



SECURITY MANAGEMENT PLAN

**Royal Randwick Racecourse
NSW, Australia
Saturday 8th of March 2014**

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Commercial in Confidence

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1. Purpose

The purpose of this security management plan incorporating the security risk assessment is to provide practical guidance to security management at the 2014 Future Music Festival (FMF) event and minimise the risks of injury or damage to persons or property from security hazards and risks existing at this event.

Risks of injury to employees, members of the public and other persons in attendance at the FMF 2014 will be eliminated or, where that is not possible, reduced so far as is reasonably practicable in accordance with the duty of care principles.

2. Scope of Security Management Plan

This document will look at the crowd management issues and event security in support of the event risk assessment with specific emphasis for site management of event security and crowd management in accordance with AS/NZS 31000:2009 Risk Management Standards.

3. Event Overview

The Future Music Festival comprises musical performances across multiple stages. It is scheduled for Saturday 8th March 2014 at Sydney's Royal Randwick Racecourse.

The Future Music Festival is regarded as one of the premier music festivals on the annual Australian festival calendar.

The 2013 show held at Randwick Racecourse attracted a sell out crowd of 50,000. The venue coped extremely well with the crowd size. The feedback we received from the public was overwhelming in its support of Randwick as a venue. This will be the 9th year the event will be held at Randwick.

Type	Music Festival – Mass Gathering
Date	Saturday 8th of March 2014
Location	Royal Randwick Racecourse
Duration	1200 to 2200
Capacity	50,000
Expected Attendance	45,000
Entrance Points	2 – Infield & Outfield
Stages	9
Licensing	Fully Licensed – ATC
Security Contractors	ISEC Group & SEAA
Security personnel to be deployed	600

4. Event Management

Jason Ayoubi	Event Director	0412 536 698
Brett Robinson	Event Director	0417 330 573
Jade New	Event Manager	0415 051 698
George Parthy	Security Manager	0419 392 445
Ben O'Callaghan	Event Administration	0414 596 971
TBA	Site Manager	TBA
Paul McCarthy	Safety Officer	0410 503 601

5. Event Venue & Site Layout

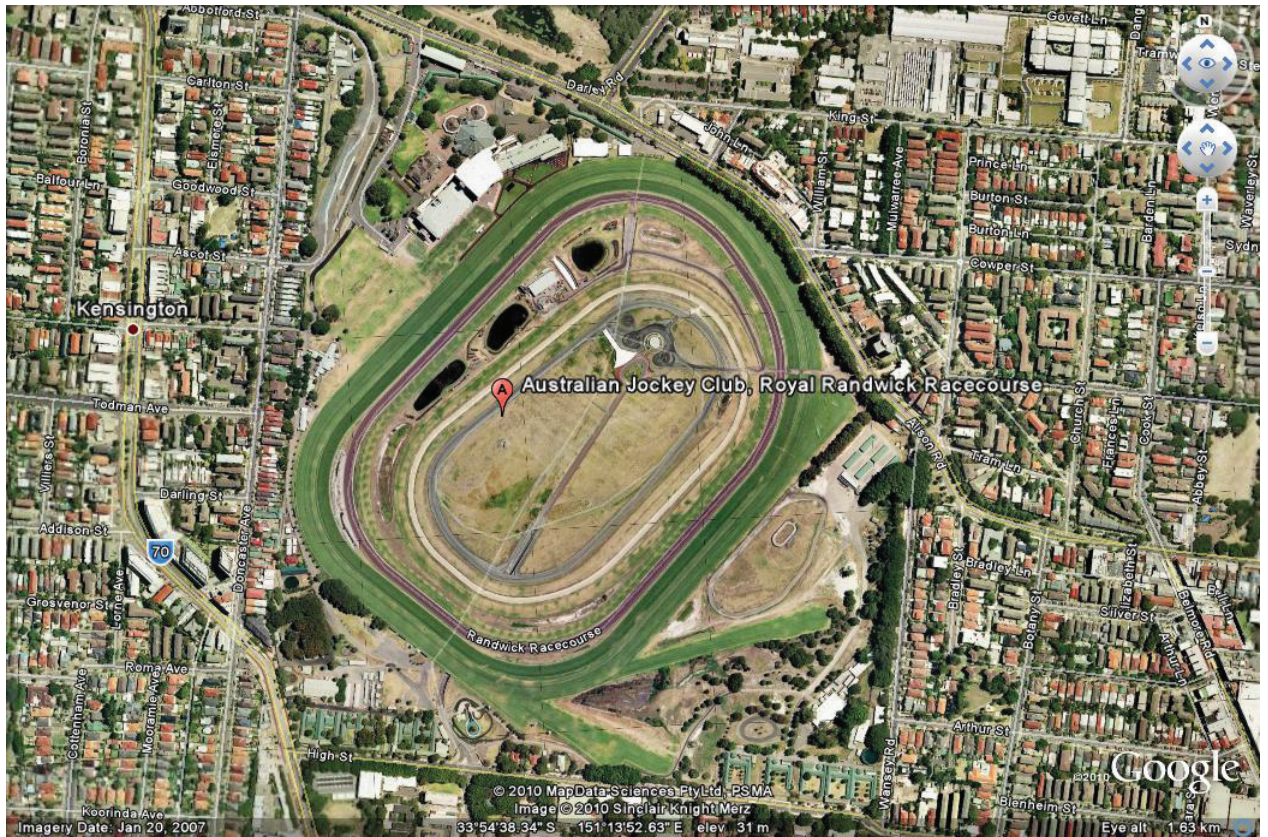
Royal Randwick Racecourse is a racecourse for horseracing in the Eastern Suburbs of Sydney, New South Wales. Randwick Racecourse is operated by the Australian Turf Club and is located approximately 6km from the Sydney Central Business District in the suburb of Randwick.

The following subjects were considered by FMF when selecting the venue:

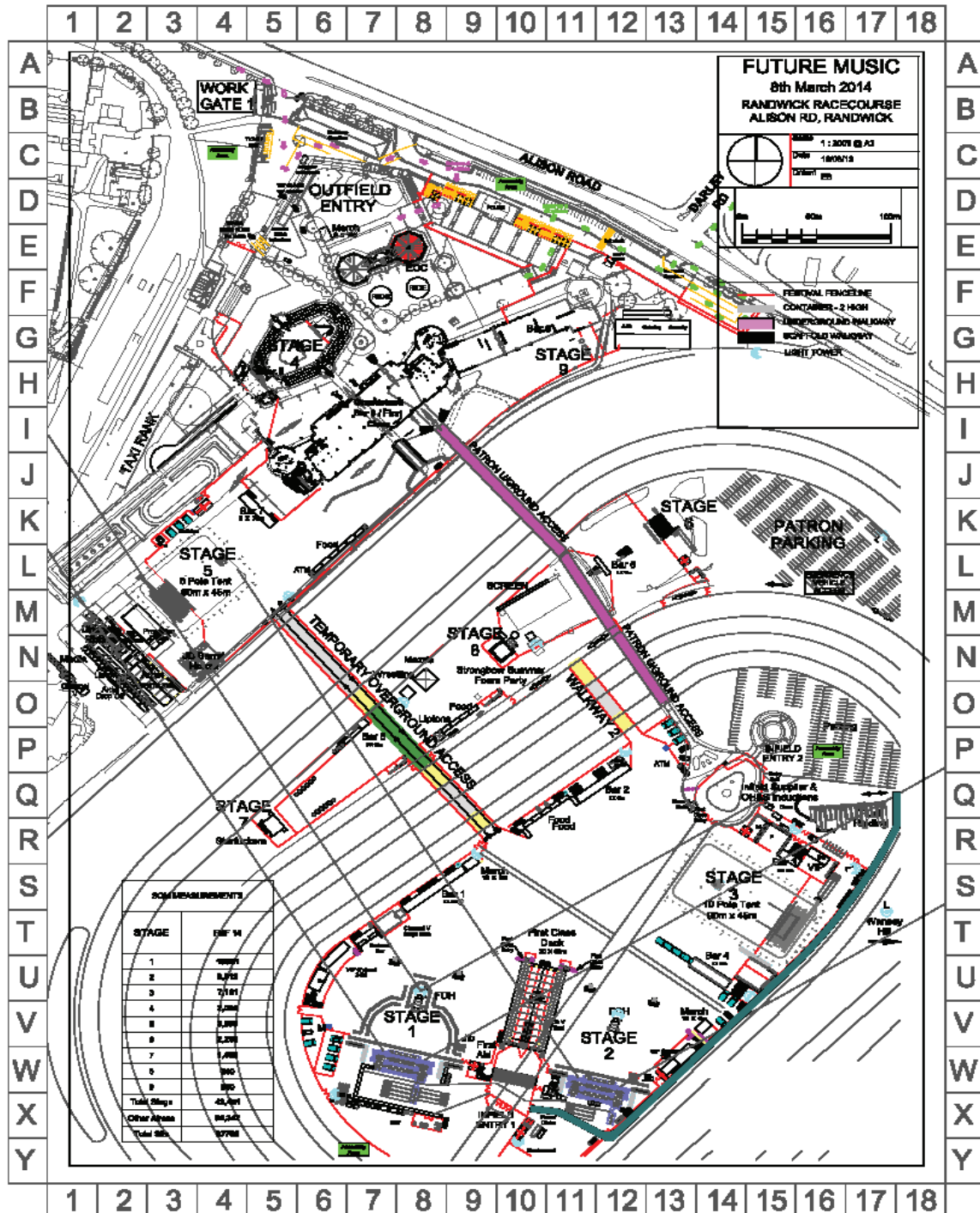
1. Proximity to suitable public transport.
2. Off-road parking for patrons.
3. Provision for policing, first aid and command facilities.
4. Facility able to meet the needs of the proposed crowd numbers.
5. Buffer zones between noise sources and noise-sensitive neighbouring properties.
6. Adequate toilet facilities.
7. On-site emergency muster points.
8. Multiple emergency service routes.
9. Close proximity to emergency responders, hospitals and emergency services

Certain infrastructure required for this event is permanent and currently in place. These include bars, toilets, entry gates, first aid facilities, undercover and administration areas, and seating.

The two main temporary infrastructures required are stages and fencing. The stages used are not for use by the public and temporary fencing is used in conjunction with the provision of security staff to ensure security of the event from unauthorised entry. Both of these strategies are common at all our FMF events and pose no threat to safety.



6. Site Map



7. Roles & Responsibilities for Key Stakeholders

To ensure a successful event FMF seeks to clearly define the roles and responsibilities for organisations regarding the management of this event. An overview of these roles and responsibilities is outlined below.

Agency	Role
ALEC	The Alcohol & Licensed Enforcement Command are a division of the NSW Police which focuses on reducing alcohol related crime and antisocial behaviour at licensed premises such as this event. ALEC will work with OLGR to ensure this event (licensed premises complies with its legislated conditions).
Future Music Festival	The organisation responsible for funding, hosting and producing the event. The site / production manager is the person engaged by the promoter to organise all site requirements on behalf of the event organisation.
I-SEC Group	The security contractor plays a key role in ensuring the security and safety of the event. From the planning of security for the event to the deployment of staff, the security contractor works with the event organiser, the venue and NSW Police to ensure robust plans are drafted and the appropriate staff are deployed. The security contractor plays a key role in ensuring the security and safety of the surrounding community during the event. The contractor's security staff take on the roll as resident response teams to respond to any issues arising from patron behaviour outside the venue affecting the surrounding community.
SEAA	The security contractor plays a key role in ensuring the safety and security of stage 1 including the D-Barrier.
NSW Police	Police have a key enforcement role in terms of law and order in respect to this event. It is good practice for the event organisers, venue operators and security contractors to consult with police and discuss event plans. Police can provide resources and advice relating to law enforcement issues / matters.
OLGR	A key responsibility of the Office of Liquor & Gambling (OLGR) is the regulation of

	the sale and supply of liquor at the 2014 event. OLGR will be available to provide advice to event organisers & venue operators in planning the provision of liquor at this event. Following the initial discussion with the venue operators, OLGR will provide the relevant liquor licence application forms for this event. OLGR will work with event organisers & the venue operator to ensure that the liquor licence application submitted by the licensee meets the requirements of the Legislation.
Randwick City Council	Local government plays a key role for this event and are an integral part of the event process. Local government has a responsibility to ensure that events cause the minimum inconvenience and harm to the community. They should also consult with the event organisers, venue operators, NSW Police and other authorities to ensure that any community issues are addressed.
Strike Force Raptor	Is an elite taskforce of the NSW Police that will target the illegal activities of "Outlaw" motorcycle gangs at the event. They will work by conducting intelligence based, high impact police operations targeting the illegal activities of, and aimed at preventing conflict between, OMCGs at the event.
Royal Randwick Racecourse	Royal Randwick is the venue whereby the event will be held. This venue is operated by the ATC, who is also the licensee for this event. The licensee will apply and obtain a licence from OLGR to allow alcohol to be sold and consumed. The role of the licensee is applicable as liquor is sold and supplied at the event. The primary role of the licensee is to ensure that alcohol is sold and consumed in an appropriate manner. The ATC will work with the security contractor, OLGR and ALEC to ensure that the conditions of the license are not breached.

8. Planning

Key Stakeholders

In planning there are various agencies which will be contacted and met with by FMF prior to the event itself. This includes anyone who has a critical role in the operation of the event or anyone providing a service as a contractor.

Agencies that will be contacted include:

- ATC – The venue
- Police
- Security Contractors
- First Aid provider
- Transport operators
- State emergency services
- Local Council

Planning early

FMF has commenced the planning early enough to allow time for:

- Coordinating with any other bodies involved
- Gathering all relevant information
- Drawing up plans
- Carrying out consultation
- Amending plans
- Implementing plans

The audience

FMF planning action will depend on the number of people likely to visit the venue, taking into account:

- Attendance on previous occasions
- The numbers who have visited similar events
- The level of publicity
- Advance ticket sales
- The effect of public holidays, school holidays and particularly good weather
- Whether some parts of the day is going to be particularly busy, especially the final headline act

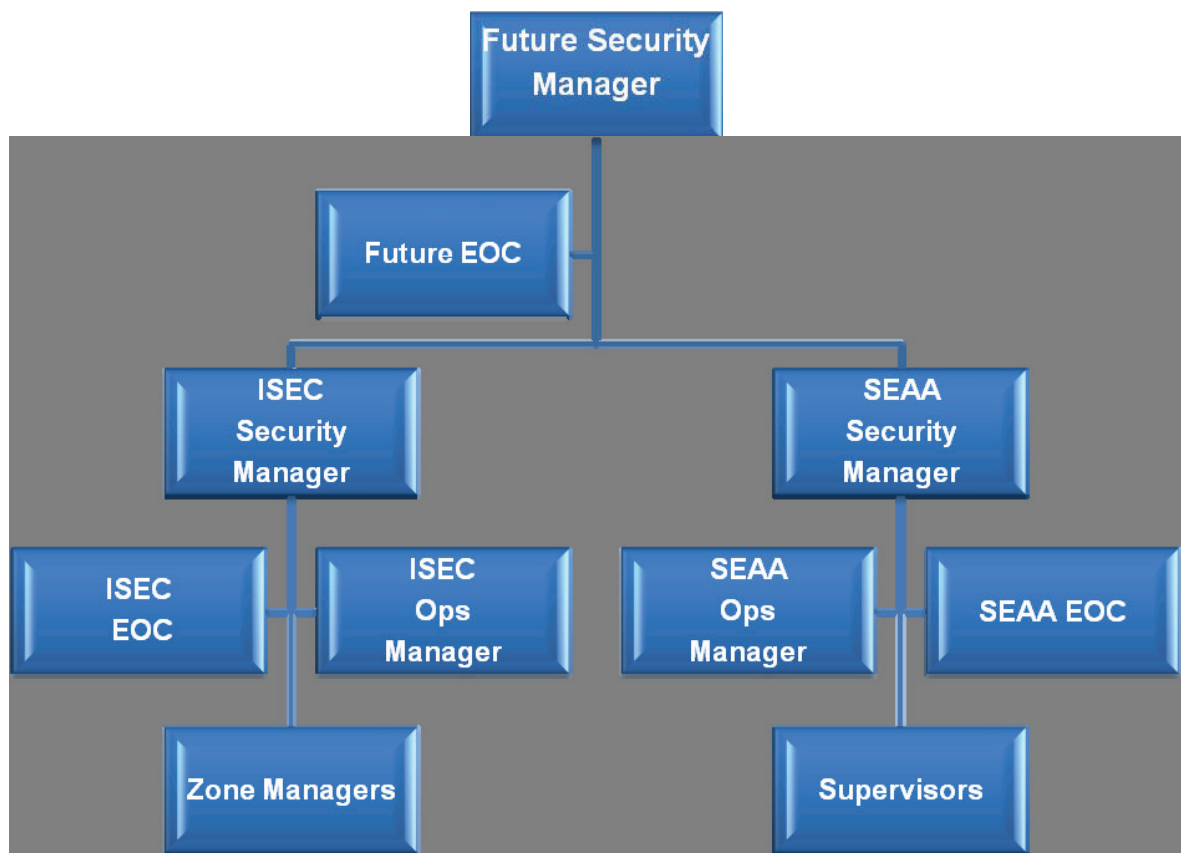
Staffing

Incorporated into the security operation roster is an effective management structure for crowd control. Issues FMF will plan for with the security contractor will include:

- Appointing a senior member of staff to have responsibility for crowd control when the venue is open to the public
- Identifying the roles and responsibilities of individual staff members
- Developing a command structure
- Ensuring that all security staff are adequately trained and briefed
- Introducing effective communication channels

The command structure implemented by FMF is clear and easily understood and includes all staff concerned with crowd control. It generally allows control to be exercised over all groups and support coordinated action where required. Too many levels of command is avoided, because in an emergency information needs to be passed on quickly. It is important for safety and security that roles and responsibilities with FMF are clearly defined

9. Security Organisational Chart



10. Communication Strategy

Communication is a critical issue when running FMF 2014. Essential information needs to flow unhindered between all staff concerned with crowd management at the event, both during normal operations and in emergencies, and between representatives of any major groups present at the event.

Details of radio frequencies, telephone numbers and similar communications information and related procedures will be distributed to all staff, prior to the event.

The FMF Security Manager via the EOC will establish the means of communication with the security staff, emergency services, and the crowd in an emergency

Event Operation Centre – EOC

The EOC is located at site map coordinates 8C. FMF will engage an EOC Manager to command operations.

The EOC Manager is the common and absolute link between FMF and all other stakeholders. The role of managing the EOC goes hand in hand with protecting the event, representing FMF in a professional and positive manner whilst creating an environment within the EOC which is informed, pro-active and engaged.

The EOC is about getting fast, clear, relevant and effective communications to the on ground staff. It's about listening, observing real time footage and taking/providing direction to resolve problems and gain resolution to situations as they arise.

The EOC must have representatives from all stakeholder groups involved with FMF 2014 in attendance for the duration of the event

The EOC centre should be equipped with:

- Land line telephones
- Two way radios
- Site maps (AO size)
- Tables and chairs - separate area for each stakeholder.
- Detailed maps of surrounding streets
- Plans of the venue showing critical services and isolation points. Fire services, electrical, gas, water, sewerage.
- Sound insulation if it is an area prone to concert noise.
- Emergency lighting and power
- CCTV
- Air conditioning (where available)
- Whiteboard with markers
- Clock

11. CCTV

This may range from a few fixed cameras at key locations to the use of a large number of remote-control cameras with zoom lenses that Royal Randwick has installed. CCTV allows an overview of sections such as entrances, stages, departure routes and problem areas to be relayed to a central control point.

FMF recommends that the ATC CCTV operator provide access to and the use of the venues electronic security equipment (CCTV), wherever possible to the EOC. FMF recommends that the venue's incumbent security provider be on duty to work with the FMF security contractor to provide operational access to the CCTV system.

FMF will complement the existing CCTV system with the implementation and use of temporary cameras in strategic locations. These cameras will be installed and operated by TSG.

12. Security Operation

FMF has developed their security operation based upon principles of security. This approach will incorporate a combination of physical security measures and operational procedures.

This security management plan supports hazard mitigation and safety mechanisms to ensure the safety of site personnel and patrons, including:

- Early identification, assessment and treatment of event risks
- Physical security measures to restrict unauthorized items and access
- Accreditation measures to validate authorized personnel into restricted areas
- Surveillance to identify potential operational threats
- Static security locations to deter or prevent unauthorized entry
- Mobile patrols to respond to potential operational threats
- Coordinated communications and reporting procedures

Police and security staff have a major role in supporting FMF's security operations. Success will depend heavily upon Police and the security contractor's Security Manager showing leadership within their designated areas and responsibilities.

13. Security Contractors

The roles and functions of contracted security staff are crucial in the prevention of antisocial behaviour and crime at the FMF 2014. At this event their major function is crowd control, as the crowd is likely to be made up of mainly younger patrons and there is no structured seating.

The selected contract security provider for this event will be **ISEC Group & SEAA**. They will appoint a Security Event Manager to manage their event day operations. This Security manager will work closely with the FMF Security Manager.

Security staff supplied by the security contractor who will be in direct physical contact with patrons and are to be properly licensed and registered.

They must have:

- Good communication skills
- Basic training in evacuation procedures
- A basic knowledge in first aid and the ability to recognize distress
- Some knowledge of self-defense and how to control violent or unruly behavior and intoxicated persons
- Knowledge on their limitations on removing patrons and refusing entry to patrons
- Knowledge on lawful search techniques
- Knowledge of laws and regulations in relation to powers of arrest

All security staff will meet the requirements of the Security Industries Act with regards to licensing and training and the classifications with regards to licensing as listed in the Act.

“Class 1 licenses are to be classified into subclasses. Those subclasses, and the authority they confer, are as follows:

- (a) Class 1A Security License – authorises the licensee to patrol, guard, watch or protect property (including the guarding of cash in transit) or to carry on such other activities as may be prescribed by the regulations.
- (b) Class 1C Crowd Controller – authorises the licensee to act as a crowd controller or bouncer”

The requirement to have a current 1st Aid Certificate (Workcover approved) shall be the responsibility of the individual security staff member. It will be assumed that the individual has on presentation of their security license obtained and maintained their first aid certificate.

FMF’s expectations regarding security contractors engaged to provide the provision of security services at the event are that all staff as a minimum will be holders of a current and valid Class 1C Security License (Guarding & Crowd Control) as well as an approved and valid RSA (responsible service of alcohol) certificate.

FMF will work with and seek an undertaking from the security contractor to ensure they have the appropriate policies and procedures in place to comply with all Security Industry Registry, OLGR and ALEC requirements, as well as Workcover NSW.

Security staff will be issued by their organisation with appropriate identification holders to ensure their security licenses are displayed at all times as per the Security Industry Registries requirements.

Security licenses will be displayed at all times by security staff.

All security staff will be required to produce their security license when signing on. Any staff member unable to produce their license will not be permitted to commence work at anytime.

Security Manager (Contractor)

- Overall planning of Security Management for the event
- Overall delivery of the provision of security and event services on behalf of the security contractor for the event
- Liaise directly with Future Entertainment representatives on the day
- Ensure all staff briefings to Zone Supervisors and their staff are conducted accordingly, effectively and prior to the event
- Ensure security rosters are complete
- Ensure all staff are in positions on time and 15 minutes prior to their scheduled shifts and prior to the event commencing
- Ensure all staff are provided adequate food, water and breaks as necessary for their shift
- Be available for hourly briefings during the event
- Be available for a site inspection as required
- Compliance to all OHS, licensing and regulations for the state of NSW relating to security, safety and licensing

Front of Stage

- At least one security staff member per metre of stage, including length of screamers (side extensions of the main stage).
- Security staff to prevent patrons accessing the stage, remove any injured patrons and monitor activities to ensure that crowd behaviour remains acceptable.
- Security staff are to provide egress from the audience area (if required) at either end of the stage barrier.
- Security staff must prohibit patrons from the stage unless arrangements are made with the authority prior to the event.
- Restrict access to accredited personnel only
- Protect Stage infrastructure and equipment
- Monitor patrons at front of stage
- Report any infrastructure problems to communications room to be passed on to production

Perimeter Protection

- Control patron access to venue
- Deny unauthorised entry of any person not holding a valid ticket/accreditation
- Report to the security controller any damage or defect which is likely to pose a threat to patron
- Safety e.g. fencing that has been brought down or damaged
- Assist as required in the evacuation of the venue
- Assist in the prevention of breaches of venue regulations.
- Be able to identify symptoms of drug/alcohol affected patrons they may require medical assistance
- Maintain emergency gates, help facilitate any medical transfer

Roving & Response Security

- Monitor the crowd throughout the event for signs of distress or overcrowding and take action in accordance with standing instructions
- Prevent overcrowding by ensuring compliance with the crowd limits in various parts of the venue
- Prevent patrons, as far as possible, from climbing fences and other structures e.g. light towers, advertising hoardings, speaker columns, etc. Where, by virtue of the scale of the incident, they are unable to prevent this, they should immediately report the matter to their zone supervisor
- Assist in the diversion of patrons to other parts of the venue, including the closing of turnstiles, when the capacity for any area is about to be reached.
- Identify and investigate any incident or occurrence among patrons, and report their findings to the EOC.
- Know the location of first aid posts.
- Direct distressed or unwell patrons to first aid posts.
- Be fully conversant with any methods or signals used to alert staff that an emergency has arisen.
- Be capable of recognising potential fire hazards and suspect packages, reporting such findings immediately to the EOC.
- Assist as required in the evacuation of the venue.
- Assist in the identification of patrons who are who do not possess the appropriate accreditation (wristbands)
- Assist in the prevention of breaches of venue regulations.
- Be able to identify symptoms of drug/alcohol affected patrons that may require medical assistance

EOC Representative

- Disseminate all radio transmissions
- Keep log of radio traffic, incidents, events and responses
- Monitor the event, giving an early indication of any problems & informing Future Entertainment and security contractor's Security Manager
- Control and respond to any incidents
- Direct key stakeholder resources to deal with any problems, issues or matters
- Distribute resources as required
- Ensure security plan is implemented and adhered to
- Coordinate & liaise with all key stakeholders in EOC
- Ensure all responses are coordinated, effectively and in a timely manner

Zone Supervisors

- Responsible for security staff in their zones
- Ensure all positions in roster, covered and not left vacant prior or during the event
- Understand & comply with all duties and responsibilities of all positions in their zones
- Attend supervisor briefings
- Liaise with EOC on staffing levels & responses
- Pro active in dealing with issues, particularly requests for additional staff
- Assist in conducting site inspection prior to the event
- Report any issues, matters, incidents, occurrences from their zone to the EOC in the appropriate time

Gate Staff

- Overall responsibility of Entry gate functions
- Be aware of patrons and vehicle traffic and keep distinct lines of separation at all times
- Maintain lines of entry to a safe standard and avoid overcrowding
- Provide information to patrons to speed up entry
- Conduct searches as per conditions of entry (including bag searches, body searches and metal detector wandings)
- Check ID's to ensure only over 18's in attendance
- Educate entering patrons to no pass out procedures
- Keep area between entry lines and gates clear
- Be aware of volume of patrons waiting to enter and allocate staff and/or change procedure to speed up entry
- Limit gate to entry point only
- Enforce conditions of entry (COE)

First Aid Minders / First Aid Runners

- Limit access to first aid room to working personnel only (or as per medical chief's instructions)
- Guide first aid staff to emergency response locations
- Help secure area of medical response with the aim of protecting patient as well as staff and other patrons
- Assess any further risks and take appropriate action
- Be clear regarding site of any incident. Use communications room and maps for guidance. Staff to utilize site structures and map grid references & be familiar with both. If they are unsure of where they are, cease moving and get clarification
DO NOT PROCEED
- Help with transport of any patients via foot, gurney or ambulance
- One security person AT ALL TIMES at door to medical room. In the event of multiple incidences gain assistance from roving security in advance - do not wait.

Equipment required for security contract staff

FMF will instruct all security contractors to provide their staff with the following equipment:

- Event Information
- Security Uniform
- Ear plugs – if required
- Hand held metal detector – where required
- High visibility vest – where required
- Sun Block – if required
- Torch – if required
- Two way radio (ear piece, lightweight headsets & high noise headsets)
- Wet weather gear – if required

No security staff member will be permitted to carry a baton, handcuffs or a firearm on site or during the event.

Contractor uniforms

FMF will work with the security contractors to ensure that all staff uniforms are:

1. Clearly identifiable
2. Comply with the Industry Standards
3. Comply with Australian Standards

14. General Security Procedures

A register will be maintained of the names and the valid security license numbers by the security contractor at their muster / sign on area.

Each security staff member will be provided a written summary (an operational order) of all they are expected to know and do.

Staff will record incidents involving:

- Disorder
- Violence
- Other crime
- Ill health
- All other security relevant occurrences

Security staff will:

- Assist in identifying patrons who are banned from the venue / event, such as people who:
 - ✓ Are intoxicated
 - ✓ Are being aggressive or anti-social
 - ✓ Are underage
 - ✓ Do not possess tickets or appropriate accreditation
 - ✓ Are in possession of forged/counterfeit tickets
 - ✓ Scalping tickets

- Patrol toilet areas (male and female), preferably every 20 minutes
- Prevent overcrowding by making sure the number of patrons does not exceed the venue's & event's legal crowd limits in the various parts of the venue
- Make sure all parking area entrances and emergency exits are kept clear and that vehicles are correctly parked
- Make sure that gangways and exits are kept clear
- Control all entries and exits
- Assist in the diversion of patrons to other parts of the venue, when the capacity for any area is about to be reached
- Identify and investigate any incident, such as violence, amongst the patrons, and report the findings to the EOC
- Know the location of, and be able to operate, the fire-fighting equipment at the venue
- Know the location of the first aid posts
- Direct distressed or unwell patrons to first aid posts
- Fully understand any methods or signals used to alert staff that an emergency has occurred
- Be capable of recognizing potential fire hazards and suspect packages, reporting such findings immediately to the EOC
- Immediately follow any instruction given in an emergency by a police officer or the EOC, or in the case of fire, instructions from the commander of the fire brigades
- Report to the EOC any damage or defect which is likely to be a threat to patron safety
- Assist as required in the evacuation of the venue, in accordance with the evacuation plan
- Assist in the prevention of breaches of venue regulations

15. Staff Training - Security

Staff training is an important element in risk minimisation and preventing problems arising from crowds for this event. It is important that staff receive proper training by their employer.

The security contractor is responsible for ensuring that all security staff are adequately trained and are familiar with the procedures and layout of the venue & event.

FMF recommends that training for security staff should include:

- Venue layout / site familiarization
- Roles & responsibilities for each allocated position
- Policies & procedures regarding the venue
- Initial handling of accident victims, altercations and other crowd incidents
- Communications procedures
- Chain of command
- Avoidance of actions that would incite or trigger dangerous crowd behaviors
- Conduct, responsibilities and demeanor during an emergency
- Basic first aid
- General health and safety, such as fire precautions
- Responsibilities for contacting and liaising with the emergency services

FMF has established brief job descriptions, expectations and authority of all working security personnel and they will be informed of all the rules, regulations and emergency procedures for this event.

FMF will liaise with the security contractor to ensure the appropriate staff are selected and trained as per the events and venues expectations.

16. Crowd Management Strategy

FMF's crowd management strategy strives to provide a safe environment through planning, cooperation and constant management.

Effective crowd management addresses all issues associated with the event, including, but not limited to, risk assessment, event promotion, anticipated crowd behaviour, ingress, egress, traffic, public amenities, emergency assistance, first aid, crowd capacity and crowd configurations, artist responsibilities, concessions, public safety, security and the establishment and enforcement of event safety rules.

Event information will always be relayed to a central point such as the EOC. This is because the FMF Security Manager will need to:

- Gain an overall picture of occurrences at the venue, such as size of crowd, build up of queues, serious incidents
- Coordinate the response by all staff responsible for crowd control
- Coordinate actions with other departments, emergency services or other external bodies

FMF will work with all key stakeholders to ensure that the maximum capacity of the event will not be exceeded. The number of patrons entering the venue will be recorded by means of the sale of a limited number of tickets. FMF will work with ticketing and gate staff to be informed on hourly entrance figures and when 25%, 50%, 75% and then 100% capacity is reached.

Distribution of the crowd inside the venue

In a ticketed event such as FMF, organising the distribution of crowds within the venue does not generally create a problem. Where seating is not allocated, the positioning of visitors will need to be managed. As is planned for this event where several attractions may be taking place at the same time, FMF will work with the security contractor in having staff specifically monitoring crowd flow and build-up around the most popular attractions. In general, FMF will avoid placing popular attractions & stages:

- Close together
- Near entrances and exits
- Where traffic will slow down

FMF will work with the security contractor to ensure there will be appropriate levels of staff to direct the crowd in appropriate directions, especially as they first enter the venue. FMF has implemented planning and production techniques such as:

- Creating special viewing areas for people who want to stand and watch
- Blocking the view to prevent people from standing about in groups and obstructing others
- Scheduling popular entertainers at simultaneous times on different stages
- Using signs and posters to indicate directions to attractions which are not obvious
- Making areas around attractions wide enough for people to stop and look at them without getting in the way of people moving through the venue

FMF has a full understanding that very popular performers may need to be protected from being mobbed when they arrive, leave, perform or move about the venue. We have planned to have separate performers' entrances. Attention will be diverted from arriving or departing performers by arranging for other attractions to be in progress at the same time.

17. Measures for crowd management structures

Design Considerations for front stage barrier

- Must be able to withstand a load of 7kilo newtons/metre right angle load.
- Barriers need to be at an appropriate height on the audience side to prevent thoracic compression.
- The preferred height of the stage barrier above the surface on which the audience stands is 1.2 metres, but should be no less than 1.1 metres.
- In areas subjected to extreme pressure, consideration should be given to restricting patrons who are of short height or at least advising them of the inherent danger of the location so that they may make an informed decision.
- Must have a dead front with no sharp protrusions.
- No finger or hand entrapments.
- Must provide an elevated platform for crowd controllers.
- Must have a curved or padded top.
- Allow vision through the barrier to ground level.

The Pit

- This is the area between the stage and the front of stage barrier, and will be designed to assist the work of the security contractor, first aiders and paramedics.
- There will be no less than a 1.5 metre clear space between the stage front and the crowd barrier.
- The pit will have a non-slip surface.
- Some form of elevated platform inside the barrier will be required to help security staff extract people from the crowd and oversee the audience to identify anyone in distress.
- Entrances or exits from the pit will be unobstructed to allow stretcher-bearers clear access to a medical or first aid point away from the pit area and will be at least 1.1 metre wide.
- Any arrangements for photographers to work in the pit area will be agreed with FMF or entertainers who will need to be satisfied that their activity will not interfere with the work of security staff or first aid staff.

Multiple Barriers

- In areas where extreme pressures will occur such as prime viewing areas, at stages for crowds in excess of 10,000 and where the audience is not seated, multiple barriers will be considered.
- The preferred type is called a “D” barrier. This barrier normally extends in a curve from the stage extremities through to the mixing facilities and roughly forms a “D”.
- At this event crowd pressure is critical and will be monitored thoroughly.
- Where people may be of relatively small stature, density ratios may be considered which allow less than 0.3 square metres per person.

18. Accreditation System

Below is an example of the accreditation used at FMF 2011. The 2014 accreditation will be included 7 days prior to the event.



19. Staffing Strategy / Deployment

There will need to be adequate security staff with the necessary skills to carry out crowd control duties during both normal and emergency situations for FMF 2014.

Assessing required staff numbers

There are various factors FMF will consider when deciding how many security staff will be required:

- The size and layout of the venue
- Industry standards for security deployment
- Amount of infrastructure on site
- Duty of care responsibilities for staff security and comfort
- The total number of crowd control tasks and other duties that need to be carried out, such as managing traffic, checking tickets, monitoring the crowd, etc
- How demanding each task is
- The likely size and behavior of the crowd; use previous events held to give an estimate
- Seasonal factors, time of day, weather; more staff will probably be needed at high season, peak hours
- Extra staffing that may be needed to cover rest breaks and absences due to illness or attrition.

Current industry practise is to follow the requirements laid down by Police and Licensing with regards to licensed premises which the ratio will be 1:100.

For this event we estimate that a security deployment of approximately 600 security personnel may be deployed (depending on the factors listed above).

20. Monitoring the crowd

Monitoring crowd behaviour is an essential aspect of crowd management, because it indicates whether the system in place is working and enables detection of potential problems at an early stage.

When thinking about monitoring requirements FMF considered the following:

- Whether there are enough staff within the venue to monitor all the areas where there are potential crowding problems
- If there are enough good vantage points for staff to monitor all the areas effectively
- If information from different areas of the venue can be communicated to a central location quickly

There may be some areas where crowds are likely to build up. Problem areas might include:

- Bottlenecks, such as on stairs, between halls
- Areas where people queue such as food and beverage stands and information points
- Popular stalls, attractions or exhibits
- Walkways between main stages

The likelihood and consequences of any sudden crowd movements has been established. Instances of this behaviour include invasions of the stage, mobbing of celebrities & entertainers, or running between various stages & vantage points. In each case, it will be important to monitor and control this sort of behaviour. This will involve:

- Training security staff to look out for certain types of behavior
- Establishing rules for visitors on acceptable behavior, together with penalties for unacceptable behavior, such as eviction and or handing over to Police
- Drawing up procedures for dealing with unacceptable behavior

Staff within the crowd

Under the direction the security contractors will position security staff in the crowd so that they can:

- Sense atmospheres, tensions, moods
- Look out for signs of distress
- Respond quickly to incidents and accidents
- Address, and discourage, any dangerous behavior quickly before it spreads, such as jumping on seats or climbing up scaffolding for a better view
- Help people and deal with queries

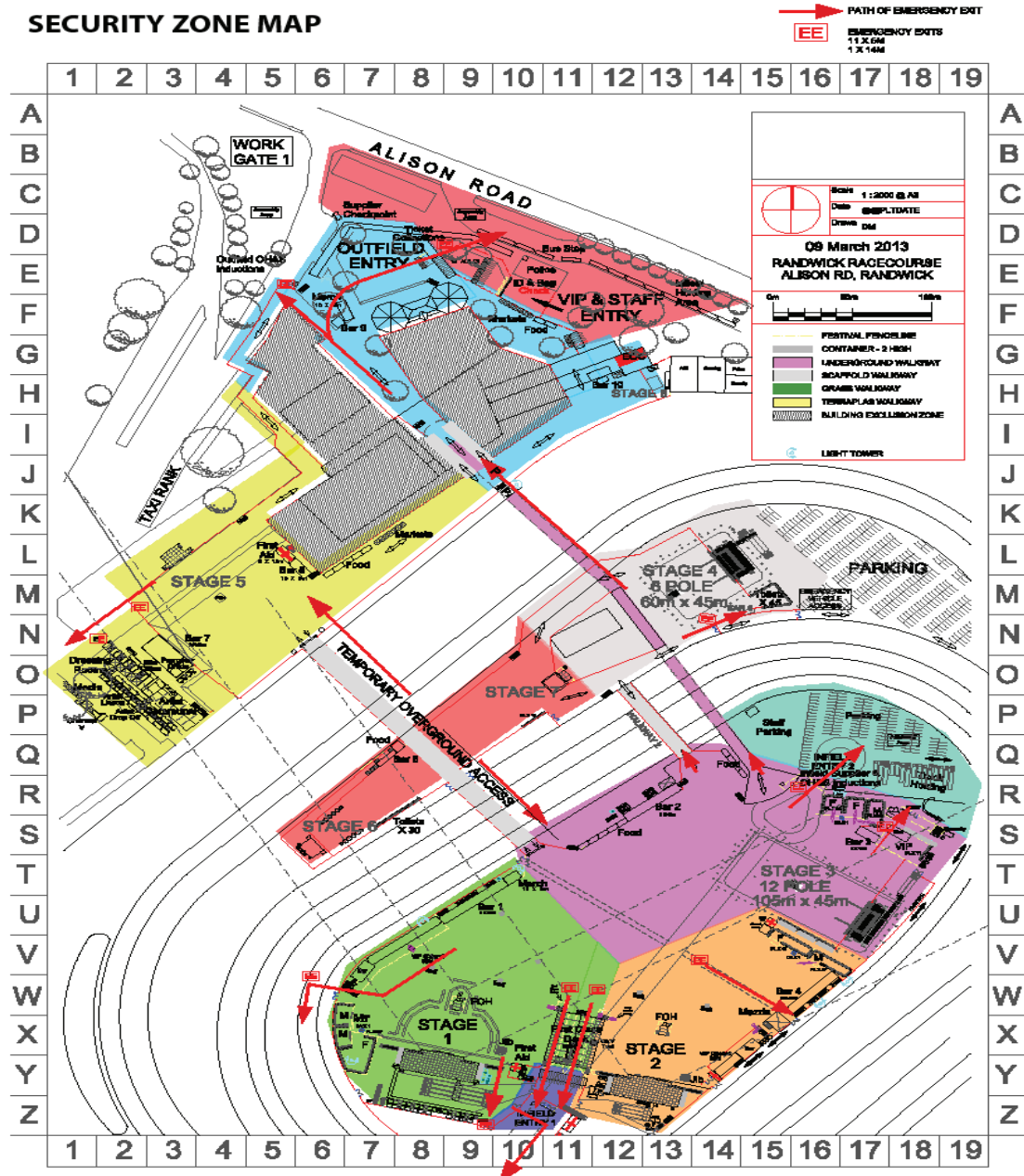
The planning for the event will again include dividing the site into ten (10) zones with an even distribution of security staff for each role and responsibility.

These zones will be:

1. Zone 1
2. Zone 2
3. Zone 3
4. Zone 4
5. Zone 5
6. Zone 6
7. Zone 7
8. Zone 8
9. Entrance – Infield Entry
10. Entrance – Outfield Entry

All zones will have a dedicated Security Manager and 2IC. Zone sizes will be limited to an area that can be managed by the appropriate security resources.

Below is an example of the security zone map used at FMF 2013. The 2014 version will be included 30 days prior to the event.



22. Entrance Gate/s

FMF 2014 will operate two (2) entrances – Infield Entry located on High Street and Outfield Entry located on Alison Road.

Patrons will be lined up to go straight in. All patrons will be checked for ID, scanned with a hand held metal detector, have their bags searched and hand over a valid ticket before entry will be granted.

Once patrons have undergone the screening process FMF event staff will place a wristband on their right arm. By wrist banding the patrons is allows security staff to identify and verify that patrons on site have undergone the appropriate entry screening process. Any patron detected with a wrist band will be removed of site.

The entry of patrons in a rapid but effective manor will always remain a critical strategy for this event.

Additional information regarding entrance procedures and structures will be provided 30 days prior to the event.

23. Conditions of Entry

Notices will be strategically placed at the entrance/s to the venue and event publications, informing patrons of the conditions of entry (COE).

- Future Music Festival is an over 18's event – entry will be refused to patrons under the age of 18. Identification will be required to obtain entry.
- No Passouts
- Security staff are entitled to search, pat down or metal detect any patron upon entry or during the event. Any person not compliant will be refused entry or removed from the event – without a refund.
- You may be filmed / photographed at festival & footage/images may be used by, replicated, reproduced & published by Future Entertainment for any use including but not limited to marketing & promotional uses.
- Disruptive or anti-social behavior will not be tolerated either within the event or the local area. A significant police and security presence will be in place enforce this
- Future Music Festival reserves the right to refuse entry to any patron.
- Please respect the neighbours and residents whilst entering and exiting the event – keep noise levels to a minimum and place your rubbish in the allocated bins.
- No person wearing clothing, jewellery, or any other accessory displaying or indicating by form of wording, colours, logo, symbol or otherwise that they are members of or otherwise associated with criminal gangs be allowed entry to or be permitted to remain at the Future Music Festival

THE FOLLOWING ITEMS ARE NOT PERMITTED INTO THE VENUE:

- Alcoholic Beverages
- illicit substances – any patrons detected in the possession of illegal substances will be refused entry or ejected and referred to police.
- Professional audio video recording devices
- Umbrellas / Fold up chairs / BBQ's / Eskies
- Aluminum cans, glass/plastic bottles or metal/plastic containers.
- Weapons, knives, scissors, laser pointers or any items deemed dangerous by security.
- Promotional or advertising merchandise
- Pyrotechnics, fireworks, flares, highly flammable or explosive substances

Patrons with illicit items will be referred to the Police.

Illicit items include:

- Any form of drugs
- All forms of perceivable weapons
- Fraudulent ID

Any patron deemed to be intoxicated attempting to gain entry into the event will be refused entry.

A valid / current photo ID will be required (Passport, Australian Photo Driver License, Key pass or Proof of Age Card) for entry. Student University cards will not be accepted.

24. Ingress & Egress

Getting the large number of people to and from this event can be a difficult task and a number of issues were considered by FMF in the creation of this document and during the security assessment:

- The type of crowd expected and how this will affect access/exit
- How the type of event will affect access/exit
- How the event will affect the routine functioning of the suburb
- Whether more than one stage occurring / operating at one time
- How people with disabilities will get to the event
- Whether the surrounding road network is able to handle the anticipated spectator vehicular traffic

When FMF considered whether the site had adequate access, and a staging area, for large numbers of emergency vehicles in a major incident it assessed:

- Whether there are appropriate access roads or streets that could be closed to the public and used only for emergency and service vehicles
- If such an area is accessible to ambulances

- If access roads are unpaved, whether emergency vehicles could have problems
- Whether the external and internal access roads are adequate, providing easy access/exit to spectator areas
- Once on site, if there is sufficient room for easy movement of emergency vehicles

FMF will encourage patrons to commute via public transport instead of private vehicles by use of public notification in event advertising and event web pages. This will reduce traffic pressures on external transit, road and parking facilities. Transport operators will be informed so that they can cope with peak demand and perhaps run special services.

Some risks can increase when crowds are moving into or out of the venue. To reduce these risks FMF has considered:

- Ensuring there are sufficient entrances, spaces and routes inside and outside the venue to cope with the expected numbers; these should be sufficient to cope with patrons even if they don't arrive in an even flow but in a sudden rush, such as from buses or trains
- Checking for potential trouble spots, such as routes which become narrow or areas in which people could congregate, as these are going to cause congestion; bear in mind that people tend to use the most direct route even if it means walking on the road and endangering themselves or using an already crowded entrance
- Checking the effectiveness of these measures by monitoring arrival routes and parking areas to identify any potential problems
- Engaging enough staff to direct crowds and to deal with any minor problems, and equip them with adequate means of communication in case of major problems.

To encourage orderly movement through entrances and exits FMF with its security contractor will maintain and observe and maintain proper queues to avoid crowd pressure.

The security contractor wherever possible will not let patrons move forward until entrance doors or gates are fully open; fix entrance doors or gates in the open position once we have started to let people in or out. We will reduce the number and speed of persons converging upon a massed crowd or other obstacle. This is a case where funnelling (usually to be avoided) may be desirable as long as:

- It is controlled
- The crowd is not likely to build up
- There is more than sufficient open space in front of the funnel for people who are held up
- The funnel is staffed all the time it is in use
- It can be quickly removed in an emergency

Egress Plan

There are several reasons for implemented egress procedures and policies

- Minimize the affect of patrons leaving the event
- Stricter enforcement of liquor license conditions
- Provide a safer environment for patrons leaving the event
- Greater peace of mind for local community
- Ensure patrons don't vacate the venue with alcohol or infrastructure belonging to the Future Entertainment or the venue.

The Egress for this event will be managed from the Event Operations Centre (EOC). A copy of this plan will be in the EOC for the duration of the event. A specific briefing will be conducted with the security contractor and their relevant supervisors. This will be done by FMF's Security Manager.

All timings contained in this plan are subject to change. Most of the crowd is expected to leave after 2200 hours. FMF will monitor crowd egress from the front gate. If needed, times can be brought forward to accommodate earlier than expected egress. Weather can also effect times of mass egress. The EOC will have up to date weather information and will have time to change plans.

A detailed egress plan is in development and will be provided to all key stakeholders prior to the event.

25. Resident Response

The Resident Response deployment is an integral part of continuing excellent community relations on behalf of the ATC and FMF. FMF will be implementing a comparable plan as utilised for the 2013 show. FMF is confident that a contingency of thirty (30) security staff in four (4) vehicles will be effective and appropriate for the 2014 event.

The efforts of Police in attending and assisting in critical issues has a positive effect and contributes greatly to immediate resolution.

Resident Response Teams will be addressing the following issues:

- Loitering in, on or around private property
- Unruly behavior (screaming, yelling, urinating etc)
- Illegal activity (drug taking, fighting, drinking etc)
- Unauthorized entry onto private property
- Property damage (vandalism)

The procedures for the response teams will be as follows:

1. Response Teams will receive instructions (via two – way radios) to attend residential locations from a representative of FMF whom receives a complaint via telephone stationed in the EOC.
2. Response Teams will be requested to attend residential locations in and around the Randwick Racecourse and deal with incidents involving residents whom are experiencing incidents with patrons on their private property.
3. Response Officers will be professional and courteous at all times and respond in a timely, effective and diligent manner.
4. All matters will be recorded in supplied log sheets and reported immediately (via two way radio) back to the EOC.
5. A detailed log will be provided to FMF by the Supervisor of the Resident Response Team after the event has concluded.

26. Organised Criminal Gangs Management Plan

Future Music Festival has the ability to update the conditions of entry to the event with the following condition, provided by the NSW Police:

“No person wearing clothing, jewellery, or any other accessory displaying or indicating by form of wording, colours, logo, symbol or otherwise that they are members of or otherwise associated with; (Bandidos, Black Ulhans, Coffin Cheaters, Commanchero, Finks, Fourth Reich, Gladiators, Gypsy Jokers, Highway 61, Life & Death, Lonewolf, Mobshitters, Nomads, Odins Warriors, Outlaws, Phoenix, Rebels, Hells Angels, Scorpions, Notorious, Rock Machine be allowed entry to, or be permitted to remain at the event.”

This condition provides FMF, the ATC, Event Security and the NSW Police the ability to deny anyone identified as per the above access to the event.

The Future Music Festival also reserves the right to refuse entry to any persons deemed unsuitable for the event. This is published on every ticket and is also a broad ranging condition of entry.

The crucial issue here related to identification. Neither the Future Music Festival organisers, the ATC or Event Security are in a position to identify members of criminal gangs without NSW Police assistance.

Once an individual is identified by Police or Event Security as unsuitable for the event, access is denied and a full refund of the event ticket must be promptly issued and the individual must be escorted from the premises.

A comprehensive “Organised Criminal Gangs Management Plan” will be provided 30 days prior to the event.

27. After the Event

An important part of this security management plan for crowd safety and security is the regular review of safety measures after the event.

Timing

It is recommended by FMF that this event needs to be reviewed as soon as possible after it has taken place. If many of the staff are likely to disperse, a rapid debriefing should be carried out by the security contractor to FMF as soon as practicable. The information from the review, including any recommendations for improving crowd safety, will be helpful in planning the next event.

FMF will consider carrying out security reviews, which might be:

- Annually
- After any accident
- After any significant change to venue or the event
- After any serious incident at a similar venue and or event

The review will assess how far the safety and security objectives have been met and the performance levels achieved. It might:

- Identify any changes to the venue, such as temporary changes due to building work, changes in the staffing structure
- Identify any current or potential problems, including, if possible, the reasons for them
- Include liaison with other agencies
- Suggest ways of improving the system
- Include feedback from staff

The conclusions from the review will be passed on to everyone involved in ensuring crowd safety in the venue. FMF will consider inviting representatives of all the bodies who were involved in the event to take part in the review. Specific training for staff involved in the review process will help to improve its effectiveness. If there are a large number of people involved it will be more manageable to have a number of separate reviews examining particular issues, which can then be combined.

FMF will work with the security contractor to ensure that they have set up and have implemented an incident reporting system to record specific problems / issues.

Recording issues

Performance of security measures will be tested against predetermined standards and the achievement of the objectives in security plans. This will be helpful in identifying when and where action is needed to improve performance.

There are several types of information that can be collected when measuring performance. These include:

- The number of people
- The crowd density levels
- The crowd flows in various areas during the event
- The good and bad features of the venue's design
- The effectiveness of plans and procedures

The security contractor will record problems such as:

- Rule violations
- Patron ejections
- Arrests
- Injuries to the public
- Sudden crowd movements
- Areas of crowd build-up
- Difficulties in communications
- Complaints from the public

If causes of the problems can be identified, it will help FMF to improve the crowd safety and security systems for the next FMF.

When measuring performance, FMF will assess all the available information, such as incident report forms, staff observations and incident statistics. One way of conducting the measurement will be to compare each aspect of the running of the event with the relevant plans and procedures. If this shows, for example, that the current crowd security system is not working properly, target dates will be set with the FMF for achieving the necessary improvements.

The security contractor / s will provide FMF with a post event security report. This report will include but not be limited to:

- Executive summary
- Event Recommendations
- List of security incidents (stats)
- Event observations
- Security recommendations

Revising plans and procedures

Once performance has been reviewed, FMF will consider what changes are needed to the arrangements for ensuring crowd security in the future.

Event information will always be relayed to a central point such as the EOC. This is because the FMF Security Manager will need to:

- Gain an overall picture of occurrences at the venue, such as size of crowd, build up of queues, serious incidents
- Coordinate the response by all staff responsible for crowd control
- Coordinate actions with other departments, emergency services or other external bodies

28. The Management of Risk

The management of risk is a critical factor in the professional management of Future Music Festival. Managing risk can be the difference between a successful, enjoyable event for all involved, and a stressful, disastrous event possibly resulting in loss of property, reputation, income or even life.

Risk management is a process used by FMF to avoid, reduce or control risks at our events. Some risks can be insured against, others cannot.

There are a number of reasons why FMF puts considerable time and effort into security risk management:

These are:

1. For safety

We want an atmosphere where everyone at the event feels safe and secure and knows their safety and security is one of the paramount considerations in every activity FMF undertakes.

2. For the safety of the people that attend our events

The mission of FMF is to provide a fun atmosphere for patrons, not harm them. The aim is to enhance their experience not do something that causes them pain, either physical or mental.

3. The threat of possible litigation

In the current circumstances this is a very real threat. Litigation is increasing according to the Insurance Council of Australia as are the size of the payouts for people who successfully sue. Not every promoter has faced legal action and not everyone who gets hurt then sues over it but by setting up a risk management strategy we are reducing the chance of people taking costly legal action against that will financially hurt FMF.

FMF's event security & risk management is a structured process of identifying, evaluating and controlling risks in a way that will minimise organisational losses and maximise opportunities.

Some sources of risk for FMF are:

- Commercial and legal relationships-with suppliers and contractors
- Design error, inadequate testing, poor quality control
- Economic circumstances
- Human behaviour- civil unrest, riots, sabotage
- Inadequate management
- Inadequate safety measures
- Individual errors, wrong advice, negligence
- Natural events - rain, storms, lightning
- Poor planning
- Technology and technical issues
- Unsafe physical conditions

The main risk areas that will be focused upon for FMF in the risk assessment will be:

- Crowd management - crowd movement, alcohol sales and consumption, use of illegal drugs, noise control, and services for people with disabilities.
- Security - policing, hiring and briefing private security, crowd control, arrests, riots, anti-social behaviour, incident reporting, and evacuation procedures.

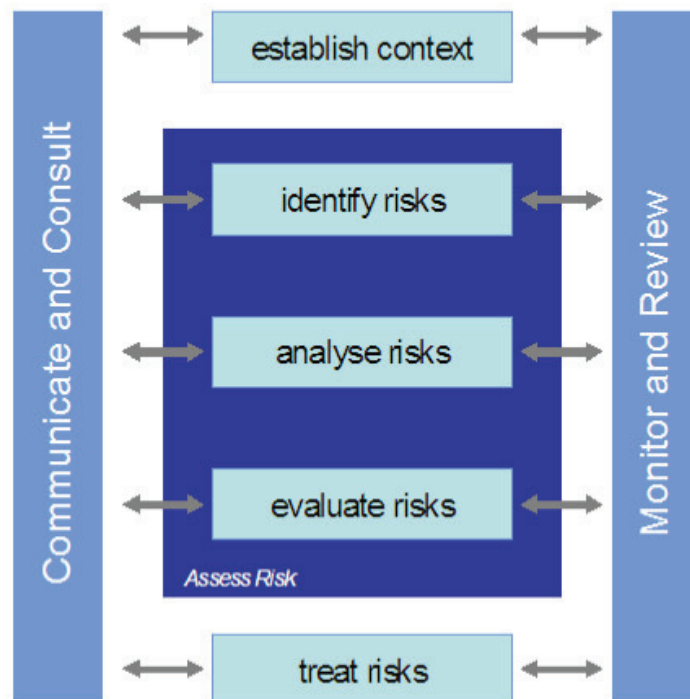
29. Risk Management Principles / Duty of Care

Ignoring the risks which apply to FMF business activities or the events we have planned could impact on the following:

- The health and safety of employees, customers, volunteers and participants
- Our reputation, credibility and status
- Public and customer confidence in our organisation
- Our financial position
- Plant, equipment and the environment.

A systematic approach to managing risk is now regarded as standard FMF management practice.

There are six steps to risk management: Establish the Context, Identify the Risks, Analyse the Risk, Evaluate the Risk, Manage the Risk and Review.



FMF has completed and incorporated into this document a security risk assessment of the event and has provided treatments options regarding these risks in the attached document (risk register).

One fundamental legal principle applicable to this event is that all reasonable care will be taken to avoid acts or omissions which may injure patrons or residents living near the event / venue. This principle is called 'Duty of Care'.

For FMF, Duty of Care requires all reasonable actions to be taken to prevent any foreseeable risk of injury, loss or harm to people directly affected by or involved in the event. This includes staff, volunteers, performers, the audience, and the public in surrounding areas.

Risk management is described as a cycle consisting of five stages:

Establish

Effective risk management requires a thorough understanding of the context in which FMF operates. The analysis of this operating environment enables us to define the parameters within which the risks to our events need to be managed. The risk management context defines that part of FMF's (goals, objectives, or project) to which the risk management process is to be applied.

Identification

Risks are identified during this stage. Most risk management strategies suggest convening groups of people involved in the various aspects of the event to assess the risks.

Analyse

We identify the controls (currently in place) that deal with the identified risks and assess their effectiveness. Based on this assessment, we analyse the risks in terms of likelihood and consequence. We refer to the Risk Matrix to assist us in determining the level of likelihood and consequence, and the current risk level (a combination of likelihood and consequence).

Evaluation

Identified risks are prioritised according to their probability of occurrence and severity of impact. The goal of the evaluation phase is to produce a comprehensive and realistic analysis and listing of potential risks. Performance measures will need to be specified at the planning stage to assist the evaluation process.

Review

Once the event is over it will be important to review all aspects of the operation, establishing the cause of any problems that may have occurred and ensuring that the procedures in place continue to be relevant as the needs of the venue and the visitors change. This will be an ongoing process of measuring achievement against stated goals, as well as more specific reviews carried out in response to particular problems or incidents. The review process should, wherever possible, incorporate evaluation of performance against standards or targets.

The review will encompass management aspects such as policy, management structure, as well as plans, procedures and measures used in the operation of the venue or problems experienced. In certain instances, day-to-day operations may vary little over a period of time and so require little specific provision or modification.

30. Assessing the risk

As part of the process of analysis, planning and implementation, it was important to identify potential hazards and problem areas within the venue and at the event.

Identifying the risks

First, it is necessary to consider where the event is going to be held and who will be attending. Any potential hazards will be identified in order to plan effective safety measures. A site inspection by the Future Security Manager will identify further specific hazards of the site prior and then during the event. Hazard identification does not only involve identifying the hazards themselves but also includes identification of 'contributory

events' or problem scenarios which contribute to the hazards, the assessment of how likely they are to occur and what happens when they do.

After previous events and consideration, the venue for the FMF 2014 may present hazards such as:

- Injury through a security incident
- Injury through drug and alcohol intake

The crowd at FMF may present hazards such as:

- Crushing between people
- Crushing against fixed structures
- Trampling underfoot
- Fight / physical confrontations between patrons
- Action by the crowd such as surging, swaying or rushing

FMF has assessed which people who may be harmed and how.

This can include:

- Anyone in the crowd
- Anyone exposed to overcrowded conditions for a prolonged period of time
- Staff and contractors could also be at risk

Controlling the risks

When assessing a risk, FMF has considered the likelihood of a hazard occurring and the potential severity of the outcome. The first approach is to eliminate the hazard altogether, but where this is not practical our aim is to control the risk so that harm to any person is unlikely. Strategies to control the risk include:

Cancel and avoid the risk

If violence has previously been involved with the event and signs indicate that more trouble is on the way, cancellation may be appropriate.

Diminish the risk

Although limited searches are conducted as a standard condition of entry to many major events, searching every patron entering this event may be unwise and impractical. Diminishing the risk of weapons might be better done by positioning more security personnel throughout the venue.

Reduce the severity of risks that do eventuate

Plans to respond to the risk should be in place, generally as emergency plans and in conjunction with the incumbent venue security provider and emergency services.

Recording the risk assessment

The significant findings of the risk assessment and what measures are being taken to tackle risks are recorded in the document incorporated within this document (risk register). Included are the main hazards identified, the people who may be exposed to such hazards and assessment of the significant risks. Also included are the control measures already in place and the additional precautions required to reduce any risks to an acceptable level. We have included the date for review of the assessment, noting that changing circumstances trigger an earlier review. Such criteria will include:

- Major changes in the venue
- Significant changes to the event
- Incidents which did or could have injured members of the public
- Serious incidents at other venues

Level of Risk Matrix

Likelihood	Consequence				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
A Almost Certain	Moderate	High	High	Extreme	Extreme
B Likely	Moderate	Moderate	High	High	Extreme
C Possible	Low	Moderate	High	High	High
D Unlikely	Low	Low	Moderate	Moderate	High
E Rare	Low	Low	Moderate	Moderate	High

- E: **Extreme risk** - immediate action required
H: **High risk** - CEO attention needed in development of risk reduction strategies
M: **Moderate risk** - specific risk reduction strategies needed. Management responsibility must be specified.
L: **Low risk** - manage using existing controls

Risk Consequences Definitions

Consequence	Category	Description
Catastrophic	5	The consequence would threaten the event and the event organisation e.g. death, huge financial loss.
Major	4	The consequence would threaten the continued effective functioning of the event organisation and therefore the event e.g. major financial loss, important external resources required.
Moderate	3	The consequence would not threaten the event, but would mean that the event would be subject to manageable changes e.g. high financial loss, medical treatment required.
Minor	2	The consequence would not threaten the efficiency or effectiveness of some aspects of the event, but would be dealt with internally e.g. medium financial loss, first aid treatment.
Insignificant	1	Consequence would be dealt with by routine operations, e.g. no injuries, no financial loss.

Likelihood ratings table

Level	Descriptor	Description
A.	Almost certain	Event is expected to occur in most circumstances
B.	Likely	Event will probably occur in most circumstances
C.	Moderate	Event should occur at some time
D.	Unlikely	Event could occur at some time
E.	Rare	Event may occur only in exceptional circumstances

Risk Key Register

ATC	Royal Randwick
FIRE BRIGADE	NSW Fire Brigade
Future	Future Music Festival
I-SEC	I-SEC Group – Security Contractor
MEDICS	On Site Medical Events Team NSW Ambulance Service
POLICE	NSW Police

31. Risk Assessment

#	Risk Hazard	Risks / Impact	Likelihood	Consequence	Risk Treatment Actions & Control Procedures	Responsibility
SECURITY RISK ASSESSMENT						
1	Perimeter Breach	• Loss of income • Injury to Patron • Injury to Staff • Unauthorised Access	C	3	• Implementation of Security Management Plan • Security to be placed around event fence lines and briefed of possible fence breaches. • ISEC to provide trained and experienced staff at perimeter hot spots. • CCTV	ISEC FUTURE
2	Accreditation Forgery	• Loss of Income • Overcrowding • Unauthorised Access • Underage Patron Access • Illegal Activity • Disorder	C	1	• Implementation of Security Management Plan • Use unique accreditation design • Place accreditation boards around site so security staff can use as reference/guide • Brief security staff accordingly	FUTURE ISEC POLICE
3	Terrorist Attack	• Loss of Income • Injury or Death • Property Damage • Adverse Media Coverage • Trauma • Disorder • Panic	D	4	• Implementation of Security and Emergency Management Plan • Work with police to ascertain any threats • Information to be communicated to all key stakeholders regarding suspicious persons or packages or threats received	FUTURE POLICE ATC ISEC

#	Risk Hazard	Risks / Impact	Likelihood	Consequence	Risk Treatment Actions & Control Procedures	Responsibility
SECURITY RISK ASSESSMENT						
4	Prohibited Items (Illicit substances)	• Illegal activity • Injury or Death • Intoxication • Trauma • Disorder	A	3	• Implementation of Security Management Plan • Ensure bag searches are conducted thoroughly and effectively. • Ensure staff are briefed on a list of items to be refused, confiscate or cloaked • Large number of security staff to be deployed at entrance to enforce COE	ISEC POLICE FUTURE
5	Underage Patrons	• Breach of Liquor License	B	4	• Implementation of Security Management Plan • Ensure age checks (ID) are performed as required at the access front gate. • Ensure checks are completed on anyone not wearing or displaying a wristband with the event. • Ensure signage is displayed at the entrance and on event advertising publications detailing no persons under 18 permitted within the venue / event • Large number of security staff to be deployed at entrance to enforce COE	POLICE FUTURE ISEC

#	Risk Hazard	Risks / Impact	Likelihood	Consequence	Risk Treatment Actions & Control Procedures	Responsibility
SECURITY RISK ASSESSMENT						
6	Community Disruption	• Vandalism to private property or neighbouring areas • Loss of Community Support • Loss of Reputation	B	3	• Implementation of Security Management Plan • Implementation of a resident hotline to be manned during the event and receive complaints. • Deployment of security staff roving the perimeter and neighbouring area. • CCTV	FUTURE ATC ISEC POLICE
7	Alcohol	• Intoxication • Violent Behaviour • Disorder • Physical Injury	C	2	• Implementation of Security & Alcohol Management Plan - including procedures for RSA, sales quantities and liquor licensing requirements • Security staff to enforce stringent RSA guidelines. • Security staff deployed are experienced and RSA trained • Site crew to develop corralling systems at all bars to maintain a controlled point of service	Future POLICE ISEC ATC
8	Drugs	• Intoxication • Violent Behaviour • Disorder • Injury or Death • Adverse Media Coverage	C	3	• Implementation of Security Management Plan • Propose Police – Drug Dog Operation • Enforce COE at entrances • Engage appropriate medical services • Medical plan to be developed • Several ambulances on site at all	FUTURE POLICE MEDICS ISEC

					times	
#	Risk Hazard	Risks / Impact	Likelihood	Consequence	Risk Treatment Actions & Control Procedures	Responsibility
SECURITY RISK ASSESSMENT						
9	Overcrowding	• Crowd Crush • Injury or Death • Panic • Trauma • Disorder	R	3	• Implementation of Security and Emergency Management Plan • Ensure ticket sales don't exceed venue capacity • Popular talent to perform simultaneously on separate stages • Stages are not erected to close to each other • CCTV • Enforce COE	FUTURE POLICE ATC ISEC
10	Criminal Activity	• Theft • Vandalism or Property Damage • Violent Behaviour (Assault) • Physical Injury • Disorder • Arson • Trauma	D	3	• Implementation of Security Management Plan • Ensure incident response procedures are developed • A large number of vigilant response security staff to be deployed to ensure incidents are managed effectively. • Enforce COE • Police presence on site during the event • CCTV	FUTURE ATC ISEC POLICE

#	Risk Hazard	Risks / Impact	Likelihood	Consequence	Risk Treatment Actions & Control Procedures	Responsibility
SECURITY RISK ASSESSMENT						
11	Climbing Structures	- Physical Injury - Death - Trauma - Panic	C	1	- Implementation of Security Management Plan - Adequate numbers of security personnel on site - Static security posted in areas that are vulnerable to climbing - CCTV	FUTURE ATC ISEC POLICE

32. Security Roster & Position Map (Dot Plan)

A complete security roster will be included 30 days prior to the event.



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23 August 2013

Randwick City Council Representatives
Ben O'Callaghan
Future Entertainment
Future Music Festival 2014 Sydney

RE: I-SEC Group ESRA & ESMP – Planning Commitment

I am the National Events Manager of I-SEC Pty Limited, which has been engaged by Future Entertainment Pty Limited to consult, plan and manage the security deployment / operations for the forthcoming Future Music Festival 2014 and Goodlife Youth Music Festival 2014.

Our scope also extends to;

- Event and Ticketing Staff
- Management of the event Ingress and Egress (incl Pedestrian Flow Management)
- Traffic Management
- Transport Management

I-SEC has furthered our consultation expertise by contracting the services of a traffic and pedestrian flow consultant to mitigate the planning risks associated with these specific activities of the event operations.

The traffic, transport, security and pedestrian plans in place should mitigate the risks associated with the conduct of the event.

Everything reasonably practicable will be put in place to manage FMF 2014 event for a capacity of 50,000 people and Goodlife Youth Music Festival for a capacity of 20,000 people.

Please see the attached planning documentation supplied by I-SEC Group for the 2013 Event. Due to the complexities involved with developing pin point accurate plans this process begins 60 days from the event. These plans rely heavily on event operational details that do not start to become available until approximately 60-90 days from the event. I-SEC licenses the Optare Systems planning tools which have been specifically designed for planning and managing Mass Gatherings.

I-SEC (via the planning budget commitments of Future Entertainment) will deliver thorough plans to the quality and complexity of the attached 2013 planning documentation. We are more than happy to forward all planning documentation once it has been drafted. This process already exists between I-SEC and other key stakeholders ie: NSW Police, AJC, RTA, Future Music, etc.

Please feel free to contact me at any time should questions arise over this matter.

Kind Regards,

Simone Elbeb
National Events Manager



FUTURE MUSIC FESTIVAL 2013

EVENT SECURITY MANAGEMENT PLAN

ROYAL RANDWICK RACECOURSE

SYDNEY

SATURDAY 9 MARCH 2013

VERSION 1 – DRAFT for Client Review: 3 March 2013

Draft for Comment	S.ELBEB	3 MARCH 2013
Internal Review	G.FERGUSON	3 MARCH 2013
Peer Review	A.PECKMAN	3 MARCH 2013
Client Review	B. ROBINSON	3 MARCH 2013
Client Review	G.PARTHY	3 MARCH 2013
Version 2 Draft	S.ELBEB	
Version 2 Review	A.PECKMAN	
Stakeholder Meeting	PLANNING COMMITTEE	

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1. CONTACTS LIST

POSITION / ROLE	PERSON	ORGANISATION	TELEPHONE
Director	JASON AYOUBI	FUTURE	M: 0412 536 689
Event Producer	BRETT ROBINSON	FUTURE	M: 0417 330 573
Event Production Manager	DENIS SHEAHAN	FUTURE	M: 0409 040 706
Future Security Manager	GEORGE PARTHY	FUTURE	M: 0419 392 445
Show Management	JEFF GRAY	TOTAL VIEW	M: 0431 131 875
Event Security Manager	SIMONE ELBEB	I-SEC	M: 0404 878 613
Security Operations Manager	TONY DAOU	I-SEC	M: 0410 610 691
Security Control Room	RANKO MARKOVICH	I-SEC	M: TBA
Security Control Room	MICKEY T'IAGGI	I-SEC	M: 0438 588 842
Medical Supervisor	TBC	ST JOHNS	M: TBC
Venue Manager	ADAM SMITH	ROYAL RANDWICK	M: 9663 8407
Venue Security Manager	SHANE BRADY	ROYAL RANDWICK	M: 0414 867 647

2. DEFINITIONS

ACCESS CONTROL	Security procedures used to control access of individuals, goods and vehicles within the venue.
ACCREDITATION	Identification tags issued by the Event Producer to control access to Restricted Zones within the venue.
ZONE 1	Infield area including Stage 1(Main Stage), D Barrier, Toilets, Bar 1, Grandstand, Artist Communal and First Aid tent.
ZONE 2	Infield area adjacent to Zone 1 and 2 including Stage 2, VIP Grandstand & bar, Bar 4, V Energy Green Room, Merch, Food and First Aid Tent.
ZONE 3	Infield area opposite Zone 1 including Stage 3 (Circus Tent), Bars 2 & 3,, Food, First Aid, VIP Area, and Toilets. This area also houses the secondary infield entry.
ZONE 4	South of the Shannon Lawn, including Stage 4, Bar 7, JD Barrel House, Carlton Bar, First Aid, Food and Artist Communal (BOH).
ZONE 5	Opposite Zone 6, this zone is the area with deployments at Stage 5, First Aid, Stage 6 (Foam Party) and Bar 6.
ZONE 6	Personnel deployed on the Stage 7, Bar 5, Overground Access Pathway and Toilets.
ZONE 7	Personnel deployed on the Stage 8, Bar 8, Merch, Underground Access Pathway.
GATES- INFIELD/OUTFIELD	All areas with security infrastructure employed to screen patrons entering the event site
PERIMETER	Perimeters are personnel deployed to monitor and patrol the peripheral boundaries of the event site, including Emergency Exits.

3. INTRODUCTION

FUTURE MUSIC FESTIVAL 2013 ("FMF '13") comprises a series of live and recorded music events performances by international and local artists across five capital cities in Australia. The event series is promoted and produced by FUTURE ENTERTAINMENT Pty Ltd ("FUTURE").

FMF '13 will be staged at Royal Randwick Racecourse ("ATC"), Sydney on Saturday 9th March 2013. Based on relevant approvals and projected ticket sales the event will reach a sold out to a capacity crowd of 50,000 patrons.

FUTURE ENTERTAINMENT is the Event Promoter, and has engaged I-SEC GROUP ("ISEC") to provide security planning and security management services to support the Sydney leg of the event series. FUTURE has licensed ISEC proprietary security planning tools, and engaged the ISEC Event Security Team to implement protective security arrangements throughout the Sydney event.

ISEC have licensed OPTARE Systems ("OPTARE") MITiplan® security risk planning software to facilitate configuration of FMF'13 planning deliverables.

FMF '13 in Sydney will be produced in an organised and efficient manner, incorporating close consultation with key stakeholders to ensure that all parties are informed of their duties and obligations prescribed by laws and regulations dealing with public events.

SCOPE

This Event Security Management Plan (ESMP) has been specifically developed for the FMF Sydney '13, and is not applicable to other events.

ISEC Group has licensed MITiplan® software security planning tools to ensure that planning information is captured, stored, recorded and delivered in documentation and content related to operational processes of security management.

PURPOSE

The Event Security Management Plan addresses core command structures and responsibility for security coordination and management. Groups, roles and tasks are outlined for each member of the security organisation to provide clear division of operational scope.

Security policy measures have been developed as security controls to coordinate operational mechanisms of the security management framework. Security Policy articulates the objectives of specific security strategy and introduces standard procedures to effectively implement these initiatives.

Site map overlays, annexes and attachments provide action steps and guidelines for effective implementation of the event security framework.

Notwithstanding the detail of planning, the security operation requires effective communication, strong leadership and close supervision. Success will be dependent upon key appointment holders working toward the common goal of providing a safe and secure event activity.

An important planning consideration has been to identify and treat potential hazards, and security-related risk, without restricting overall amenity and enjoyment for those attending the event.

CONTEXT

This Event Security Management Plan complies with industry standards, including:

- ASIS: GLCO 2003 – General Security Risk Assessment Guidelines
- AS/NZS 4360: 2004 – Risk Management
- AS/NZS 3745: 2002 – Emergency control organization and procedures
- HB 436: 2004 – Risk Management Guidelines
- HB 254: 2004 – Guide to Controls Assurance and Risk Management

Relevant New South Wales State laws and regulations that apply to the event activity, include:

- *Work Health and Safety Act*
- *Work Health and Safety Regulations*

This Event Security Management Plan examines security control options for security risks in relation to the event activity but does not include the identification, evaluation or treatment options for reducing operational, medical, environmental and financial risk. Any related financial risk will remain the responsibility of the event promoter.

RESPONSIBILITY

ISEC has developed this Event Security Management Plan for the FUTURE ENTERTAINMENT Event Producer, Production Manager and applicable delegates.

Stakeholders who also need to be conversant with security-related planning considerations, include:

- Royal Botanic Gardens (RBG)
- The Rocks LAC Police Service (Police)
- First Aid Provider (FIRSTCARE MEDICAL)
- Other third-party contractors and service providers

COORDINATION WITH OTHER AGENCY PLANS

Senior security command stakeholders, venue management and emergency services personnel should consider the Event Security Management Plan in conjunction with other applicable management and emergency plans developed for the RBG and FUTURE ENTERTAINMENT by other relevant agencies, venue delegates, event stakeholders and emergency services.

The operations and scope of these plans will dictate and influence the performance and integration of the Event Security Management Plan and ancillary security documentation including supervisor briefs, personnel deployment schedules and evacuation plans.

4. RISK SUMMARY

*** Security Risk Assessment has not been made available for this plan***

Risk management is a systematic, analytical process to consider the relative likelihood that a threat will harm an asset and to identify actions to reduce and mitigate the possible consequences. Risk management principles acknowledge that while risk generally cannot be eliminated; enhancing protection from potential threats ensure higher probability of limiting downstream adverse outcomes.

Event Security Risk Assessment (ESRA) is an output developed to provide a comprehensive account of foreseeable security risks that may impact upon safe conduct of an event activity, and includes recommendations to assist security stakeholders with determining appropriate security risk management treatment options within the planning process.

Event Security Risk Assessment (ESRA) is applied to evaluate any security-related incident or event that may have material impact on event operations and activities. ESRA measures risk through examining the interrelationship between security threats and vulnerabilities. The methodology considers information from operational planning inputs, intelligence reports, security standards and benchmarked best practice policy.

ESRA, within the planning process, presents a quantitative examination of security risk to focus the designation of security risk management planning and measures. Outputs of the ESRA should be reviewed with consideration for the risk tolerance of associated stakeholders and downstream organisational-side risk outcomes. This determination will be influenced greatly by the prevailing organisational 'risk appetite' and criteria that have been established.

It is a requirement of ISO 31000: 2013 – *Risk Management*, HB 436: 2004 – *Risk Management Guidelines*, HB 167: 2006 – *Security Risk Management* and AS/NZS 3745: 2002 – *Emergency control organization and procedures* that an applicably suitable and comprehensive level of risk assessment and management planning be undertaken to complement any activity undertaken.

Previous ESRA reports (*Future Music Festival 2008 – Security Risk Assessment: Executive Summary*) produced for **FMF '08 Sydney** indicated that several risk factors of a **severe** or prevalent nature threatened the successfulness of the event activities. Reports on these threats included:

- Traffic Accident
- Excessive Drug and Alcohol Consumption
- Unauthorised Entry
- Safety Incidents
- Critical Incidents

It had been previously advised that left untreated, these identified risk scenarios may promote downstream consequences for FMF '13, including significant impact upon operational aspects of the event activity, the health and safety of patrons, public and staff, and the protection of infrastructure and property. Such outcomes would most likely expose FUTURE to financial loss and reputational down-trending with Sydney councils, planning authorities and the broader public.

Subsequently, FUTURE may not have sort to implement additional security risk mitigation measures to address these core security risks. Any anecdotal-based review provided may not constitute the actual organisational circumstance during the event.

5. MISSION

Provide a safe and secure event activity, protecting FUTURE MUSIC FESTIVAL Sydney assets, personnel and patrons.

This mission will be achieved by giving full consideration to:

- Coordinating security resources effectively at the event site
- Implementing effective security risk management and planning tools
- Delivering robust planning documents that consider all risks and hazards
- Protecting sensitive security-related information by limiting distribution
- Managing effective working relationships with event stakeholders
- Coordinating security arrangements with Local Council representatives
- Coordinating security arrangements with Local Police
- Anticipating likely event incidents and preparing effective responses
- Reporting and responding to event incidents

ISEC will deploy experienced Event Security personnel to ensure that risk management and security planning tools accommodate the event site and operational variables.

CONCEPT OF OPERATIONS

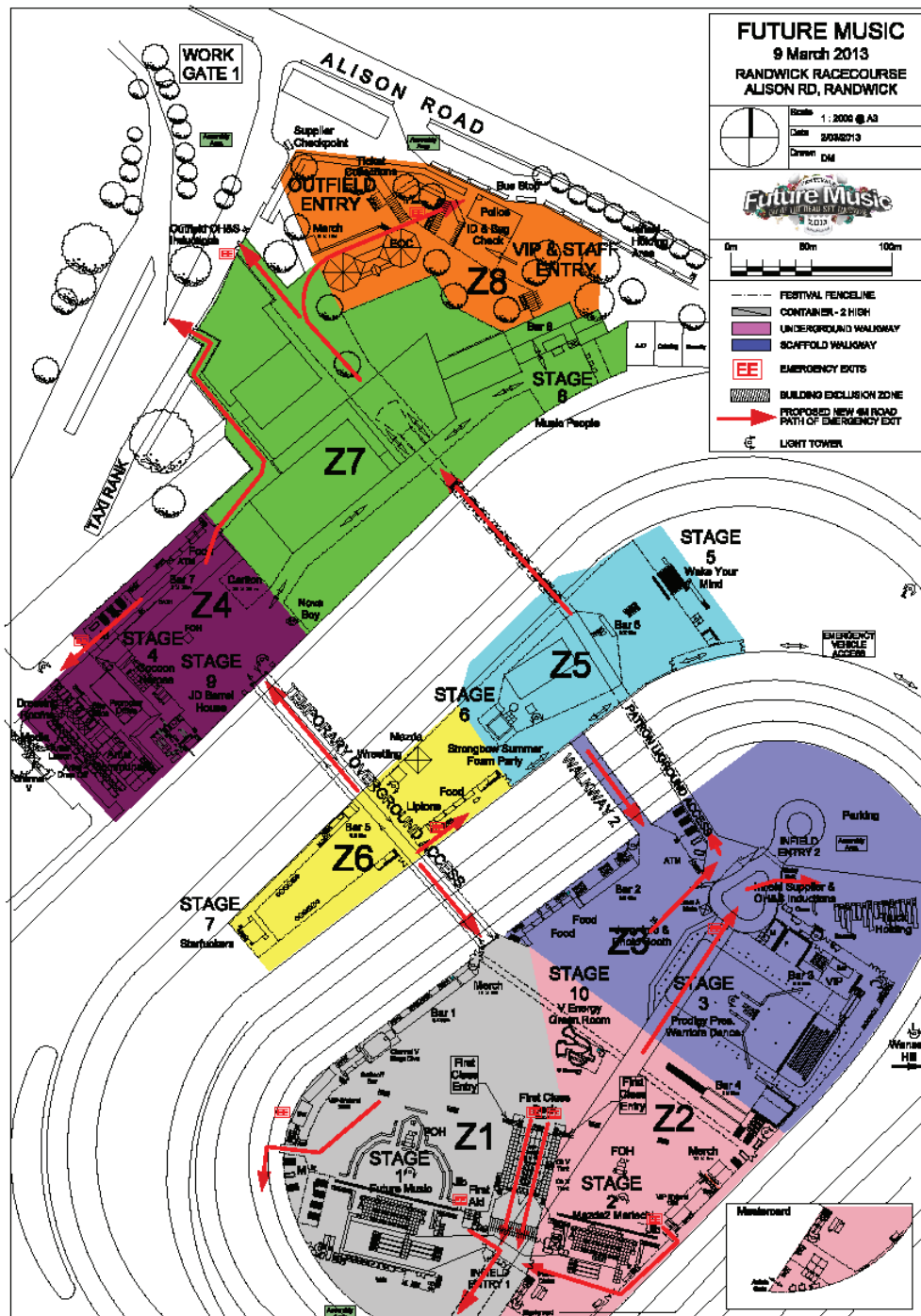
ISEC has developed the Concept of Operations, based upon principles of Security-in-Depth. This approach will incorporate a combination of physical security measures and operational procedures.

This plan supports hazard mitigation measures and safety mechanisms to ensure the safety of site personnel and patrons, including:

- Early identification, assessment and treatment of event risk
- Physical security measures to restrict unauthorized items and access
- Accreditation measures to validate authorized personnel into restricted areas
- Surveillance to identify potential operational threats
- Static security locations to deter or prevent unauthorized entry
- Mobile patrols to respond to potential operational threats
- Coordinated communications and reporting procedures

Police and security personnel have a major role in supporting this Concept of Operations. Success will depend heavily upon police and security supervisors showing leadership within their designated areas.

6. SECURITY MAP OVERLAY



ISEC recommends that stakeholders review Event Security Management Plan with A3-size Map

7. SECURITY ZONES

ZONE	DESCRIPTION
ACCESS CONTROL	Security procedures used to control access of individuals, goods and vehicles within the venue.
ACCREDITATION	Identification tags issued by the Event Producer to control access to Restricted Zones within the venue.
ZONE 1	Infield area including Stage 1(Main Stage), D Barrier, Toilets, Bar 1, Grandstand, Artist Communal and First Aid tent.
ZONE 2	Infield area adjacent to Zone 1 and 2 including Stage 2, VIP Grandstand & bar, Bar 4, V Energy Green Room, Merch, Food and First Aid Tent.
ZONE 3	Infield area opposite Zone 1 including Stage 3 (Circus Tent), Bars 2 & 3,, Food, First Aid, VIP Area, and Toilets. This area also houses the secondary infield entry.
ZONE 4	South of the Shannon Lawn, including Stage 4, Bar 7, JD Barrel House, Carlton Bar, First Aid, Food and Artist Communal (BOH).
ZONE 5	Opposite Zone 6, this zone is the area with deployments at Stage 5, First Aid, Stage 6 (Foam Party) and Bar 6.
ZONE 6	Personnel deployed on the Stage 7, Bar 5, Overground Access Pathway and Toilets.
ZONE 7	Personnel deployed on the Stage 8, Bar 8, Merch, Underground Access Pathway.
GATES- INFIELD/OUTFIELD	All areas with security infrastructure employed to screen patrons entering the event site
PERIMETER	Perimeters are personnel deployed to monitor and patrol the peripheral boundaries of the event site, including Emergency Exits.

PHYSICAL SECURITY MEASURES

ISEC has coordinated with the Event Producer, Police and RBG to ensure that appropriate rated security infrastructure provides adequate safety measures and provides an effective deterrence against unauthorized entry into restricted areas.

Physical security measures include:

- Vehicle calming measures for restricting vehicle access to the Bump-in Entry areas
- Water-filled barricades to facilitate stand-off distances from perimeter fences
- Fencing for the perimeter to limit the access of unauthorised persons and restricted items
- Security gate structures to screen patrons and check accreditation
- Emergency Exit gates to enable effective evacuation from the event site
- MOJO-style concert barrier for stage areas

8. EXECUTION

GENERAL OUTLINE

ISEC will be responsible for implementing event security-related planning measures for FMF '13 staged at Royal Randwick Racecourse, Sydney on Saturday 9 March 2013.

ISEC will deploy the SECURITY MANAGEMENT TEAM of SEVEN (7), to provide command and coordination of security resources allocated to the event. This role includes managing the Security Control Room, and coordinating initial response to any security or safety incidents.

ISEC will provide **12** licenced security supervisors to perform security supervisory tasks assigned in the Security Deployment Schedule. ISEC will provide 12 2ic security guards to support the security supervisors in each zone and ISEC will provide **361** licenced security guards to perform security tasks assigned in the Security Deployment Schedule, and as illustrated on the Security Overlay.

ISEC will further supply 8 security guards for the resident response group. This group will be solely tasked to ensure that the local neighbouring areas external to the event site are frequently patrolled and monitored throughout the event period. These guards will also respond to any calls made through the resident hotline and communicate with residents where required.

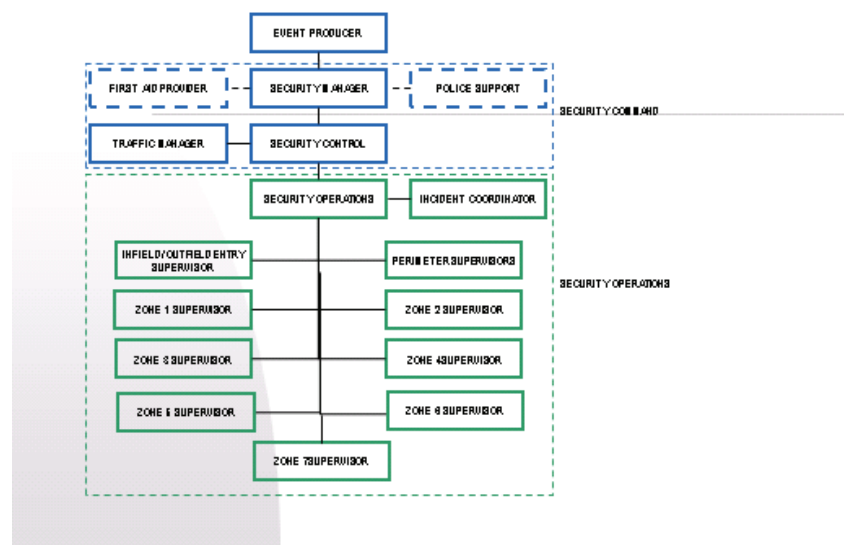
ISEC have been engaged to supply the ATC 18 licenced security guards who will be deployed to monitor the stable areas.

ISEC will provide **40** NSW Traffic Controllers to assist with the safe crowd movement during ingress and egress of FMF '13 – as documented in *FMF '13 Traffic Management Plan*.

ISEC will provide **4** RSA Managers and **18** certified RSA Monitors that will supplement the ISEC guard force capability to monitor and enforce liquor licensing restrictions, RSA best practice guidelines, and the Harm Minimisation initiatives endorsed by FUTURE MUSIC FESTIVAL 2013.

SEAA have been engaged by FMF to provide A Security Manager and NSW licenced security guards for the management of the D Barrier, Main Stage Barrier and Main Stage BOH areas.

SECURITY ORGANISATION STRUCTURE



9. SECURITY GROUPS

Groups, roles & task outlines have been developed for:

SECURITY EXECUTIVE

POSITION	PERSON	ORGANISATION
Future Security Manager	GEORGE PARTHY	FUTURE ENTERTAINMENT

SECURITY COMMAND

POSITION	PERSON	ORGANISATION
Security Manager	SIMONE ELBEB	ISEC
Security Operations Manager	TONY DAOU	ISEC
Incident Response Coordinator	MICHAEL LAKKIS	ISEC
Security Control	MICHAEL T'IAGGI/ RANKO MARKOVIC	ISEC

SECURITY OPERATIONS

POSITION	PERSON	ORGANISATION
Out-Field Gates Supervisor	TBA	ISEC
In-Field Gates Supervisor	TBA	ISEC
ZONE 1 Supervisor	TBA	ISEC
ZONE 2 Supervisor	TBA	ISEC
ZONE 3 Supervisor	TBA	ISEC
ZONE 4 Supervisor	TBA	ISEC
ZONE 5 Supervisor	TBA	ISEC
ZONE 6 Supervisor	TBA	ISEC
ZONE 7 Supervisor	TBA	ISEC
Allison Perimeter Supervisor	TBA	ISEC
Doncaster Perimeter Supervisor	TBA	ISEC
Wansey Perimeter Supervisor	TBA	ISEC

POSITION	PERSON	ORGANISATION
General Duties	INSP DENGATE	EASTERN BEACHES LAC
First Aid Provider	TBA	ST JOHNS AMBULANCE

ROLES & TASKS: FUTURE ENTERTAINMENT SECURITY MANAGER

FUTURE ENTERTAINMENT SECURITY MANAGER is the retained FUTURE security advisor responsible for coordinating security resources throughout the 2013 FMF event series. The FUTURE ENTERTAINMENT SECURITY MANAGER provides executive oversight of event security planning, event day deployment and management of security resources.

During the event FUTURE ENTERTAINMENT SECURITY MANAGER provides liaison between FUTURE management, external stakeholders, venue representatives and event security providers.

POSTION	FUTURE ENTERTAINMENT SECURITY MANAGER
PERSON:	GEORGE PARTHY
CALL SIGN	"FESTIVAL 1"
REPORT TO:	FESTIVAL PROMOTER
ROLE	Future Entertainment Security Manager is responsible for supervision of event security management and senior stakeholder liaison
TASKS	Festival Entertainment Security Manager, roles and tasks include: • Establish event overview and operations with FUTURE • Develop security budget and provider shortlists • Conduct initial liaison with security stakeholders • Identify event licensing conditions and restrictions • Consult with NSW Police on event security requirements • Consult with AJC on event security requirements • Consult with Security Liaison on security planning requirements • Attend all designated coordination meetings and site walkthroughs • Provide liaison between FUTURE, Venue and Security Command • Supervise operations of Security Command • Implement managerial corrective action procedures • Conduct final site inspection with Security Command • Represent FUTURE in Emergency Management Team • Report to Event Producer on security or safety incidents

ROLES & TASKS: EVENT SECURITY MANAGER

Event Security Manager provides overall management of security command resources for the FUTURE MUSIC FESTIVAL 2013 Sydney Event. Event Security Manager administers the delivery of event security planning, event day personnel deployment and performance of security resources.

During the event, Event Security Manager is responsible for overseeing the management of security resources and coordinating the initial response to any significant security or safety incidents.

POSITION:	EVENT SECURITY MANAGER
PERSON:	SIMONE ELBEB
CALL SIGN:	"ISEC 1"
REPORT TO:	EVENT DIRECTOR/FE SECURITY MANAGER
ROLE	Event Security Manager is responsible for coordinating deployment of security guard resources at the designated events as per the roster.
TASKS	Event Security Manager, roles and tasks include: • Review the FUTURE ENTERTAINMENT Risk Assessment with other stakeholders • Develop the Event Security Plan and Security Deployment Schedule • Coordinate planning arrangements with stakeholders • Support coordination of the First-Aid Provider • Engage, brief and deploy the Event Security Command • Consult with Maroubra LAC on event security requirements • Consult with RBG on event security requirements • Conduct crisis management training for security stakeholders • Conduct security training and rehearsals with Security Provider • Conduct final briefings with Security Supervisors on Event Day • Conduct final site walkthrough for security checks • Report to Police and Event Director on security issues • Coordinate response to any security or safety incidents • Activate the Crisis Management Team for any critical incidents • Perform the role of Chief Warden in CMP • Support site handover to emergency services if required • Report to Event Director on security gaps or safety hazards

ROLES & TASKS: SECURITY OPERATIONS MANAGER

Security Operations Manager is the allocated executive of the ISEC security supervisors and guard force. Security Operations Manager ensures the proper allocation of responsibility within the ISEC organisational roles and oversees the operations of these positions including Security Operations Coordinator and Incident Response Coordinator.

During the event, Security Operations Manager is responsible for managing the operations of security personnel, including deployment of critical incident response capacity in the role of Emergency Response Officer.

POSITION:	SECURITY OPERATIONS MANAGER
PERSON:	TONY DAOU
CALL SIGN:	"ISEC 2"
REPORT TO:	EVENT SECURITY MANAGER
ROLE	Security Operations Manager is responsible for coordinating and managing the deployment of ISEC security resources.
TASKS	ISEC Security Manager roles and tasks include: • Provide licensed security guards throughout the event activity: • Roster security guards as per the Security Deployment Schedule • Consult with Security Liaison on event security requirements • Attend all designated coordination meetings and site walkthroughs • Ensure designated Supervisors attend all training and rehearsals • Assist with preparation for security training and rehearsals • Conduct final site inspection with Security Command & Supervisors • Report to Event Security Manager on security gaps or hazards • Manage the coordination of security personnel resources • Implement redeployment of security personnel into critical areas • Implement security screening procedures at entry points • Perform the role of Emergency Response Officer in CMP • Implement access control procedures into designated zones • Report to Event Security Manager on security or safety incidents • Coordinate Supervisors for site evacuation if required • Assist with site handover to emergency services if required • Manage deployment of security guards during site evacuation

ROLES & TASKS: TRAFFIC MANAGER

POSITION:	TRAFFIC MANAGER
PERSON:	PEDR DANKS
CALL SIGN:	"TRAFFIC 1"
REPORTS TO:	SECURITY MANAGER
ROLE	Traffic Manager is responsible for coordinating deployment of infrastructure and traffic controllers as specified in the Traffic Management Plan.
TASKS	Traffic Management roles and tasks include: • Develop the Traffic Management Plan, including consideration for: ○ Site maps that will outline concept of operations ○ Control procedures that will produce a safe event activity ○ Routes that provide emergency vehicle entry & egress ○ Control measures that will promote safe pedestrian flow ○ Traffic signage that will comply with relevant RTA codes ○ Signage requirements for TMP implementation ○ Budget for signage and personnel requirements • Liaise with NSW Police and RBG on traffic management support • Attend all designated coordination meetings and site walkthroughs • Report to Security Manager on identified traffic / safety hazards • Manage the coordination of traffic control infrastructure resources • Implement deployment of I-SEC traffic controllers • Report to Security Manager on traffic or safety incidents • Coordinate Police resources as required • Confirm primary and alternate pick-up locations with Ambulance • Coordinate I-SEC team for site evacuation if required • Provide post-activity report on traffic incidents to Event Producer

ROLES & TASKS: INCIDENT RESPONSE COORDINATOR

Incident Response Coordinator supports the Security Operations Manager implement critical incident response procedures through supervising assigned response resources. Incident Response Coordinator ensures effective critical incident response by identifying, evaluating and executing incident response requirements and resources.

During the event, Incident Response Coordinator is responsible for ensuring the preparedness of response resources and supervising implementation of critical incident procedures.

POSITION:	INCIDENT RESPONSE COORDINATOR
PERSON:	MICHAEL LAKKIS
CALL SIGN:	"ISEC 3"
REPORTS TO:	SECURITY OPERATIONS MANAGER
ROLE	Incident Response Coordinator is responsible for managing the preparation and immediate response for any security incident
TASKS	Incident Response roles and tasks include: • Consult with Security Manager on incident response requirements • Assist with crisis management training for security stakeholders • Conduct final site inspection for potential security threats • Report to Security Manager on security gaps or safety hazards • Conduct incident site control and reporting during a critical incident • Direct critical information to the Crisis Management Team • Support role of Crisis Coordinator in deploying response assets • Coordinate tasking of security personnel in immediate response • Coordinate security resources to assist with site evacuation • Coordinate site handover to emergency services if required • Manage deployment of security resources during site evacuation • Manage reporting of critical information to Control Room

ROLES & TASKS: SECURITY CONTROL

Security Operations Control Supervisor supports Security Command group in all C4i responsibilities through managing communications infrastructure, networking, tactical communications and interoperability.

SOC Supervisor includes operating communications system architecture and plans to support the operational and strategic requirements of the Command group. SOC Supervisor is responsible for supporting the exercise of command in the execution of all security operations through the integration of interoperable communications systems and security system functions

POSITION:	SECURITY CONTROL SUPERVISOR
PERSON:	MICHAEL T'IAGGI
CALL SIGN:	"CONTROL"
REPORT TO:	EVENT SECURITY MANAGER
ROLE	Security Control Supervisor is responsible for managing communication of security information between event management, security, medical and police CALL SIGNs.
TASKS	Security Control Room roles and tasks include: • Ensure that Event Control Room has all required equipment • Ensure that radio CALL SIGN:s have been allocated and understood • Confirm that key groups maintain representative in Control Room • Manage radio CALL SIGN:s and communications procedures • Provide briefings to radio CALL SIGN:s and correct procedure gaps • Coordinate transfer of critical information to relevant stakeholders • Monitor operations of CIT personnel (where applicable) • Report to Security Manager on communication gaps • Maintain a radio log for information transmitted to Control Room • Direct communications to relevant channels as required • Direct relevant CALL SIGN:s to Emergency Channel as required • Manage the EOC during a critical incident • Direct critical information to the Crisis Management Team • Maintain the EOC radio log during any critical incident • Assist with site handover to emergency services if required • Manage deployment of security resources during site evacuation • Manage reporting of critical information to Control Room

ROLES & TASKS: SECURITY SUPERVISORS

ISEC will assign TWELVE (12) Security Supervisors to implement security arrangements in each of the designated zones, as detailed in the Security Deployment Schedule, and illustrated on Security Overlay.

Security Supervisors are the primary executive of standard operations as assigned in the designated security zone. Security Supervisors support the overall coordination of security resources by Security Operations Manager through ensuring deployment of personnel and completion of tasked position duties as specified.

During a critical incident Supervisors support the Crisis Management Team as Deputy Wardens.

SUPERVISOR:	PERIMETER (3)	SUPERVISOR:	GATES OUTFIELD
SUPERVISOR:	ZONE 1	SUPERVISOR:	ZONE 2
SUPERVISOR:	ZONE 3	SUPERVISOR:	ZONE 4
SUPERVISOR:	ZONE 5	SUPERVISOR:	ZONE 6
SUPERVISOR:	ZONE 7	SUPERVISOR:	GATES INFIELD
REPORTING TO:	SECURITY OPERATIONS MANAGER		
ROLE	Security Supervisors are responsible for managing the deployment of security guards within designated event zones, as per the roster.		
REQUIREMENT:	Security Supervisors will be selected by the Security Operations Manager on the basis that each perform their designated role to the following standard: • Attend all designated Coordination and Security Briefings • Maintain high standards in event security operations • Perform roles & tasks as directed in the Event Security Plan • Lead and supervise security personnel effectively • Deliver clear and effective briefings to security personnel • Adapt plans effectively to changing operational environment • Report operational information effectively to Control Room • Liaise effectively with coordinating agencies in emergency		
TASKS:	Security Supervisors will be provided with specific Briefings outlining • Deployment tasks for security guards in each Zone • Security and safety checks required for each Zone • Access control procedures for entering each Zone • Removal procedures for unaccredited persons • Emergency response and evacuation procedures		

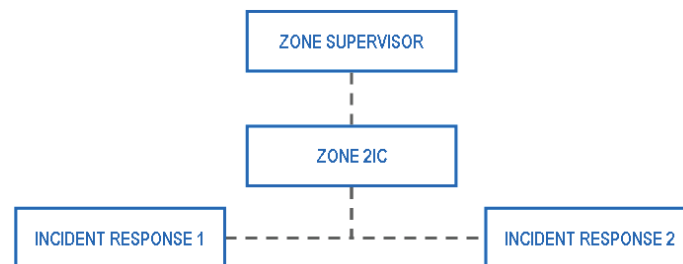
ZONE ORGANISATION STRUCTURE

Security Zone is a security group tasked with coordinating security operations within the defined geographic area or functional aspect of the event. Each unit has a command structure to coordinate security functions and a deployment of personnel that are assigned specific positions.

Each zone has a Supervisor which reports directly to Event Security Manager and Security Operations Manager. The Supervisor role is to brief personnel, ensure assigned positions are deployed and standard operating procedures are adhered to.

Zone Second-in-Command (2IC) assist the Zone Supervisor in briefing security personnel, deploying positions and overseeing execution of security operating procedures in the zone. The 2IC supports the Supervisor through overseeing zone administrative requirements, managing additional personnel deployment and actioning incident response procedures.

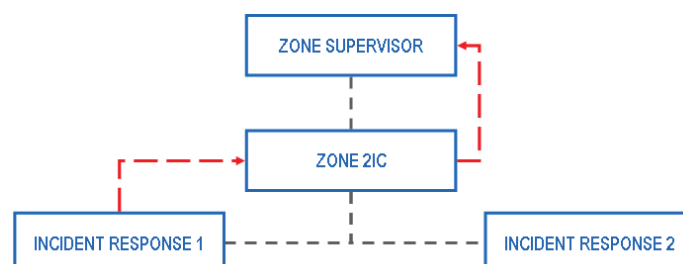
Zone Incident Response represents the zone security response asset. Each Incident Response position is a two-personnel deployment. Incident Response provides a rapid deployment capacity to security threats. Incident Response can assist zone Supervisors by reporting on security and safety threats and implementing incident resolution procedures.



DEVOLUTION OF ZONE COMMAND

Devolution of command procedures are developed to facilitate delegation of zone command in the aftermath of a worst-case scenario in which a member of the zone command is incapacitated. The devolution of command is the preparedness of the security group to effectively delegate responsibilities and re-establish command structure.

The graphic represents the devolution of command in the security zone group. In the event of the zone Supervisor being incapacitated, the roles and responsibilities are transferred to the 2IC. Should the 2IC be incapacitated or required to fulfil the zone Supervisor position, a senior member of the Incident Response 1 capacity is allocated as 2IC. Should any member of the Incident Response capacity be allocated additional responsibility in the zone command structure, an additional deployment should be made to supplement the response position.



ROLES & TASKS: GATES SUPERVISOR

SUPERVISOR:	OUFIELD GATES
SUPERVISOR:	INFIELD GATES
REPORTING TO:	SECURITY OPERATIONS MANAGER
ROLE	Security Supervisor is responsible for managing the deployment of security guards within GATES, as per the roster.
ZONE PERSONNEL	PRIMARY TASKS
ID & WANDING (OUTFIELD) incl VIP 26 personnel	• Monitor for intoxicated persons • Check ID and conduct ISEC wanding procedures
ID & WANDING (INFIELD) incl VIP 20 personnel	• Check ID and conduct ISEC wanding procedures • Check that patron has a valid ticket
BAG SEARCH incl VIP 13 personnel Outfield 18 personnel Infield	• Monitor for intoxicated persons • Conduct Bag Search procedures
INFIELD ENTRY 2 4 personnel	• Check ID and conduct ISEC wanding procedures • Conduct Bag Search procedures
TICKET CONTROL 4 personnel Outfield	• Provide Crowd Control • Monitor for intoxicated persons
LINE RESPONSE 2 personnel (ea entry)	• Support operations of Ticket Personnel • Provide Incident Response
VEHICLE CROSSING POINT (Infield) 2 personnel	• Assist with crowd management and queue systems • Ensure pedestrian safety at vehicle crossing point
FIRST CLASS (FC) DECK ENTRY 1 & 2 2 personnel ea	• Provide Crowd Control • Monitor for intoxicated persons • Provide access control into VIP Area

ROLES & TASKS: GATES SUPERVISOR (CONT.)

ZONE PERSONNEL	PRIMARY TASKS
FC DECK EXIT 4 personnel	• Provide Crowd Control • Monitor for intoxicated persons • Support Emergency Evacuation Procedures
FC DECK BAR 3 personnel	• Monitor for intoxicated persons • Check accreditation of persons
FC DECK BAR RSA 1 personnel	• Monitor for intoxicated persons • Ensure RSA practices are adhered to and maintained
FC DECK ROVERS 4 personnel (2 Lft/2Rgt)	• Provide capacity restrictions • Provide asset protection • Monitor for intoxicated patrons
VIP ENTRY FC DECK GRANDSTAND 4 personnel (2 ea entry)	• Provide capacity restrictions • Provide access control • Monitor for intoxicated patrons
EMERGENCY EXIT GATES 2-8 7 personnel	• Provide access control • Monitor for intoxicated patrons • Check accreditation of persons

ROLES & TASKS: ZONE 5 SUPERVISOR

SUPERVISOR:	ZONE 5
REPORTING TO:	SECURITY OPERATIONS MANAGER
ROLE	Security Supervisor is responsible for managing the deployment of security guards within ZONE 5, as per the roster.
ZONE PERSONNEL	PRIMARY TASKS
STAGE 5 BOH 2 personnel	• Provide access control to BOH • Provide asset protection
STAGE 5 FOH 1 personnel	• Provide access control to FOH • Provide asset protection
STAGE 5 BARRIERS 6 personnel	• Provide crowd control duties • Provide assistance to safety issues
FOAM PARTY (STAGE 6) 3 personnel	• Provide crowd control duties • Provide assistance to safety issues
FOAM BAR 2 personnel 1 RSA	• Monitor for intoxicated persons • Check accreditation of persons • Ensure RSA practices are adhered to and maintained
FIRST AID 2 personnel	• Provide access control duties • Provide asset protection
ZONE 5 RESPONSE 2 personnel	• Monitor for intoxicated persons • Provide critical incident response

ROLES & TASKS: ZONE 6 SUPERVISOR

SUPERVISOR:	ZONE 6
REPORTING TO:	SECURITY OPERATIONS MANAGER
ROLE	Security Supervisor is responsible for managing the deployment of security guards within ZONE 5, as per the roster.
ZONE PERSONNEL	PRIMARY TASKS
STAGE 7 BOH 2 personnel	• Provide access control to BOH • Provide asset protection
STAGE 7 BARRIERS 3 personnel	• Provide crowd control duties • Provide assistance to safety issues
MAZDA ACTIVATION 1 personnel	• Provide crowd control duties • Provide asset protection
ZONE 6 BAR 5 RSA 2 personnel	• Monitor for intoxicated persons • Ensure RSA practices are adhered to and maintained
ZONE 6 BAR 5 2 personnel	• Monitor for intoxicated persons • Check accreditation of persons
ZONE 6 WALKWAY 2 personnel	• Provide crowd control duties • Provide asset protection
ZONE 6 RESPONSE 2 personnel	• Monitor for intoxicated persons • Provide critical incident response

ROLES & TASKS: ZONE 7 SUPERVISOR

SUPERVISOR:	ZONE 7
REPORTING TO:	SECURITY OPERATIONS MANAGER
ROLE	Security Supervisor is responsible for managing the deployment of security guards within ZONE 7, as per the roster.
ZONE PERSONNEL	PRIMARY TASKS
STAGE 8 BARRIERS 4 personnel	- Provide crowd control duties - Provide assistance to safety issues
STAGE 8 BOH 2 personnel	- Provide access control - Check accreditation of persons
GRANDSTAND EXIT DOOR (GLASS) 1 personnel	- Provide crowd control duties - Provide assistance to safety issues
GRANDSTAND BAR(LOWER) 1 personnel	- Monitor for intoxicated persons - Check accreditation of persons
GRANDSTAND BAR (LOWER) RSA 2 personnel	- Monitor for intoxicated persons - Ensure RSA practices are adhered to and maintained
BAR 8 RSA 2 personnel	- Monitor for intoxicated persons - Ensure RSA practices are adhered to and maintained
BAR 8 2 personnel	- Monitor for intoxicated persons - Check accreditation of persons
ZONE 7 RESPONSE 2 personnel	- Monitor for intoxicated persons - Provide critical incident response - Support Zone 11 with rapid response
ZONE 7 REAR ROVERS 2 personnel	- Monitor for intoxicated persons - Provide critical incident response - Support Zone 6 with rapid response
SECURITY ACCESS GATE 1 personnel	- Access control into the restricted area - Check accreditation of persons
PED. TUNNEL NTH 1 personnel	- Monitor for intoxicated persons - Monitor for unauthorised access
PED. TUNNEL INTERNAL 1 personnel	- Monitor for intoxicated persons - Monitor for unauthorised access

ROLES & TASKS: PERIMETER

SUPERVISOR:	ALISON PERIMETER/ DONCASTER PERIMETER/ WANSEY PERIMETER
REPORTING TO:	SECURITY CONTROL
ROLE	Security Supervisor is responsible for managing the deployment of security guards within PERIMETER, as per the roster.
ZONE PERSONNEL	PRIMARY TASKS
ALISON PERIMETER 16 personnel	- Patrol perimeter fence - Provide response to attempted unauthorised entry
DONCASTER PERIMETER 27 personnel	- Patrol perimeter fence - Provide response to attempted unauthorised entry
WANSEY / HIGH ST PER 18 personnel	- Patrol perimeter fence - Provide response to attempted unauthorised entry
HIGH ST STABLES 12 personnel	- Provide access control duties into Stables - Provide asset protection duties
ALISON RD. GATE 1 personnel	- Provide access control duties - Support emergency evacuation process
ALISON/DONCASTER GATE 1 personnel	- Provide access control duties - Support emergency evacuation process
WANSEY STABLES 6 personnel	- Provide access control duties into Stables - Provide asset protection duties
ABBORT. VEH. GATE 1 personnel	- Provide access control duties - Support emergency evacuation process
WANSLEY ST. GATE 2 personnel	- Provide access control duties - Support emergency evacuation process
INFIELD TUNNEL OPEN. 5 personnel	- Provide crowd control supervision to High St Tunnel - Support emergency evacuation process
HIGH ST TUNNEL. 2 personnel	- Provide crowd control supervision to High St Tunnel - Support emergency evacuation process
TAXI DROP OFF- ASCOT AREA 8 personnel	- Provide access control duties - Support emergency evacuation process
2000 MTR GATE- ALISON 2 personnel	- Provide access control duties - Support emergency evacuation process
HIGH ST GT/UNDERPASS 4 personnel	- Provide access control duties - Support emergency evacuation process

ROLES & TASKS: ZONE 4 SUPERVISOR

SUPERVISOR:	ZONE 4
REPORTING TO:	SECURITY OPERATIONS MANAGER
ROLE	Security Supervisor is responsible for managing the deployment of security guards within ZONE 4, as per the roster.
ZONE PERSONNEL	PRIMARY TASKS
STAGE 4 BARRIERS 6 personnel	• Provide access control duties • Provide assistance to safety issues • Provide asset protection
STAGE 4 FOH 1 personnel	• Monitor for intoxicated persons • Check accreditation of persons
STAGE 4 BOH 2 personnel	• Provide crowd control duties • Provide assistance to safety issues
BAR 7 3 personnel	• Monitor for intoxicated persons • Check accreditation of persons
BAR 7 RSA 2 personnel	• Monitor for intoxicated persons • Ensure RSA practices are adhered to and maintained
ZONE 4 RESPONSE 2 personnel	• Monitor for intoxicated persons • Provide critical incident response
JD BARREL HOUSE 8 personnel	• Provide crowd control duties • Provide assistance to safety issues
INFIELD WALKWAY 2 personnel	• Provide crowd control • Provide assistance to safety issues
FIRST AID 2 personnel	• Provide crowd control • Support First Aid personnel
ARTIST COMMUNAL 4 personnel	• Provide access control • Check accreditation of persons
ARTIST COMMUNAL BAR RSA 1 personnel	• Monitor for intoxicated persons • Ensure RSA practices are adhered to and maintained

ROLES & TASKS: ZONE 1 SUPERVISOR

SUPERVISOR:	ZONE 1
REPORTING TO:	SECURITY OPERATIONS MANAGER
ROLE	Security Supervisor is responsible for managing the deployment of security guards within ZONE 1, as per the roster.
ZONE PERSONNEL	PRIMARY TASKS
BAR 1 5 personnel	• Monitor for intoxicated persons • Check accreditation of persons
BAR 1 RSA 2 personnel	• Monitor for intoxicated persons • Ensure RSA practices are adhered to and maintained
VIP GRANDSTAND ENTRY 3 personnel	• Monitor for intoxicated persons • Provide access control for VIP patrons
VIP GRANDSTAND EXIT 2 personnel	• Monitor for intoxicated persons • Monitor capacity levels
VIP GRANDSTAND BAR 2 personnel	• Monitor for intoxicated persons • Provide access control for VIP patrons
VIP GRANDSTAND BAR RSA 1 personnel	• Monitor for intoxicated persons • Ensure RSA practices are adhered to and maintained
SMIRNOFF BAR DECK 1 & 2 2 personnel	• Provide capacity restrictions • Provide asset protection • Monitor for intoxicated patrons
CHANNEL V STAGE DIVE 4 personnel	• Monitor for intoxicated persons • Provide crowd control duties • Check accreditation of persons
MERCH 1 personnel	• Monitor for intoxicated persons • Provide asset protection
ZONE 1 FIRST AID 2 personnel	• Provide crowd control • Support First Aid personnel
ZONE 1 RESPONSE 4 personnel	• Monitor for intoxicated persons • Provide critical incident response
OUTFIELD WALKWAY 2 personnel	• Monitor for intoxicated persons • Provide crowd control duties

ROLES & TASKS: ZONE 2 SUPERVISOR

SUPERVISOR:	ZONE 2 SUPERVISOR
REPORTING TO:	SECURITY OPERATIONS MANAGER
ROLE	Security Supervisor is responsible for managing the deployment of security guards within ZONE 2, as per the roster.
ZONE PERSONNEL	PRIMARY TASKS
STAGE 2 BARRIERS 13 personnel (incl super)	• Provide crowd control duties • Provide assistance to safety issues
STAGE 2 BOH 5 personnel (incl super)	• Provide access control duties • Check accreditation of persons
ZONE 2 VIP GRANDSTAND ENTRY 3 personnel	• Monitor for intoxicated persons • Provide access control for VIP patrons
ZONE 2 VIP GRANDSTAND ROVER 2 personnel	• Provide asset protection • Prevent unauthorised climbing on structures • Monitor for intoxicated patrons
ZONE 2 VIP GRANDSTAND BAR 2 personnel	• Monitor for intoxicated persons • Provide access control for VIP patrons
STAGE 2 FOH 2 personnel	• Provide access control duties • Provide assistance to safety issues
V ENERGY ACTIVATION 6 personnel	• Monitor for intoxicated persons • Provide crowd control duties
MERCH 2 personnel	• Monitor for intoxicated persons • Provide asset protection
ZONE 2 RESPONSE 4 personnel	• Monitor for intoxicated persons • Provide critical incident response

ROLES & TASKS: ZONE 3 SUPERVISOR

SUPERVISOR:	ZONE 3 SUPERVISOR
REPORTING TO:	SECURITY OPERATIONS MANAGER
ROLE	Security Supervisor is responsible for managing the deployment of security guards within ZONE 3, as per the roster.
ZONE PERSONNEL	PRIMARY TASKS
STAGE 3 BARRIERS 8 personnel (incl super)	• Provide crowd control duties • Provide assistance to safety issues
STAGE 3 BOH 3 personnel	• Provide access control duties • Check accreditation of persons
STAGE 3 KING POLES 4 personnel	• Provide asset protection • Prevent unauthorised climbing on structures
STAGE 3 FOH 2 personnel	• Provide access control duties • Provide assistance to safety issues
BAR 2 3 personnel	• Monitor for intoxicated persons • Check accreditation of persons
BAR 2 RSA 2 personnel	• Monitor for intoxicated persons • Ensure RSA practices are adhered to and maintained
BAR 3 3 personnel	• Monitor for intoxicated persons • Check accreditation of persons
BAR 4 4 personnel	• Monitor for intoxicated persons • Check accreditation of persons
BAR 4 RSA 2 personnel	• Monitor for intoxicated persons • Ensure RSA practices are adhered to and maintained
ZONE 3 FIRST AID 2 personnel	• Provide access control • Provide assistance to First Aid personnel
ZONE 3 VIP GS ENT/EX 3 personnel	• Monitor for intoxicated persons • Provide access control for VIP patrons
ZONE 3 VIP GS BAR 2 personnel	• Monitor for intoxicated persons • Provide access control for VIP patrons
INFIELD ENTRY 2 4 personnel	• Monitor for intoxicated persons • Check ID and conduct ISEC wand/bag search procedures
ZONE 3 RESPONSE 4 personnel	• Monitor for intoxicated persons • Provide critical incident response

ROLES & TASKS: NSW POLICE

NSW Police will support designated event activities at AJC with a police deployment and would coordinate response to any major incident from Police Operations Centre at Maroubra Police Station.

NSW Police will establish a Forward Command Post at AJC site in the Radio Control, and will allocate one (1) police radio operator to facilitate liaison from the Security Control Room.

POSITION:	EASTERN BEACHES LAC
CALL SIGN:	"BLUELIGHT 1"
ROLE	EASTERN BEACHES LAC is responsible for coordinating NSW Police resources and escalated response to any major security incidents.
TASKS	NSW POLICE roles and tasks include: • Assess security risk to events staged at THE ROYAL RANDWICK RACECOURSE • Review security measures deployed at THE ROYAL RANDWICK RACECOURSE • Coordinate NSW Police resources • Attend FUTURE ENTERTAINMENT planning sessions • Develop police command and control hierarchy • Develop Operations Order for NSW Police Deployment • Conduct final site inspection for potential security gaps • Provide General Duties police to support event security tasks • Support access control measures with uniformed officers • Coordinate tasking of police resources in response to incidents • Coordinate police resources to assist with site evacuation • Assume command of event site if critical incident occurs • Provide Traffic Police to facilitate pedestrian flow on egress(as per the Traffic Plan developed for FMF Sydney 2013)

ROLES & TASKS: FIRST-AID PROVIDER

ST JOHNS AMBULANCE has been engaged to provide medical volunteers in support of FMF '13 Sydney at ATC.

ST JOHN'S AMBULANCE has developed Medical Plan and Incident Response Plan that would coordinate the response to any major incident through the Control Room.

POSTION	ST JOHN'S AMBULANCE MANAGER
PERSON:	TBA
CALL SIGN	" MEDICAL 1"
REPORTS TO:	SECURITY MANAGER
ROLE	ST JOHN'S AMBULANCE is responsible for coordinating deployment of First-aid and medical resources at the event, detailed in a Medical Plan.
TASKS	ST JOHN'S AMBULANCE roles and tasks include: • Provide qualified ST JOHN'S AMBULANCE volunteers • Roster team as per the ST JOHN'S AMBULANCE Medical Plan • Consult with Security Manager on medical response requirements • Attend all designated coordination meetings and site walkthroughs • Assist with preparation for security training and rehearsals • Report to Security Manager on safety hazards • Manage the coordination of ST JOHN'S AMBULANCE resources • Implement redeployment of ST JOHN'S AMBULANCE teams into critical areas • Report to Security Manager on medical or safety incidents • Coordinate Ambulance and medical resources as required • Confirm primary and alternate pick-up locations with Ambulance • Coordinate ST JOHN'S AMBULANCE team for site evacuation if required • Assist with site handover to emergency services if required • Manage deployment of ST JOHN'S AMBULANCE team during site evacuation • Provide post-activity report on medical incidents to Event Producer

9. OPERATIONAL PHASES

ISEC has developed SIX (6) operational phases for FUTURE MUSIC FESTIVAL '13 event at THE ROYAL RANDWICK RACECOURSE SYDNEY.

PHASE	TIMEFRAME	PRIMARY FUNCTIONS
1. BUMP IN	26 FEB-9MARCH 2013	Site Safety, Traffic control, Asset protection KEY TASKS: • Provide access control to event site • Provide asset protection TUES-SAT • 2 x Day Security Supervisor personnel required • 8 x Day Security/TC personnel required • 2 x O/N Security personnel required
1. BUMP IN SHOW DAY	10 MARCH 2013	SATURDAY • 1 x Day Security Supervisor personnel required • 8 x Day Security personnel required
2. PRE-START SAT 9 MAR	0900-1200hrs	Perimeter, Supervisor Briefings, Last Checks KEY TASKS: • ISEC Command arrive (0930hrs) • SITE LOCKDOWN (1030hrs) • Security Control Operational (1100hrs) • First Deployment (1100hrs) • Final Brief to Supervisors (1100hrs) • Second Deployment (1115hrs)
3. OPERATIONS SAT 9 MAR	1200-2000hrs	Security Operations, Incident Response KEY TASKS: • EVENT STARTS (1200hrs) • Third Deployment (1400hrs) • Redeploy GATES personnel (from 1700hrs)
4. CLOSING	2000-2230hrs	Closing Procedures, Redeployment

SAT 9 MAR		KEY TASKS: • Re-structure GATES for egress (2000hrs) • Redeploy for egress (2130hrs) • Redeploy for asset protection (2130hrs) • EVENT ENDS (2200hrs) • Clear site and lockdown (2230hrs)
5. POST CLOSING SAT 9 MAR	2230hrs-2400hrs	Reports, Security Sign-Off KEY TASKS: • Sign-off phase (2230hrs) • Security Supervisor Debrief (2300hrs) • CONTROL CLOSED (2300hrs)
PHASE	TIMEFRAME	PRIMARY FUNCTIONS
6. BUMP OUT	9-13 MARCH 2013	Site Safety, Traffic control, Asset protection KEY TASKS: • Provide access control to event site • Provide asset protection SATURDAY • 2x O/N Security personnel required SUNDAY-WEDNESDAY • 2 x Day Security Supervisor personnel required • 8 x Day Security/TC personnel required • 2 x O/N Security personnel required

10. RESPONSIBILITY ASSIGNMENT MATRIX

SECURITY TASKS

SECURITY GROUPS

	SEC MANAGER	OPS MANAGER	COORD MANAGER	SEC CONTROL	INCIDENT RESP	SUPERVISOR	ZONE 2/C
O/N Debrief	TASK OWNER	COORDINATE					
Radio Allocation			TASK OWNER	SUPPORT			COORDINATE
Sign-on			TASK OWNER				COORDINATE
Establish SEC COM	TASK OWNER			COORDINATE			
Zone Inspection		COORDINATE				COORDINATE	SUPPORT
First Deployment	TASK OWNER	COORDINATE	SUPPORT			COORDINATE	SUPPORT
Second Deployment	TASK OWNER	COORDINATE	SUPPORT			COORDINATE	SUPPORT
Supervisor Meeting	TASK OWNER	COORDINATE				SUPPORT	SUPPORT
Gate Redeployment	TASK OWNER	COORDINATE				COORDINATE	
Sign-off			TASK OWNER	SUPPORT			COORDINATE

KEY

SUPPORT	Responsible for supporting task COORDINATOR as instructed
COORDINATE	Responsible for task initiation, implementation and completion
TASK OWNER	Responsible for checking task has been initiated, implemented and adequately completed as outlined

11. ACCREDITATION SYSTEM

The Accreditation System will address the following security planning considerations:

- Unambiguous “rules” for different Accreditation Levels
- Difficult to copy
- Clearly Identifiable
- Employ information security control measures for design and distribution
- Remain confidential to third parties and non-executive stakeholders

Articulated control measures are employed for:

TYPE	AREA	COLOUR
PATRONS	GENERAL ENTRY	TBA
VIP	VIP AREA	TBA
FIRST CLASS	VIP/FIRST CLASS	TBA
MEDIA	STAGE PITT	TBA
STAFF	GENERAL ENTRY	TBA
SECURITY	GENERAL ENTRY	TBA
AAA	ACCESS ALL AREAS	TBA
GUEST	BACKSTAGE	TBA
ARTIST	BACKSTAGE & STAGE PITT	TBA

ALL WRISTBANDS FOR FIRST CLASS, MEDIA, GUEST, ARTIST AND AAA MUST BE ACCOMPANIED BY APPROPRIATE LANYARD.

Details for Accreditation System will remain CONFIDENTIAL

12. SECURITY POLICY

Policy measures have been developed as security controls to coordinate and manage operational mechanisms of the security framework. Security Policy articulates the objectives of specific security strategies in practical terms applicable to the nature of the event.

Several security policies have been developed for FUTURE MUSIC FESTIVAL '13 in Sydney to assist security management and control.

Policy initiatives in the Event Security Plan include:

POLICY	DESCRIPTION	APPROVAL
DRUG MANAGEMENT	Drug Management Policy has been developed to ensure that patrons are not harmed as a result of the use of illicit substances	TBA
SEARCH	Search Policy has been developed to maintain the safety of event patrons and to enforce the Responsible Service of Alcohol and corresponding Duty of Care considerations.	TBA
INFRINGEMENT	Infringement Policy has been designed to provide effective response and processing procedures to offences committed within the event.	TBA
CONFRONTATION	Confrontation Policy has been designed to facilitate the safe response and resolution of security incidents involving the threat or occurrence of conflict.	TBA

DRUG MANAGEMENT POLICY

FUTURE ENTERTAINMENT seeks to ensure that patrons are not harmed as a result of the use of illicit substances.

The following policy considerations apply:

- All staff and patrons will be encouraged to consider their health and safety.
- All staff and patrons will be subject to laws prohibiting use, possession or supply of illicit drugs.
- Illicit drug use will result in immediate removal and handing over to police.

All event staff and security personnel will be familiar with this policy and are responsible for monitoring patron behaviour throughout the event activity.

HARM MINIMISATION

FUTURE ENTERTAINMENT aims to promote a safe environment for staff, patrons and the broader community.

To reduce the risk of patron harm caused by illicit substances, the festival will implement measures to ensure that:

- Entry to the festival is restricted to over-18s by requiring Proof-of-Age identification. (Identification includes RTA proof of age card, driver's licence or a current passport)
- Bag search procedures will be implemented by security personnel at all access points
- Patrons will be required to wear wristbands whilst in the event site to ensure authorised entry
- Patrons will be removed from the festival site if considered to be intoxicated or if they are unable to prove their age is over-18 years.
- Water will be made available on a complimentary basis at sign-posted locations.
- Food will be made available at stalls located throughout the festival site.

Event and security staff will assist with information about event facilities and information about the local area, including nearest taxi and public transport pick-up locations.

SEARCH POLICY

Search Policy has been developed as a security control mechanism to maintain the safety of event patrons and to enforce the Responsible Service of Alcohol and corresponding Duty of Care considerations. I-SEC has coordinated with FUTURE ENTERTAINMENT, to ensure that appropriate search policies and procedures are implemented for:

- 100% search of all packages and articles for alcohol, restricted and illicit items
- 25% Wandering of General Public for alcohol, restricted and illicit items

Patrons will not be allowed entry if in possession of restricted items. Such items can be disposed of in the bins provided at the entry points. Restricted items include;

- Glass wear
- Alcohol
- Unsealed bottles
- Sharp Objects
- Commercial video cameras
- Large sunscreen bottles
- Umbrellas (large)

Patrons with illicit items will be referred to the police. Illicit items include;

- Any form of drugs
- All forms of perceivable weapon
- Fraudulent ID

Further, any patron deemed to be intoxicated or attempting to gain entry into the event site with illegal prohibited items will be apprehended and FUTURE will be notified

SEARCH PROCEDURES

I-SEC will employ their existing search procedures to ensure that illicit, dangerous and suspicious items are NOT brought into the event site.

General public search procedures will involve the following deployment and methods:

- Security guards will be positioned at entry from the MAIN GATE ENTRY POINTS.
- Security guards will inform patrons that wand and/or bag search is required for entry. When searching bags, Security guards will request patrons to place bag on table provided and open bag so contents are visible. Security should not put their hands inside compartments of a patron's bag.
- If patrons refuse to comply with request for search, security guards will inform the patron that they are not permitted to enter the event site.
- Security Supervisor will be notified of patrons that refuse to comply with search procedures and suspicious persons will be reported to Security Control and/or Police
- Patrons will be permitted to move from the Entry Point at any time and should not be detained by security guards unless prohibited or dangerous item has been sighted.
- Security guards must do everything reasonably practicable to ensure that no prohibited items enter the event site including alcohol, weapons, illicit substances and other items in agreement with access control procedures.

INFRINGEMENT POLICY

Infringement policy has been designed to provide effective response and processing procedures to all offences committed within the FUTURE MUSIC FESTIVAL event site.

The infringement policy includes all offences that require the removal of a person from the event site. Incidents which would require processing include:

- Breach of perimeter fence
- Possession of fraudulent ID
- Possession of weapons
- Assault
- Vandalism of property / urinating
- Climbing trees
- Selling tickets

Any incidents which occur outside the event location are to be reported to the POLICE for response.

INFRINGEMENT PROCEDURE

Infringement Procedures are employed to enable security personnel to facilitate the effective processing of persons by Police resources are:

1. Person is identified as committing an offence
2. Person detained by security personnel
3. Radio Security Control for Incident Response support in escort to Processing Room
4. Radio Security Control to indicate escort
5. The person is escorted to the processing room and infringement procedure complete
6. Facilitate processing of person:
 - If the offence is fence jumping the security personnel is to provide:
 - Name
 - Licence number
 - Details of incident, indicating offence committed
 - If the incident is more serious the security personnel must remain present until a police officer completes the Infringement Form
7. Police will then assume responsibility for the person and ensure they are removed from the site

CONFRONTATION POLICY

Confrontation Policy has been designed to facilitate the safe response and resolution of security incidents involving the threat or occurrence of conflict.

In all instances when engaging a confrontational situation, security personnel must employ tactics to resolve the situation that:

- limit the escalation of the incident
- utilise a range of verbal measures to mitigate the necessity of physical measures
- minimise the risk of harm to themselves and others
- only require physical measures once other alternatives are exhausted and which correspond to legislature and force continuum guidelines

Security personnel must only use force whilst actively performing their consigned security tasks within the parameters of the established SOPs.

Security personnel may only engage in a physical confrontation:

- To exercise the power of lawful arrest
- To defend themselves from unlawful violence
- To defend another from unlawful violence
- To remove a trespasser

13. RADIO COMMUNICATIONS

Current I-SEC Radio Communication procedures will be employed during the event activity. I-SEC will use allocated CALL SIGNS and chain-of-command as outlined in the Event Security Management Plan.

Coordination of Radio Communications

Radio Communications will be managed through the I-SEC coordinated Security Control Room located in the Outfield Entry Zone. ISEC will deploy three (3) security control room operators to manage radio communications and disseminate critical information to relevant stakeholders. ISEC will also allocate a scribe to each radio controller to note all radio communications.

CHANNEL & CALL SIGNS

POSITION / ROLE	PERSON	RADIO CHANNEL	CALL SIGN:
Event Organiser	BRETT ROBINSON	EVENT	EVENT 1
Event Production Manager	DENIS SHENAN	EVENT	DENIS
Future Security Manager	GEORGE PARTHY	SECURITY	GEORGE
Show Management	JEFF GRAY	EVENT	JEFF
Event Security Manager	SIMONE ELBEB	SECURITY	ISEC 1
Security Operations Manager	TONY DAOU	SECURITY	ISEC 2
Security Operations Manager	PETER ARMSTRONG	SECURITY	ISEC 3
Incident Response Coordinator	MICHAEL LAKKIS	SECURITY	ISEC 4
EOC Manager	TBC	EVENT/SECURITY	EOC MGR
Security Control Room	MICHAEL T'IAGGI	SECURITY	CONTROL INFIELD
Security Control Room	RANKO RANKOVICH	SECURITY	CONTROL OF
ST JOHN'S AMBULANCE	TBA	MEDIC	MEDICAL 1
Traffic Manager	PEDR DANKS	TRAFFIC	TRAFFIC 1
Venue Security Manager	SHANE BRADY	EVENT	SITE 1
Police Local Area Commander	INSP DENGATE	POLICE	BLUELIGHT

14. INCIDENT MANAGEMENT

Safety or security-related incidents are to be reported to Security Zone Supervisor assigned to the area. It is important to clearly identify exact location; the type of incident and type of assistance is required.

Upon reporting information, security and emergency services will conduct their initial response, including:

- Event Security Manager / Security Supervisor will notify the Security Control Room
- Chief Warden will provide initial direction and advise the Crisis Management Team
- Security Manager will make immediate assessment: Incident / Emergency / Crisis
- Crisis Management Team to then decide: Monitor or escalate response
- Chief Warden to advise Police and Emergency services of situation / request assistance

INCIDENT PROCEDURES

Any minor accident or emergency situation will be managed and resolved effectively if information is reported clearly, using correct communications procedures and the chain-of-command.

In the first instance, any potential incident or emergency situation should be reported to the Security Supervisor assigned to the immediate area.

Situations that may require the reporting or response to, include:

- Adverse weather (eg. Thunderstorm)
- Injured patron or staff member due to a trip, slip or fall
- Confrontation, aggressive or anti-social behaviour
- Medical incident
- Fire or staging equipment failure

Security Supervisor in designated Zone will respond to any emergency situation and report information (by radio or runner) to Security Control.

ST JOHNS FIRST AID First-Aid resources will be deployed to assist security personnel and/or event staff as required. First-Aid points are located at:

- ZONES 1, 3 & 2 (INFIELD ENTRY)
- ZONES 4 & 5

ST JOHNS FIRST AID has developed a Medical Plan for handling medical-related incidents. Authorised event stakeholders can review plans, following written request to Event Director.

INTER-ZONE INCIDENT MANAGEMENT PROCEDURES

Inter-zone incident management procedures coordinate the deployment of incident response assets between zones to facilitate effective resolution of critical incidents. Inter-zone incident management procedures are designed to augment the ability for each zone to adequately respond to a critical incident through coordinated deployment of incident response CALL SIGN:s from adjoining zones.

ACTIVATION

Critical incidents trigger the Security Command to initiate inter-zone incident management procedures. In the event of a critical incident, senior security command personnel or zone security command can activate inter-zone incident management procedures.

Once a critical incident is reported to security command, supervisors in zones adjacent to the location of the incident must be prepared to deploy additional incident response personnel. Security Supervisors and Security Command are to liaise and jointly coordinate deployment of response personnel.

IMPLEMENTATION

Below are the designated zones which provide incident response assets to adjoining security commands:

ZONE	PRIMARY RESPONSE	SECONDARY RESPONSE
ZONE 4	ZONE 6	ZONE 7
ZONE 1	ZONE 3	ZONE 2
ZONE 2	ZONE 1	ZONE 3
ZONE 3	ZONE 1	ZONE 2
ZONE 6	ZONE 5	ZONE 4
GATES OUTFIELD	ZONE 5	ZONE 6
GATES INFIELD	ZONE 2	ZONE 1
ZONE 7	OUTFIELD GATES	ZONE 4
ZONE 5	ZONE 6	ZONE 3

15. CRISIS MANAGEMENT PROCEDURES (CMP)

ISEC has been advised that all emergency management planning will be the responsibility of PBM SAFETY. ISEC has been advised to remove all emergency and critical incident management references throughout the security management plan as these plans, procedures, and processes conflict with the concept of operations developed for FUTURE SYDNEY 2013.

PBM will develop and supply ISEC information pertaining to the below:-

- The structure, authority, and membership of the FUTURE Emergency Management Team
- How the existing security CONOPS migrates into a multi-agency Emergency Organisational Committee or Emergency CONOPS
- The function and role of the ISEC security command during a critical incident
- Command chains and reporting channels implemented during EMT activation
- Demarcation of responsibility and on-the-ground authority during critical incident response
- Structured / formally documented EMT activation, response, and recovery procedures
- Configuration and membership of the Emergency Operational Control (EOC) and role of security radio control operators

ISEC strongly recommends that a multi-stakeholder meeting be held to coordinate and socialise the roles, responsibilities, and reporting channels for emergency management at FUTURE 2013. ISEC would like to review materials developed for FUTURE 2013 relating to the role of security during emergency management to ensure –

- Security personnel are adequately briefed on roles, responsibilities, and reporting obligations
- Procedures are rehearsed and integrated into existing ISEC incident management procedures
- Organisational and operational gaps that might exist in implementing incident procedures are identified and communicated to FUTURE, ATC, and PBM
- Ensure emergency management protocols recognise current operative conventions in incident management practice (substantially AS 3745 – 2002) and are adequately sophisticated to the scale of FUTURE 2013

*** Without a clear understanding of these critical organisational and operational details, emergency management procedures and authority structures may be ambiguous during the management of an incident and severely impede the implementation of a timely response. Such lack of clarity in incident management practices may threaten patron's safety, jeopardise event continuity, and generate adverse media exposure on the event and venue.

EMERGENCY MANAGEMENT TEAM EXECUTION

ISEC will deploy Deputy Wardens to actualise the security-related response to critical incidents through deployment of security personnel and within the security zone as directed by the EMT- This system will be detailed in the PBM FMF Safety and Emergency Management Plan 2013

EMERGENCY OPERATIONS CENTRE

Emergency Operations Centre (EOC) will provide a safe location for the CMT to concentrate for purposes of assessing the situation, developing plans, coordinating response, and communicating with stakeholders. The EOC is established immediately following the declaration of a crisis event.

EOC serves as the location where all communication and information can be channelled, ensuring that all requests are logged and actioned. Grouping the CMT within the EOC ensures a high level of situational awareness for all members of the CMT.

Primary and alternate locations for the EOC are:

PRIMARY	BETTING RING- OUTFIELD	OUTFIELD ENTRY
ALTERNATE	PROMOTER OFFICE	BOH AREA ZONE 4

Location of the EOC should not be divulged to members of the press or other persons without a specific 'need-to-know' in the crisis management process.

SITE EVACUATION

EMERGENCY EVACUATION OPERATIONAL DETAILS AND PROCEDURES ARE DOCUMENTED IN THE PBM FMF SAFETY AND EMERGENCY MANAGEMENT PLAN.

Evacuation Routes are to be used during an emergency evacuation on direction of the CMT. The prescribed evacuation routes indicate the most effective exit to safety evacuate the site corresponding to the location of the zone the security supervisor is located.

In the event of a critical incident that requires the evacuation of the site, the allocated evacuation routes should only be considered along with supporting information pertaining to the nature, location and severity of the present incident.

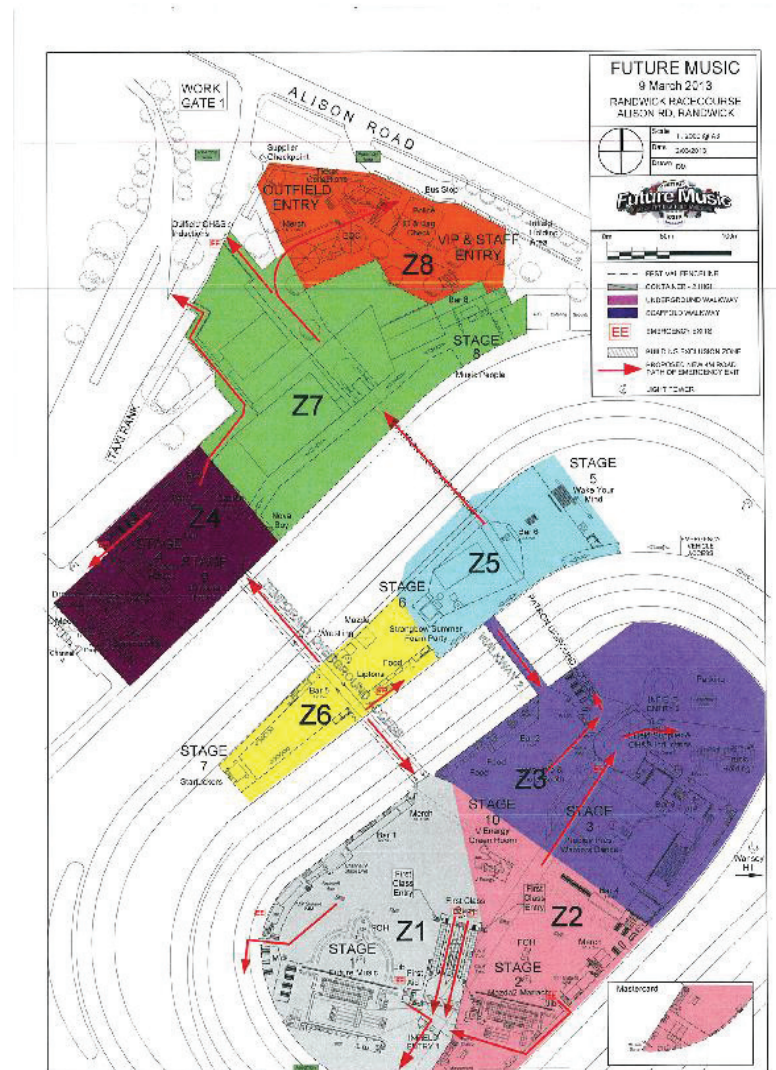
In some cases, routes indicated on the map may not present feasible options and security personnel should consult the instructions of the CMT before making any decision concerning the course of evacuation.

In the event of a site evacuation, the nominated evacuation routes are to be used and patrons are to be directed to the Doncaster Avenue Carpark, or Infield Carpark.

An alternative location is assigned if primary locations are not tenable.

EVAC ROUTE	A	B
PRIMARY	DONCASTER CARPARK	INFIELD CARPARK
ALTERNATE	BUS ROADWAY (ALISON RD)	RACE TRACK STH OF ZONE 1

EVACUATION ROUTES-



LOCATION	EVACUATION ROUTE
INFIELD • ZONE 1 • ZONE 2 • ZONE 3 • ZONE 6 • ZONE 5	Primary emergency access routes are to head toward Assembly Area East through Emergency Exit 3 and Emergency Exit 4. OR Routes from INFIELD ZONES are to move toward Emergency Exit 5 and Emergency Exit 6 toward Assembly Area South
OUTFIELD • ZONE 4 • ZONE 7 • ZONE 8	Primary emergency access routes for all OUTFIELD ZONES are to head toward Assembly Area North through Emergency Exit 1 and Emergency Exit 2. OR Along Temporary Overground Access to Infield and move toward Emergency Exit 5 and Emergency Exit 6 toward Assembly Area South



SECURITY MANAGEMENT PLAN

**Randwick Racecourse
Sydney
Sunday 9th of March 2014**

This plan has been designed by the National Security Manager (George Parthy) for the exclusive use of Good Life Festival. It cannot be distributed, disseminated or copied without his express permission.

Commercial in Confidence

**P.O Box 306 South Melbourne, Victoria 3205 Australia
Phone: 03 9686 1166**

Version 1.0 (Draft) – August 2013

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1. Purpose

The purpose of this security management plan incorporating the security risk assessment is to provide practical guidance to security management at the Good Life Youth Music Festival 2014 event and minimise the risks of injury or damage to persons or property from security hazards and risks existing at this event.

Risks of injury to employees, members of the public and other persons in attendance at Good Life 2014 will be eliminated or, where that is not possible, reduced so far as is reasonably practicable in accordance with the duty of care principles.

2. Scope of Security Management Plan

This document will look at the crowd management issues and event security in support of the event risk assessment with specific emphasis for site management of event security and crowd management in accordance with ISO 31000:2009 International Risk Management Standards.

3. Event Overview

Good Life comprises of musical performances across multiple stages. It is scheduled for Sunday 9th of March 2014 at Randwick Racecourse and is strictly an under 18's event.

Patrons over the age of 18 will not be permitted entry. For additional event information www.goodlifefest.com.au

This will be the second time Good Life will be held in Sydney. The 2014 show held at Randwick Racecourse attracted a sell out crowd of 20,000. The venue coped extremely well with the crowd size. The feedback we received from the public was overwhelming.

Type	Music Festival - Mass Gathering (Underage 13yrs to 17yrs)
Date	Sunday 9th of March 2014
Location	Randwick Racecourse
Duration	1300 to 2000
Expected Attendance	15,000 to 20,000
Entrance Points	1 Entry Path – Two Check Points
Stages	4
Licensing	No alcohol permitted
Security Contractor	ISEC
Security personnel to be deployed	250

4. Event Management

Paul Barbaro	Event Director	0413 782 913
TBA	Director	
TBA	Event Manager	
TBA	Security Manager	

5. Event Venue & Site Layout

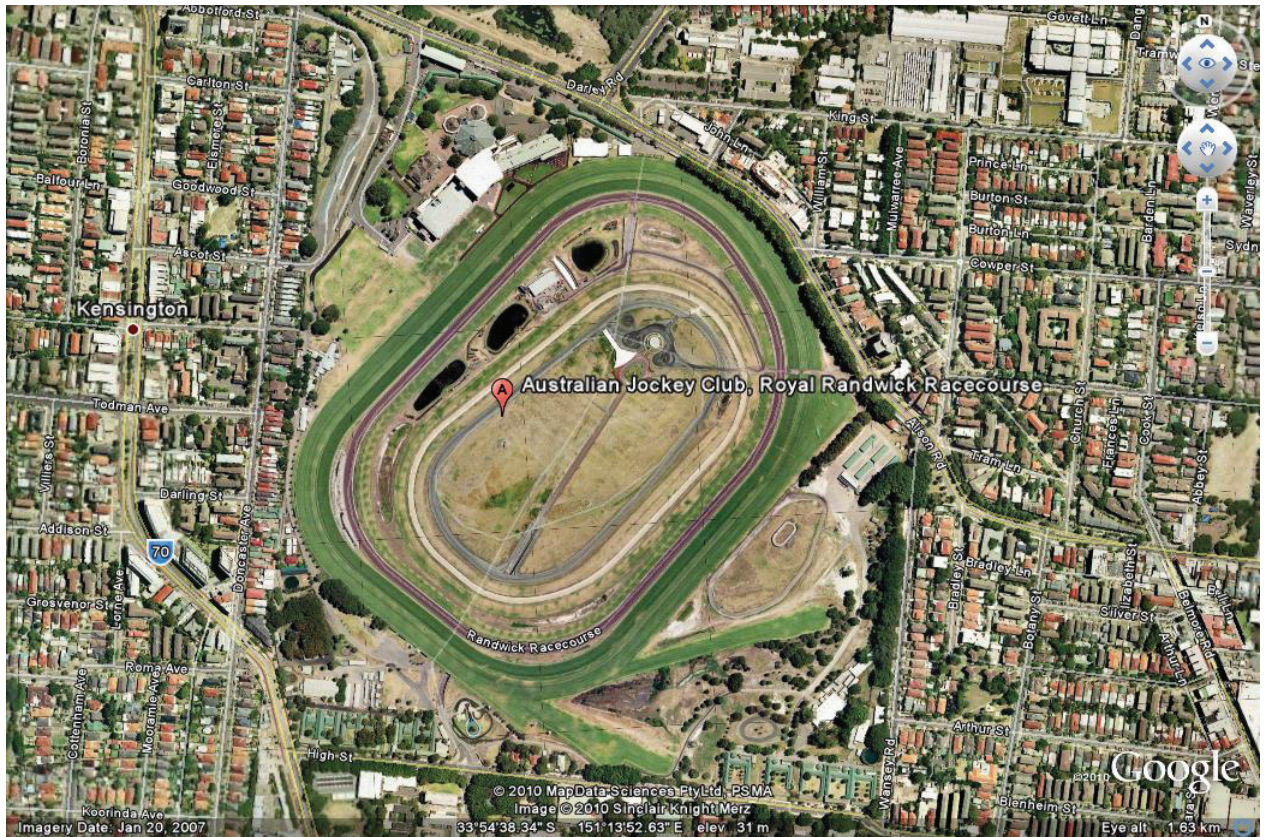
Royal Randwick Racecourse is a racecourse for horseracing in the Eastern Suburbs of Sydney, New South Wales. Randwick Racecourse is operated by the Australian Turf Club and is located approximately 6km from the Sydney Central Business District in the suburb of Randwick.

Besides horseracing, Randwick Racecourse has been utilized as a venue for many other events including concerts and previous Good Life events.

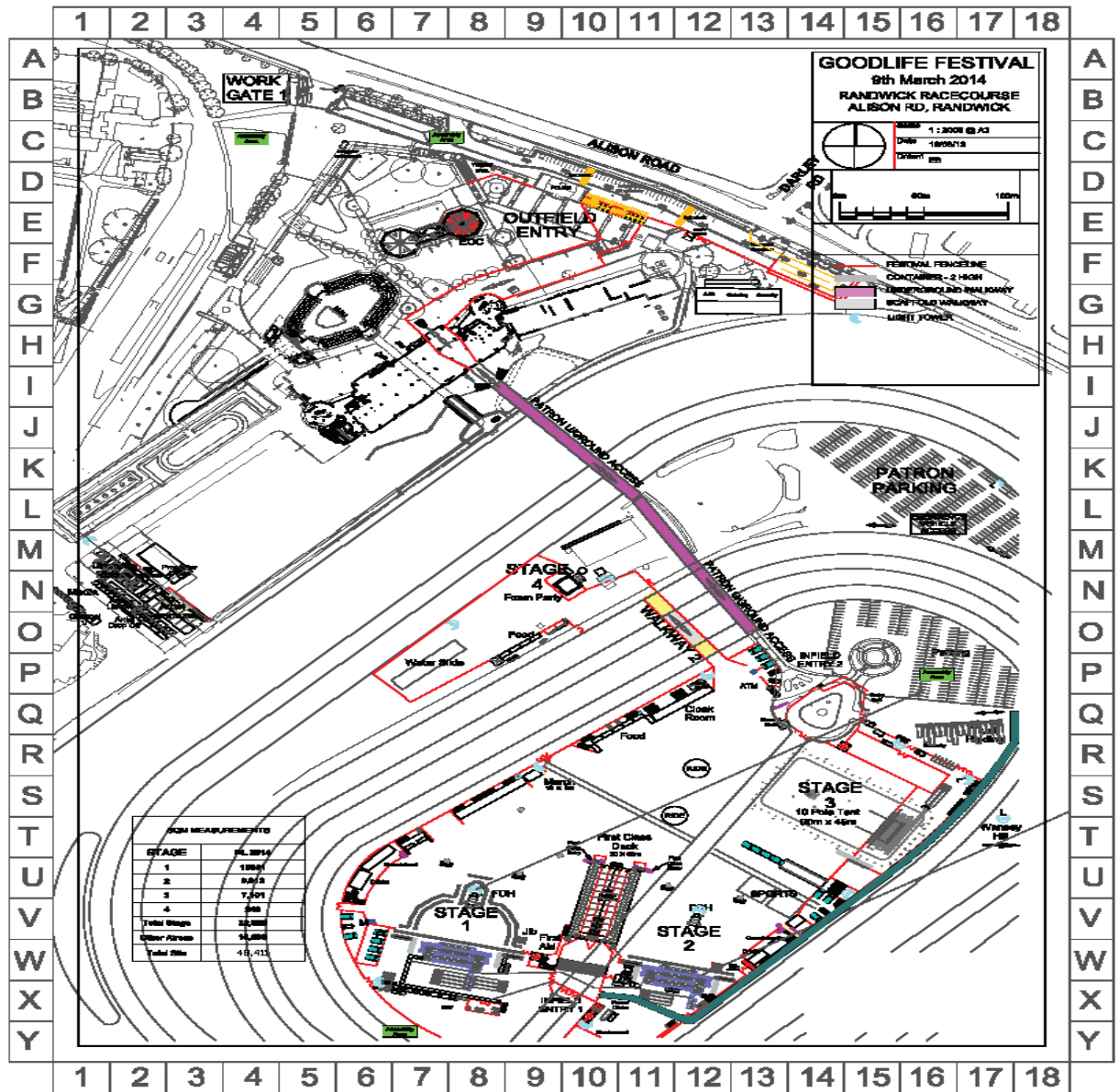
The following subjects were considered by Good Life when selecting the venue:

1. Proximity to suitable public transport.
2. Provision for policing, first aid and command facilities.
3. Facility able to meet the needs of the proposed crowd numbers.
4. Buffer zones between noise sources and noise-sensitive neighbouring properties.
5. On-site emergency muster points.
6. Multiple emergency service routes.
7. Close proximity to emergency responders, hospitals and emergency services
8. Ingress and Egress points

The two main temporary infrastructures required are stages and fencing. The stages used are not for use by the public and temporary fencing is used in conjunction with the provision of security staff to ensure security of the event from unauthorised entry. Both of these strategies are common at all our Good Life events and pose no threat to safety.



6. Site Map



7. Planning

Key Stakeholders

In planning there are various agencies which will be contacted and met with by Good Life prior to the event itself. This includes anyone who has a critical role in the operation of the event or anyone providing a service as a contractor.

Agencies that will be contacted include:

- ATC – The venue
- Police
- Security Contractors
- First Aid provider
- Transport operators
- State emergency services
- Local Council

Planning early

Good Life has commenced the planning early enough to allow time for:

- Coordinating with any other bodies involved
- Gathering all relevant information
- Drawing up plans
- Carrying out consultation
- Amending plans
- Implementing plans

The audience

Good Life planning action will depend on the number of people likely to visit the venue, taking into account:

- Attendance on previous occasions
- The numbers who have visited similar events
- The level of publicity
- Advance ticket sales
- The effect of public holidays, school holidays and particularly good weather
- Whether some parts of the day is going to be particularly busy, especially the headline act

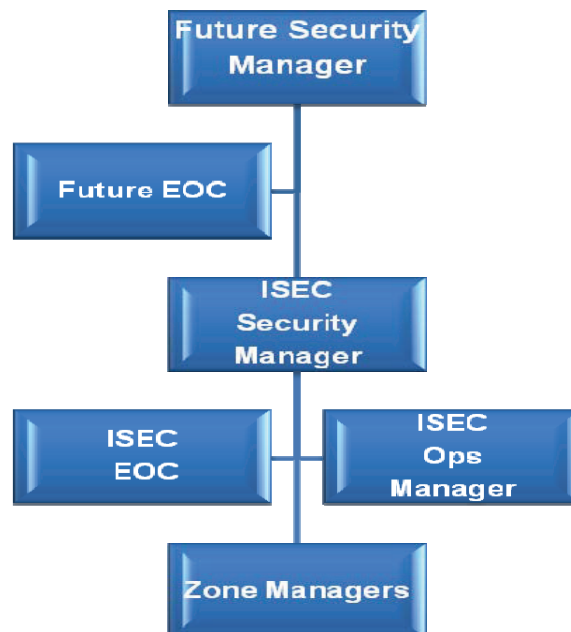
Staffing

Incorporated into the security operation roster is an effective management structure for crowd control. Good Life's planning for with the security contractor will include:

- Appointing a senior member of staff to have responsibility for crowd control when the venue is open to the public
- Identifying the roles and responsibilities of individual staff members
- Developing a command structure
- Ensuring that all security staff are adequately trained and briefed
- Introducing effective communication channels

The command structure implemented by Good Life is clear and easily understood and includes all staff concerned with crowd control. It generally allows control to be exercised over all groups and support coordinated action where required. Too many levels of command is avoided, because in an emergency information needs to be passed on quickly. It is important for safety and security that roles and responsibilities with Good Life are clearly defined

8. Security Organisational Chart



9. Communication Strategy

Communication is a critical issue when running Good Life 2014. Essential information needs to flow unhindered between all staff concerned with crowd management at the event, both during normal operations and in emergencies, and between representatives of any major groups present at the event.

Details of radio frequencies, telephone numbers and similar communications information and related procedures will be distributed to all staff, prior to the event.

The Good Life Security Manager via the EOC will establish the means of communication with the security staff, emergency services, and the crowd in an emergency

Event Operation Centre – EOC

The EOC is located at coordinates E 8 on the site map. Good Life will engage an EOC Manager to command operations.

The EOC Manager is the common and absolute link between Good Life and all other stakeholders. The role of managing the EOC goes hand in hand with protecting the event, representing Good Life in a professional and positive manner whilst creating an environment within the EOC which is informed, pro-active and engaged.

The EOC is about getting fast, clear, relevant and effective communications to the on ground staff. It's about listening, observing real time footage and taking/providing direction to resolve problems and gain resolution to situations as they arise.

The EOC must have representatives from all stakeholder groups involved with Good Life in attendance for the duration of the event

The EOC centre should be equipped with:

- Land line telephones
- Two way radios
- Site maps (AO size)
- Tables and chairs - separate area for each stakeholder.
- Detailed maps of surrounding streets
- Plans of the venue showing critical services and isolation points. Fire services, electrical, gas, water, sewerage.
- Sound insulation if it is an area prone to concert noise.
- Emergency lighting and power
- CCTV
- Air conditioning (where available)
- Whiteboard with markers
- Clock

10. CCTV

This may range from a few fixed cameras at key locations to the use of a large number of remote-control cameras with zoom lenses that Royal Randwick has installed. CCTV allows an overview of sections such as entrances, stages, departure routes and problem areas to be relayed to a central control point.

Good Life recommends that the ATC CCTV operator provide access to and the use of the venues electronic security equipment (CCTV), wherever possible to the EOC. Good Life recommends that the venue's incumbent security provider be on duty to work with the Good Life's security contractor to provide operational access to the CCTV system.

Good Life will complement the existing CCTV system with the implementation and use of temporary cameras in strategic locations. These cameras will be installed and operated by Total View.

11. Security Operation

Good Life has developed their security operation based upon principles of security. This approach will incorporate a combination of physical security measures and operational procedures.

This security management plan supports hazard mitigation and safety mechanisms to ensure the safety of site personnel and patrons, including:

- Early identification, assessment and treatment of event risks
- Physical security measures to restrict unauthorized items and access
- Accreditation measures to validate authorized personnel into restricted areas
- Surveillance to identify potential operational threats
- Static security locations to deter or prevent unauthorized entry
- Mobile patrols to respond to potential operational threats
- Coordinated communications and reporting procedures

Police and security staff have a major role in supporting Good Life's security operations. Success will depend heavily upon Police and the security contractor's Security Manager showing leadership within their designated areas and responsibilities.

12. Security Contractors

The roles and functions of contracted security staff are crucial in the prevention of antisocial behaviour and crime at the Good Life 2014. At this event their major function is crowd control, as the crowd will be made up of mainly younger patrons and there is no structured seating.

The selected contract security provider for this event will be **ISEC Group**. They will appoint a Security Event Manager to manage their event day operations. This Security manager will work closely with the Good Life Security Manager.

ISEC Group	The security contractor plays a key role in ensuring the security and safety of the event. From the planning of security for the event to the deployment of staff, the security contractor works with the event organiser, the venue and NSW Police to ensure robust plans are drafted and the appropriate staff are deployed. ISEC is responsible for securing internal, external security operations including entrances.
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Security staff supplied by the security contractor who will be in direct physical contact with patrons and are to be properly licensed and registered.

They must have:

- Good communication skills
- Basic training in evacuation procedures
- A basic knowledge in first aid and the ability to recognize distress
- Some knowledge of self-defense and how to control violent or unruly behavior and intoxicated persons
- Knowledge on their limitations on removing patrons and refusing entry to patrons
- Knowledge on lawful search techniques
- Knowledge of laws and regulations in relation to powers of arrest
- All security staff will meet the requirements of the Private Agents/Security Act with regards to licensing and training.

All security staff will meet the requirements of the Security Industries Act with regards to licensing and training and the classifications with regards to licensing as listed in the Act.

“Class 1 licenses are to be classified into subclasses. Those subclasses, and the authority they confer, are as follows:

- (a) Class 1A Security License – authorises the licensee to patrol, guard, watch or protect property (including the guarding of cash in transit) or to carry on such other activities as may be prescribed by the regulations.
- (b) Class 1C Crowd Controller – authorises the licensee to act as a crowd controller or bouncer”

The requirement to have a current 1st Aid Certificate (Workcover approved) shall be the responsibility of the individual security staff member. It will be assumed that the individual has on presentation of their security license obtained and maintained their first aid certificate.

Good Life’s expectations regarding security contractors engaged to provide the provision of security services at Good Life 2014 are that all staff as a minimum will be holders of a current and valid Class 1C Security License (Guarding & Crowd Control) as well as an approved and valid RSA (responsible service of alcohol) certificate.

Good Life will work with and seek an undertaking from the security contractor to ensure they have the appropriate policies and procedures in place to comply with all Security Industry Registry, OLGR and ALEC requirements, as well as Workcover NSW.

Security staff will be issued by their organisation with appropriate identification holders to ensure their security licenses are displayed at all times as per the Security Industry Registries requirements.

Security licenses will be displayed at all times by security staff.

All security staff will be required to produce their security license when signing on. Any staff member unable to produce their license will not be permitted to commence work at anytime.

Security Manager (Contractor)

- Overall planning of Security Management for the event
- Overall delivery of the provision of security and event services on behalf of the security contractor for the event
- Liaise directly with Good Life representatives on the day
- Ensure all staff briefings to Zone Supervisors and their staff are conducted accordingly, effectively and prior to the event
- Ensure security rosters are complete
- Ensure all staff are in positions on time and 15 minutes prior to their scheduled shifts and prior to the event commencing
- Ensure all staff are provided adequate food, water and breaks as necessary for their shift
- Be available for hourly briefings during the event
- Be available for a site inspection as required
- Compliance to all OHS, licensing and regulations for the state of VIC relating to security, safety and licensing

Front of Stage

- At least one security staff member per two metres of stage, including length of screamers (side extensions of the main stage).
- Security staff to prevent patrons accessing the stage, remove any injured patrons and monitor activities to ensure that crowd behaviour remains acceptable.
- Security staff are to provide egress from the audience area (if required) at either end of the stage barrier.
- Security staff must prohibit patrons from the stage unless arrangements are made with the authority prior to the event.
- Restrict access to accredited personnel only
- Protect Stage infrastructure and equipment
- Monitor patrons at front of stage
- Report any infrastructure problems to communications room to be passed on to production

Perimeter Protection

- Control patron access to venue
- Deny unauthorised entry of any person not holding a valid ticket/accreditation
- Report to the security controller any damage or defect which is likely to pose a threat to patron
- Safety e.g. fencing that has been brought down or damaged
- Assist as required in the evacuation of the venue
- Assist in the prevention of breaches of venue regulations.
- Be able to identify symptoms of drug/alcohol affected patrons they may require medical assistance
- Maintain emergency gates, help facilitate any medical transfer

Roving & Response Security

- Monitor the crowd throughout the event for signs of distress or overcrowding and take action in accordance with standing instructions
- Prevent overcrowding by ensuring compliance with the crowd limits in various parts of the venue
- Prevent patrons, as far as possible, from climbing fences and other structures e.g. light towers, advertising hoardings, speaker columns, etc. Where, by virtue of the scale of the incident, they are unable to prevent this, they should immediately report the matter to their zone supervisor
- Assist in the diversion of patrons to other parts of the venue, including the closing of turnstiles, when the capacity for any area is about to be reached.
- Identify and investigate any incident or occurrence among patrons, and report their findings to the EOC.
- Know the location of first aid posts.
- Direct distressed or unwell patrons to first aid posts.
- Be fully conversant with any methods or signals used to alert staff that an emergency has arisen.
- Be capable of recognising potential fire hazards and suspect packages, reporting such findings immediately to the EOC.
- Assist as required in the evacuation of the venue.
- Assist in the identification of patrons who are who do not possess the appropriate accreditation (wristbands)
- Assist in the prevention of breaches of venue regulations.
- Be able to identify symptoms of drug/alcohol affected patrons that may require medical assistance

EOC Representative

- Disseminate all radio transmissions
- Keep log of radio traffic, incidents, events and responses
- Monitor the event, giving an early indication of any problems & informing Good Life and security contractor's Security Manager
- Control and respond to any incidents

- Direct key stakeholder resources to deal with any problems, issues or matters
- Distribute resources as required
- Ensure security plan is implemented and adhered to
- Coordinate & liaise with all key stakeholders in EOC
- Ensure all responses are coordinated, effectively and in a timely manner

Zone Supervisors

- Responsible for security staff in their zones
- Ensure all positions in roster, covered and not left vacant prior or during the event
- Understand & comply with all duties and responsibilities of all positions in their zones
- Attend supervisor briefings
- Liaise with EOC on staffing levels & responses
- Pro active in dealing with issues, particularly requests for additional staff
- Assist in conducting site inspection prior to the event
- Report any issues, matters, incidents, occurrences from their zone to the EOC in the appropriate time

Gate Staff

- Overall responsibility of Entry gate functions
- Be aware of patrons and vehicle traffic and keep distinct lines of separation at all times
- Maintain lines of entry to a safe standard and avoid overcrowding
- Provide information to patrons to speed up entry
- Conduct searches as per conditions of entry (including bag searches, body searches and metal detector wandling)
- Check ID's to ensure patrons are **under** the age of 18yrs
- Educate entering patrons to no pass out procedures
- Keep area between entry lines and gates clear
- Be aware of volume of patrons waiting to enter and allocate staff and/or change procedure to speed up entry
- Limit gate to entry point only
- Enforce conditions of entry (COE)
- **Breathalyze patrons on entry to ensure blood alcohol level is .00 %**

First Aid Minders / First Aid Runners

- Limit access to first aid room to working personnel only (or as per medical chief's instructions)
- Guide first aid staff to emergency response locations
- Help secure area of medical response with the aim of protecting patient as well as staff and other patrons
- Assess any further risks and take appropriate action
- Be clear regarding site of any incident. Use communications room and maps for guidance. Staff to utilize site structures and map grid references & be familiar

with both. If they are unsure of where they are, cease moving and get clarification
DO NOT PROCEED

- Help with transport of any patients via foot, gurney or ambulance
- One security person **AT ALL TIMES** at door to medical room. In the event of multiple incidences gain assistance from roving security in advance - do not wait.

Equipment required for security contract staff

Good Life will instruct all security contractors to provide their staff with the following equipment:

- Event Information
- Security Uniform
- Ear plugs – if required
- Hand held metal detector – where required
- High visibility vest – where required
- Sun Block – if required
- Torch – if required
- Two way radio (ear piece, lightweight headsets & high noise headsets)
- Wet weather gear – if required

No security staff member will be permitted to carry a baton, handcuffs or a firearm on site or during the event.

Contractor uniforms

Good Life will work with the security contractors to ensure that all staff uniforms are:

1. Clearly identifiable
2. Comply with the Industry Standards
3. Comply with Australian Standards

13. General Security Procedures

A register will be maintained of the names and the valid security license numbers by the security contractor at their muster / sign on area.

Each security staff member will be provided a written summary (an operational order) of all they are expected to know and do.

Staff will record incidents involving:

- Disorder
- Violence
- Other crime
- Ill health
- All other security relevant occurrences

Security staff will:

- Assist in identifying patrons who are banned from the venue / event, such as people who:
 - ✓ Are intoxicated
 - ✓ Are being aggressive or anti-social
 - ✓ **Are over the age of 18yrs**
 - ✓ Do not possess tickets or appropriate accreditation
 - ✓ Are in possession of forged/counterfeit tickets
 - ✓ Scalping tickets
- Patrol toilet areas (male and female), preferably every 20 minutes
- Prevent overcrowding by making sure the number of patrons does not exceed the venue's & event's legal crowd limits in the various parts of the venue
- Make sure all parking area entrances and emergency exits are kept clear and that vehicles are correctly parked
- Make sure that gangways and exits are kept clear
- Control all entries and exits
- Assist in the diversion of patrons to other parts of the venue, when the capacity for any area is about to be reached
- Identify and investigate any incident, such as violence, amongst the patrons, and report the findings to the EOC
- Know the location of, and be able to operate, the fire-fighting equipment at the venue
- Know the location of the first aid posts
- Direct distressed or unwell patrons to first aid posts
- Fully understand any methods or signals used to alert staff that an emergency has occurred
- Be capable of recognizing potential fire hazards and suspect packages, reporting such findings immediately to the EOC
- Immediately follow any instruction given in an emergency by a police officer or the EOC, or in the case of fire, instructions from the commander of the fire brigades
- Report to the EOC any damage or defect which is likely to be a threat to patron safety
- Assist as required in the evacuation of the venue, in accordance with the evacuation plan
- Assist in the prevention of breaches of venue regulations

14. Staff Training - Security

Staff training is an important element in risk minimisation and preventing problems arising from crowds for this event. It is important that staff receive proper training by their employer.

The security contractor is responsible for ensuring that all security staff are adequately trained and are familiar with the procedures and layout of the venue & event.

Good Life recommends that training for security staff should include:

- Venue layout / site familiarization
- Roles & responsibilities for each allocated position
- Policies & procedures regarding the venue
- Initial handling of accident victims, altercations and other crowd incidents
- Communications procedures
- Chain of command
- Avoidance of actions that would incite or trigger dangerous crowd behaviors
- Conduct, responsibilities and demeanor during an emergency
- Basic first aid
- General health and safety, such as fire precautions
- Responsibilities for contacting and liaising with the emergency services

Good Life has established brief job descriptions, expectations and authority of all working security personnel and they will be informed of all the rules, regulations and emergency procedures for this event.

Good Life will liaise with the security contractor to ensure the appropriate staff are selected and trained as per the events and venues expectations.

15. Crowd Management Strategy

Good Life's crowd management strategy strives to provide a safe environment through planning, cooperation and constant management.

Effective crowd management addresses all issues associated with the event, including, but not limited to, risk assessment, event promotion, anticipated crowd behaviour, ingress, egress, traffic, public amenities, emergency assistance, first aid, crowd capacity and crowd configurations, artist responsibilities, concessions, public safety, security and the establishment and enforcement of event safety rules.

Event information will always be relayed to a central point such as the EOC. This is because the Good Life Security Manager will need to:

- Gain an overall picture of occurrences at the venue, such as size of crowd, build up of queues, serious incidents
- Coordinate the response by all staff responsible for crowd control
- Coordinate actions with other departments, emergency services or other external bodies

Good Life will work with all key stakeholders to ensure that the maximum capacity of the event will not be exceeded. The number of patrons entering the venue will be recorded by means by the sale of a limited number of tickets. Good Life will work with ticketing and gate staff to be informed on hourly entrance figures and when 25%, 50%, 75% and then 100% capacity is reached.

Distribution of the crowd inside the venue

In a ticketed event such as Good Life, organising the distribution of crowds within the venue does not generally create a problem. Where seating is not allocated, the positioning of visitors will need to be managed. As is planned for this event where several attractions may be taking place at the same time, Good Life will work with the security contractor in having staff specifically monitoring crowd flow and build-up around the most popular attractions. In general, Good Life will avoid placing popular attractions & stages:

- Close together
- Near entrances and exits
- Where traffic will slow down

Good Life will work with the security contractor to ensure there will be appropriate levels of staff to direct the crowd in appropriate directions, especially as they first enter the venue. Good Life has implemented planning and production techniques such as:

- Creating special viewing areas for people who want to stand and watch
- Blocking the view to prevent people from standing about in groups and obstructing others
- Scheduling popular entertainers at simultaneous times on different stages
- Using signage to indicate directions to attractions which are not obvious
- Making aisles and areas around attractions wide enough for people to stop and look at them without getting in the way of people moving through the venue

Good Life has a full understanding that very popular performers may need to be protected from being mobbed when they arrive, leave, perform or move about the venue. We have planned to have separate performers' entrances. Attention will be diverted from arriving or departing performers by arranging for other attractions to be in progress at the same time.

16. Measures for crowd management structures

Design Considerations for front stage barrier

- Must be able to withstand a load of 7kilo newtons/metre right angle load.
- Barriers need to be at an appropriate height on the audience side to prevent thoracic compression.
- The preferred height of the stage barrier above the surface on which the audience stands is 1.2 metres, but should be no less than 1.1 metres.
- In areas subjected to extreme pressure, consideration should be given to restricting patrons who are of short height or at least advising them of the inherent danger of the location so that they may make an informed decision.
- Must have a dead front with no sharp protrusions.
- No finger or hand entrapments.
- Must provide an elevated platform for crowd controllers.
- Must have a curved or padded top.
- Allow vision through the barrier to ground level.

The Pit

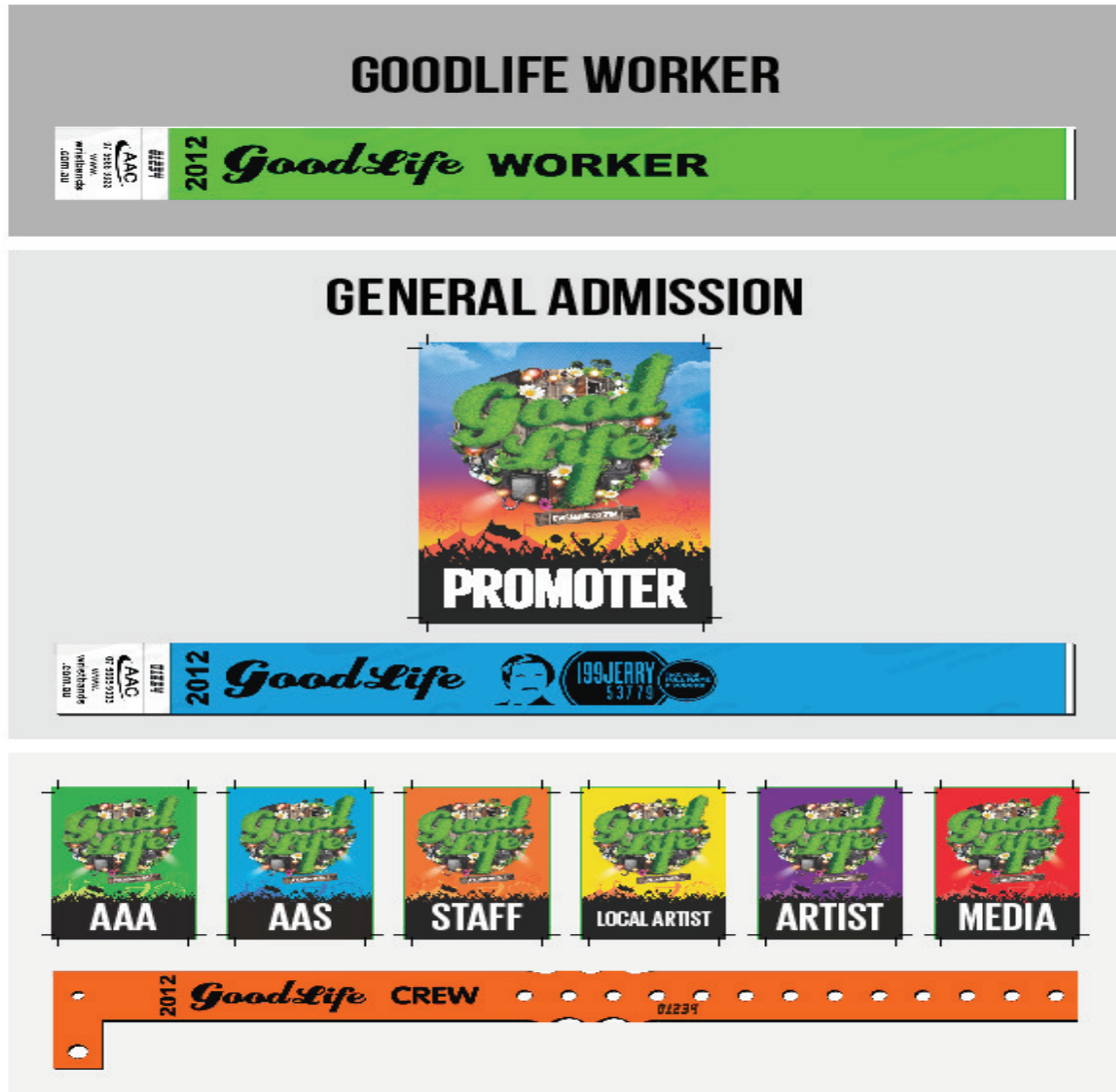
- This is the area between the stage and the front of stage barrier, and will be designed to assist the work of the security contractor, first aiders and paramedics.
- There will be no less than a 1.5 metre clear space between the stage front and the crowd barrier.
- The pit will have a non-slip surface.
- Some form of elevated platform inside the barrier will be required to help security staff extract people from the crowd and oversee the audience to identify anyone in distress.
- Entrances or exits from the pit will be unobstructed to allow stretcher-bearers clear access to a medical or first aid point away from the pit area and will be at least 1.1 metre wide.
- Any arrangements for photographers to work in the pit area will be agreed with Good Life or entertainers who will need to be satisfied that their activity will not interfere with the work of security staff or first aid staff.

Multiple Barriers

- In areas where extreme pressures will occur such as prime viewing areas, at stages for crowds in excess of 10,000 and where the audience is not seated, multiple barriers will be considered.
- The preferred type is called a “D” barrier. This barrier normally extends in a curve from the stage extremities through to the mixing facilities and roughly forms a “D”.
- At this event crowd pressure is critical and will be monitored thoroughly.
- Where people may be of relatively small stature, density ratios may be considered which allow less than 0.3 square metres per person.
- D barrier will be limited to a capacity of 5000 patrons

17. Accreditation System

Below is an example of the accreditation used at Good Life 2012. The 2014 accreditation will be included 7 days prior to the event.



18. Staffing Strategy / Deployment

There will need to be adequate security staff with the necessary skills to carry out crowd control duties during both normal and emergency situations for Good Life 2014.

Assessing required staff numbers

There are various factors Good Life will consider when deciding how many security staff will be required:

- The size and layout of the venue
- Industry standards for security deployment
- Amount of infrastructure on site
- Duty of care responsibilities for staff security and comfort
- The total number of crowd control tasks and other duties that need to be carried out, such as managing traffic, checking tickets, monitoring the crowd, etc
- How demanding each task is
- The likely size and behavior of the crowd; use previous events held to give an estimate
- Seasonal factors, time of day, weather; more staff will probably be needed at high season, peak hours
- Extra staffing that may be needed to cover rest breaks and absences due to illness or attrition.

Current industry practise is to follow the requirements laid down by Police which the ratio is 1:100 security officer per patron.

For this event we estimate that a security deployment of approximately 250 security personnel may be deployed (depending on the factors listed above).

19. Monitoring the crowd

Monitoring crowd behaviour is an essential aspect of crowd management, because it indicates whether the system in place is working and enables detection of potential problems at an early stage.

When thinking about monitoring requirements Good Life considered the following:

- Whether there are enough staff within the venue to monitor all the areas where there are potential crowding problems
- If there are enough good vantage points for staff to monitor all the areas effectively
- If information from different areas of the venue can be communicated to a central location quickly

There may be some areas where crowds are likely to build up. Problem areas might include:

- Areas where people queue such as food and beverage stands and information points
- Popular stalls, attractions or exhibits
- Walkways between main stages

The likelihood and consequences of any sudden crowd movements has been established. Instances of this behaviour include invasions of the stage, mobbing of celebrities & entertainers, or running between various stages & vantage points. In each case, it will be important to monitor and control this sort of behaviour. This will involve:

- Training security staff to look out for certain types of behavior
- Establishing rules for visitors on acceptable behavior, together with penalties for unacceptable behavior, such as eviction and or handing over to Police
- Drawing up procedures for dealing with unacceptable behavior

Staff within the crowd

Under the direction the security contractors will position security staff in the crowd so that they can:

- Sense atmospheres, tensions, moods
- Look out for signs of distress
- Respond quickly to incidents and accidents
- Address, and discourage, any dangerous behavior quickly before it spreads, such as climbing up scaffolding or tress for a better view
- Help people and deal with queries

The planning for the event will again include dividing the site into 3 (three) zones with an even distribution of security staff for each role and responsibility.

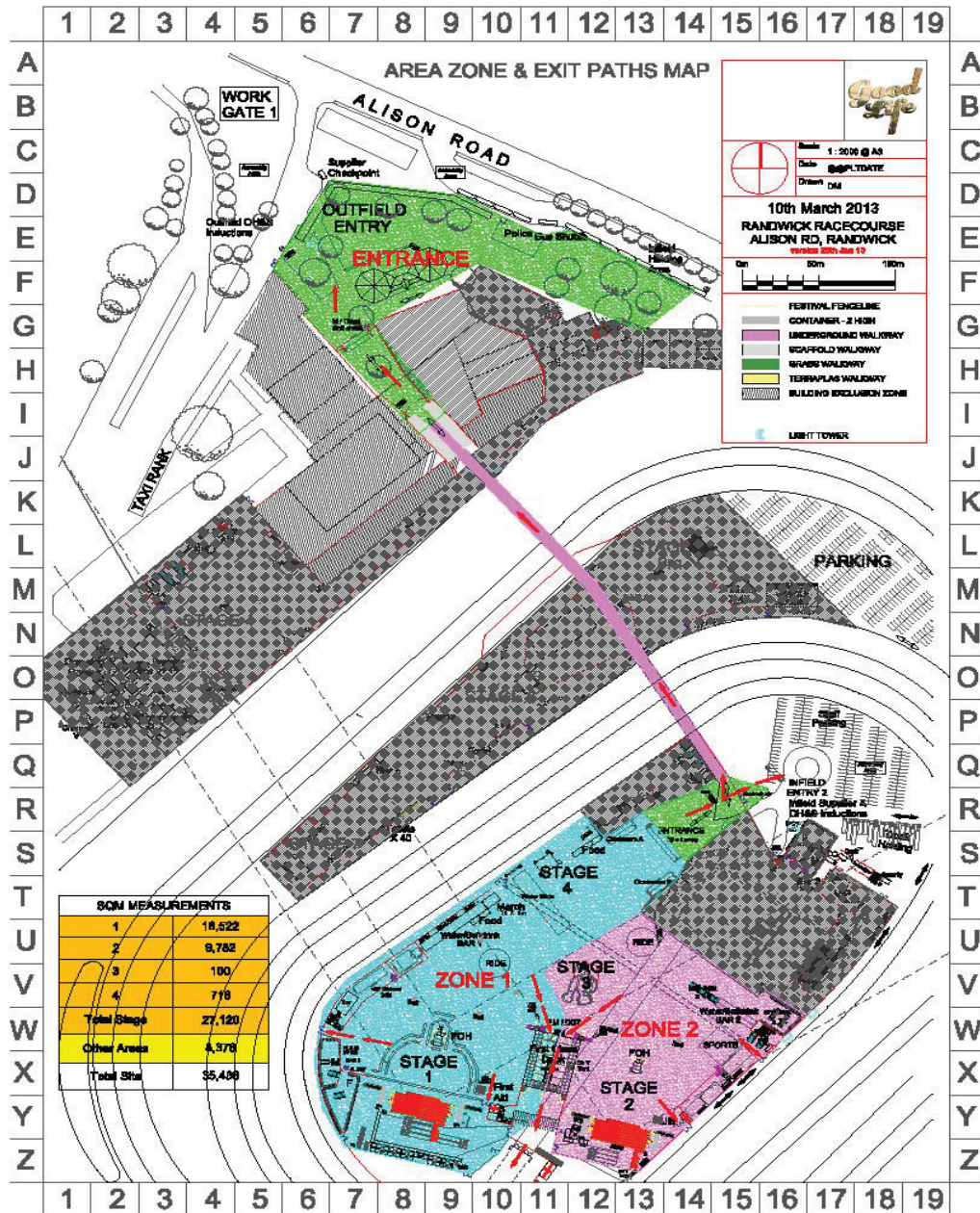
These zones will be:

1. Zone 1
2. Zone 2
3. Entrance

All zones will have a dedicated Security Manger and 2IC. Zone sizes will be limited to an area that can be managed by the appropriate security resources.

20. Security Zone Map

Below is the security zone map used at the 2013 event – the 2014 map will be included 30 days prior to the event.



21. Entrance Gate/s

Good Life 2014 will operate one entry path with two check points.

Outfield Entry - All patrons will be checked for ID, scanned with a hand held metal detector, breathalysed and have their bags searched and must produce valid ticket to proceed past this point. Any patron not compliant will not be granted entry. Any patron detected with a blood alcohol reading will be referred to "crowd care".

Infield Entry - Patrons will have their tickets scanned and provided with an event wristband. By wrist banding the patrons is allows security staff to identify and verify that patrons on site have undergone the appropriate entry screening process. Any patron detected with a wrist band will be removed of site.

The entry of patrons in a rapid but effective manor will always remain a critical strategy for this event.

Additional information regarding entrance procedures and structures will be provided 30 days prior to the event.

22. Conditions of Entry

Notices will be strategically placed at the entrance to the venue and event publications, informing patrons of the conditions of entry (COE).

- Good Life is an under 18's event (13yrs to 17yrs) – entry will be refused to patrons over the age of 18. Identification will be required to obtain entry.
- No Passouts
- Security staff are entitled to search, breathalyze, pat down or metal detect any patron upon entry or during the event. Any person not compliant will be refused entry or removed from the event – without a refund.
- You may be filmed / photographed at festival & footage/images may be used by, replicated, reproduced & published by Good Life for any use including but not limited to marketing & promotional uses.
- Disruptive or anti-social behavior will not be tolerated either within the event or the local area. A significant police and security presence will be in place enforce this
- Good Life reserves the right to refuse entry to any patron.
- Please respect the neighbours and residents whilst entering and exiting the event – keep noise levels to a minimum and place your rubbish in the allocated bins.

THE FOLLOWING ITEMS ARE NOT PERMITTED INTO THE VENUE:

- Alcoholic Beverages
- illicit substances – any patrons detected in the possession of illegal substances will be referred to police.
- Professional audio video recording devices
- Umbrellas / Fold up chairs / BBQ's / Eskies
- Aluminum cans, glass/plastic bottles or metal/plastic containers.
- Weapons, knives, scissors, laser pointers or any items deemed dangerous by security.
- Promotional or advertising merchandise
- Pyrotechnics, fireworks, flares, highly flammable or explosive substances.

Patrons with illicit items will be referred to the Police.

Illicit items include:

- Any form of drugs
- All forms of perceivable weapons
- Fraudulent ID

Any patron deemed to be intoxicated attempting to gain entry into the event will be refused entry.

A valid / current photo ID will be required. The following forms of identification will only be accepted.

- STA student ID
- Key Pass
- Learners Permit

23. Search Policy & Procedures

The search policy has been developed as a security control mechanism to maintain the safety and security of the event patrons and to enforce the responsible service of alcohol and corresponding duty of care considerations. Good Life will coordinate with the security contractor, to ensure that appropriate search policies and procedures are implemented for:

- Up to 100% search of the general public entering the venue for alcohol, restricted and illicit items
- Up to 100% search for all packages and articles for alcohol, restricted and illicit items
- Everyone entering the event will be subject to a search of outer clothing, pockets and bags, to be carried out by security staff of the same sex.
- Body searches will ideally be complemented by the use of metal detectors to deter the carrying of weapons, and to reassure patrons.
- Security staffs don't have the right to insist on performing a body search - consent must be established.
- Security staff will not perform strip searches under any circumstances.
- Weapons that are seized will be immediately handed over to a security supervisor for storage in a secure place until they can be taken by or accepted by Police.

Any patron not compliant with search policy will be refused entry.

24. Ingress & Egress

Getting the large number of people to and from this event can be a difficult task and a number of issues were considered by Good Life in the creation of this document and during the security assessment:

- The type of crowd expected and how this will affect access/exit
- How the type of event will affect access/exit
- How the event will affect the routine functioning of the suburb
- Whether more than one stage occurring / operating at one time
- How people with disabilities will get to the event
- Whether the surrounding road network is able to handle the anticipated spectator vehicular traffic

When Good Life considered whether the site had adequate access, and a staging area, for large numbers of emergency vehicles in a major incident it assessed:

- Whether there are appropriate access roads or streets that could be closed to the public and used only for emergency and service vehicles
- If such an area is accessible to ambulances
- If access roads are unpaved, whether emergency vehicles could have problems
- Whether the external and internal access roads are adequate, providing easy access/exit to spectator areas
- Once on site, if there is sufficient room for easy movement of emergency vehicles

Some risks can increase when crowds are moving into or out of the venue. To reduce these risks Good Life has considered:

- Ensuring there are sufficient entrances, spaces and routes inside and outside the venue to cope with the expected numbers; these should be sufficient to cope with patrons even if they don't arrive in an even flow but in a sudden rush, such as from trams or trains
- Checking for potential trouble spots, such as routes which become narrow or areas in which people could congregate, as these are going to cause congestion; bear in mind that people tend to use the most direct route even if it means walking on the road and endangering themselves or using an already crowded entrance
- Checking the effectiveness of these measures by monitoring arrival routes and parking areas to identify any potential problems
- Engaging enough staff to direct crowds and to deal with any minor problems, and equip them with adequate means of communication in case of major problems.

To encourage orderly movement through entrances and exits Good Life with its security contractor will maintain and observe and maintain proper queues to avoid crowd pressure.

The security contractor wherever possible will not let patrons move forward until entrance doors or gates are fully open; fix entrance doors or gates in the open position once we have started to let people in or out. We will reduce the number and speed of persons converging upon a massed crowd or other obstacle. This is a case where funnelling (usually to be avoided) may be desirable as long as:

- It is controlled
- The crowd is not likely to build up
- There is more than sufficient open space in front of the funnel for people who are held up
- The funnel is staffed all the time it is in use
- It can be quickly removed in an emergency

Egress Plan

There are several reasons for implemented egress procedures and policies

- Minimize the affect of patrons leaving the event
- Provide a safer environment for patrons leaving the event
- Greater peace of mind for local community
- Ensure patrons don't vacate the venue with alcohol or infrastructure belonging to the Good Life or the venue.

The Egress for this event will be managed from the Event Operations Centre (EOC). A copy of this plan will be in the EOC for the duration of the event. A specific briefing will be conducted with the security contractor and their relevant supervisors. This will be done by Good Life's Security Manager.

All timings contained in this plan are subject to change. Most of the crowd is expected to leave after 2000 hours. Good Life will monitor crowd egress from the front gate. If needed, times can be brought forward to accommodate earlier than expected egress. Weather can also effect times of mass egress. The EOC will have up to date weather information and will have time to change plans.

A detailed egress plan is in development and will be provided to all key stakeholders prior to the event.

25. Resident Response

The Resident Response deployment is an integral part of continuing excellent community relations on behalf of the ATC and Good Life. Good Life is confident that a contingency of ten (10) security staff in three (2) vehicles will be effective and appropriate for the event.

Resident Response Teams will be addressing the following issues:

- Loitering in, on or around private property
- Unruly behavior (screaming, yelling, urinating etc)
- Illegal activity (drug taking, fighting, drinking etc)
- Unauthorized entry onto private property
- Property damage (vandalism)

The procedures for the response teams will be as follows:

1. Response Teams will receive instructions (via two – way radios) to attend residential locations from a representative of Good Life whom receives a complaint via telephone stationed in the EOC.
2. Response Teams will be requested to attend residential locations in and around the area and deal with incidents involving residents whom are experiencing incidents with patrons on their private property.
3. Response Officers will be professional and courteous at all times and respond in a timely, effective and diligent manner.
4. All matters will be recorded in supplied log sheets and reported immediately (via two way radio) back to the EOC.
5. A detailed log will be provided to Good Life by the Supervisor of the Resident Response Team after the event has concluded.

28. After the Event

An important part of this security management plan for crowd safety and security is the regular review of safety measures after the event.

Timing

It is recommended by Good Life that this event needs to be reviewed as soon as possible after it has taken place. If many of the staff are likely to disperse, a rapid debriefing should be carried out by the security contractor to Good Life as soon as practicable. The information from the review, including any recommendations for improving crowd safety, will be helpful in planning the next event.

Good Life will consider carrying out security reviews, which might be:

- Annually
- After any accident
- After any significant change to venue or the event
- After any serious incident at a similar venue and or event

The review will assess how far the safety and security objectives have been met and the performance levels achieved. It might:

- Identify any changes to the venue, such as temporary changes due to building work, changes in the staffing structure
- Identify any current or potential problems, including, if possible, the reasons for them
- Include liaison with other agencies
- Suggest ways of improving the system
- Include feedback from staff

The conclusions from the review will be passed on to everyone involved in ensuring crowd safety in the venue. Good Life will consider inviting representatives of all the bodies who were involved in the event to take part in the review. Specific training for staff involved in the review process will help to improve its effectiveness. If there are a large number of people involved it will be more manageable to have a number of separate reviews examining particular issues, which can then be combined.

Good Life will work with the security contractor to ensure that they have set up and have implemented an incident reporting system to record specific problems / issues.

Recording issues

Performance of security measures will be tested against predetermined standards and the achievement of the objectives in security plans. This will be helpful in identifying when and where action is needed to improve performance.

There are several types of information that can be collected when measuring performance. These include:

- The number of people
- The crowd density levels
- The crowd flows in various areas during the event
- The good and bad features of the venue's design
- The effectiveness of plans and procedures

The security contractor will record problems such as:

- Rule violations
- Patron ejections
- Arrests
- Injuries to the public
- Sudden crowd movements
- Areas of crowd build-up
- Difficulties in communications
- Complaints from the public

If causes of the problems can be identified, it will help Good Life to improve the crowd safety and security systems for the next Good Life.

When measuring performance, Good Life will assess all the available information, such as incident report forms, staff observations and incident statistics. One way of conducting the measurement will be to compare each aspect of the running of the event with the relevant plans and procedures. If this shows, for example, that the current crowd security system is not working properly, target dates will be set with the Good Life for achieving the necessary improvements.

The security contractor / s will provide Good Life with a post event security report. This report will include but not be limited to:

- Executive summary
- Event Recommendations
- List of security incidents (stats)
- Event observations
- Security recommendations

Revising plans and procedures

Once performance has been reviewed, Good Life will consider what changes are needed to the arrangements for ensuring crowd security in the Good Life.

Event information will always be relayed to a central point such as the EOC. This is because the Good Life Security Manager will need to:

- Gain an overall picture of occurrences at the venue, such as size of crowd, build up of queues, serious incidents
- Coordinate the response by all staff responsible for crowd control
- Coordinate actions with other departments, emergency services or other external bodies

29. The Management of Risk

The management of risk is a critical factor in the professional management of Good Life 2014. Managing risk can be the difference between a successful, enjoyable event for all involved, and a stressful, disastrous event possibly resulting in loss of property, reputation, income or even life.

Risk management is a process used by Good Life to avoid, reduce or control risks at our events. Some risks can be insured against, others cannot.

There are a number of reasons why a Good Life puts considerable time and effort into security risk management and it does go beyond the recent issue of rising insurance premiums.

These are:

1. For safety

We want an atmosphere where everyone at the event feels safe and secure and knows their safety and security is one of the paramount considerations in every activity Good Life undertakes.

2. For the safety of the people that attend our events

The mission of Good Life is to provide a fun atmosphere for patrons, not harm them. The aim is to enhance their experience not do something that causes them pain, either physical or mental.

3. The threat of possible litigation

In the current circumstances this is a very real threat. Litigation is increasing according to the Insurance Council of Australia as are the size of the payouts for people who successfully sue. Not every promoter has faced legal action and not everyone who gets hurt then sues over it but by setting up a risk management strategy we are reducing the chance of people taking costly legal action against that will financially hurt Good Life.

Good Life's event security & risk management is a structured process of identifying, evaluating and controlling risks in a way that will minimise organisational losses and maximise opportunities.

Some sources of risk for Good Life are:

- Commercial and legal relationships-with suppliers and contractors
- Design error, inadequate testing, poor quality control
- Economic circumstances
- Human behaviour- civil unrest, riots, sabotage
- Inadequate management
- Inadequate safety measures
- Individual errors, wrong advice, negligence

- Natural events - rain, storms, lightning
- Poor planning
- Technology and technical issues
- Unsafe physical conditions

The main risk area that will be focused upon for Good Life in the risk assessment will be:

- Crowd Management and Security Operations

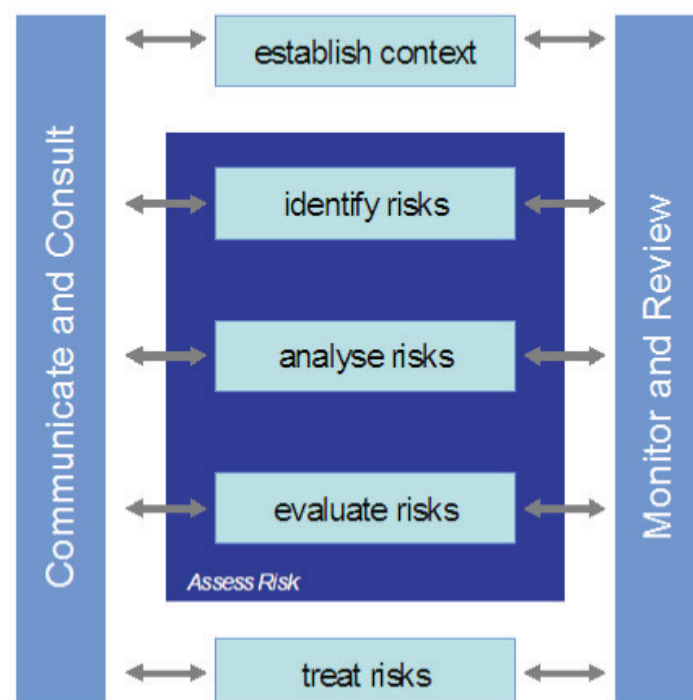
30. Risk Management Principles / Duty of Care

Ignoring the risks which apply to Good Life business activities or the events we have planned could impact on the following:

- The health and safety of employees, customers, volunteers and participants
- Our reputation, credibility and status
- Public and customer confidence in our organisation
- Our financial position
- Plant, equipment and the environment.

A systematic approach to managing risk is now regarded as standard Good Life management practice.

There are six steps to risk management: Establish the Context, Identify the Risks, Analyse the Risk, Evaluate the Risk, Manage the Risk and Review.



Good Life has completed and incorporated into this document a security risk assessment of the event and has provided treatments options regarding these risks in the attached document (risk register).

One fundamental legal principle applicable to this event is that all reasonable care will be taken to avoid acts or omissions which may injure patrons or residents living near the event / venue. This principle is called 'Duty of Care'.

For Good Life 2014, Duty of Care requires all reasonable actions to be taken to prevent any foreseeable risk of injury, loss or harm to people directly affected by or involved in the event. This includes staff, volunteers, performers, the audience, and the public in surrounding areas.

Risk management is described as a cycle consisting of five stages:

Establish

Effective risk management requires a thorough understanding of the context in which Good Life operates. The analysis of this operating environment enables us to define the parameters within which the risks to our events need to be managed. The risk management context defines that part of Good Life's (goals, objectives, or project) to which the risk management process is to be applied.

Identification

Risks are identified during this stage. Most risk management strategies suggest convening groups of people involved in the various aspects of the event to assess the risks.

Analyse

We identify the controls (currently in place) that deal with the identified risks and assess their effectiveness. Based on this assessment, we analyse the risks in terms of likelihood and consequence. We refer to the Risk Matrix to assist us in determining the level of likelihood and consequence, and the current risk level (a combination of likelihood and consequence).

Evaluation

Identified risks are prioritised according to their probability of occurrence and severity of impact. The goal of the evaluation phase is to produce a comprehensive and realistic analysis and listing of potential risks. Performance measures will need to be specified at the planning stage to assist the evaluation process.

Review

Once the event is over it will be important to review all aspects of the operation, establishing the cause of any problems that may have occurred and ensuring that the procedures in place continue to be relevant as the needs of the venue and the visitors change. This will be an ongoing process of measuring achievement against stated goals,

as well as more specific reviews carried out in response to particular problems or incidents. The review process should, wherever possible, incorporate evaluation of performance against standards or targets.

The review will encompass management aspects such as policy, management structure, as well as plans, procedures and measures used in the operation of the venue or problems experienced. In certain instances, day-to-day operations may vary little over a period of time and so require little specific provision or modification.

31. Assessing the risk

As part of the process of analysis, planning and implementation, it was important to identify potential hazards and problem areas within the venue and at the event.

Identifying the risks

First, it is necessary to consider where the event is going to be held and who will be attending. Any potential hazards will be identified in order to plan effective safety measures. A site inspection by the Good Life Security Manager will identify further specific hazards of the site prior and then during the event. Hazard identification does not only involve identifying the hazards themselves but also includes identification of 'contributory events' or problem scenarios which contribute to the hazards, the assessment of how likely they are to occur and what happens when they do.

After previous events and consideration, the venue for the Good Life 2014 may present hazards such as:

- Injury through a security incident
- Injury through drug and alcohol intake

The crowd at Good Life 2014 may present hazards such as:

- Crushing between people
- Crushing against fixed structures
- Trampling underfoot
- Fight / physical confrontations between patrons
- Action by the crowd such as surging, swaying or rushing

Good Life has assessed which people who may be harmed and how.

This can include:

- Anyone in the crowd
- Anyone exposed to overcrowded conditions for a prolonged period of time
- Staff and contractors could also be at risk

Controlling the risks

When assessing a risk, Good Life has considered the likelihood of a hazard occurring and the potential severity of the outcome. The first approach is to eliminate the hazard altogether, but where this is not practical our aim is to control the risk so that harm to any person is unlikely. Strategies to control the risk include:

Cancel and avoid the risk

If violence has previously been involved with the event and signs indicate that more trouble is on the way, cancellation may be appropriate.

Diminish the risk

Although limited searches are conducted as a standard condition of entry to many major events, searching every patron entering this event may be unwise and impractical. Diminishing the risk of weapons might be better done by positioning more security personnel throughout the venue.

Reduce the severity of risks that do eventuate

Plans to respond to the risk should be in place, generally as emergency plans and in conjunction with the incumbent venue security provider and emergency services.

Recording the risk assessment

The significant findings of the risk assessment and what measures are being taken to tackle risks are recorded in the document incorporated within this document (risk register). Included are the main hazards identified, the people who may be exposed to such hazards and assessment of the significant risks. Also included are the control measures already in place and the additional precautions required to reduce any risks to an acceptable level. We have included the date for review of the assessment, noting that changing circumstances trigger an earlier review. Such criteria will include:

- Major changes in the venue
- Significant changes to the event
- Incidents which did or could have injured members of the public
- Serious incidents at other venues

Level of Risk Matrix

Likelihood	Consequence				
	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
A Almost Certain	Moderate	High	High	Extreme	Extreme
B Likely	Moderate	Moderate	High	High	Extreme
C Possible	Low	Moderate	High	High	High
D Unlikely	Low	Low	Moderate	Moderate	High
E Rare	Low	Low	Moderate	Moderate	High

E: **Extreme risk** - immediate action required

H: **High risk** - CEO attention needed in development of risk reduction strategies

M: **Moderate risk** - specific risk reduction strategies needed. Management responsibility must be specified.

L: **Low risk** - manage using existing controls

Risk Consequences Definitions

Consequence	Category	Description
Catastrophic	5	The consequence would threaten the event and the event organisation e.g. death, huge financial loss.
Major	4	The consequence would threaten the continued effective functioning of the event organisation and therefore the event e.g. major financial loss, important external resources required.
Moderate	3	The consequence would not threaten the event, but would mean that the event would be subject to manageable changes e.g. high financial loss, medical treatment required.
Minor	2	The consequence would not threaten the efficiency or effectiveness of some aspects of the event, but would be dealt with internally e.g. medium financial loss, first aid treatment.
Insignificant	1	Consequence would be dealt with by routine operations, e.g. no injuries, no financial loss.

Likelihood ratings table

Level	Descriptor	Description
A.	Almost certain	Event is expected to occur in most circumstances
B.	Likely	Event will probably occur in most circumstances
C.	Moderate	Event should occur at some time
D.	Unlikely	Event could occur at some time
E.	Rare	Event may occur only in exceptional circumstances

Risk Key Register

ATC	Australian Turf Club - Randwick Racecourse
FIRE BRIGADE	Fire Brigade
Good Life	Good Life
ISEC	ISEC Group
MEDICS	On Site Medical Events Team Ambulance Service
POLICE	Police

32. Risk Assessment

#	Risk Hazard	Risks / Impact	Likelihood	Consequence	Risk Treatment Actions & Control Procedures	Responsibility
SECURITY RISK ASSESSMENT						
1	Perimeter Breach	• Loss of income • Injury to Patron • Injury to Staff • Unauthorised Access	C	3	• Implementation of Security Management Plan • Security to be placed around event fence lines and briefed of possible fence breaches. • ISEC to provide trained and experienced staff at perimeter hot spots. • CCTV	ISEC Good Life
2	Accreditation Forgery	• Loss of Income • Overcrowding • Unauthorised Access • Overage Patron Access • Illegal Activity • Disorder	C	1	• Implementation of Security Management Plan • Use unique accreditation design • Place accreditation boards around site so security staff can use as reference/guide • Brief security staff accordingly	GOOD LIFE ISEC POLICE
3	Terrorist Attack	• Loss of Income • Injury or Death • Property Damage • Adverse Media Coverage • Trauma • Disorder • Panic	D	4	• Implementation of Security and Emergency Management Plan • Work with police to ascertain any threats • Information to be communicated to all key stakeholders regarding suspicious persons or packages or threats received	GOOD LIFE POLICE ATC ISEC

#	Risk Hazard	Risks / Impact	Likelihood	Consequence	Risk Treatment Actions & Control Procedures	Responsibility
SECURITY RISK ASSESSMENT						
4	Prohibited Items (Illicit substances)	• Illegal activity • Injury or Death • Intoxication • Trauma • Disorder	A	3	• Implementation of Security Management Plan • Ensure bag searches are conducted thoroughly and effectively. • Ensure staff are briefed on a list of items to be refused, confiscate or cloaked • Large number of security staff to be deployed at entrance to enforce COE	POLICE GOOD LIFE ISEC
5	Attendance of Overage Patrons "toolies"	• Sexual Assault • Physical Assault • Bullying	B	4	• Implementation of Security Management Plan • Ensure age checks (ID) are performed as required at the entry gate. • Ensure checks are completed on anyone not wearing or displaying a wristband with the event. • Ensure signage is displayed at the entrance and on event advertising publications detailing no persons over 18 permitted within the venue / event • Large number of security staff to be deployed at entrance to enforce COE	POLICE GOOD LIFE ISEC

#	Risk Hazard	Risks / Impact	Likelihood	Consequence	Risk Treatment Actions & Control Procedures	Responsibility
SECURITY RISK ASSESSMENT						
6	Community Disruption	• Vandalism to private property or neighbouring areas • Loss of Community Support • Loss of Reputation	B	3	• Implementation of Security Management Plan • Implementation of a resident hotline to be manned during the event and receive complaints. • Deployment of security staff roving the perimeter and neighbouring area. • CCTV	GOOD LIFE ATC ISEC POLICE
7	Alcohol	• Intoxication • Violent Behaviour • Disorder • Physical Injury • Criminal Activity	C	2	• Implementation of Security Management Plan. • Large number of security personnel to be deployed at main entrance to enforce COE including blood alcohol analysis. • Youth service to be provided on site for support	GOOD LIFE POLICE ATC ISEC
8	Drugs	• Intoxication • Violent Behaviour • Disorder • Injury or Death • Adverse Media Coverage	C	3	• Implementation of Security Management Plan • Enforce COE at entrances • Youth service to be provided on site for support • Engage appropriate medical services • Medical plan to be developed • Several ambulances on site at all times	GOOD LIFE POLICE MEDICS ISEC

#	Risk Hazard	Risks / Impact	Likelihood	Consequence	Risk Treatment Actions & Control Procedures	Responsibility
SECURITY RISK ASSESSMENT						
9	Overcrowding	• Crowd Crush • Injury or Death • Panic • Trauma • Disorder	R	3	• Implementation of Security and Emergency Management Plan • Ensure ticket sales don't exceed venue capacity • Popular talent to perform simultaneously on separate stages • Stages are not erected to close to each other • CCTV • Enforce COE	GOOD LIFE POLICE ATC ISEC
10	Criminal Activity	• Theft • Vandalism or Property Damage • Violent Behaviour (Assault) • Physical Injury • Disorder • Arson • Trauma	D	3	• Implementation of Security Management Plan • Ensure incident response procedures are developed • A large number of vigilant response security staff to be deployed to ensure incidents are managed effectively. • Enforce COE • Police presence on site during the event • CCTV	GOOD LIFE ATC ISEC POLICE

#	Risk Hazard	Risks / Impact	Likelihood	Consequence	Risk Treatment Actions & Control Procedures	Responsibility
SECURITY RISK ASSESSMENT						
11	Climbing Structures	- Physical Injury - Death - Trauma - Panic	C	1	- Implementation of Security Management Plan - Adequate numbers of security personnel on site - Static security posted in areas that are vulnerable to climbing - CCTV	GOOD LIFE ATC ISEC POLICE

33. Security Roster & Position Map (Dot Plan)

A complete security roster will be included 30 days prior to the event.