

Draft Operational Management Plan

Venues NSW



EVENT MANAGEMENT PLAN & EMERGENCY MANAGEMENT PLAN

REVISION STATUS

Rev	Date	Details / Description
01	23/02/2017	Updated for Stage 2 DA submission

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1 BACKGROUND

1.1 Introduction

This report supports a State Significant Development (SSD) Development Application (DA) submitted to the Minister for Planning pursuant to Part 4 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

The Application (referred to as SSDA16_8175) follows the approval of a Stage 1 SSD DA (SSDA16_7534) in December 2016. The Stage 1 SSDA sets out a Concept Proposal for the redevelopment of the Western Sydney Stadium and future supporting uses. In summary, the Stage 1 Consent includes the following components:

- **Concept Proposal** for the Western Sydney Stadium, including building envelopes, a new 30,000 seat stadium, 500 surface car parking spaces, access, ancillary infrastructure and landscaping; and
- **Detailed works** for staged demolition and removal of the existing stadium and associated infrastructure and the Parramatta Swimming Centre.

It is anticipated that the new stadium will be operational in 2019.

1.2 Overview of Proposed Development

The proposal relates to a detailed ('Stage 2') DA for the detailed design and construction of the stadium. This SSD DA seeks approval for the following components of the development:

- Detailed design of the stadium, public domain and car parking spaces;
- Construction and use of the 30,000 seat stadium including:
 - General Admission Facilities including bars, food and drink stalls, amenities and viewing areas;
 - A function centre and kitchen facility;
 - Associated Stadium facilities including player and coaching facilities, media and press conference rooms, security and stadium managers' facilities;
 - Waste storage and loading dock;
- Construction and embellishment of the public domain including;
 - Outdoor sporting and recreation facilities;
 - Public plazas and entertainment areas;
 - General landscaping works;
- Provision of up to 500 car parking spaces with vehicle access to the development from O'Connell Street and internal roads for vehicular circulation;
- Provision of signage zones, lighting and other ancillary stadium elements;
- Pedestrian access and footpath upgrades along O'Connell Street; and
- Extension and augmentation of physical infrastructure / utilities as required.

1.3 Background

1.3.1 Stadia Strategy

The stadium is the first project to be delivered under the NSW Government's \$1.6 billion Stadia Strategy, the largest investment in sporting infrastructure since the 2000 Olympics. The new Western Sydney Stadium will:

- Be able to cater for bigger crowds, provide an improved game day experience and bring major benefits to the Western Sydney economy
- Generate approximately 1,200 jobs during construction and between 600 and 900 jobs once operational for sporting event days and major events
- Cater for a range of sporting and community uses within the precinct.

1.3.2 Concept Proposal (SSDA 16_7534)

Infrastructure NSW (iNSW) on behalf of Venues NSW submitted a State Significant Development Application (SSDA) for the Stage 1 concept proposal and demolition of the existing stadium in July 2016. Consent for the Stage 1 SSDA was granted by the Minister for Planning on 7 December 2016 and includes:

- a maximum total GFA of approximately 60,000 m² (excluding the playing pitch) for the stadium development, including:
 - additional seating for approximately 10,000 more spectators in a seating bowl with 30,000 seats, including 27,000 general admission seats and 3,000 corporate seats;
 - playing pitch;
 - five levels of premium box/terrace, function/lounge offerings and a number of suite offerings;
 - flood lighting, stadium video screens and other ancillary fittings;
 - additional facilities for team, media, administration and amenity, including:
 - police facility and security office;
 - players changing rooms;
 - ticket gates and ticket boxes;
 - media interview rooms;
 - green room;
 - production suite and joint operation control room;
 - event briefing rooms;
 - hirers office and patron services offices;
 - first aid facilities;
 - loading docks for deliveries and
 - food, beverage and retail facilities.
- a maximum GFA of approximately 20,000 m² for future development of ancillary uses within the northern corner of the Site;
- transport, parking and accessibility;
- public domain elements and;
- landscaping elements throughout the Site.

1.3.3 Design Excellence and Project Tender

Since receiving the development consent for Stage 1, Venues NSW have appointed Lendlease as the contractor for the Stage 2 detailed design and the demolition and construction of the stadium. The tender process also served as a competitive design process in accordance with the Director General's Design Excellence Guidelines and Clause 7.10 of the *Parramatta Local Environmental Plan 2011*.

1.3.4 Site Establishment works Modification

A modification application (MOD 1) was made to the Stage 1 DA pursuant to Section 96(2) of the EP&A Act in February 2017. The modification seeks to expand the approved range of site preparation works to include piling and remediation/earthworks, as outlined below:

- Remediation works comprising the excavation and storage of contaminated materials and bulk excavation. Contaminated materials will be stored on site and capped below ground in accordance with the recommendations outlined in the Remedial Action Plan.
- Piling works which will comprise the driving and drilling of concrete piles to establish foundations for the construction of a stadium located within the Stage 1 building envelope.

The modification application is currently under assessment by the Department of Planning and Environment (DPE) and is awaiting determination.

1.4 Site Description

The Western Sydney Stadium is located at 11-13 O'Connell Street, within the Parramatta Park on the north-eastern edge of the Parramatta CBD. It is bound to the south and west by the Parramatta Park and the Parramatta River, the Parramatta Leagues Club to the north and O'Connell Street to the east. The Site is located within the City of Parramatta local government area (LGA). A locational context plan is provided at **Figure 1.1** below.



Figure 1.1 – Site Context Plan

The site has an area of approximately 95,000m² and owned by Venues NSW and The Parramatta Park Trust.

The site is irregular in shape and is illustrated in **Figure 1.2** below.



Figure 1.2 – Site Aerial Plan

1.5 This Report

The purpose of Draft Event Management Plan & Draft Emergency Management Plan is to:

- Outline the events at the Stadium;
- Describe the operational procedures for the proposed events at the Stadium;
- Describe the transport option to the stadium;
- Describe the access and egress procedures for the proposed events at the Stadium;
- Outline a Draft Emergency Management Plan for the Stadium;

2 EVENT TYPOLOGY

The Western Sydney Stadium is a multi-purpose venue that will have the ability to host a variety of events such as:

- Rugby League, capacity 30,000 patrons;
- Football (Soccer) , capacity 30,000 patrons;
- Rugby Union , capacity 30,000 patrons;
- Concerts , capacity 40,000 patrons;

3 OPERATIONAL PROCEDURES

The operation of the stadium will be determined and finalised prior to the completion and operation of the stadium. The stadium has the ability to host a variety of events and the Event Management Plan will need to address the following aspects for each type of event:

- Patron Arrival and Departure
- Vehicle Access
- Security
- Noise Management
- Emergency response and evacuation
- Other operational details specific to a particular event

3.1 Patron Arrival and Departure – Public Transport

Western Sydney Stadium is located at the edge of the Parramatta CBD. Western Sydney Stadium is well serviced by a variety of public transport options including;

3.1.1 Train

Western Sydney Stadium is located 1.6km or approximately 20 minute walk from Parramatta Train Station. The Parramatta Train Station is serviced by the Main Western Line and the T5 Cumberland Line.



3.1.2 *Bus*

Western Sydney Stadium is located 1.6km or approximately 20 minute walk from the transport bus exchange located at the Parramatta Train Station. The Parramatta Bus exchange is serviced by;

- A number of Sydney Bus routes including 520,521,523, 524,525, 545,546, 547,549, 550, 552, M52 and M54.
- A number of Hills Bus routes including M54, M60, 546,549, 600,601, 603,604,606, 609, 625, 700, 705, 706, 708, 711, T60, T61, T62, T63, T64, T65, T66.

In addition to the Parramatta Station Bus exchange, Western Sydney Stadium is within close walking distance from a variety of bus Stops included stops located on O'Connell St, Victoria Road and at Prince Alfred Park.

3.1.3 *Ferry*

Western Sydney Stadium is located 1.4km or approximately 17 minute walk from the Parramatta Rivercat Wharf located on the south bank of the Parramatta River adjacent to Phillip Street. The Parramatta Rivercat Wharf is serviced by the F3 Circular Quay to Parramatta Route.

3.1.4 *Light Rail*

The proposed light rail will add addition transport options for the stadium.

3.2 Pedestrian Arrival & Entry to Stadium

3.2.1 Precinct Arrival

Western Sydney Stadium patrons arriving on foot will have a variety of options in which to enter the venue. As shown in **Figure 3** pedestrians will be able to enter the Western Sydney Stadium Site via a variety of pedestrian walkways from the North-East, South East and West of the Western Sydney Stadium Site. The majority of patrons arriving to the venue site will do so via O’Connell St or Victoria Road.

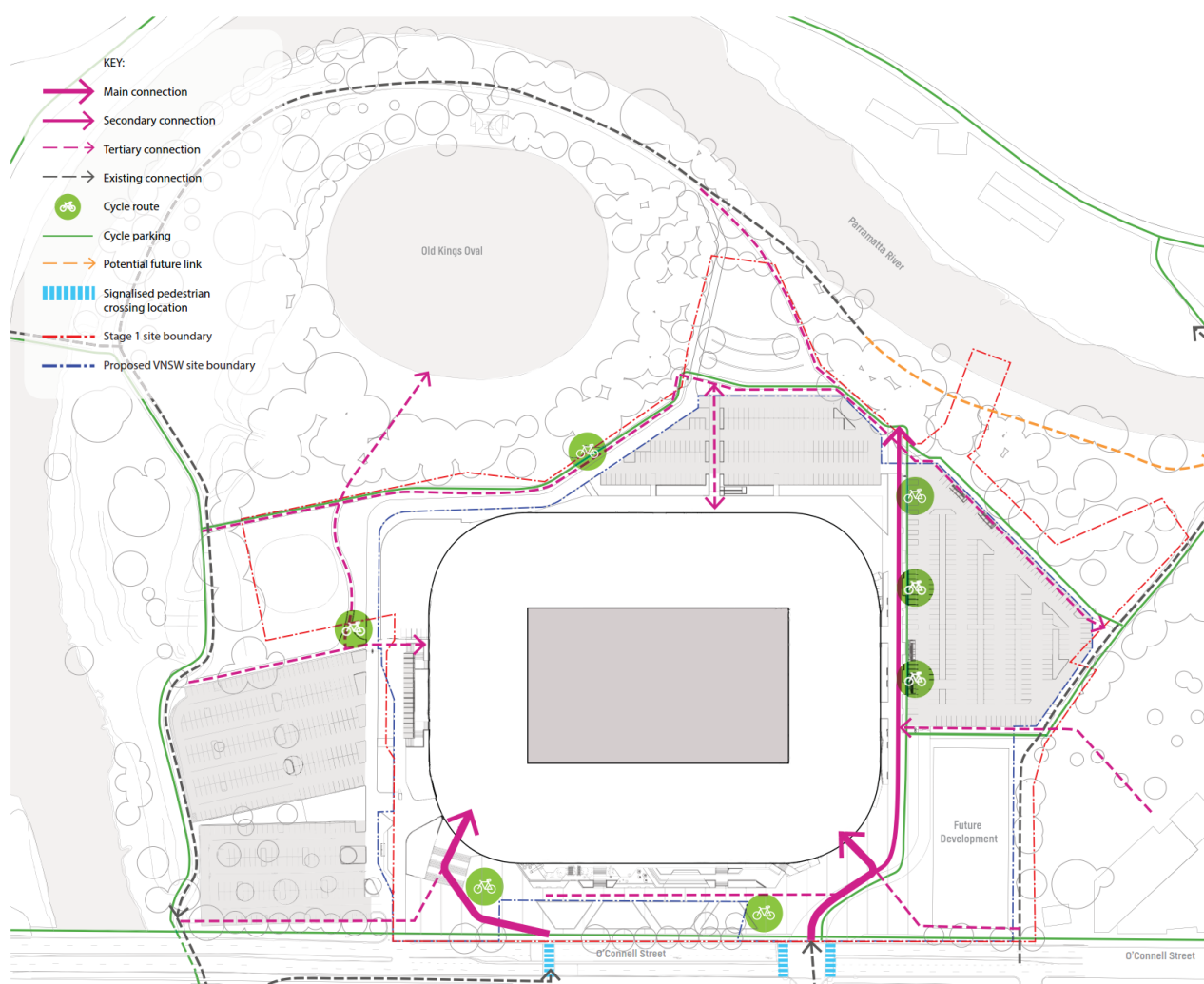


Figure 3 – Pedestrian Circulation

3.2.2 Sporting Events and Concert Entry

General Admission

General Admission patrons will enter the venue via turnstiles located at entry gates in the North East and South Eastern corners of the venue. A subsidiary General Admission entrance point is in the North-West Corner but given expected pedestrian pathways will be less utilized.

Given the requirements of Football (Soccer), two additional temporary entrance locations are located directly north and south of the venue. This allows for Football Active Supporter groups direct entrance to their respective seating areas as well as associated amenities.

Premium Product

All Premium Product patrons will ingress the stadium via a dedicated entry point located in the Western Grandstand.

3.2.3 Sporting Events and Concert Entry

Patrons requiring entrance to the Western Sydney Stadium will be provided controlled access via stadium reception located in the Western Grandstand.

3.2.4 Event Day Ingress Procedures – Event Day

All patrons entering the venue will undergo a screening process to ensure venue conditions of entry are complied with. Following the screening process, patrons will then enter the venue via turnstiles or hand scanners dependent on the event overlay.

The screening process will include bag checks and any other screening procedure required dependent on event and associated risks. The screening location is located external from the secure line of the building and adjacent to the ticketing entry points. The exact location, associated queuing requirements, and screening measures undertaken will be dependent on size of event, associated risk, and other variables specific to the event. Temporary event overlay will be used to assist in managing all ingress procedures.

Patrons who have not purchased a ticket prior to arriving on site can purchase a ticket via ticket boxes located around the perimeter of the venue, adjacent to entrance points for patron convenience.

3.3 Stadium Egress

3.3.1 Sporting Events

Western Sydney Stadium has been developed with the principal that patrons egress via the routes entered. Emergency Management routes have been identified and will be designed to accommodate crowd pressures and required clear widths in line with the Green Guide.

3.3.2 Concerts

Western Sydney Stadium has been developed with the principle that patrons located in the concourse egress via the routes entered. Pitch access vomitories with clear access to the outside and a place of comparative safety are provided in the south west, south east, north west and north east. These provide assistance with the egress of patrons located on the field of play.

Emergency Management routes have been identified and have been designed to accommodate crowd pressures and required clear widths in line with the Green Guide.

3.4 Vehicle Access to Site

3.4.1 Event Day

Western Sydney Stadium will have a detailed event day traffic management plan developed in consultation with the relevant authorities for all events to minimize impact on the surrounding traffic

conditions. Please refer to **Figure 4** of vehicle movement paths through the Western Sydney Stadium precinct.

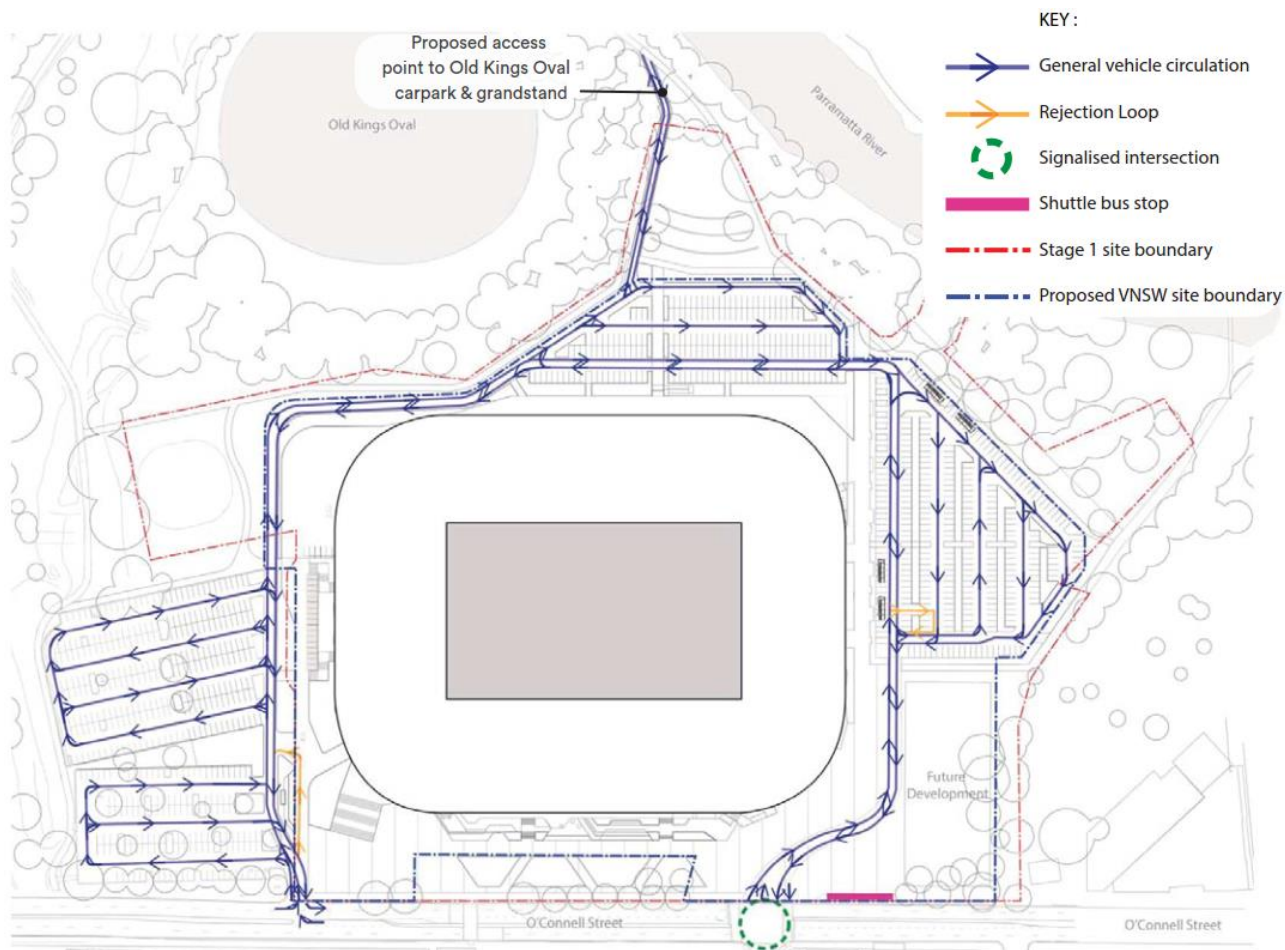


Figure 4 – Vehicles Circulation

All vehicles entering the Western Sydney Stadium are managed and will require permission to access the Western Sydney Stadium site. This will be undertaken via security checkpoint(s). Event day over-lay will see additional security checkpoints implemented in addition to the permanent security check point located on the entrance to the service road in the South-East of the venue. These checkpoints will manage traffic on site at Western Sydney Stadium. All parking on site is allocated to relevant stakeholders including players, officials, staff, media and premium product patrons.

No permission is provided to General Admission patrons to park. There will be relevant turn around space for rejected vehicles at the security check point(s).

Please see a snapshot of stakeholder and traffic requirements as per below.

Event Day Vehicle			
Vehicle	Access Point	Parking Location	Egress Point
Emergency Vehicles	South East (O'Connell St) via security check point OR	N/A	South East of venue to O'Connell St OR

	Via O'Connell ST/Victoria Rd Intersection (Dependent on Event and ingress timings)		Via O'Connell ST/Victoria Rd Intersection
Back of House Service Vehicles	South East (O'Connell St) via security check point	Service Road	South East of venue to O'Connell St (Left Hand Turn Only)
Outside Broadcast Vehicles	South East (O'Connell St) via security check point	OB Truck Compound located on the service level	South East of venue to O'Connell St (Left Hand Turn Only)
Deliveries	South East (O'Connell St) via security check point	Loading Dock located on the service level	South East of venue to O'Connell St (Left Hand Turn Only)
Team Busses	South East (O'Connell St) via security check point	Team Bus Parking located on the service level	South East of venue to O'Connell St (Left Hand Turn Only)
VVIP's	South East (O'Connell St) via security check point	Drop off on the service level for vertical transportation to Premium Product areas.	South East of venue to O'Connell St (Left Hand Turn Only) OR Via O'Connell ST/Victoria Rd Intersection (Left Hand Turn Only)
Premium Product Parking	South East (O'Connell St) via security check point OR Via O'Connell ST/Victoria Rd Intersection (Dependent on Event and ingress timings)	Car Parks located to the North East or the Southern of the Venue	South East of venue to O'Connell St (Left Hand Turn Only) OR Via O'Connell ST/Victoria Rd Intersection (Left Hand Turn Only)
Disabled Parking Patrons	South East (O'Connell St) via security check point	Car Parks located to the North East or the Southern of the Venue	South East of venue to O'Connell St (Left Hand Turn Only) OR Via O'Connell ST/Victoria Rd Intersection (Left Hand Turn Only)
DDA Drop Off Requirements	South East (O'Connell St) via security check point	Off-Site.	South East of venue to O'Connell St (Left Hand Turn Only)

3.4.2 Non-Event Day

Western Sydney Stadium will have a non-event day traffic management plan developed in consultation with the relevant authorities. Access to the site will be via O'Connell either South East of the venue or via the O'Connell St and Victoria Road intersection. Please refer to Figure 4 of vehicle movement paths through the Western Sydney Stadium precinct on non-event days.

Please see a snapshot of stakeholder and traffic requirements for Non-Event Day as per below.

Event Day Vehicle			
Vehicle	Access Point	Parking Location	Egress Point
Emergency Vehicles	South East (O'Connell St) via security check point OR Via O'Connell ST/Victoria Rd Intersection	N/A	South East of venue to O'Connell St OR Via O'Connell ST/Victoria Rd Intersection
Back of House Service Vehicles	South East (O'Connell St) via security check point	Service Road	South East of venue to O'Connell St (Left Hand Turn Only)
Deliveries	South East (O'Connell St) via security check point	Loading Dock located on the service level	South East of venue to O'Connell St (Left Hand Turn Only)
Public Parking – South	South East (O'Connell St)	Car parks located South of Western Sydney Stadium	South East of venue to O'Connell St (Left Hand Turn Only)
Public Parking – North	Via O'Connell ST/Victoria Rd Intersection	Car Parks located North of Western Sydney Stadium	Via O'Connell ST/Victoria Rd Intersection (Left Hand Turn Only)

Disabled Parking Patrons	South East (O'Connell St)	Car Parks located South of the Venue.	South East of venue to O'Connell St (Left Hand Turn Only) OR Via O'Connell ST/Victoria Rd Intersection (Left Hand Turn Only)
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4 SECURITY

4.1 Event Days

Western Sydney Stadium will be responsible for security and safety of all stakeholders utilizing the facilities.

Venue Management will be responsible for security including liaising with the respective security agencies. On consultation with relevant agencies, Venue Management will establish a security profile for each event inclusive of risk assessments and associated risk mitigation strategies. Contract Security will be deployed with numbers dependent on the security profile of each event.

The Western Sydney Stadium will be equipped with CCTV coverage across all areas of the venue ensuring Venue Management can monitor patron behaviour and outside influences at all times. A security control room has been established with direct viewing of the field of play.

Western Sydney Stadium will also have the ability to implement an additional secure line of up to 15 meters from the building line if associated risks deem this practice necessary. This also includes protection against hostile vehicles which have been designed in principal with relevant associated guidelines.

4.2 Non Event Days

Western Sydney Stadium will provide a secure line at the venue on the building line. Access to the venue will be via a manned security checkpoint. The non- event day security office is located in the south west corner of the stadium, at the entrance to the loading dock and service road. This security office will also have access to real-time CCTV footage.

The Western Sydney Stadium will be equipped with CCTV coverage across all areas of the venue ensuring Venue Management can monitor patron behaviour and outside influences at all times. A security control room has been established with direct viewing of the field of play.

5 NOISE MANAGEMENT

Western Sydney Stadium will ensure the noise management requirements are adhered to via;

- High-Risk Events (I.e. Concerts);
 - Development of event specific Management Plan inclusive of;
 - Monitoring Locations manned throughout entire event with communications to relevant contacts to reduce noise as required.
 - Specific acoustic management in event overlay process to ensure noise management restrictions are adhered to.
 - Creation of feedback phone number for external feedback throughout the event
- Low Risk Events (Sporting Events)
 - Development of generic management plan inclusive of;
 - Limitation on pyrotechnic displays to acceptable limits within the noise management plan requirements
 - Creation of feedback phone number for external feedback throughout the event

6 EMERGENCY RESPONSE AND EVACUATION

Western Sydney Stadium has been designed against relevant Australian legislation, Australian Standards and the 'Guide to Safety at Sports Grounds' (Green Guide), volume 5 developed by the Sports Grounds Safety Authority in the United Kingdom which provides the standards and requirements for patron safety at sports grounds. It is the document that has been adopted on all major stadia in Australia, New Zealand and the United Kingdom.

As such, on final construction of Western Sydney Stadium a detailed Emergency Management Plan will be developed and implemented.

This document will be inclusive of specific plans to address;

- Fire- within the bowl, front of house amenity (bar, toilet, storeroom), west stand, service road, external precinct, or blocking one of the principle egress routes.
- Behaviour- flares, violence, crowd surging/ crushing, stampeding, abuse, pitch invasion, game cancellation
- Operational- loss of power, loss of water, loss of pressure to fire suppression systems, loss of communications
- Terrorism within the stadium- bomb threat, gunfire, explosion, chemical attack, significant civil attack
- External factors that could potentially put at safety the people within the stadium or their ability to egress the stadium if needed- civil unrest, protest, adjacent building emergency (fire, building collapse), bomb threat, gunfire, explosion,
- Mother nature- flooding, hail, bush fire, earthquake, extreme winds.

The design of the Western Sydney Stadium has considered escape routes which have been designed to accommodate crowd pressures and required clear widths in line with the Green Guide. Adequate exit paths inclusive of fire stairs and ramps to all areas of the venue have been considered and provided.

The existing Pirtek Stadium emergency management procedures can be found in *Appendix A*. A similar Emergency Management Plan will be developed prior to the operation of the stadium

7 OPERATIONAL DETAILS SPECIFIC TO AN EVENT

In addition to the items noted above, for each event that takes place at Western Sydney Stadium the Event Management Plan will provide a number of more detailed operational matters specific for that event. These could include some or all of the following:

- Event run sheets – these will include all the timings in significant detail for the pack in, event day and pack out activities, and will include all functional areas to ensure the successful delivery of the event
- Match/event enhancement – providing information on things such as pre-match and half time entertainment, activations (such as placement of sponsored products), and could also include elements such as pyrotechnic or special effect plans
- Event overlay plan – for certain event types, such as a concert, there may be a need for an overlay plan to be put in place. Such overlays would fall within the boundaries of the site. For example this could include additional fenced areas adjacent to pitch access vomitories to support security and safety of patrons. Details of any overlay requirements will be included in the Event Management Plan
- Staff deployment – a plan will be included which depicts the roles and location of staff at various times during the event. It may also include staff briefing details
- Accreditation – describing the accreditation system to be used for the event, it will break the stadium into a number of zones such as field of play, players and match officials areas, back of house areas, premium patron areas and general access. Aligned to the security plan, this ensures only accredited people get access to the appropriate area. Accreditation may also be used for vehicles to gain access to parking areas
- Venue medical plan – providing information on the medical and first aid plans for players/match officials as well as patron areas
- Other – there could be a number of other plans or information provided such as catering and alcohol management (providing details on host responsibility), ticketing, contact details of key personnel and conditions of entry

APPENDIX A – EXAMPLE OF EXISTING EMERGENCY MANAGEMENT PLAN