CRITICAL CROWD DENSITIES

The objective should be to prevent the build-up of large accumulations of patrons particularly within short time periods in confined spaces especially if they are frustrated by the inability to see what is happening.

CRITICAL CROWD DENSITIES

A study by Fruin (1981) identifies critical crowd densities as a common characteristic of crowd disasters. Critical crowd densities are approached when the floor space per standing person is reduced to about 0.5 sq.m.

Considering the various movements or positions spectators will occupy, approximate minimal mobility requirements have been empirically identified by Fruin (1981) as follows:

- Pedestrians moving in a stream require average areas of 2.3 sq.m per person to attain normal walking speed, and to pass and avoid others.
- At 0.93 sq.m per person, walking becomes significantly restricted, and speeds noticeably reduced.
- At 0.46 sq.m per person, the maximum capacity of a corridor or walkway is attained with movement at a shuffling gait and movement possible only as a group. This would be characteristic of a group exiting a stadium or theatre.
- At less than 0.46 sq.m per person average, individual pedestrian mobility becomes increasingly restricted.
- At approximately 0.28 sq.m per person, involuntary contact and brushing against others occurs. This is a behavioural threshold generally avoided by the public, except in crowded elevators and buses.
- Below 0.19 sq.m per person, potentially dangerous crowd forces and psychological pressures begin to develop.

Fruin (1981) contended that "The combined pressure of massed pedestrians and shock-wave effects that run through crowds at critical density levels produce forces which are impossible for individuals, even small groups of individuals, to resist".

It can be seen from the above that it may be necessary for the provision of a monitoring system such as closed circuit television monitoring of crowd movements that will provide the services with warning that some action is necessary to prevent a major incident.

ANNEX C TO CHAPTER 8

CROWD TYPES

CROWD TYPE	COMMENT
AMBULATORY	Walking, usually calm.
DISABILITY/LIMITED MOVEMENT	Crowd has limited or restricted movement. Requires additional planning.
COHESIVE/SPECTATOR	Watching specific activity.
EXPRESSIVE/REVELOUS	Emotional release, for example, cheering movement in unison.
PARTICIPATORY	Involved in actual event, for example, community fun runs.
AGGRESSIVE/HOSTILE	Initially verbal, open to lawlessness.

DEMONSTRATOR	Organised to some degree, for example, pickets, marches.
ESCAPE/TRAMPLING	Danger may be real or imaginary.
DENSE/SUFFOCATING	Reduction of individual physical movement.
RUSHING/LOOTING	Attempt to acquire/obtain/steal something, for example, tickets.
VIOLENT	Attacking/terrorising.

From Alexander E. Berlogngghi, MS, *Understanding And Planning For Different Spectator Crowds, Engineering for Crowd Safety*, R.A. Smith and J.F. Dickie (Editors). Elsevier Science Publications B.V. (1993)

One crowd may exhibit all or part of the above types, planning must therefore consider each or at the least the most likely categories.

ANNEX D TO CHAPTER 8

CROWD DECONSTRUCTION

ASSESSMENT	COMMENT
HOW ORGANISED	For example, walking to venue versus demonstrators.
LEADERSHIP	Normal crowd has no leadership, they are spontaneous.
COHESIVENESS.	Degree of bonding.
UNITY OF PURPOSE	Some may be focused, others have own agenda for example, moshing, slam dancing.
COMMON MOTIVE FOR ACTION	Note distinction between performing same action for example, cheering v motive for same action for example, leaving the venue.
PSYCHOLOGICAL	Crowds at benefits are psychologically united for good,
UNITY	however, demonstrators could pose problems if antagonised.
EMOTIONAL	Much of this depends on the event and or special
INTENSITY	effects taking place.
VOLATILITY	To what degree has crowd reached an explosive point.
INDIVIDUAL BEHAVIOUR	How much individual control and responsibility is being exercised. The more this is evident the more restrained the crowd.
GROUP BEHAVIOUR	To what degree are individuals dominated by the group. The more this is evident the closer to 'mob mentality'.
DEGREE OF LAWLESSNESS	How much criminal behaviour is taking place.
LEVEL OF VIOLENCE	Can be assessed historically and/or current observations.
LEVEL OF PROPERTY DAMAGE	How much is likely to occur and where for example, parking area, toilets, walk-ways etc. Assessment is historical for venue, event and crowd plus current assessment.
LIKELIHOOD OF INJURY OR DEATH	Certain places at certain times for example, major sporting event and certain events for example, motor races.

NEED FOR CROWD CONTROL

How important is a detailed plan? Must be discussed with Experts, and the experienced, as the more detailed and complex the plan the more expensive and resource intense the commitment.

From Alexander E. Berlogngghi, MS, *Understanding And Planning For Different Spectator Crowds, Engineering for Crowd Safety*, R.A. Smith and J.F. Dickie (Editors). Elsevier Science Publications B.V. (1993)

When it is understood what you are dealing with then ALL personnel must be briefed on what to look for, and how they should respond whilst they are performing their duties.

ANNEX E TO CHAPTER 8

CROWD CATALYSTS

CATALYST	EXAMPLE
OPERATIONAL	Parking, no show performers, cancellations.
EVENT ACTIVITIES	Smoke, fire, lasers, noise.
PERFORMER(S) ACTIONS	Sexual/violent gestures, challenges.
SPECTATOR FACTORS	Drugs, alcohol, rush for seats.
SECURITY FACTORS	Excessive or unreasonable force, abuse of authority.
SOCIAL FACTORS	Racial tensions, team rivalries.
WEATHER	Heat, humidity, rain, lack of ventilation.
NATURAL DISASTER	Earthquake, deluge of rain, flash flood.
MAN MADE DISASTER	Structural failure, toxic substance.

From Alexander E. Berlogngghi, MS, *Understanding And Planning For Different Spectator Crowds, Engineering for Crowd Safety*, R.A. Smith and J.F. Dickie (Editors). Elsevier Science Publications B.V. (1993)

ANNEX F TO CHAPTER 8

NOTES ON HUMAN BEHAVIOUR

1. People are action or goal orientated. Their reason for being there influences their behaviour.
2. Behaviour takes place within existing roles. These roles may be part of the crowd or that of ticket collector or security guard.
3. People actively interpret their surroundings. Behaviour is based on this interpretation.
4. Behaviour is 'setting defined'. The nature and purpose of the place influence what goes on and what is deemed appropriate behaviour.
5. Behaviour is modelled by expectations and understanding. The understanding of the usual behaviour for that place, and expectations about people in particular roles is used to interpret what is going on about them and to model their actions. For example, running in an underground railway does not signify a fire.
6. Behaviour is modelled by its historical context. Over time, people establish a view of the place and relationships with people found there. These relationships and experiences play a role in shaping action

From Ian Donald, *Crowd Behaviour at the King's Cross Underground Disaster, Lessons Learned from Crowd Related Disasters*, Easingwold Papers No. 4, Home Office Emergency Planning College (1992).