



Barangaroo

Barangaroo Central Interim Public Domain

Event Management Plans

March 2013

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1 Executive Summary

Barangaroo Central Waterfront Public Domain and Interim Public Domain are currently being developed as spaces within the overall Barangaroo development which can accommodate a wide range of activities and events from 2015.

This document contains a set of overarching management plans that set the minimum requirements for major events at Barangaroo Central Interim Public Domain. These plans will form the basis of the event specific management plans that are required to be prepared for major events.

The document has been prepared in consultation with Event and Sports Projects Australia and has been informed by information contained in the consultant technical reports supporting the Barangaroo Central Waterfront Promenade and Interim Public Domain State Significant Development Application.

For major events event specific management plans are to be submitted to the Authority for review and endorsement prior to proceeding.

2 Event Management

The Barangaroo Central Interim Public Domain will accommodate a wide ranging program of events throughout the year, from small scale private functions through to major community festivals.

All activities and events at Barangaroo Central will need to be controlled to various degrees, from a simple space booking process for an activity that requires minimal to no infrastructure and equipment to larger more complex events that require a detailed and comprehensive Event Management Plan. In most cases the event applicant or organiser will need to develop an activity plan or Event Management Plan, in consultation with BDA and any relevant State and Local Authorities, depending on the size and type of event being proposed.

It will be the responsibility of an event organiser to develop the appropriate event specific plans and submit these plans to BDA so they can assess the appropriateness and level of detail that will adequately show how the organiser intends to operate and control all aspects of the proposed event.

The timeline for the submission of these specific Event Management Plans are subject to the size, type and complexity of the event being proposed, and in some cases will require consultations between the event organiser and BDA more than 12 months prior to the proposed event date.

For larger and more complex events the event organiser is to work closely with BDA throughout the planning process, so that all plans are developed in line with the Barangaroo Central Waterfront Promenade and Interim Public Domain Events Policy.

NSW Government, Premier's Department has recently updated uploaded an interactive Event Management Guide called the "Event Starter Guide", where it lists in detail the process and the various elements that form an Event Management Plan. The website link to this document is:

<http://www.events.nsw.gov.au/event-starter-guide/3-navigation-checklist/>

NSW Premier's Department (DPC), Office of Protocol & Special Events have also developed a document called the NSW Government Event User Charges Policy which is another useful 'base' document which the event organisers can use when formulating an Event Management Plan. The document also outlines how events are categorised in NSW in relation to funding and support. This document can be found at;

<http://www.events.nsw.gov.au/user-charges-policy/>

This document contains the following set of overarching management plans that set the minimum requirements for major events at Barangaroo Central Interim Public Domain and will form the basis of the event specific management plans that are required to be prepared for major events.

- Security Management Plan
- Sound Management Plan
- Emergency Management and Incident Response Plan
- Security Risk Assessment Plan
- Alcohol Management Plan
- Waste Management Plan
- Occupational Health and Safety Policy Manual
- Water Based Traffic and Traffic, Transport, Access and Parking Plan
- Infrastructure/Services Plan

3 Security Management Plan

3.0 Purpose

The purpose of the Barangaroo Central Interim Public Domain Security Management Plan is to establish overarching guidelines to manage security for major events in the Barangaroo Central Interim Public Domain. An event specific Security Management Plan is required to be completed for any major event being held at the site.

3.1 Operational Outcomes

A safe, friendly and welcoming public domain area needs to have a pro-active, visible and customer focussed security/ranger team. Deterring criminal activity will be only one of a suite of requirements for a busy waterside public domain. The example set by the City of Sydney and Darling Harbour and The Rocks Precinct Managers is of a high standard and something Barangaroo wishes to exceed in being the newest space on the harbour and in the CBD.

3.2 Command and Control Room

A 24/7 command and control room to manage public domain and facilities across the Barangaroo precinct is considered best practise in many other venues and sites. The command and control room will be responsible for the smooth, safe and secure operation of the precinct including the Barangaroo Central Waterfront Promenade and Interim Public Domain. Through the use of Ranger/Security, CCTV, access control, lighting and a public contact point the Command and Control room will be the nerve centre of the precinct and responsible for all activity within its boundaries. Where there are issues outside of the boundaries it is the command and control centre responsibility to communicate and liaise with the neighbouring businesses and operations including, King Street Wharf, Walsh Bay, City of Sydney, SHFA, Transport for NSW, Maritime, Sydney Ports Corporation and RTA on a 24 hour basis.

The command and control room will also act as the event command centre for any large-scale event and control the communication and emergency services interface from its observation position.

3.3 Security/Ranger Services

The overarching Security Management Plan for Barangaroo calls for the use of security or ranger type patrols in the public domain in a similar manner to other large scale public domain areas such as Circular Quay, Darling Harbour, Hyde Park, etc. The security or ranger patrol will be responsible for public safety and security, asset protection, access control, customer service, incident response and emergency services liaison.

There are currently security services on Barangaroo 24 hours per day, 365 days per year and this will continue during the operation of the Central Waterfront Promenade and Interim Public Domain Area.

Event security will be a supplementary service to the day-to-day provision and be tasked with event specific responsibilities dependent on the event security risk assessment and controls

Security/Rangers will be in contact with the control room via phone and GPS radio network at all times

3.4 CCTV

Closed Circuit Television will be applied across the public domain and waterfront precincts of Barangaroo. The use of the camera system will be in accordance with the NSW Government Security Industry Act and Barangaroo CCTV and Privacy Policy. Access to footage or recordings will only be under written request from NSW Police or via a court subpoena for evidence.

There is currently CCTV security cameras' operating on the Barangaroo Foreshore and key entrance gates for pedestrians and vehicles with legislated signage on each entrance gate and public domain access point. These cameras will assist in the management of security, access, incidents and events as well as crime prevention and crime deterrent methodologies

3.5 Lighting

There is substantial lighting of the public domain high traffic areas and access points. Placement will be in a manner to limit light spilling into surrounding areas including Hickson Road and Sydney Harbour. The use of effective lighting locations with regular visual security/ranger patrols will act as an immediate deterrent to potential persons of criminal intent. In locations near residential lighting may be reduced to discourage patronage late at night or during the morning. Security and Ranger patrols are to monitor the lighting during patrols for maintenance issues, areas of interest and CCTV camera coverage assistance.

3.6 Event Security

It is expected a wide range of events will be held on the Barangaroo Central Waterfront Promenade and Interim Public Domain. From small exercise groups (less than 150 people) through to larger scale public events (up to 15,000). For the day-to-day events the normal ranger/security patrol will be able to manage the public domain effectively with support from the control room or other Barangaroo precinct support. For larger events a separate event security plan will be required to address crowd management, emergency and incident response, alcohol service and security response. Event security will need to be given a site specific induction to the event and venue inclusive of the emergency protocols, assembly areas, control room contact and supervisor details

Prior to a major event being held in the Barangaroo Central Interim Public Domain an event specific Security Management Plan must be completed that at a minimum contains the following requirements.

- What type of security has been selected for this event, and the company's reputation,
- What security firm has been contracted, and details of licenses and event day contact etc,
- Whether the event site is fenced off to restrict access during ingress and egress,
- Whether there be additional security for your site during the bump in and bump out e.g. overnight security for any structures and/or equipment protection
- Identify the type of security staff (1a or 1c licensed) and numbers of security you anticipate at the event
- The ratio of security to patrons (contact Police for ratio if the event is proposed to be licensed)
- Detail event security measures that will be in place
- Detail what the conditions of entry to the event will be
- Provide a list of items not permitted into the venue/site
- Provide a security organizational chart
- Provide a communications strategy
- Exits and paths of travel to exits are to be kept clear of obstructions
- Entry, exit and assembly points should be clearly marked on a site plan
- Lighting needs to be clearly identified to adequately to identify exits as well as corridors, aisles or paths leading to them.

- For outdoor events held in fenced or enclosed areas, adequate entry and exit points must be provided
- The event applicant must provide event venue and site layout maps taking into consideration the following:
 - Close proximity to emergency responders, hospitals and emergency services
 - Buffer zones between noise sources and noise-sensitive neighbouring properties
 - Provisions for policing, first aid and command facilities

3.7 Incident Response

The Barangaroo Security/Ranger team will be the party responsible for coordinating incident response and control protocols across the precinct including first aid, fire, evacuation, malicious threats and crowd management or control. The team will be the first response across the precinct and will support the emergency services when they respond to site. Covering such a large area inclusive of 22 hectares it is expected there will be numerous security/rangers with transport and first aid capability to cater for the significant public domain.

3.8 Summary

The Barangaroo Delivery Authority is committed to ensuring major events being held in the Barangaroo Central Interim Public Domain are delivered in a safe and secure manner. All major events must prepare and event specific Security Management Plan in accordance with this overarching Security Management Plan.

4 Sound Management Plan

4.0 Purpose

The purpose of the Barangaroo Central Interim Public Domain Sound Management Plan is to establish overarching guidelines to manage potential noise impacts caused by major events in the Barangaroo Central Interim Public Domain. An event specific Noise Management Plan is required to be completed for any major event being held at the site.

4.1 General

All outdoor public events held on the Barangaroo Central Interim Public Domain must comply with the Protection of the Environment Operations Act 1997. BDA and the Environmental Protection Authority (EPA) reserve the right to control the noise levels of any equipment used on site.

Wilkinson Murray has completed the Barangaroo Central Waterfront Promenade and Interim Public Domain Operational Noise Management Plan (November 2012), refer Appendix 14 of the Development Application submission. The following sections outline key elements of the report.

4.2 Event Categories

For the purpose of managing noise emissions through this overarching Sound Management Plan, major events will fall into one of four (4) categories. The criteria used to classify an event into a particular category are outlined in the following table:

Event Category	Criteria
Category 1	Attendance up to 15,000 patrons Usually a “one off” event and unlikely to recur in the short to medium term Use of high output amplified sound system
Category 2	Attendance up to 12,000 patrons Usually a “one off” event and unlikely to recur in the short term Use of high output amplified sound system
Category 3	Attendance in up to of 15,000 patrons. Associated with Live events Use of some amplified sound system for broadcast of events of a big screen such as: Football, Olympics, Tennis etc
Category 4	Attendance in up to of 10,000 patrons. Typically a fair or community event Use of localised low output amplified sound system for announcements or for live intimate entertainment. Community events Private Functions

4.3 Timing of Events

The time of staging events is a key determinant of the actual or perceived degree of noise impact from major events on residents and workers. Based on environment protection standards there are three (3) relatively distinct event staging time periods from a noise management perspective;

- 7am to 5pm (day)
- 5pm to 11pm (evening)
- 11pm to 7am (night)

The timing of an event in itself does not dictate whether an event requires noise monitoring or controls. However, Category 1, 2 and 3 events must be concluded by 11pm on any given night of the week. This conclusion time is to include any “encore” period associated with the event (inclusive of fireworks).

Where Category 1, 2 and 3 events involve the use of amplified sound systems, the commencement of the amplified sound cannot occur before 10am on any given morning of the week.

Category 4 events should not be restricted to time limits.

4.4 Events Requiring Noise Monitoring and Controls

The categorisation and timing of an event determines whether noise monitoring and/or controls are required for the event. This approach and an explanation are also outlined below.

Category 1 Events - All events require noise monitoring and controls. The nature of these controls and monitoring is discussed in the following table

Category 2 Events - All events require noise monitoring and controls. The nature of these controls and monitoring is discussed in the following table.

Category 3 Events - All events require noise monitoring and controls. The nature of these controls and monitoring is discussed in the following table.

Category 4 Events - All events are not subject to noise monitoring or standard controls except for where specific and legitimate complaint is received.

Event Category / Description	Noise Limit Controls
Category 1 - Musical concerts using sound amplification equipment with crowd capacity greater than 10,000 but less than 15,000.	<p>Maximum of 6 concerts per year.</p> <p>A series of musical concerts may be held over a maximum of 4 consecutive days.</p> <p>Each concert must be held between 10 am and 11 pm only.</p> <p>Rehearsals for each concert audible beyond the park boundary</p> <p>must not exceed 4 hours and must be held between 10 am and 10 pm.</p> <p>Sound tests for each concert audible beyond the park boundary must be conducted on 1 day only, not exceed 1 hour and be held between 10 am and 8 pm.</p> <p>LAeq(T) must not exceed 70 dB(A).</p> <p>LA max must not exceed 80 dB(A).</p>

	<p>LC max must not exceed 100 dB(C).</p> <p>An exceedence of these noise limits during a single 5-minute period during the first 15 minutes of the performance of each new separate band or act will not be taken to be a breach. <i>Notwithstanding the previous statement the maximum decibel level is 100dB</i></p>
Category 2 – Speech Events using sound amplification equipment with crowd capacity greater than 10,000 but less than 12,000	A-weighted sound pressure level (LA10.T) must not exceed 10 dB(A) above ambient background level (LA90) between 10 am and 11 pm, and 5 dB(A) above ambient background level (LA90.) at other times.
Category 3 - Crowds up to 15,000 with medium level amplification	A-weighted sound pressure level (LA10.T) must not exceed 10 dB(A) above ambient background level (LA90) between 10 am and 11 pm, and 5 dB(A) above ambient background level (LA90.) at other times.
Category 4 –Crowds up to 10,000 low level amplification	A-weighted sound pressure level (LAeq.T) must not exceed 5 dB(A) above ambient background level (LA90) between 10 am and 11 pm, and ambient background level (LA90.) at other times.

Note:

LAmax: The A-weighted maximum sound pressure level measured over a sample period, measured on fast response, during the sample period (average over 5 minutes).

LAeq, 15mins: The equivalent continuous noise level.

LCmax: Low frequency noise (C-weighted maximum sound pressure level measured over a sample period)

4.5 Noise Mitigation Techniques

Amplified sound associated with large events should only be permitted in the day and evening periods. Outside those times, the PA system should only be used as a last resort for announcements related to emergencies or crowd control.

- All sound systems should include a limiter/compressor so music can be locked below a desired threshold noise level if required. The setting of the limiter should be determined during sound checks in consultation with the Acoustic Consultant.
- The design of the sound system should take into consideration the noise requirements of this Plan. Speakers should be orientated towards the audience so that noise “spill” is minimised. The use of noise cancelling “sub” arrays should be considered in the design and layout of the sound system.
- Sound level meters should be set up at each sound desk to monitor levels and ensure that they do not depart from the appropriate levels recommended for compliance at sensitive receivers.
- When notified of an acceptable level by the acoustic supervisor, the production manager shall ensure that the correspondent noise level measured by the desk sound level meter is clearly advertised at the sound desk.
- Production managers and sound engineers (day events, night rehearsals) as well as site managers (night time installation and decommissioning works) should be briefed on the importance of reducing noise levels as requested by the acoustic consultant. The event organisers are responsible for briefing the managers prior to the event. Briefing should include awareness of noise issues, clear outline of responsibilities, acoustic consultant contact

information, procedures to implement in order to quickly reduce noise levels, and procedures to implement in order to maintain appropriate noise levels.

- The event organisers are responsible for ensuring that the various production managers have rehearsed the process of quickly reducing noise levels.
- Teams should be used to assist people in arriving to/leaving sites quietly.
- Installation and decommissioning works should be undertaken during the day when possible. Such works should only take place at night as a last resort.
- If installation and decommissioning works need to be carried out at night then:
 - Mechanical plant and vehicles should only be operating when needed.
 - Mechanical plant should be placed as far as possible and possibly shielded from the closest receiver.
 - Noisier works should be carried out as early as possible in the night in order to reduce noise impact.
 - Management measures shall be implemented in order to ensure that the noisy works do not occur simultaneously.

4.6 Compliance Noise Monitoring

This section summarises likely requirements for noise management during large events.

For those events requiring noise monitoring, categories 1, 2 and 3, it is the responsibility of the promoter to ensure an accredited noise consultant is engaged to conduct all noise measurements. The event organiser must also ensure;

- Noise monitoring is carried out across the whole event period as well as any related sound tests or rehearsal periods (where noise is being emitted).
- Noise monitoring measures noise emissions at four locations as a minimum being:
 - High Street Residences
 - Merriman Street Residences
 - Darling Island Residences
 - Balmain East Residence.
- When measuring LAeq levels associated with an event at affected residences over any 15 minute period and with a sound level meter set to fast response, levels must comply with either the noise limits set in the Plan or the noise predictions.
- Noise monitoring should be conducted at least once at each of the identified noise sensitive receivers around the Barangaroo site shortly after the start of high-noise-generating events.
- In addition to the noise monitoring locations described in (b), a noise monitor should be located at the event mixing console throughout the entire event period as well as any sound test or rehearsal period.

- It is important that, throughout the entire event and any sound test or rehearsal period, there is a communication link between the noise monitoring personnel and the controller of the noise (i.e. mixing desk console operator).
- The noise measuring equipment required for collecting data relating to the Noise Management Plan is a Type 1 Sound Level Meter or equivalent, and must be capable of measuring L_{Amax}, L_{Aeq} and L_{Cmax}.
- When conducting noise readings at residences the reading must be taken within 1.5m of the facade of the residential building most exposed to the event noise.
- In the case of attended monitoring, where the direct measurement of L_{Aeq} from the event noise is not possible, the average maximum noise level from the event, L_{Amax} average, is a suitable approximation. The use of this or any other measurement method should be noted and justified in the monitoring report.

4.7 Monitoring Reports

Following the completion of the event a written report will be provided to BDA by the operator within five working days of the event's completion. The following information is to be provided;

- Compliance or non-compliance with the noise limits relevant to the event
- The number, frequency, location and actual noise level of any non-compliance during the event period;
- Any mitigation action that was undertaken during the event period.

In addition to the above preliminary information, the operator will submit a written report detailing the effectiveness of the event within one month of the completion of the event. The report should include, as a minimum, the following information;

- Details of the type of equipment used for noise measurements
- Times, location of all attended and unattended noise measurement carried out.
- All recorded noise measurements.
- Highlight of any noise non-compliance.
- Any recommended measures that have been identified that can be adopted in future events to reduce noise emissions at surrounding receivers.

4.8 Summary

The Barangaroo Delivery Authority is committed to minimising any noise impacts that may occur from major events being held in the Barangaroo Central Interim Public Domain. All major events must prepare and event specific Noise Management Plan in accordance with this overarching Noise Management Plan and the Barangaroo Central Waterfront Promenade and Interim Public Domain Operational Noise Management Plan (November 2012) as prepared by Wilkinson Murray .

5 Emergency Management and Incident Response Plan

5.0 Purpose

The purpose of the Barangaroo Central Interim Public Domain Emergency and Incident Response Plan is to provide a base plan and establish overarching guidelines to manage emergency situations and incidents that may occur during major events being held at the Barangaroo Central Interim Public Domain. An event specific Emergency and Incident Response Plan is required to be completed for any major event being held at the site and will require modification of this base plan depending on a wide range of factors, including

- Crowd demographic
- Event layout
- Ticketing or open admission
- Alcohol Management
- Food and beverage placements
- Amenities
- Emergency Control and Command

This base plan is to inform and show the considerations to the venue and event management of the emergency planning and incident response required for a public venue and event of a significant size.

An experienced and qualified security consultant or crowd control manager should review the final event specific Emergency and Incident Response Plan for any large event

5.1 OPERATIONAL INFORMATION

This is a planning document to outline event emergency operations for “INSERT EVENT NAME” planned to take place on “INSERT EVENT DATE” at Barangaroo, located on the Sydney Harbour Foreshore between the hours of “INSERT EVENT HOURS”. The safe crowd capacity formula of 0.93pp/sqm for the expected crowd dynamic is allowing a recommended event capacity of “INSERT EVENT CAPACITY” pax.

In accordance with AS 3745 2002 ‘Emergency Control Organisation and Procedures for Buildings, Structures and Workplaces for Emergency Operations’, NSW Police - L.A.C. (Local Area Command) and the Controller of Premises co-ordinate emergency response activities in accordance with relevant emergency and disaster Plans. Security - the event Security/Crowd Control services provider - assists in actual implementation of emergency operations under the direction of the wardens and/or the Police.

5.1.1 Emergency Planning Committee (EPC) and Emergency Control Organisation (ECO)

For the purposes of major events the Barangaroo Delivery Authority (BDA) will form a temporary Emergency Control Organisation - ECO. The ECO will include:

Chief Warden	Xxxxxx xxxxx	Venue/Event Manager
Deputy Chief Warden	Names - TBC	Security Manager
Comms Officer	Names - TBC	TBC
Warden 1	Names - TBC	TBC
Area Warden (1)	Names - TBC	TBC
Area Warden (2)	Names - TBC	TBC
Area Warden (3)	Names - TBC	TBC

Area Warden (4)**Names - TBC**

All ECO personnel, security operatives and Warden assistants will be site inducted and briefed/trained on the requirements of this document (when final version is available).

Name	Position	Contact Number	Call Sign and Channel

If/when it becomes apparent that the Emergency Control Organisation - ECO cannot adequately manage an event emergency incident the Chief Warden/Deputy Chief Warden will seek immediate assistance from the relevant Combat Agencies.

- NSW Police L.A.C.: (02) 8220 6399
- Sydney Harbour Foreshore Authority: (02) 9240 8500, 1300 655 995
- Fire Brigade [The Rocks]: (02) 9247 4341
- Ambulance: 000

This document addresses general emergency response and emergency systems for the "INSERT EVENT NAME" at Barangaroo only and is subordinate to any relevant district and NSW disaster plans in place.

5.2 INCIDENT AND EMERGENCY OPERATIONS

(Note: Subject to final emergency and evacuation planning discussions and approval).

- Security will co-operate with Police, BARANGAROO DELIVERY AUTHORITY, Sydney Harbour Foreshore Authority (SHFA), NSW Fire Brigades (NSWFB) and other relevant stakeholders to finalise this emergency plan. It is the responsibility of the Event Organiser/Controller of Premises - BARANGAROO DELIVERY AUTHORITY to notify emergency services of the event and supply relevant copies of planning documentation including site plans
- The primary consideration of the emergency plan is the safe, controlled and orderly exit and disbursement of the crowd away from the event area.
- In the event of any emergency within the event area of Barangaroo, Security, Event managers and staff will report all incidents to the Event Comms Room [Comms]. The Event Comms Room will then communicate with the relevant sector i.e. Medical response, Security response etc. for appropriate response and record the communications and decision-making. The Control Room will contain representatives from all relevant combat agencies, who will be able to make a decision what resources would be required from their part to handle the emergency and whether the situation calls for hand-over of control to the Police or other relevant agency.
- In the event of an evacuation Security guards/crowd controllers will be directed by their supervisors or Area Warden/s of their immediate responsibilities and actions to be taken (in addition to the emergency-related briefing to Static Event Security guards at exit gates) to ensure crowds evacuate the affected area and are directed to place of safety: in minor incident - towards other event areas and in major incident - towards Assembly Areas (please see Appendix). All actions in an emergency will be recorded at Event Comms Room - Comms. Officer.

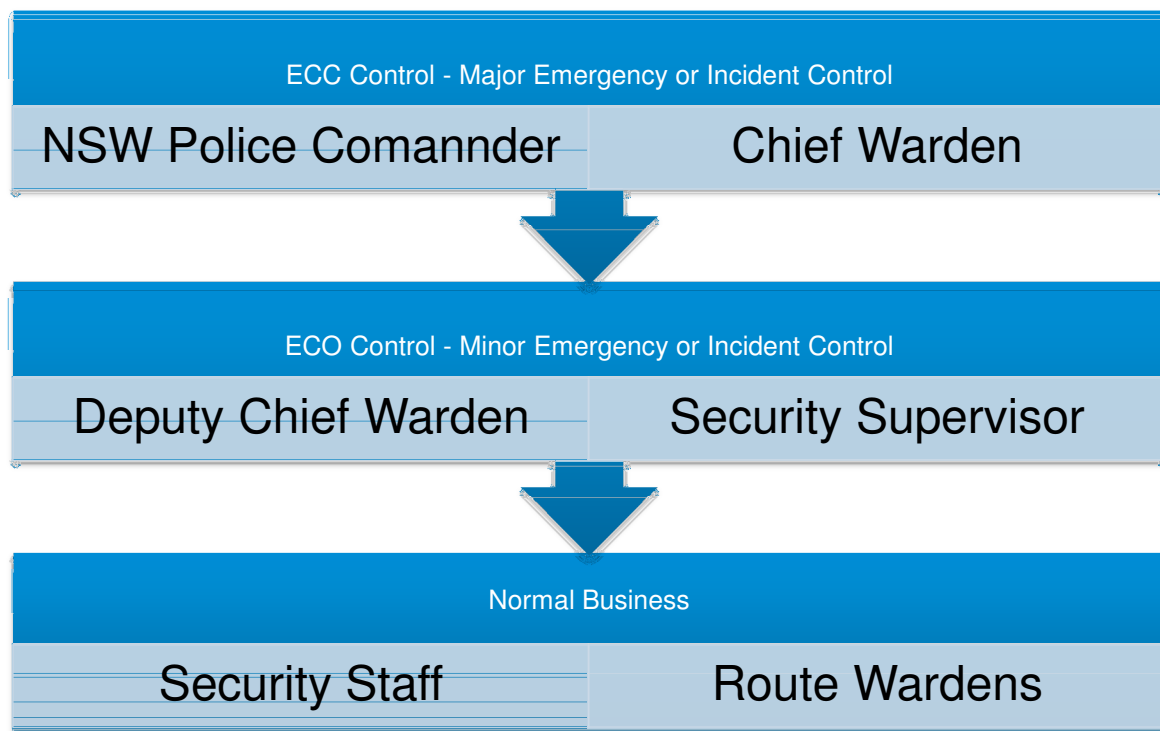
- In the event of significant injuries designated First Aid will treat casualties and utilise medical station/triage area as per First Aid/Medical plans. Casualties that need transport will be driven to closest hospital/s by Ambulance. Minor medical incidents will be handled by first aiders. All medical incidents will be reported to Event Comms Room via two-way radio for recording purposes in addition to standard reporting forms completed by the First Aid/Medical Service provider.
- Emergency exit signs will be installed along pedestrian and vehicular Emergency Exit location routes by SHFA for the duration of the event. These exit signs will comply with SHFA requirements and be of size and proportions adequate to the site conditions and immediate location.
- Fire extinguishers will be on site to cover any relevant temporary infrastructure and/or any potential localised fires (subject to consultation amongst stakeholders and dependant on lay-out).
- Megaphones will be available for emergency use and public announcements (noting current plans do not include PA system on site).

5.3 EMERGENCY CONTROL POST (ECP) / EMERGENCY COMMAND CENTRE (ECC)

In the event of a Minor emergency incident, the Event Organiser will establish an Emergency Command Post (ECP) within the Security Office / Communications Centre and coordinate a response with NSW Police. Relevant Event/Venue Manager, Area Emergency Warden, Wardens, Security and relevant event staff will liaise with this ECP.

In the event of a Major emergency incident (i.e. bomb threat received, fire, extreme weather etc.), the Event Organiser will establish a Emergency Command Centre (ECC) and coordinate a response under the direct command of LAC Police or NSW Fire Brigades (in case of HazMat emergency or fire). Security will liaise with this Command, receive and follow instructions from the Police or Fire Brigade (as relevant to the emergency). Event Security/Crowd Control Provider - Security will perform emergency procedure actions under direction from ECC, relayed via Police representative on site and/or the Event Organiser.

Event Command & Control - ECC:



5.4 EMERGENCY EGRESS ROUTES

Emergency egress routes breakdown:

Area 1 route: refer Annex A Area 2 route: refer Annex A Area 3 route: refer Annex A

5.5 EMERGENCY ASSEMBLY AREAS

Assembly Area 1 refer Annex A

Assembly Area 2: refer Annex A

Please note well: Evacuation routes and assembly areas are to be confirmed in consultation with BARANGAROO DELIVERY AUTHORITY, SHFA, NSW Police L.A.C, NSWFB and NSW Ambulance Service.

In essence the suggested assembly areas are considered with the aim of keeping evacuee flows out of the event area and away from Emergency Services access route/s. The underlining sense is considering the locations suitable to fit same or higher numbers of people, than the patrons in the event venue, until the emergency has passed. Another consideration is the capability of evacuation in all cardinal directions so if one side of the evacuation direction is compromised, patrons could be directed to the available one.

BARANGAROO DELIVERY AUTHORITY, in consultation with relevant landowners, ensure that access to the suggested areas is not in any way obstructed - in an evacuation. All Emergency Exit Routes and Assembly Areas shall be accessible at all times. Security and BARANGAROO DELIVERY AUTHORITY shall make provisions for capability of rapid dismantle of 1.8m. high fencing, staffing for the emergency exits and adequate signage.

As immediate accounting for patrons in a full scale evacuation is not feasible BARANGAROO DELIVERY AUTHORITY will be reliant on investigations and information obtained from assembly areas once evacuation have been carried out.

Patrons and event personnel will be restricted from re-entering the event area(s) until the emergency or threat has passed and emergency service/s in charge have issued an 'all clear' to return to the area.

Police and Event Wardens will take a count and details of any persons authorised to re-enter the site, excepting Combat Agency personnel. The Chief Warden will have access to any lists of production personnel, caterers, staff on site in order to facilitate a 'head count' in an emergency. This information shall be available at Event Comms Room and passed over immediately when a situation requiring evacuation arises.

EMERGENCY WARNINGS AND PRE-SCRIPTED ANNOUNCEMENTS Incident Warning Signal:

ECHO PAPA

Warning Signal: **ECHO ECHO PAPA**

5.5.1 Emergency Warning

Supplementary Codes: For internal communications the standard emergency warning colours (as per AS3745:2002 B9).

Emergency Threat	Code
Fire/Smoke	RED
Medical Emergency	BLUE
Bomb Threat	PURPLE
Internal Emergency (general)	YELLOW
Personal Threat (armed or unarmed including	BLACK
External Emergency	BROWN
Evacuation	ORANGE

For 'all clear' the relevant colour code should be stated by 'All Clear', e.g. Code Red, All Clear. Colour codes for emergencies other than those above may be confusing and must not be used.

If an emergency evacuation is declared Event Comms Room will communicate to the event manager and instruct a public announcement with the following message:

Pre-Scripted Public Announcement:

"Ladies and gentleman for your safety you are asked to leave this area immediately. Please follow the direction of our wardens, security staff, and the Police. We will keep you informed of the situation after you leave this area. Thank you".

In a large scale emergency, the same procedure will be applied, using megaphones (Noting: no stage PA available on site), simultaneously under command from Comms.

5.6 EMERGENCY EVACUATION

5.6.1 Introduction

The author of this document recognises that the Controller of Premises/Event Organiser and local Emergency Services will determine the final plan based on their local knowledge and emergency experience. All Security Personnel will act under the direction of either the Police or the Controller of Premises during Emergency Operations [subject to type of emergency and the communication/management structure for that emergency].

In summary:

- Event Organiser – BARANGAROO DELIVERY AUTHORITY in consultation with NSW Police to take Command of Event Area in coordination with Emergency Services and relay plans to Relevant Crisis Management Authority to assist as instructed.
- Police, Fire Brigade and State Emergency Services personnel override Event Security (and other Security) and take charge in case of emergency.
- All Security to assist Emergency Services as instructed.

The objectives of these guidelines are to prepare all 'Barangaroo Event' Emergency Wardens, Security employees and other personnel with incident response/emergency response duties for general emergencies and evacuations and provide a clear course of action to eliminate or

minimize loss of life, injuries, and property damage.

While these guidelines have been designed and would be implemented to deal with emergencies, it is important to remember that emergencies can vary greatly in magnitude, scope, timing, and type of event. Common sense, a calm demeanour, sound decision making are the important elements in an emergency.

All employees are expected to become thoroughly familiar with these plans and follow instructions contained in them. However, situations may arise during an emergency, which require an employee to deviate from it in order to protect lives. The plan is not intended to limit initiative where the need is clearly indicated. Any employee who deviates from the plan, however, will be required to show reasonable justification for his/her actions at the conclusion of the emergency.

At the onset of an emergency, or when a pre-evacuation alert or evacuation is declared, all non-essential evacuation transmission must cease. Only transmissions directly relating to the emergency should be made, and these kept as brief as possible. Please refer to Chain of Command.

5.6.2 Possible Emergencies

It is considered the following could occur which would encourage the crowd to depart or stampede from buildings or an area.

- Fire
- Extreme weather event - e.g. hailstorm, dangerous winds
- Explosion
- Bomb Threat
- Event Cancellation
- Civil disorder
- Structural collapse
- Severe storm or natural disaster

5.6.3 If a Disaster Occurs

Personnel on the scene immediately report via radio to Event Comms Room/ Event Supervisor detailing clearly:

- Location
- Nature of disaster
- Observed magnitude of loss of life or injury and magnitude of damage
- Name of informer / employee

Radio channel is to be kept clear to allow uncluttered communication. It is critical that all radio calls are directed to Event Comms Room, which is intended to be the main information and decision-making hub for the event.

The Area Emergency Wardens [1 to 5] would follow the evacuation procedures for the relevant area and in accordance with the specific instructions from Event Comms Room. For minor/localised incidents warranting partial evacuation - patrons may be directed to evacuate the immediate area and proceed to adjacent areas rather than evacuating the whole 'event site. However if the Police are present these procedures may be altered as to the command structure, therefore all security officers will then provide assistance if required.

The Security Supervisors maneuver officers to the area to assist the emergency services personnel on the scene, considering the following:

- Transmission of alarms, to the combat agencies / Public Emergency Services (PES) and locally to the staff, patrons and performers, etc.
- Evacuation of people from the scene of the emergency / disaster
- Co-ordination with PES
- Utilisation of existing protection facilities
- Segregation of fire / explosion areas
- Reduction of hazards in affected areas
- Isolation of electrical power and incoming flammable / explosive gases
- Initiation of salvage operations.

In the event that notification is given for example a power loss or bomb threat, a warning order of Echo Papa would be transmitted via radio and/or verbally to all officers. On this warning all officers would take up their positions as designated. When an evacuation is eminent the catch phrase 'Echo Echo Papa' would be transmitted via radio. Messages will be conveyed by Area Warden/s via PA and/or megaphones.

"Ladies and gentleman for your safety you are asked to leave this area immediately. Please follow the direction of our wardens, security staff, and the Police. We will keep you informed of the situation after you leave this area. Thank you"

On evacuation catch phrase, all officers will direct and co-ordinate the public under direction of the Area Warden (zone emergency) or the Police (large scale emergency) considering the general guidelines outlined below:

The reaction of people in crises situation:

- Always remember that people tend to change in a crisis situation. Do not expect people to react calmly when the alarm sounds or when an evacuation announcement is made. Be prepared for the unexpected. Your main priority as a member of the emergency staff is to effectively facilitate the orderly evacuation and assembly of patrons at the designated assembly areas.

Panic During an evacuation

- Try not to panic. Project an image of being calm. Remember that panic spreads faster than fire. Panic has been one of the main contributing factors to large loss of life in emergency / disaster situation. Keep re-assuring the public during the evacuation. Never shout FIRE or BOMB or any other panic inducing words. As a footnote to the above - it is not a bad idea to warmly smile at the public during an evacuation rather than have a very serious face. It helps to reassure them.

Public management during an evacuation

- Do Not Run. Do not allow others to run during the evacuation. Running often leads to serious injury. Walk briskly but normally. Remember - it is an evacuation not a race.
- Be Alert
- Listen for instructions over your radio (if you have one) or over the loud hailer system.
- Re-entry to the Area

Watch out for public trying to re-enter the area and prevent them doing so, regardless of excuse or threats. Nobody except the trained Emergency Services should be allowed to re-enter the

area. Use tape, portable barricade or any other suitable item available to restrict public access.

Communication with supervisor

- Before you vacate the venue, ensure that you have informed your supervisor that your area is clear and everyone has been evacuated.

Injury or illness

- Security officers/crowd controllers to be alert to any person in their vicinity becoming ill or suffering injury. Immediately seek medical aid for them.

Disabled Persons

- Due consideration must be given to the evacuation of disabled persons in the event of an emergency. All staff are to be reminded of the protective measures for assisting and protecting such patron's e.g. non- ambulatory (paraplegics), blind, deaf etc. Similar care and attention must be given to aged and infirm persons. Staff should remember to consider their own safety first and not expose themselves to high risk in order to aid a disabled person - Emergency Services personnel would be better trained and suited to help disabled person/s in a dangerous situation.

Vehicles

- Security will monitor the movement of public emergency vehicles within the event area while the evacuation is in progress in order to facilitate safe evacuation. Security will ensure the public keeps moving in an orderly manner. Keep the public involved in the evacuation together on designated routes etc. and away from vehicular traffic.

Handling the Media

- Most incidents are only perceived to be badly handled because of the way the media is treated.
- No Security staff or other unauthorised contractors, subcontractors or staff are to offer opinion or give statements to the media at any time.
- All media should be directed to Sydney Harbour Foreshore Authority nominated representative and/or Police

5.7 BOMB THREAT PROCEDURES Telephone Bomb Threat

If a threat is received by telephone, Event Comms Room should complete the bomb extortion threat form – refer Section 5.7.4 (following below; during conversation where appropriate). After the conversation is terminated Event Comms Room will immediately the Police representative and await instructions.

5.7.1 Search of Premises - White Level Inspections

Staff checks for unfamiliar or suspicious items. Searches must be orderly, complete and thorough (limited by staffing and referred to LAC Police). The search will be systematic and cover all structures, fence- lines, temporary structures/buildings, seating, staging, undercarriage of vehicles, temporary furnishings etc.

The use of two-way radios will be avoided during the search and searchers should not smoke. All necessary pedestrian and vehicular traffic should be diverted from the area. If using a torch when searching for an explosive device you should use a blue filter on the torch.

There are three main probing questions that White Level inspection person should consider:

- Does the object belong where it is found?
- Could anyone account for it?

- Was the object hidden?

5.7.2 Finding a Device

If any actual or suspected explosive device or suspicious object is discovered:

- DO NOT TOUCH OR DISTURB the device or object in any way
- Do not immerse the object in water.
- Only a qualified explosive expert should approach the object.
- Step away and NOTIFY THE EVENT COMMS ROOM IMMEDIATELY AND PARTIALLY CLEAR THE AREA IF POSSIBLE.
- If the location is a small temporary structure immediately and calmly evacuate the immediate area.
- If in the open or at a very crowded area - request instructions from the Event Comms Room.

The Venue/Event Manager will contact the LAC Police who will coordinate a response.

5.7.3 PRE EVACUATION CONSIDERATIONS

Evacuation is the decision and responsibility of the Chief Emergency Warden and/or LAC Police/Fire Brigades in consultation BARANGAROO DELIVERY AUTHORITY and Security Supervisor.

Considerations will be:

- Is it safer not to evacuate?
- Available lead-time.
- How many people?
- Location of most suitable evacuation area:
 - Which Assembly Area to select?
 - Use one or more, or all Assembly Areas in combination?
- Local Area Command and Regional Disaster Plans.

5.7.4 TELEPHONE BOMB THREAT FORM

Event Name: 'INSERT EVENT NAME'

Event Location: Barangaroo

EXACT WORDING OF THREAT

QUESTIONS TO ASK

1. When is the HAZARD going to explode or start?

.....

2. Where did you put the HAZARD?

.....

3. When did you put it there?

.....

4. What does the HAZARD look like?

.....

5. What kind of HAZARD is it?

.....

6. What will make the HAZARD explode or start?.....

7. Did you place the HAZARD?

.....

8. Why did you place the HAZARD?

.....

9. What is your name?

.....

10. Where are you?

.....

11. What is your address?

.....

ACTION

Report call immediately to:

.....

Phone number

.....

CALLER'S VOICE

Accent (specify)

Any Impediment (specify)

.....

Voice (loud, soft etc)

.....

Speech (fast, slow, etc)

.....

Diction (clear, muffled)

.....

Did you recognised the voice? ...

If so, who do you think it was?.....

Was the caller familiar with the area?.....

THREAT LANGUAGE

Well spoken.....

Incoherent.....

Irrational.....

Taped.....

Message read by caller

Abusive.....

Other.....

.....

BACKGROUND NOISES

Street noises..... House noise.....

Aircraft.....

Voices Local call.....

Music..... Long

distance.....

Machinery.....

STD.....

Other.....

OTHER

Sex of caller

Estimated age

CALL TAKEN

Date...../...../..... Time

Duration of call

Number called

RECIPIENT

Name (print)

.....

Telephone number

.....

Signature

.....

REMEMBER KEEP CALM

DO NOT HANG UP

5.8 POST EVACUATION CONSIDERATIONS

Confer with Emergency Services and Controller of Premises regarding:

- If and when can evacuees return:
- Patrols of evacuation areas where possible.
- Maintenance of secure perimeter.
- Damage assessment.
- Identify additional welfare requirements, e.g. emergency/temporary medical accommodation.
- Identify any emergency transport needs for evacuees to return to affected area or to location of parking / public transport.
- Debrief personnel.
- Collate evacuation checklists.

5.9 MEDICAL INCIDENT

If Security Officer or member of the production team, or site team member is informed of or observes a medical situation or incident, and has access to a two-way radio, they will immediately contact the Event Comms Room to report the situation and request assistance via two way radio.

Matters to be reported by production staff or site personnel in relation to medical incident:

- 1. Casualty – Conscious? Unconscious?
- 2. Casualty – Breathing? Not Breathing?
- 3. Casualty – Bleeding? Yes/No? Low / Medium / High?

The staff member will always remain with the injured and provide any assistance or comfort that they can whilst waiting for First Aid to arrive. First aid is to be carried out only by qualified/ certified personnel and with the casualty's consent.

First Aid operatives will be on site. First Aid will immediately address first aid requirements and communicate with the Event Comms Room. Please refer to Medical/First Aid planning documents.

Should emergency services be required to attend the site, the Event Comms Room will advise and place all internal and external staff on standby for inbound emergency services personnel. The relevant Security Supervisor will re-deploy and manage immediate event access with clearing the area of patrons



5.10 INCIDENT REPORTING

One of the main aims of recording data on incidents which have occurred is to keep Security Command, Event Management and other authorised staff informed of the problems and activities which are transpiring and which are effecting or may effect staff and the normal running of the event, the management and promoter organisations, and/or which could possibly lead to a major crisis occurring or a damage claim against all involved bodies/companies.

Security staff will complete an incident report for all incidents of any nature, which occur at this event. The incident report will give sufficient information to allow the reader to accurately assimilate what has occurred. The report is to be signed and dated by the author.

An incident report will be completed as soon as practicable and given to the Security Supervisor, who will check the report for accuracy and content.

In addition to standard reporting of all incidents the incident report contains specific sections for completion for medical/first aid incidents, property loss or damage, and Escalated Incidents (referred to Event Manager or LAC Police for closure).

The Security Supervisor will distribute copies of the report, only after review by BARANGAROO DELIVERY AUTHORITY event organisers, to those people who require the information.

All incident reports will be stored in numbered sequence in such storage facilities as are necessary to safely and securely store the reports for future reference.

The report(s) need to be as brief as possible, omitting nothing of importance, but avoiding information, which is irrelevant and has no real bearing on the incident or situation. The report can be formatted in the following way:

WHO	-	who are the persons concerned
WHAT	-	what happened
WHEN	-	when did incident occur
		when was the incident discovered
		when was the incident reported
WHY	-	why did the incident happen
HOW	-	how did the event take place

In the first instance all details will be recorded within Security Officers personal Notebook for transfer to Incident Report book. Incident Reports will be immediately distributed to the Event

Manager.

A final report will be completed by the Security Supervisor/Manager at the conclusion of the event period.

5.10.1 SECURITY EMERGENCY RESPONSIBILITIES

Security Officers supplied by Security will control internal security operations.

In the event of an emergency, detailed information will be relayed to LAC Police, then Security will follow instructions from the Police, who will take over control.

The following table itemizes Security re-deployment and operational functions in the event of incident or emergency operations.

5.10.2 EVENT OPERATIONS

Security Supervisors / Commander

- | |
|---|
| <ul style="list-style-type: none">• Liaise with Event Organiser Representatives, Chief Warden, Deputy Chief Warden, LAC Police, First aid.• Adherence to emergency plan and communications plan.• Immediate response to emergency scenario.• Direction of all Security Officers in accordance with instructions from Event Comms Room - Sydney Harbour Foreshore Authority / Emergency Services. |
|---|

Security and Terms and Conditions.

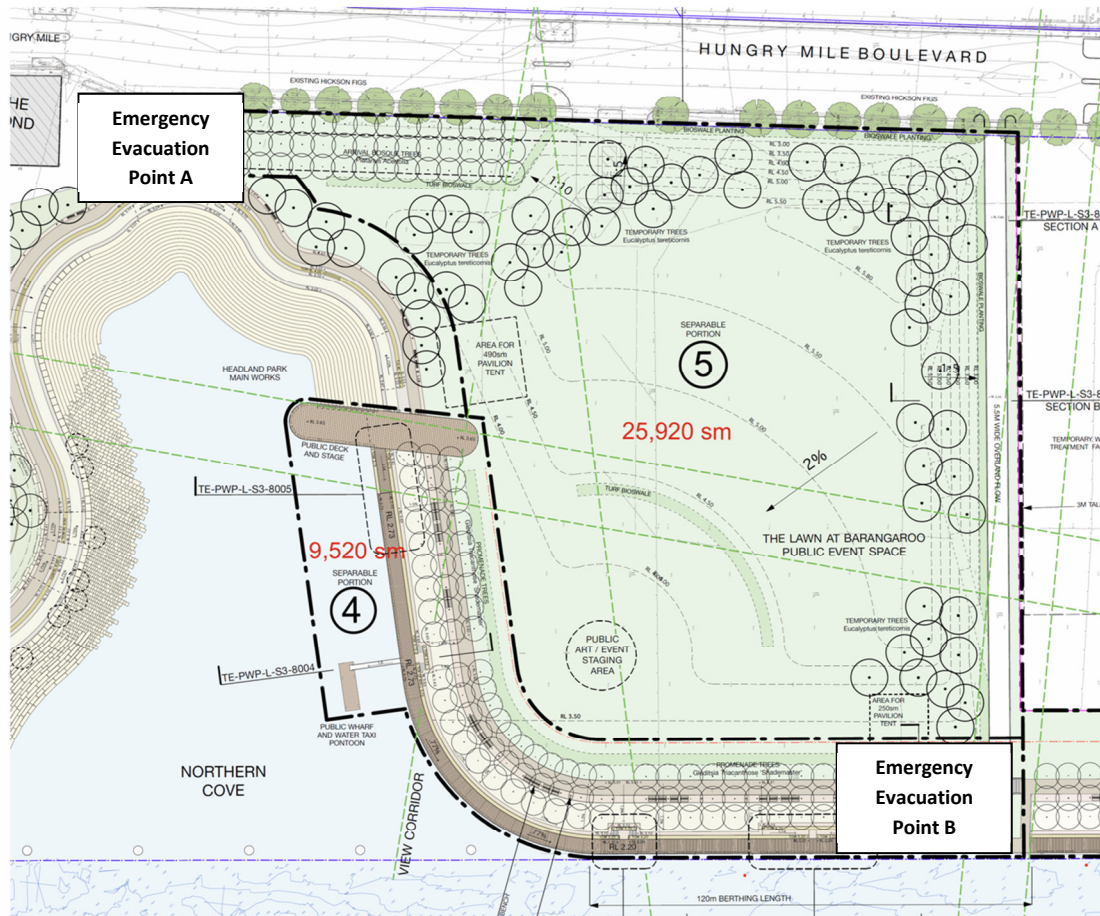
- | |
|---|
| <ul style="list-style-type: none">•• Follow all instructions from Police and/or Emergency Service Personnel.• Where allocated Emergency Exit Gates immediately relocate to gates and standby for instruction to open.• Relay all essential information to security command.• Immediately move to precise location of emergency scenario and act on directions of Emergency Services.• Direct patrons to remain calm and guide in safe road crossings/keeping off road surfaces of roads that may be used by combat agency vehicles arriving in response to the emergency |
|---|

5.11 Summary

The Barangaroo Delivery Authority is committed to providing a safe and secure environment from major events being held in the Barangaroo Central Interim Public Domain. All major events must prepare and event specific Emergency Management and Incident Response Plan in accordance with this overarching Emergency Management and Incident Response Plan.

5.12 Maps and Diagrams

Annex A – Emergency Evacuation Points



6 Security Risk Assessment Plan

6.0 Purpose

The purpose of the Barangaroo Central Interim Public Domain Security Risk Assessment Plan is to establish overarching guidelines to manage security risks for major events being held at the Barangaroo Central Interim Public Domain. This document is a tool to assist review of the risks within the public domain management of events and hazards inherent with public space. An event specific Security Risk Assessment Plan is required to be completed for any major event being held at the site.

6.1 Roles and Responsibilities

The following roles and responsibilities have been identified as part of this document;

CEO – responsible for policy and auditing of risk management to Board

WHS Officer – responsible for the implementation and maintenance of the Work Health and Safety System for the Barangaroo Delivery Authority

Project Manager Operations – responsible for public domain management, security, events, cleaning and maintenance including high level risk reporting within the Security Risk Assessment Plan

Security Consultant – responsible for ensuring the event security risks are addressed and within the relevant standard or guideline.

Event Managers – are responsible for ensuring all risk and hazard items previously identified are considered as part of the event management planning for any large event on Barangaroo.

6.2 Risk Assessment Methodology

The use of the Barangaroo Delivery Authority's risk management evaluation tool allows for consistency across the business entity and site as a whole. This tool includes assessment parameters such as

- Health and Safety
- Environmental,
- Reputation
- Media
- Political
- Financial
- Legislative compliance

The assessment of security risks within the business and operation will generally fall into one of these categories.

For larger or higher risk activities a qualified and experienced security consultant licensed by the NSW Security Industry Registry must carry out an event specific security assessment. Where specific risks require, a more experienced or qualified consultant or subject matter expert may be consulted, these can include, crowd management, cash in transit, emergency management and other items.

6.3 Risk Evaluation Criteria

Likelihood criteria

When considering the consequence of a risk, consider the impact against either of the consequence categories below.

Category	Definition (Qualitative estimates of probability)
Almost Certain	Risk is expected to occur in most circumstances; would be surprised if it did not
Likely	Risk will probably occur in most circumstances; more likely to happen than
Possible	Risk might occur at some time; just as likely to happen as not to happen
Unlikely	Risk could occur at some time but it is improbable; less likely to happen
Rare	Risk may occur only in exceptional circumstances; would be surprised if this

Control assessment criteria

The control assessment is a judgment of how well the controls that are currently in place are at mitigating the inherent risk.

Controls may be rated as either:

Category	Definition
Effective	Current controls effectively mitigate the risk and bring it to an acceptable level
Adequate	Current controls partially address the risk and additional actions or controls need to be in place to mitigate the risk to an acceptable level
Not Effective	Current controls do not mitigate the risk or no controls are currently in place

6.4 Residual Risk Matrix

The overall (residual) risk rating for each risk is a function of the likelihood and consequence ratings, as prescribed by the residual risk-rating matrix below.

		Consequence				
		Negligible	Low	Moderate	High	Extreme
Likelihood	Almost Certain	High	Very High	Very High	Extreme	Extreme
	Likely	Moderate	High	Very High	Very High	Extreme
	Possible	Low	Moderate	High	Very High	Very High
	Unlikely	Low	Low	Moderate	High	High
	Rare	Low	Low	Low	Moderate	Moderate

Extreme	Residual risks rated as either Extreme, Very High or High are deemed unacceptable by Barangaroo Delivery Authority and require active management by the project management team. Status of managing such risks has to be reported to the Audit & Risk Committee on a quarterly basis.
Very High	
High	
Moderate	Risks rated as Moderate should be managed by the project team as part of the normal business activities and monitored periodically to ensure the risks do not escalate to High.
Low	Management should monitor these risks periodically.

Consequence criteria

When considering the consequence of a risk, consider the impact against either of the consequence categories below.

		Negligible (1)	Low (2)	Moderate (3)	High (4)	Extreme (5)
Impact Area	Time	Insignificant impact on project milestones	Minimal impact on project milestones	Significant impact on project milestones	Severe impact on project milestones	Vital or legislative deadlines not met
	Quality of Project Deliverables	Meets majority of requirements	Some project requirements not met	A number of key requirements not met	Significant requirements not met	Major deficiencies with project deliverables
	Cost	Justifiable additional costs that can be absorbed in the project's budget	Additional costs requiring reprioritisation and/or reallocation of available funds	Additional costs (> 15%) requiring submission for supplementary funding	Significant additional costs (>25% of the approved budget)	100% of budget expended without achieving any key deliverables
	Political and Reputation	No significant adverse impact on the organisation's reputation	Limited damage to the organisation's reputation	Significant adverse impact on organisation's reputation with adverse media publicity.	Major adverse impact on organisation's reputation. Significant adverse media publicity. Embarrassment for the CEO	Extensive damage to organisation's reputation. Significant and sustained adverse media coverage.
	Environmental Impact	Insignificant unintended impact on the environment	Minimal unintended impact on the environment	Significant unintended impact on the environment	Severe unintended impact on the environment	Long term or permanent damage to the environmental viability of the impact area
	Health & Safety	No injuries	Injury requiring first aid	Small scale injury or sickness	Extensive injuries or loss of life	Multiple loss of life

6.5 Identified Risks and Treatments

The Barangaroo Delivery Authority has undertaken previous risk assessments on a larger event with the following risks previously identified, analysed and treated. This document is considered 'live' and as risks are identified across the events and business at large the Project Manager Operations of WHS Officer may update it regularly.

All major event specific Security Risk Assessment Plans must use the following as a basis:

		Residual Risk Assessment				
Risk Name	Risk Description	Controls and mitigates	Consequence	Likelihood	Overall rating	
Excessive queuing at Entrance	Excessive queuing at entrance can lead to traffic disruption, potential crowd crush. Injury. Poor perception of event	Limiting ticket numbers, 6pm start time; RTA vehicle area provides limited overspill area, Shade on hickson road footpath, management procedure to bring queue into site if	Moderate	Unlikely	Moderate	

		required. Police and security resources engaged to assist/manage. Free flowing entry location upon opening.			
Crowd Management and Control	Crowd crush, potential injury to patron, staff, contractor, dissatisfied patrons, negative perception of event.	Engagement of professional crowd management and event security company to provide analysis, consultation with SHFA and NSW Police on event format, use of pedestrian fencing, emergency management plan and security operations plan for command and control establishment, limited ticket numbers, fenced off event area, lighting supply, security and police resources engaged to assist/manage	Moderate	Rare	Low
Anti Social Behaviour	Patron, staff, contractor injury. Dissatisfied patrons, damage to infrastructure, negative perception of event.	Pre-booking tickets, limiting numbers, access restriction, limiting alcohol service area and type of alcohol, conditions of entry, security management plan, NSW police and security resources available, offering family tickets packages, and having a non alcohol area of 10,000	Low	Possible	Moderate
Entry of Fireworks/Flares	Event disturbance, staff, patron, contractor injury, venue security compromised, negative perception of event.	100% bag search on entry, security management plan, command and control documentation, for communication, conditions of entry, communication on ticketing website and own website	Low	Rare	Low
Lost Tickets	Compromise event capacity counting, potential overload of event if patrons allowed to enter	Ticketing list supplied to event, no patrons allowed entry until ticket purchase can be ascertained to limit numbers, wrist banding	Negligible	Likely	Moderate

		in alcohol area for drinkers			
Incorrect Information on Tickets	Confused patrons leading to poor perception of event.	Community team to check information, ticketed to provide draft, event management plans to be circulated.	Low	Rare	Low
Failure/Delay of Event Transport	Road network delays leading to late arrival of patrons, leading to poor perception of event	Encourage public transport, no general admission parking, consult RTA, STA, TMC, and Ralcorp on event capacity and expected times	Negligible	Unlikely	Low
Communications Channels Interrupted (loss of radio or mobile phones)	Loss of communication between staff leading to incorrect decisions, poor information dissemination and poor public perception of event	Separate radio channel for Barangaroo event, contact list, command and control listing and delegation, GCC contact on landline through SHFA control room, security management plan	Low	Possible	Moderate
Vandalism to key infrastructure	Potential Injury, damage costs, event delay or negative media coverage.	Security management plan, bump in to be limited to key dates, regular patrols and inspections, identify key assets for secure action	Low	Rare	Low
Entry of Restricted/Prohibited Items	Entry of prohibited items could lead to intoxication, damage, conflict situations	100% bag search on entry, security management plan, command and control documentation, for communication, conditions of entry, communication on ticketing website and own website	Low	Rare	Low
Entry by Unauthorised Persons	Entry of unauthorised persons could lead to injuries, crowd management issues, reputation damage as a safe event	Security management plan, limited ticket numbers, no ticket no entry policy, engage police and security at entrance, management plan of event site lock down	Low	Unlikely	Low

Attempted entry by Intoxicated Persons	Entry by Intoxicated persons, breaches event conditions, could lead to potential injuries and conflict situations, reputation damage as safe event	Security Management Plan, 100% bag and ticket inspection, RSA checkpoints, Police and Security Resources to be stations on perimeter. Conditions of Entry, limiting event size, scrim fencing around event area	Low	Possible	Moderate
Exit Pathway Clearance	Exit pathways to be kept clear and in a manner that crowd crush does not occur, potential vehicle/pedestrian conflict point on hickson road	Emergency management plan, site map, engagement of professional crowd management event security company, assign resources to exit points, command and control procedure, consultation with SHFA and NSW Police.	Low	Rare	Low
Theft	Potential for theft in large crowd and of key assets may lead to conflict situations, potential damage to reputation and event.	Security management plan, command and control procedure, engagement of security and NSW Police resources	Low	Rare	Low
Demonstration	Approved or non approved demonstration activity impacting on site entry resulting in dissatisfied patrons and possible negative publicity, miss-alignment of public perception of business or event	Ticketing event, media management, security and NSW Police consultation and engagement, consultation with CoS and NSW Police on event location and parameters. Conditions of Entry	Low	Rare	Low
Sabotage of Key Infrastructure	Asset or infrastructure damage may lead to event disruption, potential injury or hazard	Security management plan, bump in to be limited to key dates, regular patrols and inspections, identify key assets for secure action	Low	Rare	Low
Assault	Patrons or staff physically threatened or attacked with potential injuries, damage to reputation and event, potential conflict situations, potential serious injury or death from physical violence.	Pre-booking tickets, limiting numbers, access restriction, limiting alcohol service area and type of alcohol, conditions of entry, security management plan, NSW police and security resources available, offering family tickets packages, and having a non alcohol	Moderate	Unlikely	Moderate

		area of 10,000			
Police Resourcing Levels	Inadequate resources for event being unable to respond to all issues, or too many resources leading to potential poor public perception.	Consultation with SHFA, NSW Police and private Security provider. Ticketed event, monitor child and adult mix	Low	Unlikely	Low
Chain of Command/ Communications Issues	Delay in information distribution, incorrect, out of date information distributed leading to delayed response, poor public perception, potential conflict situations and inadequate business response.	Brief sheets for staff, command and control set up with SHFA and base operator, Security management plan, contact list	Low	Unlikely	Low
Insufficient/incorrect information's	Incorrect or conflicting event information leading to patron confusion, dissatisfaction, staff not performing role adequately.	Community team to check information, ticketed to provide draft, event management plans to be circulated, SOPs	Low	Unlikely	Low
Medical Incident (General)	Potential poor response could lead to increased medical issues; staff and patrons exposed to difficult and potential conflict situations. Potentially poor perception of event and business.	Command and control arrangements, 2 x first aid tents marked, engage ambulance service to provide professional response assessment and advanced care. All security guards have first aid certificates. Provide separate access for ambulance transfers through gate 5	Moderate	Unlikely	Moderate
Medical Incident (Heatstroke/Sunstroke)	Potentially life threatening incident due to heat and sun exposure on Barangaroo, potentially multiple incidents due to lack of shade, potential alcohol service impacts.	Event start at 6pm, queue along hickson road under shade, medical response teams arranged. Security starting before event to monitor line.	Low	Unlikely	Low

Staff Fatigue	Reduced level of incident response, customer service, potential safety issues during business operation.	Staff rosters to reflect time on grand to be reasonable, regular breaks, access to food and water, adequate support and service. Event time suitable for a single shift of 8 hours.	Low	Unlikely	Low
Lost Persons	Patron anxiety, staff response may take away from tasked posting or inability to respond. Poor response may lead to poor perception of event and business	Staff Briefing sheet. Command and control response, security management plan	Negligible	Likely	Moderate
Death	Event suspension, cancellation, crowd management issues, trauma implications for staff, patrons, contractors, investigation, potential poor perception of event and business if not managed appropriately	Medical professionals engaged with Ambulance NSW. NSW police assistance and management, government response from GCC under SHFA contact, adequate medical, infrastructure response resources (transport, lighting, tents, tables etc.)	Moderate	Rare	Low
Threats Against the Venue/Event	Threat phone calls or correspondence leading to event disruption, delay. Potential poor perception of unsafe event of business	Security management plan, emergency management plan, NSW police resources and commander onsite, security and police resources present	Low	Rare	Low
Threats Against Staff/Individuals	Internal or External threats directed at staff, contractors, patrons could cause disruption to event, poor public perception of unsafe event and business	Security management plan, emergency management plan, NSW police resources and commander onsite, security and police resources present	Low	Rare	Low
State/ National threats	Potential threat and potential response may lead to disruption of event and potential poor perception of unsafe event or business.	Security management plan, emergency management plan, NSW police resources and commander onsite, security and police resources present, all of government response through the GCC and POC	Low	Rare	Low

Evacuation	Business alerted to genuine incident or threat to patron, staff safety leading to partial or full evacuation. Potential to disrupt event and create a poor public perception of event safety, potential for injury, conflict situation and crowd management	Emergency management plan, site map, engagement of professional crowd management event security company, assign resources to exit points, command and control procedure, consultation with SHFA and NSW Police.	Moderate	Rare	Low
Slips, Trips, Falls	Patron, staff injury property damage, increased response from medical, potential crowd management issues, potential financial loss from compensation, poor public perception of event.	Inspection of site by ACES safety officer, Event Manager, introduce lighting in appropriate locations, reinstate surfaces under construction, response parameters include professional medical services and first aid trained staff.	Low	Unlikely	Low
Food Poisoning	Food poisoning to key staff limits reaction time, poor perception of event and business, possible injury and death. Increase demand on emergency services, lack of service for event.	use of professional companies through management third party, City of Sydney to inspect food service locations, all outlets to obtain appropriate food safety service certificate.	Low	Rare	Low
Inadequate Set-Up	Potential for compliance and plans to be breached resulting in fines, potential injury/ death in an emergency situation. Potential injury to event staff and patrons if items fail, poor perception of event if systems do not work	Engagement of professional company with certification methodology, previous experience and maintained equipment	Low	Rare	Low
Power Failure	Loss of lighting and services, patron confusion, safety issues, event delay, poor perception of event and business, potential injury or loss of life with electrical supply.	Independent lighting and power solutions to limit impact, inspection of area at night to ascertain key areas of interest. Supply for vendors to be separated.	Low	Rare	Low

Water Service Failure	No mains water available on site, drinking water for event removed leading to poor perception of event and business, potential medical and health issues if no water available.	Water carts to be kept separate from mains supply, event bathrooms to be separated and filled from truck, bottle water and soft drink for sale	Low	Rare	Low
Gas Leak/Failure	No gas mains on site, leak on perimeter may cause event evacuation (evacuation risks)	Emergency management plan, services disconnected, command and control organisation, NSW Police resources onsite with security assistance.	Low	Rare	Low
Sewer Failure	Mains sewer failure may result in event cancellation, health and safety issues and poor perception of event and business, individual bathroom failure lead to an decrease in service for patrons.	Emergency management plan, services disconnected, command and control organisation, NSW Police resources onsite with security assistance.	Moderate	Rare	Low
Fire Damage	Fire could result in evacuation of part or the entire venue, blocked areas, potential crowd crush, property damage, injury or death, elevated medical response, significant damage to perception of event and business.	Emergency management plan, services disconnected, command and control organisation, NSW Police resources onsite with security assistance.	Moderate	Rare	Low
Water Damage	Water mains isolated on site, neighbouring assets may lead to event delay or changes leading to confusion, damage to assets, poor public perception of event and business	Emergency management plan, services disconnected, command and control organisation, NSW Police resources onsite with security assistance.	Low	Rare	Low
Structural Failure	May result in property or asset damage, potential injury or death, evacuation or isolation of an area, blocked evacuation points, may lead to delay or cancellation of event leading to poor public perception of	Emergency management plan, services disconnected, command and control organisation, NSW Police resources onsite with security assistance.	Low	Rare	Low

	event and business.				
Severe Weather	Significant potential health and safety issues for staff and patrons, damage to assets, potential disruption/cancellation of event. Potential financial loss and compensation for refunds.	Emergency management plan, services disconnected, command and control organisation, NSW Police resources onsite with security assistance.	Low	Rare	Low
Bump In/Out Damage	Delay to bump in/out if damage of assets occurs, potential safety issues and changes to event leading to poor perception of event and business.	Assign safety officer to monitor bump in, coordinate meeting with all sub contractors services, form map and outline of expectations.	Low	Possible	Moderate
Patron Egress onto roadway	Potential vehicle/pedestrian conflict leading to injury or death, egress flow may lead to crowd crush and potential panic, poor public perception of event and business if things go wrong at the end of event.	Engage professional crowd management company to manage and assess access and egress points, consult and engage NSW Police, RTA and CoS about expected crowd management. RTA to approve road block on egress at Hickson and towns place, increase lighting, trim trees, provide free flowing egress points for venue. Reduce potential vehicular and pedestrian conflict by restricting vehicular movements	Low	Possible	Moderate
Lighting of event area	Poor lighting may lead to injury, poor public perception of event and business.	Review of points in nightie based on previous year and increased capacity. Day makers may be moved if required. Engaged the services of a professional crowd management company to assess area and provide advice.	Low	Rare	Low

Patron Falling Into Water	Potential injury and death/drowning to patron emergency staff, increased with alcohol service. Poor perception of event and business. Potential crowd control issue in active crowd environment.	Restrict access to the waterfront, security management plan; provide barriers, life rings and ladders in case, NSW Police and security resources.	Low	Rare	Low
Patron Injury / and Claim	Patron injury/ and or claim may lead to poor public perception of event and business, financial loss or liability.	Risk assessment undertaken, security management plan, emergency management plan, and lighting, engage third party claims via TMF or third party with experience. Engage professional medical services.	Low	Unlikely	Low

6.6 Summary

The Barangaroo Delivery Authority is committed to providing a safe and secure environment from major events being held in the Barangaroo Central Interim Public Domain. All major events must prepare and event specific Security Risk Assessment Plan in accordance with this overarching Security Risk Assessment Plan.

7 Alcohol Management Plan

7.0 Purpose

The purpose of the Barangaroo Central Interim Public Domain Alcohol Management Plan is to establish overarching guidelines to manage the serving and consumption of alcohol during major events at the site.

If an event proposes to sell and/or serve alcohol then a liquor license and event specific Alcohol Management Plan are required. A liquor license can be obtained from the Department of Racing, Gaming and Liquor. When applying for a limited license, a notice must be provided to BDA and the local Police within 2 working days of lodging the application.

If it is intended that patrons bring their own alcohol the consent of other authorities (such as the Barangaroo Delivery Authority or Police) may be required.

7.1 Liquor License

When applying for a limited liquor license, a notice must be provided to the Barangaroo Delivery Authority and NSW Police within 2 working days of lodging the application.

When applying for a liquor license the event applicant will be required to provide the following information on alcoholic beverages available at the event:

- Whether alcohol will be sold and if so, who the licensee will be and the type of liquor license used.
- How many alcohol vendors/providers will be on site
- Outline how the queues will be controlled
- How the event will be ticketed to determine who is over 18 years of age
- Will BYO alcohol be permitted (BDA to comment)
- Will there be a pre-defined licensed area within the site
- Will there be a general admission/general public area where alcohol is not permitted
- Ratio of security to patrons
 - no alcohol – General Admission (Capacity)
 - with alcohol – Licensed Area (capacity)
- Responsible Service of Alcohol (RSA) licenses
- Liquor License

Requirements:

- Limited License – Special Event (<http://www.licence.nsw.gov.au/new/categories/liquor-gaming#SpecialEvents>)
 - This application form is for an individual or an organisation (e.g. a company or non-proprietary association) who applies for a liquor license for a special event. To qualify as a

special event, the event must have a beneficial social or economic impact on the community at a regional, state or national level. Authorises the licensee to sell or supply liquor only for consumption on the premises specified in the license on a day or days specified in the license.

- A national Police Certificate needs to accompany your license application. This assists the Authority to determine the suitability of the applicant to hold a liquor license. BDA will also need to cite this.

7.2 Overarching Alcohol Management Requirements for Barangaroo Central

All major events held in the Barangaroo Central Interim Public Domain that intend to serve alcohol must prepare an event specific Alcohol Management Plan that, as a minimum, includes the following requirements:

7.2.1 General

- Ensure adherence to all sections of the Liquor Act 2007
- Liquor can only be sold at a function held under a limited license when:
 - The licensee is present, or
 - A person nominated by the licensee is present to supervise the function
- Evidence of liquor license for the event must be supplied and displayed at the event
- Provide details of licensing arrangements and general details of bar layout/location and bar management/operation
- A maximum of no more than four (4) standard alcoholic drinks to be served to each attendee over the age of 18 per transaction.
- All liquor sold at functions held under a limited license must be sold in opened cans or bottles or other types of containers.
- Alcohol must cease being served 30mins before the end of the event.
- The use of glass is not allowed at events on Barangaroo Central without the written permission of the Authority.
- Low alcoholic and non-alcoholic beverages will be available at the bar.
- High alcohol by volume pre-mixed drinks, doubles or shots will not be sold.
- Water and soft drink will also be available from food catering outlets situated throughout the site.
- BYO alcohol will not be permitted into the event. Persons entering the venue will be checked by licensed security personnel to ensure that no alcohol, illegal objects or substances are brought into the venue.
- Vendors must use environmentally friendly, biodegradable packaging.
- If any patron is identified by bar staff as approaching an irresponsible level of intoxication, staff will firstly refuse service of alcohol and will then refer the person to the Bar Manager. Any person deemed by Bar Management or security to be unduly intoxicated or affected by other substances will, subject to Duty of Care responsibilities, be removed from the licensed premises.

7.2.2 Responsible Service of Alcohol (RSA)

- RSA Training is compulsory for all persons serving alcohol at the event.
- All security staff positioned within the licensed areas will have undergone a module in RSA
- Security personnel will be stationed at the bar for the duration of the event. Security will adhere to the RSA guidelines and will ensure the good order of the bar area.
- Security personnel will also be required to patrol the general public areas to enforce RSA guidelines.

7.2.3 Signage

- All appropriate limited liquor license signage must be clearly displayed at all licensed entries and services areas.
- All bars will display the prescribed Harm Minimisation/R.S.A. signage. Signage will also be displayed at the entrance to the licensed premises/areas.
- There will be clear and visible signage at the entrance to the venue indicating that alcohol may only be consumed in the licensed area. This signage will also inform the public that the provision of alcohol to a minor is an offence and people caught engaging in such behaviour may be subject to police action and may also be evicted from the event.
- The signage will also indicate that any minor found consuming alcohol may also be evicted from the event.

7.3 Summary

The Barangaroo Delivery Authority is committed to the responsible service and consumption of alcohol. All events intending to sell and/or serve alcohol must obtain a liquor license and prepare an event specific Alcohol Management Plan in accordance with this overarching Alcohol Management Plan.

8 Waste Management Plan

8.0 Purpose

The purpose of the Barangaroo Central Interim Public Domain Waste Management Plan is to establish overarching guidelines to manage waste generated by major events in the Barangaroo Central Interim Public Domain. An event specific Waste Management Plan is required to be completed for any major event being held at the site.

8.1 General

Barangaroo's goal is to be the first precinct of its size in the world and certainly the first CBD precinct in Australia, to be climate positive.

We plan to generate more renewable energy than we use at Barangaroo, recycle and export more water than we use and reuse, reduce and recycle more waste from the city than we generate.

We will be carbon neutral, water positive, generate zero waste and enhance the wellbeing of the community

Operation of the Barangaroo Central Interim Public Domain will aim to meet the following principles of the waste management hierarchy.



The Waste Management approach for the operation of the Barangaroo Central Interim Public Domain focus on the top three levels of the waste management hierarchy and includes:

- Commitment to an 80% increase in operational waste recycled, reused and/or reduced by 2014 with zero waste sent to landfill by 2020.
- Recycling bins will be provided for the community during general recreation and public events

- A site wide approach to the collection of segregated waste streams will be applied at the Barangaroo precinct. On site waste stream segregation for paper and cardboard, co-mingled recycles, glass, soft plastics, cooking oil, electronic and organic waste is proposed.
- Green waste from the greater Barangaroo Precinct will be sent to a local, approved recycling facility for re-use as mulch and fertiliser. Where appropriate, this re-use will take place back within the Barangaroo Precinct.

8.2 Waste Management Guidelines for Barangaroo Central:

All major events held in the Barangaroo Central Interim Public Domain must adhere to the following guidelines:

- The event applicant must engage the services of a waste contractor
- All bins and skips must have lids
- All event applicants must include a recycling strategy to their plan
- Adhere to a set target (set by BDA) for ensuring at least 90% of all waste material generated will be recycled, re-used or otherwise diverted from direct landfill
- BDA will ensure additional waste left at the site will be removed by waste contractors and costs passed onto the event applicant
- Event applicant will communicate policies to all vendors and their suppliers encouraging minimized packaging for materials and equipment. Packaging materials should be selected based on whether they can be recycled.
- Event applicant will need to ensure there is a plan to assign housekeeping responsibilities i.e. an employee/contractor who will oversee and manage the waste operations during bump-in, during the event and bump-out
- Event applicant to promote their event as 'Waste Wise' - see Waste Wise Event Guide
- Ensure any promotional activity complies with a 'Waste Wise' approach
- The event applicant to detail procedures for the secure storage of dangerous goods and hazardous substances if any are required on site.
- The event applicant to establish safe and secure procedures for the storage and disposal of clinical waste, including sharps containers for needles and syringes
- The event applicant to establish procedures for the ongoing storage and disposal of sewage waste
- Event applicant must include recycling measures, including public messages and signage to encourage recycling
- Event applicant must include a post-event site clean-up, including of the zone just beyond the event perimeter in the waste management plan.

8.3 Summary

The Barangaroo Delivery Authority is committed to minimising waste generated from major events being held in the Barangaroo Central Interim Public Domain. All major events must prepare an event specific Waste Management Plan in accordance with this overarching Waste Management Plan.

9 Work Health and Safety Policy Manual

9.0 Purpose

The purpose of the Barangaroo Central Interim Public Domain Work Health and Safety Policy Manual is to establish overarching guidelines to manage work health and safety for major events in the Barangaroo Central Interim Public Domain. An event specific Work Health and Safety Plan is required to be completed for any major event being held at the site.

9.1 Policy

The Barangaroo Delivery Authority aspires to Zero Harm to our people, our contractors, our visitors and the community in which we operate. We have an overriding commitment to health and safety and we will not compromise our safety values.

The Barangaroo Delivery Authority's strategy and goals support the NSW Government's Working Together Public Sector Workplace Health and Safety and Injury Management Strategy 2010 - 2012 and The Barangaroo Delivery Authority's Work Health and Safety Accountability and Responsibility Procedure. This Work Health and Safety (WHS) Policy details how we will manage Health and Safety within The Barangaroo Delivery Authority.

We will develop, implement and maintain an effective Health and Safety Management System that will:

- Create and foster a positive health and safety culture where health and safety is considered to be an integral part of our business;
- Provide clear expectations to all personnel to engage and comply with the Health and Safety Management System;
- Identify, assess and manage risks;
- Ensure that all incidents are reported and investigated with learning's actioned, implemented and shared.
- Seek continuous improvement in health and safety through rigorous examination of all activities, practices and incidents;
- Ensure ongoing monitoring, review and auditing of the Health and Safety Management System;
- Meet all relevant legislative and regulatory requirements;
- Meet or exceed Barangaroo Delivery Authority Standards and Guidelines;
- Establish measurable targets to facilitate continual improvement;
- Provide appropriate information, instruction, training and supervision;
- Consult openly to enhance the effectiveness of the Health and Safety Management System and increase awareness;
- Effectively implement this Policy through a process of consultation, communication, continual improvement and culture change;

9.2 Legal and Policy Framework

The following work health and safety legislation is applicable to the Barangaroo Delivery Authority and should be referred to whenever planning WHS activities or making decisions in relation to health and safety.

This list is by no means exhaustive. Legislation will only be current and applicable up to the date of the relevant manual version. Personnel are encouraged to contact the WHS Officer in relation to current and applicable legislation.

- Work Health and Safety Act 2011
- Workers Compensation Act 1987

- Workplace Injury Management and Workers Compensation Act 1998
- Workers Compensation (Dust Diseases) Act 1942
- Workers Compensation Legislation Amendment Act 2001
- Workers Compensation Further Amendment Act 2001
- Dangerous Goods and Explosives Act 2003
- Dangerous Goods Amendment Regulation 2003
- Dangerous Goods Amendment Regulation 2005
- Storage and Handling of Dangerous Goods (CoP) 2006
- Notification of Dangerous Goods on Premises (CoP) 2006
- Work Health and Safety Regulation 2011
- Workers Compensation Regulation 2003
- Workers Compensation (Insurance Premiums) Regulation 1995
- Workplace Injury Management and Workers Compensation Regulation 2002
- Workers Compensation (General) Regulation 1995
- Workers Compensation Transitional Regulation 1997
- Dangerous Goods (General) Regulation 1999
- Electricity (Consumer Safety) Act 2004
- Electricity (Consumer Safety) Regulation 2006
- Industrial Chemicals (Notification and Assessment) Act 1989
- Licensing and Registration (Uniform Procedures) Act 2002
- Public Health Act 1991
- Public Health Regulation 2000
- Poisons and Therapeutic Goods Act 1966
- Poisons and Therapeutic Goods Regulation 2002
- Road Transport Regulation 1999
- NSW Government's Working Together: Public Sector Workplace Health and Safety and Injury Management Strategy 2010 – 2012

9.3 Process

The Authority has an extensive Work Health and Safety management system (WHSMS). The WHSMS complies and conforms to the NSW Work Health Safety legislation 2011. It applies to all land owned and/or controlled by the Authority. It is subject to annual review and monthly reporting of trends, incidents, near misses and hazards. The Authority has a dedicated WHS Officer who is responsible for implementation and management of the WHSMS.

9.4 Summary

The Barangaroo Delivery Authority aspires to Zero Harm to our people, our contractors, our visitors and the community in which we operate. We have an overriding commitment to health and safety and we will not compromise our safety values. All major events proposed to be held in the Barangaroo Central Interim Public Domain must prepare an event specific Work Health and Safety Plan in accordance with this overarching Work Health and Safety Policy Manual.

10 Water Based Traffic and Traffic, Transport, Access and Parking Management Plan

10.0 Purpose

The purpose of the Barangaroo Central Interim Public Domain Water Based Traffic and Traffic, Transport, Access and Parking Management Plan is to establish overarching guidelines to manage potential traffic, transport, access and parking impacts caused by major events in the Barangaroo Central Interim Public Domain. An event specific Water Based Traffic and Traffic, Transport, Access and Parking Management Plan is required to be completed for any major event being held at the site.

10.1 General

An event/ or activity encourages increased number of people to frequent a particular area over a particular time period, this increased number of people generates additional external impacts to the area as well as at the site itself. The impacts associated with this need to be managed. Attachment 1, NSW Transport Management Centre Resource Matrix provides an example of how NSW Roads and Maritime Services (RMS) assess road and external site impacts and subsequently classify an event according to impacts to the local area, Local North West CBD, North CBD, Sydney CBD and Greater Sydney.

An assessment of potential traffic, transport, access and parking impacts is to be done in communication with other landowners in Sydney CBD and communicated via Event Operations Group (EOG) and the City of Sydney Traffic Committee.

During major events access and egress to the Barangaroo Central Interim Public Domain will be by the following transport modes:

- Public Transport including rail, ferry and bus
- Private coach
- Cycling
- Taxi
- Car

Patrons will be encouraged to use public transport as the preferred transport mode to access and egress the site.

The following reports have been used to inform this plan:

- Aurecon has completed the Barangaroo Central Waterfront Promenade and Interim Public Domain Traffic Impact Assessment (October 2012), refer Appendix 15 of the Development Application submission.
- Hyder Consulting has Barangaroo Central Waterfront Promenade and Interim Public Domain—Preliminary Navigation and Water Safety Report (October 2012), refer Appendix 13 of the Development Application submission.

10.2 Event Types

The details of activities proposed for the Barangaroo Central development during the operation are provided below:

- Barangaroo Central Waterfront Promenade – This area would expect significant usage by visitors/tourists, with the Promenade extending the entire Barangaroo site; that is from Kings Street Wharf in the south of Darling Harbour, to BHP.

- Barangaroo Central Interim Public Domain – This area should see patronage (accumulation of persons, abbreviated as pax) by visitors/tourists for the following major event types:
 - Cultural / Religious Events
 - Arts / Entertainment
 - Sporting / Outdoor
 - Fairs / Markets
 - Live Site
 - Environmental Events

The above listed events, the above event types are expected to attract more than 1,000 pax but less than 15,000 pax.

10.3 Transport Modes

10.3.1 Public Transport

Patrons will be encouraged to use public transport as the preferred transport mode to access and egress the site. The following table summarises the public transport options available, capacity rating and approximate distance to the site:

Public Transport Type	Capacity Rating	Distance to Barangaroo Central
Train via Wynyard Station	High	650m
Ferry via Darling Harbour	Medium	600m
Bus via York Street	High	650m

10.3.2 Public Event and Private Buses

For major events a temporary area on the western side of Hickson Road should be set up to have capacity for up to four buses to drop off and pick up patrons. The location of the bus stop area will need to be coordinated with the specific event access and egress requirements as well as pedestrian and other transport mode access. For smaller events that may have specific bus requirements the capacity of the temporary bus stop zone may be reduced to two buses.

10.3.3 Cyclists

The estimated mode split of 4% by bike was analysed to be within the capacity of the proposed Hickson Road Bicycle Shoulders and the shared foreshore path during typical events and special events.

Cyclists can access the site using the existing cycle network in the Sydney CBD and travelling along either along Hickson Road or the Barangaroo Foreshore. Events must provide adequate bicycle parking facilities. Access and egress to all major events for cyclists need to be coordinated with the event entry and exit points

10.3.4 Cars

Based on a mode split of 4% it is anticipated that during a major event up to 600 cars may access the site. Parking opportunities existing within the Headland Park (300 spaces) or existing public/commercial parking within the area. To cater for the special event parking, some on-street

locations along Hickson Road would require temporary parking restrictions during major events to accommodate kiss and ride activities, taxi, bus/coach and emergency vehicle access. Disabled parking spaces are also proposed on the west side of Hickson Road along the site frontage. However, it is preferred that all access and egress from the site is via public transport.

10.3.5 Taxis

There are existing taxi provisions located between Napoleon Street and Erskine Street along Sussex Street and further south. The taxi rank locations are generally located on the western side of Sussex Street. During major events temporary taxi drop off and pick up zones should be accommodated along Hickson Rd opposite the event site. The location of these zones should be coordinated with the event access and egress requirements.

10.3.6 Disabled Access

All major events are to provide, as a minimum, disabled access and parking requirements as set out in the relevant standards and legislation.

10.4 Operational Impacts

10.4.1 Pedestrians

Estimates for special events with attendances of up to 15,000 people at Barangaroo Central were analysed. The Interim public use space of about 120m by 140m is an area of about 16,800 m² that equates to about 1.1 m² per person at a peak accumulation of 15,000 persons, which equates to an acceptable Fruin Level of Service D with suitable crowd management practices. More than likely large events will occur on weekends or public holidays.

Using examples of peak arrival and departure flows for other events of up to 6% in the peak minute, various pedestrian flow assignment and distribution scenarios were analysed. The analyses suggested that footpaths would be adequate at acceptable Fruin Level of Service C/D or better with appropriate crowd management to ensure that arriving and departing crowds were encouraged to use alternative routes to take some pressure off the Hickson Road western footpath as the most direct link to the city and Wynyard station. The foreshore path and boardwalk, over 10m wide to the north and south, provides an attractive alternative.

Estimates for typical events with attendances of up to 1,000 people at Barangaroo Central were analysed using examples of peak arrival and departure flows for other events²⁰. Footpaths were estimated to be adequate at Fruin Level of service C/D or better.

Safe pedestrian crossing points of Hickson Road are proposed to be provided at major intersections and pedestrian bridges. Design of Hickson Road should consider the provision of safe crossings near intermediate pedestrian connections such as the pedestrian steps up to High Street and Gas Lane footpath, and bus/LRT stops.

The majority of people attending a major event in the Barangaroo Central Interim Public Domain should be encouraged to use public transport, in particular transport to and from Wynyard Station. The main pedestrian access routes to the site from Wynyard Station will be via Wynyard Walk (scheduled to be complete mid 2015) with option to access the site along Hickson Road or the Barangaroo Foreshore). Pedestrian access and egress to all major events needs to be coordinated with the event entry and exit points.

10.4.2 General Traffic

Based on the results of the traffic analyses, the performance of the Sussex Street/Napoleon Street/Hickson Street intersection would deteriorate to an unacceptable level during special and major event scenarios. Therefore, signalisation of this intersection needs to be considered to minimise impact on this intersection. A signalised intersection at this location would provide the opportunity to include formalised pedestrian crossings for the approaches. RMS has indicated that these signals are expected to be installed as part of wider transport improvement programs as early as mid-2013.

By employing a combination of special event parking restrictions with selective vehicle access requirements to the Barangaroo area during special events, appropriate management measures may potentially alleviate the poor intersection performance of Sussex Street/Napoleon Street/Hickson Road as anticipated by the analyses.

10.4.3 Water Based Events

- It is intended that a length of 120m water front at the western side of the harbour will be limited to restricted use for special events only.
- This area will accommodate deep water berthing for special event. In accordance with the Sydney Harbour Mooring Map issued by RMS, mooring is not permitted within the Barangaroo development site other than by permit at Barangaroo for special events such as naval vessel exhibition (refer Appendix E).
- All vessels, including small recreational boats shall apply for berthing/mooring permits to be approved by RMS and other relevant authorities.

10.5 Overarching Mitigation Measures

All major events held in the Barangaroo Central Interim Public Domain must prepare an event specific Water Based Traffic and Traffic, Transport, Access and Parking Management Plan that, as a minimum, includes the following requirements:

- Temporarily signalise Sussex Street/Napoleon Street/Hickson Road intersection (note RMS has indicated that permanent signals are expected to be installed as early as mid-2013)
- Create and manage a special event parking scheme that advises the public of the restricted parking arrangements in the area, encouraging the use of public transport to access the Barangaroo area during major events.
- Schedule special events during weekends and off-peak periods.
- Instate special event clearways along Hickson Road should the expected attendants for a special or major event is more than 1000 persons.
- Provide designated kiss and ride, taxi parking and coach parking areas on Hickson Road.
- Schedule service and maintenance vehicles arrival/departure times to/from Barangaroo Central during the off-peak periods prior to and after the event to manage bump in and bump out activities on site.
- For major events such as Australia Day and New Year's Eve celebrations at Barangaroo, vehicle access to Headland Park/Barangaroo Central should be restricted to taxis, drivers with disabilities and pre-approved vehicle and coaches during major events.
- Access for emergency vehicles should be provided at all times.

10.6 Summary

The Barangaroo Delivery Authority is committed to minimising any traffic, transport, access and parking impacts that may occur from major events being held in the Barangaroo Central Interim Public Domain. All major events must prepare and event specific Water Based Traffic and Traffic, Transport, Access and Parking Management Plan in accordance with this overarching Water Based Traffic and Traffic, Transport, Access and Parking Management Plan and the Barangaroo Central Waterfront Promenade and Interim Public Domain Traffic Impact Assessment (October 2012) as prepared by Aurecon and the Barangaroo Central Waterfront Promenade and Interim Public Domain—Preliminary Navigation and Water Safety Report (October 2012) as prepared by Hyder Consulting.

Special Event Planning & Resource Matrix

Event Class	Description	Features	Examples	Lead Times for Agency Approvals	Police Fees	Council Fees	RTA Fees	Transport Mgt Plan	Risk Management Plans (Traffic Control) under OH&S ACT 2000	Advertise Transport Management Arrangements	Liability Insurance	Special Event Clearway, Heavy Vehicle Detours	Public Transport	Emergency Vehicle & Local Access	Parking	Contingency planning
1	A Class 1 event: <ul style="list-style-type: none">impacts major traffic and transport systemsdisrupts the non-event community over a wide arearequires the involvement of Police, one or more Councils and the RTArequires a detailed Transport Management Planrequires advertising the event's traffic aspects to a wide audience.	A Class 1 event may: <ul style="list-style-type: none">be conducted on-road or in its own venueinvolve trusts and authorities when using facilities managed by theminvolve Transport NSWinvolve the State Rail and State Transit Authoritiesinvolve private bus and coach organisationsimpact the road transport industryrequire RTA to provide special event clearwaysrequire RTA to provide heavy vehicle detour routesrequire the RTA to adjust traffic signalsrequire RTA to manage Variable Message Signsdepending on the nature of the event, invoke the Police "User Pays" policy.	For example: <ul style="list-style-type: none">an event that affects a principal transport route in Sydney, oran event that reduces the capacity of the main highway through a country town, ora bicycle race that involves the Sydney Harbour Bridge.	Minimum 4 months from first approach to Council to proposed start date. 6 months for vehicle races.	Charges apply where: <i>"It is deemed the services are specifically for the benefit of those organising and/or attending the event and not for the benefit of the public at large."</i>	As described in Council's Special Events Policy. Asset rentals: refer to Council.	Marginal costs apply where services are provided above those normally provided to the community. RTA provides quote. Asset rentals: refer to RTA.	TMP model recommended	Traffic Control layouts drawn up by a qualified person and installed under the guidance of a qualified person recommended. Need to consider access for disabled persons.	28 days for all events that require regulation of traffic or where special event clearways in operation. Not required where there is no regulation of traffic.	Required with Council & Police (if Police User Pays in force) named on policy. Also RTA if using RTA asset. Certificate of currency required.	RTA arranges if required. RTA provides quote.	Promoted where practicable	Required. Refer to TMP.	May be required. Need to consider parking for disabled persons.	Recommended
2	A Class 2 event: <ul style="list-style-type: none">impacts local traffic and transport systems but does not impact major traffic and transport systemsdisrupts the non-event community in the area around the event but not over a wide arearequires the involvement of Police and Local Councilrequires a detailed Transport Management Planrequires advertising the event's traffic aspects to the local community.	A Class 2 event may: <ul style="list-style-type: none">be conducted on-road or in its own venueinvolve trusts and authorities when using facilities managed by theminvolve State Rail and the State Transit Authorityinvolve private bus and coach organisations.depending on the nature of the event, invoke the Police "User Pays" policy.	For example: <ul style="list-style-type: none">an event that blocks off the main street of a town or shopping centre but does not impact a principal transport route or a highwaya motor rally on local country roads.	Minimum 3 months. 3 months for vehicle races.	Charges apply where: <i>"It is deemed the services are specifically for the benefit of those organising and/or attending the event and not for the benefit of the public at large."</i>	As described in Council's Special Events Policy Asset rentals: refer to Council		TMP model recommended	Traffic Control layouts drawn up by a qualified person and installed under the guidance of a qualified person recommended. Need to consider access for disabled persons.	28 days for all events that require regulation of traffic or where special event clearways in operation. Not required where there is no regulation of traffic.	Required with Council & Police (if Police User Pays in force) named on policy. Certificate of currency required.		Promoted where practicable	Required. Refer to TMP.	May be required. Need to consider parking for disabled persons.	Recommended
3	A Class 3 event: <ul style="list-style-type: none">does not impact local or major traffic and transport systemsdisrupts the non-event community in the immediate area onlyrequires Local Council and Police consentis conducted on-street in a very low traffic area such as a dead-end or cul-de-sacrequires Police agreement that event qualifies as Class 3is never used for vehicle races.	<ul style="list-style-type: none">A Class 3 event, depending on Local Council policy, may:require a simplified Transport Management Plannot be available in all Council areas.depending on the nature of the event, invoke the Police "User Pays" policy.require advertising the event's traffic aspects to the community.	For example: <ul style="list-style-type: none">an on-street neighbourhood Christmas party.	Minimum 6 weeks	Charges apply where: <i>"It is deemed the services are specifically for the benefit of those organising and/or attending the event and not for the benefit of the public at large."</i>	As described in Council's Special Events Policy Asset rentals: refer to Council		Council may require TMP	Traffic Control layouts drawn up by a qualified person and installed under the guidance of a qualified person recommended. Need to consider access for disabled persons	28 days for all events that require regulation of traffic. Not required where there is no regulation of traffic.	Required with Council & Police (if Police User Pays in force) named on policy. Certificate of currency required.			Required. Refer to TMP.		
4	A Class 4 event is intended for small on street events and: <ul style="list-style-type: none">requires Police consent onlyis within the capacity of the Police to manage on their ownis not a protest or demonstrationis always an on-street eventdoes not require RTA or Council consentdoes not require advertising the event's traffic aspects to the communitydoes not require a TMPdoes not require the involvement of other Government agencies.	A Class 4 event may: <ul style="list-style-type: none">be conducted on classified or unclassified roadscause zero to considerable disruption to the non-event communitycross Police Local Area Commands (LACs)cross Local Government Areas (LGAs)require Council and RTA to assist when requested by Policedepending on the nature of the event, invoke the Police "User Pays" policy.	For example: <ul style="list-style-type: none">a small ANZAC Day march in a country towna small parade conducted under Police escort.	Minimum 1 month	Charges apply where: <i>"It is deemed the services are specifically for the benefit of those organising and/or attending the event and not for the benefit of the public at large."</i>						Required if User Pays policy in force. Police named on policy. Certificate of currency required.					

11 Infrastructure/Services Plan

11.0 Purpose

The purpose of the Barangaroo Central Interim Public Domain Infrastructure/Services Plan is to establish overarching guidelines to manage the use of infrastructure and services for major events in the Barangaroo Central Interim Public Domain. An event specific Infrastructure/Services Plan is required to be completed for any major event being held at the site.

11.1 General

The Barangaroo Central Interim Public Domain has been designed to take into consideration the infrastructure/service needs of events up to 15,000 people. There are two event service hub locations that contain power, water and sewer services specifically to cater for events.

Major events held in the Barangaroo Central Interim Public Domain will need to have the following Infrastructure/Services Plans:

- Electrical and Communications plan
- Lighting plan
- Water and Sewage access plan

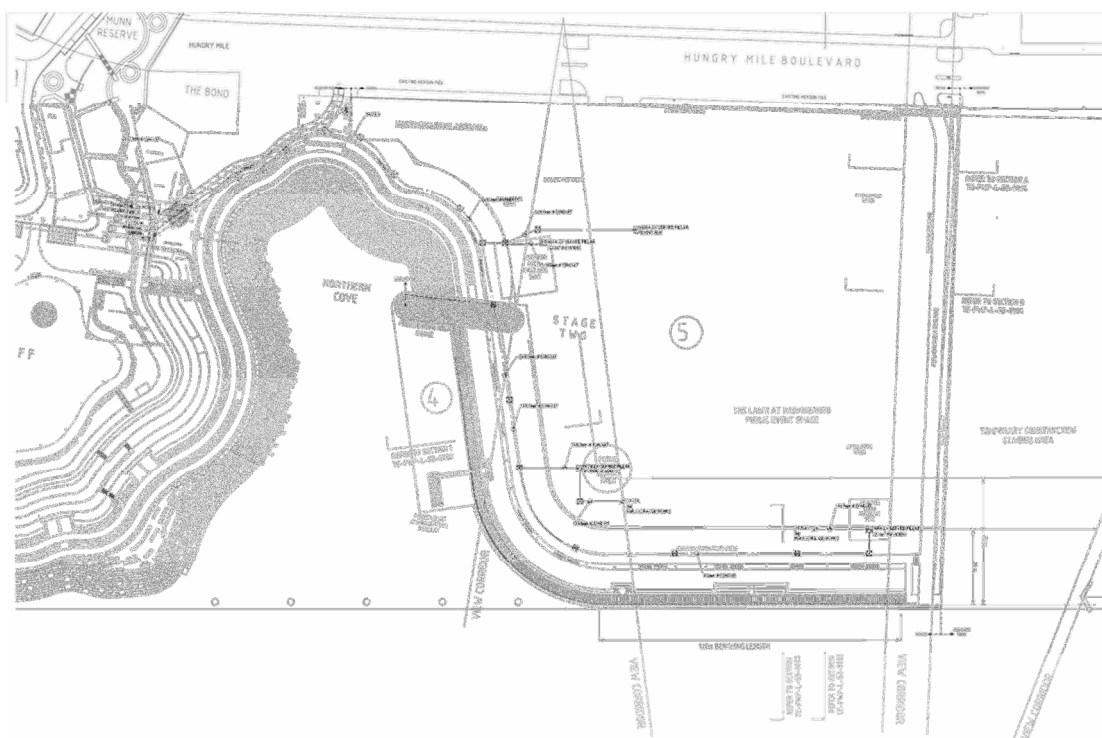
The plans must show details of the use of both permanent and temporary infrastructure/services. The following sections provide detail on base services that will be provided to the Barangaroo Central Interim Public Domain event hub locations.

11.1.1 Power

An electrical power layout has been designed for the site with both 240v and 3-phase power outlets being available via distribution boards at the event hub locations. The power supply is fed from the main switch board located on level 1 of the underground car park in Headland Park.

Events should be positioned close to these electrical service hubs wherever possible to help minimise the number of temporary power generators that need to be brought onto the site. Events that may need to use the total green space area may need to bring power generators onto the site to provide additional power.

Barangaroo Central Waterfront Promenade and Interim Public Domain Power Reticulation Plan



In addition to specific electrical services hubs, there are single phase and sometimes 3-phase power outlets located in covered lockable cavities at the base of some permanent lighting towers.

Temporary power requirements will be dependent on a number of variables including;

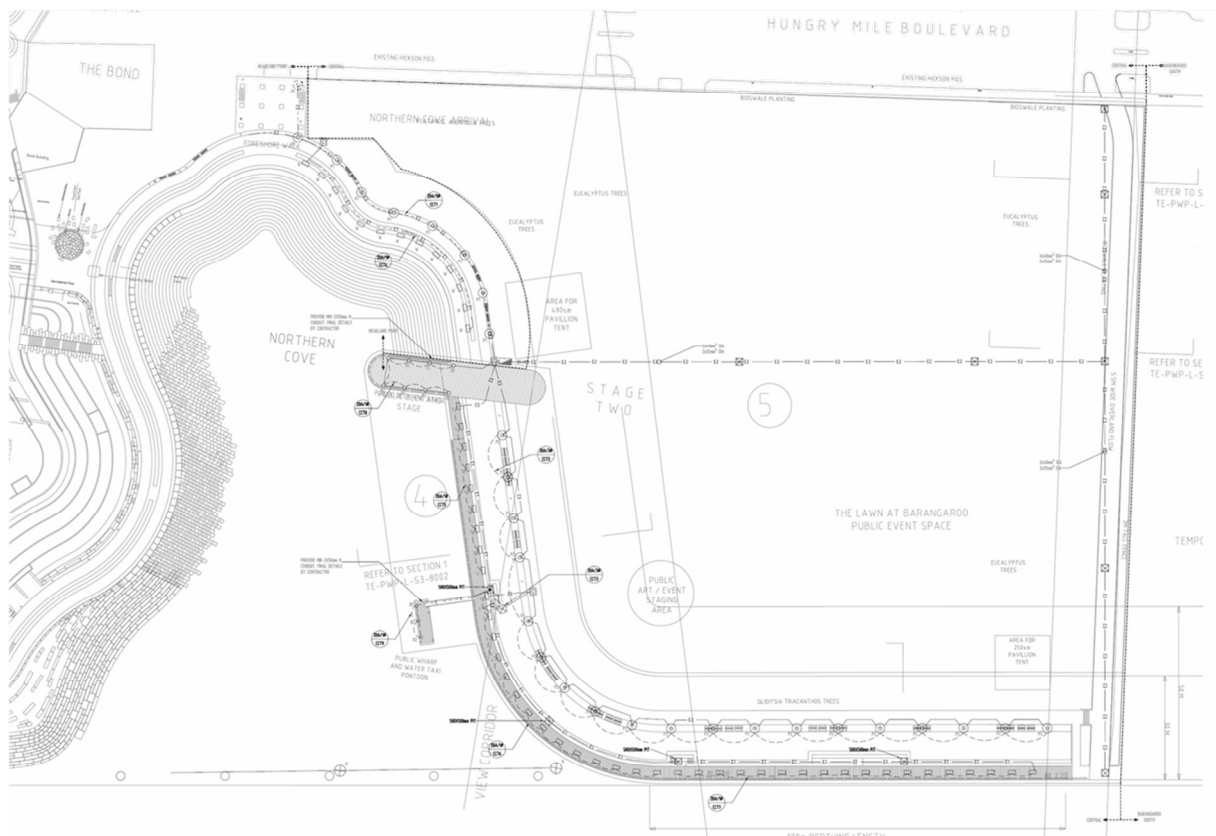
- The nature of the activity on the site, such as food and heating requirements as well as lighting, etc.
- Event production requirements, stage big screen, lighting, etc.
- The layout of the site, the area of the site required and temporary structures that require power, including location of structures and clustering of structures in order to have multiple power feeds from each generator.
- The power (KVA) requirements, which will determine the size of the generators required.

Generators produce a certain amount of noise and exhaust, therefore the positioning of the generators on the site needs to be carefully considered along with the operating hours for generators.

11.1.2 Permanent Lighting

A comprehensive lighting plan has been designed for Barangaroo Central for normal day-to-day use, with lighting predominantly located around the north and western foreshore of the site.

Barangaroo Central Waterfront Promenade and Interim Public Domain Lighting Plan



There are no permanent lights in the interim public domain area, therefore additional event specific lighting may need to be brought onto the site.

11.1.3 Temporary Lighting

Temporary lighting should either be installed into power distribution boards that are identified on the power layout plan or in some instances to the base of existing permanent light poles. If it is not possible to use the existing infrastructure, then portable self sufficient diesel powered lighting towers/ daymakers may be brought onto the site to provide additional light in operational areas where required.

Portable self powered lighting units require diesel or petrol generated power produce a certain amount of noise and exhaust, similar to power generators, therefore the positioning of the light towers on the site needs to be carefully considered as well as the operating hours.

In addition to noise and exhaust emissions, there is also light emission that may impact or nearby residents if the angle of each light is not adjusted to focus on the specific area or activity.

The following management measures must be implemented when using additional lighting for events:

- Provision of an event lighting plan to BDA for endorsement
- Installation and operation in accordance with manufacturers specifications
- Placed and angled in a manner to minimise light spill to neighbouring areas, roadways and waterways
- Placed in a manner to minimise impact of emissions on enclosed areas, food vendors and neighbouring areas

11.1.4 Communications

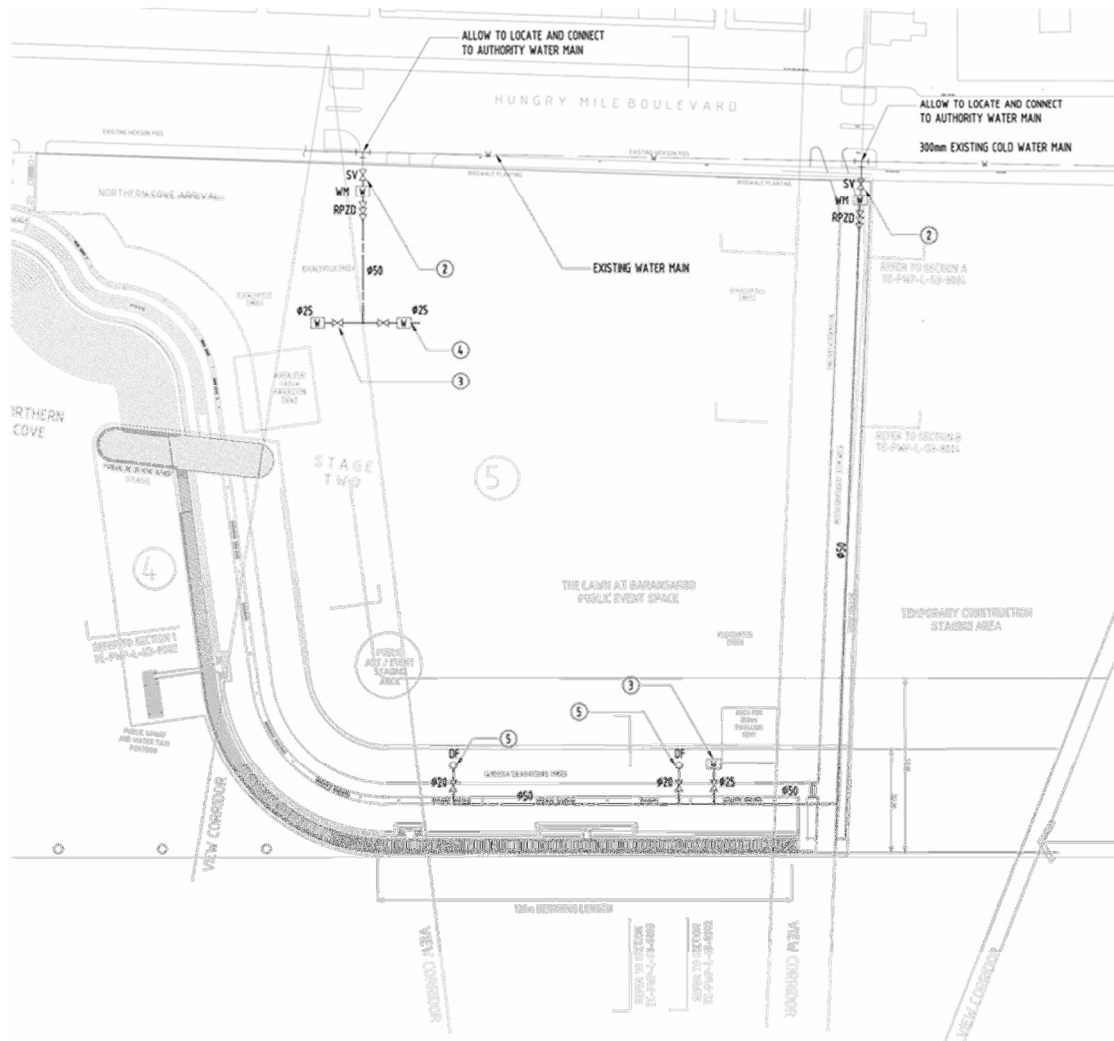
In total 25no Telstra lines will be installed to the event hub locations. These will be fed from the Main Communications Room in the located in the proposed Headland Park cultural facility.

11.1.5 Water

The potable water service for Barangaroo Central has been designed to cater for an equivalent population of 15,000. Water points will be installed as part of the services plan at Barangaroo Central for normal day-to-day use as well as for events.

Access to drinking water is paramount for most events, water outlets have been integrated into the design of the site around the eastern and western aspects of Barangaroo Central.

Barangaroo Central Waterfront Promenade and Interim Public Domain Water Plan



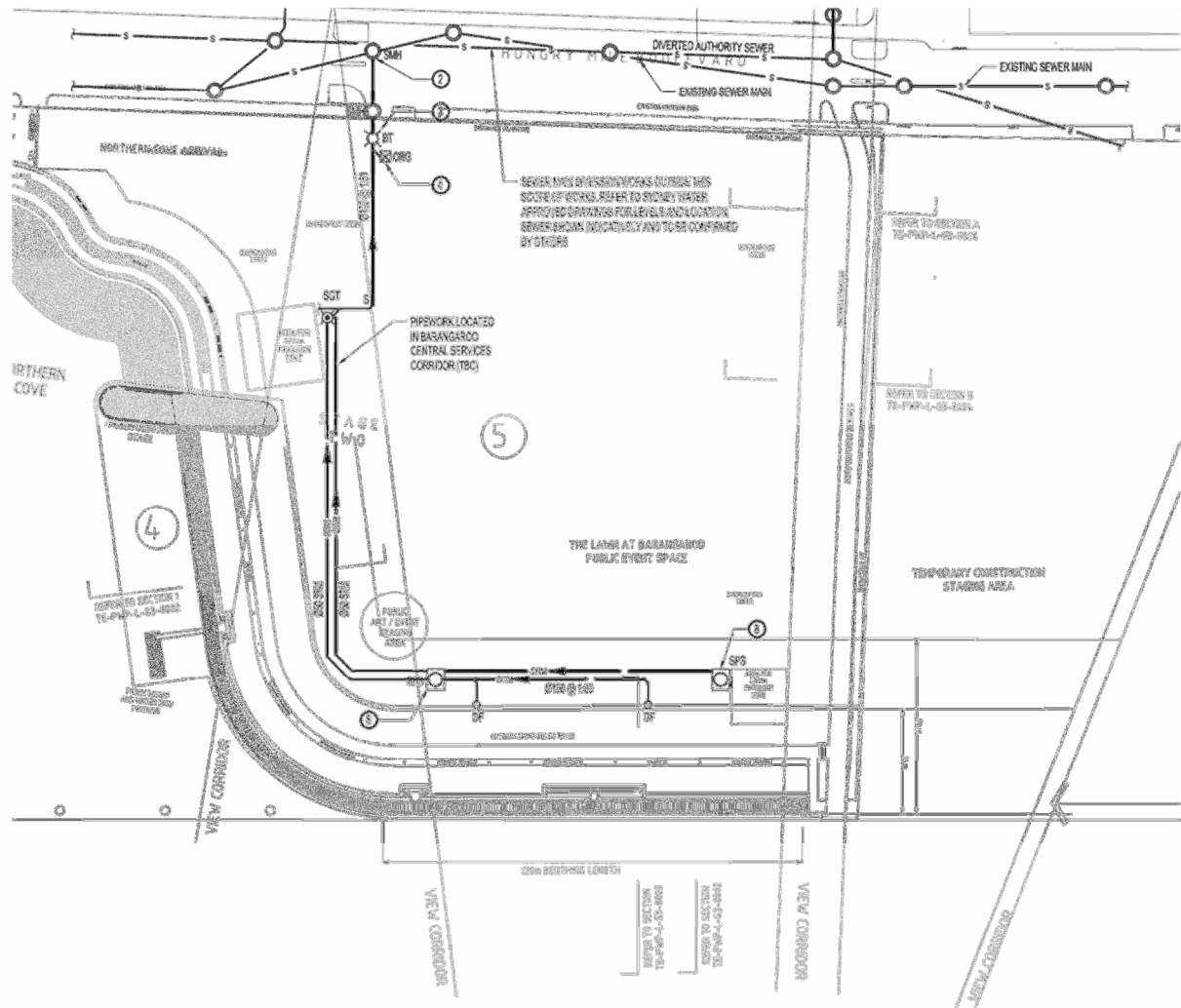
If additional water points are required then longer hose systems may be needed to run along the surface of the site, this may create additional hazards and limiting access to certain areas, additional hoses should generally be run through non-public areas (ie. along the side of back of house BOH, areas).

11.1.6 Sewerage

The sewer drainage will have an increased demand during major events with portable WCs brought to site to cater for the additional loading. These temporary services will be connected up to the pumping stations which form part of the Interim Public Domain Works. The sewerage service for Barangaroo Central has been designed to cater for a maximum equivalent population (EP) of 15,000.

Similar to Power, Lighting and Water services, access to plumbed sewerage systems can be an advantage when holding large scale events.

Barangaroo Central Waterfront Promenade and Interim Public Domain Sewer Plan



Temporary amenities will have the capability of plumbing directly into a sewerage point and use hard plumbed pipe systems to take sewerage away from the site. These sewerage points are generally located near permanent amenities.

The use of portable toilets, trailer mounted amenities etc are essential and a common occurrence at most events due to most event sites are constructed more for normal day-to-day use, and temporary amenities are brought in as required.

The use of temporary amenities over extended durations need to be carefully thought through and regularly serviced. Other considerations are scheduled servicing including pump-out trucks and access to these temporary amenities, location to be under shaded areas wherever possible, the lighting of portable toilets may need an overhead light or temporary light tower and most individual portable toilets do not have internal lighting.

11.2 Summary

The Barangaroo Delivery Authority has provided base infrastructure and services to cater for major events being held in the Barangaroo Central Interim Public Domain. All major events must prepare an event specific Infrastructure/Services Plan in accordance with this overarching Infrastructure/Services Plan