Royal Agricultural Society of NSW

EMERGENCY RESPONSE PLAN

REVIEW FEB 2005 (As amended)

AUTHORITY

The RAS Emergency Response Plan has been prepared by RAS Venue Operations and endorsed by the RAS Emergency Planning Committee. This Plan recognises the provisions of the Australian Standards and Legislation including the *State Emergency and Rescue Management Act 1989*, AS *3745-2002 RAS Emergency Control Organisations and Procedures for Buildings Structures and Workplaces*, *Occupational Health and Safety Act and Regulation,* and the Sydney Olympic Park Emergency Management Committee. The Plan is subject to regular review.

Roger B. Perkins
Chief Executive
Royal Agricultural Society of NSW
Sydney Olympic Park NSW

February 2005

TABLE OF CONTENTS

AMENDMENTS

Proposals for amendments or additions to this document should be made to the Risk Manager, Royal Agricultural Society of NSW, Sydney Showground, Sydney Olympic Park.

Amendment Number	Date	Name	Description
1	June 1998	C Edwards	Three separate plans, i.e. RES, Off-Site, and Showplex plans in use. Issued to EPC (Chief Executive Group) by CE. District Emergency Management Officer recommended consolidating the three plans into one only (March 2001).
2	June 2002	A Morgan C Edwards	Consolidated previous three separate plans, i.e. RES, Off-Site, and Showplex plans, and included the 'Special Event Emergency Plan' concept, restructured to comply with AS3745 and expanded the Recovery stage in detail. Issued to EPC (Chief Executive Group). Copy issued by C Edwards to SOPA and District Emergency Management Officer.
3	June 2002 through Dec 2002	A Morgan C Edwards	Plan reviewed by District Emergency Management Officer during various meetings and who made recommendations to clarify terminology in respect of the State Emergency Act.
4	March 2003	A Morgan	Reissued to CEG. Inclusion of Animal Evacuation procedure. Updated terrorism risk assessment.
5	March 2004	A Morgan	Updated ECO, EPC roles and contact details. Reissued to EPC (Chief Executive Group).
6	Feb 2005	I Lynch A Morgan	General review. Reissued to EPC (Chief Executive Group). I lynch issued copies to SOPA Emergency Management Committee.
7	Nov 2005	A Morgan	Disaster Recovery Section 4 re-issued to CEG.
8	Sept 2006	A Morgan	Disaster Recovery Section 4 re-issued to CEG.
9	Sept 2006	M Tisdell	Ben Ogunc, Mark Tisdell, A Morgan conducted general review. MT issued copy to SOPA Emergency Management Committee.

Copies	ORGANISATION
1	**RAS EMERGENCY PLANNING/RECOVERY COMMITTEE** **RAS EMERGENCY CONTROL ORGANISATION**
1	**GEORGES RIVER DISTRICT** **EMERGENCY MANAGEMENT COMMITTEE**
1	**AUBURN LOCAL EMERGENCY MANAGEMENT COMMITTEE**
1	**NSW POLICE SERVICE** Flemington Police - Local Area Commander
1	**NSW FIRE BRIGADES** Fire Station – Concord AND Fire Station - Silverwater
1	**NSW AMBULANCE SERVICE** Ambulance Station – Auburn
1	**LOCAL GOVERNMENT** Auburn Council AND Sydney Olympic Park Authority

An incident means a localised event, either accidental or deliberate, which may results in death, injury, or damage to property. Most incidents are handled using standard procedures, however, if an event requires a significant and coordinated response by the NSW Combat Agencies, then this is termed an emergency. The key element of emergency management in NSW is the State Emergency Disaster Plan (DISPLAN). In the first instance, the problem of dealing with an emergency is the responsibility of the individuals who are directly involved. When it becomes apparent that they cannot reasonability cope they seek help – normally from the local emergency services and/or the Local Government Authority. *Source: www.oes.nsw.gov.au*

The following diagram shows the hierarchy of emergency management planning for Sydney Olympic Park Precinct. (Source: Sydney Olympic Park Common Domain Emergency Management Plan).

State Disaster Plan

Georges River District Emergency Management Plan

Auburn Local Emergency Plan

Sydney Olympic Park Emergency Management Plan	**SOP Emergency Liaison Committee**

Venue Emergency Management Plans (RAS Emergency Response Plan)
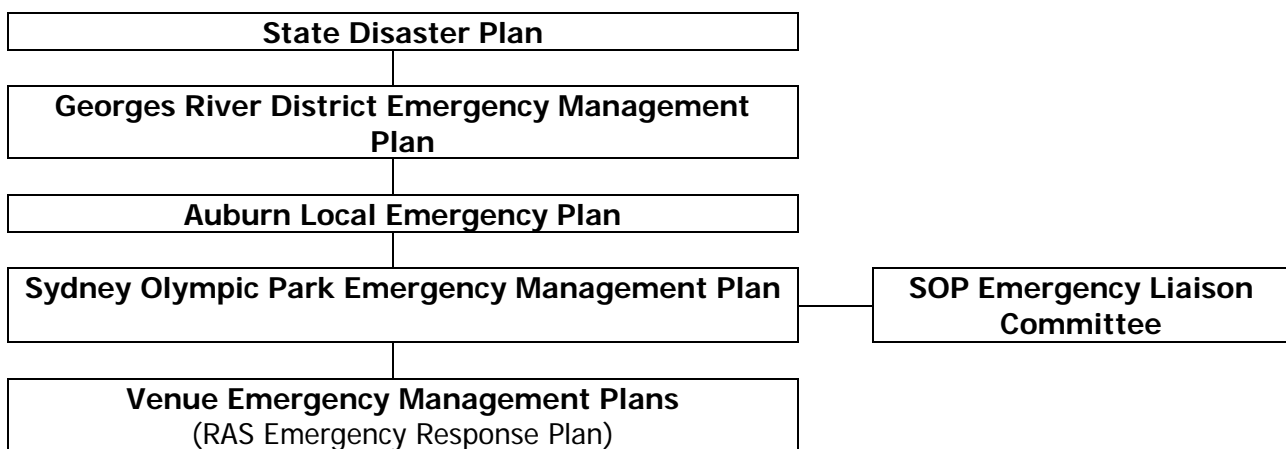
The purpose of the Royal Agricultural Society (RAS) Emergency Response Plan is to describe emergency management including evacuation at Sydney Showground and roles and responsibilities during and emergency. The arrangements make provision for assistance from NSW Emergency Organisations should an emergency escalate. All organisations involved have internal procedures regarding how they will respond to different incident situations. The RAS Emergency Response Plan is based on the principles of:

PRINCIPLE	PROCESS
SECTION 1 **PREVENTION**	Essential Services Maintenance, Patrols, Inspections
SECTION 2 **PREPAREDNESS**	RAS Emergency Planning Committee: Planning, Consultation, Training
SECTION 3 **RESPONSE**	RAS Emergency Control Organisation: Activation, Escalation, Authority
SECTION 4 **RECOVERY**	Disaster Recovery Team: Continuance of business operations

Australian Standard AS3745 – 2002 Emergency Control Organisations and Procedures for Buildings Structures and Workplaces provides guidance for establishing structured emergency planning and evacuation.

The Security Manager (RAS Deputy Chief Warden) is responsible for RAS activities responding to a on-site incident, emergency response training for RAS staff, Licensees and tenants, protecting the Sydney Showground property as an asset of the Sydney Olympic Park Authority, and monitoring and reviewing emergency management arrangements for Events.

SECTION 1- PREVENTION

1.1. AIM

The aim of the RAS Emergency Response Plan is to describe the arrangements for response to an incident or emergency at Sydney Showground, to minimise injuries to persons, the loss of life and/or damage to property, prevent or minimise the spread of any on-site incident to off-site and restore the Sydney Showground to normal operations in a timely and orderly manner.

1.2 SCOPE

1.2.1 This Plan:

a. Identifies responsibilities and provides procedures to coordinate the response by the RAS and Emergency Services Organisations to on-site incidents at Sydney Showground.

b. Provides for the RAS to support Emergency Organisations for incidents with off-site consequences

c. Provides arrangements for the recovery of normal RAS operations in a timely and orderly manner.

d. Provides for Special Events such as non-RAS mass gathering events including concerts, sports, site-wide festivals, speedway, dance parties, circus, fireworks displays, animal competitions, and air shows, that may have a Special Event Emergency Management Plan specifically designed for the event including the membership and structure of the EPC, the ECO, and the various associated roles and responsibilities outlined in that Plan. *See Special Events*

1.3 VULNERABLE COMMUNITY

1.3.1 For the purposes of this plan the vulnerable community may be regarded as anyone present at the RAS Showground including:

a. Staff (permanent and casual, RAS or event)
b. Tenants
c. Visitors (guests, general public, exhibitors)
d. Contractors (maintenance, event)
e. Licensees
f. Combat Agencies and Emergency Services
g. SOPA

1.3.2 The Security Manager will communicate the arrangements contained within this plan with the vulnerable community.

1.4 AREA COVERED BY THE PLAN/HOURS OF OCCUPANCY

1.4.1 The RAS Emergency Response Plan area, for the purpose of this Plan, is the Sydney Showground (Appendix C) and may include temporary fence lines enclosing events, e.g. Royal Easter Show.

1.4.2 The Security Manager will inform NSW Emergency Services Organisations, RAS and event personnel and contractors of changes in the layout of the Showground as may apply to different events.

1.4.3 Sydney Showground may be operational 24hrs 365 days depending on event activity.

1.5 INCIDENT CLASSIFICATION

Incidents at the Sydney Showground may be described by one of three levels, depending on the nature and anticipated severity.

1.5.1 Level 1

Means an incident, which may cause risk of harm to persons, animals, property or the environment *within the Showground.* This would be considered as an incident easily handled by RAS personnel in accordance with established procedures. Examples might include minor OHS, fire hazard or environmental hazards or incident crowd issues including disruptive behaviour.

1.5.2 Level 2

Means an incident, which may cause widespread risk of harm to persons, animals, property or the environment *within the area of the Showground* and might require the assistance from the NSW Emergency Services. Examples might include serious OHS, fire hazard or environmental hazards or incident or uncontrolled crowd issues including overcrowding or violent behaviour.

1.5.3 Level 3

Means an incident, which may cause widespread risk of harm to persons, animals or property or the environment *within and outside the Showground boundary*. For planning purposes this would be considered an emergency with off-site consequences. Examples might include crowd issues including partial for full site evacuation off site, major OHS or Fire hazard or Environmental hazard, or accident to persons or property extending beyond The Event perimeter.

1.6 NOTIFICATION OF INCIDENTS

In all Level 2 or Level 3 incidents or where this Plan is implemented, the Security Manager will notify the Emergency Services Organisation, the Combat Agencies, the Risk Manager, and the RAS Chief Warden. The RAS Chief Warden will notify the RAS Chief Executive. In the absence of the RAS Chief Warden, the Security Manager will notify the RAS Chief Executive.

1.7   LEGISLATION, PLANS, STANDARDS and POLICIES

1.7.1   Applicable Legislation, Plans, Standards and Policies as may apply (as amended):

a. NSW State Emergency and Rescue Management Act 1989;

b. Auburn Local Disaster Plan (DISPLAN)

c. Georges River Emergency Management District Disaster Plan (DISPLAN);

d. NSW State Disaster Plan (DISPLAN)

e. Sydney Olympic Park Authority Emergency Management Protocol

f. Sydney Olympic Park Authority Common Domain Emergency Management Plan

g. AS3745 – 2002 Emergency Control Organisations and Procedures for Buildings, Structures and Workplaces

h. AS4360 – Risk Management

i. RAS Occupational Health and Safety Policy and Procedure: *Event Safety OHS-019 (See Appendix D)*

j. RAS Environmental Management Plan: *Management Plan – Environmental Emergency EMP-Emergency (See Appendix E)*

k. RAS Information Systems Disaster Recovery Plan

l. State Emergency and Rescue Management Act

m. Fire Brigades Act

n. Environmental Protection and Assessment Act

o. Sydney Olympic Park Authority Act

p. Police Service Act

q. Local Government Act

r. Occupational Health and Safety Act 2000

s. Applicable Regulations

In developing this Plan, reference was also made to the Emergency Management Australia publication "Emergency Management Practice *Safe and Healthy Mass Gatherings.*"

1.8   PREVENTION

1.8.1   Table 1 outlines incident prevention steps taken by Sydney Showground based on Statutory Maintenance requirements, site inspections, operational plans, tests, and back up of key business systems.

TABLE 1

ITEM	RESPONSIBILITY
Routine inspections of all buildings and grounds	Asset Services Manager, Front of House Manager, Security Manager
Cleaning and pest management	Cleaning Manager
Spill response planning and equipment	Cleaning Manager
Essential Building Services Maintenance	Asset Services Manager
Thermoscan of Main Electrical Switchboards	Asset Services Manager
Essential Services inspections	Asset Services Manager
No Smoking Policy	All RAS Managers
Security and surveillance systems, patrols and Access Control	Security Manager
Incident reporting	Risk Manager
Air Quality testing	Asset Services Manager
Risk Identification and Treatment	All RAS Managers
Hazardous Materials management	All RAS Managers
Regular Property Valuation and Asset Stock Take	Accounting and Finance Manager
Business Critical Corporate Documentation	GM Finance and Administration
Heritage items and records	GM Finance and Administration
Regular back-up of electronic information	IT Manager
Regular back-up of electronic building controls	Asset Services Manager

2.1   PREPAREDNESS

2.1.1 The Plan assigns RAS personnel with specific responsibilities under the following hierarchy of control, based on *AS3745 – 2002 Emergency Control Organisations and Procedures for Buildings, Structures and Workplaces* and includes the roles of Chief Warden and Deputy Chief Warden:

RAS EMERGENCY PLANNING COMMITTEE	
RAS EMERGENCY CONTROL ORGANISATION	RAS DISASTER RECOVERY COMMITTEE
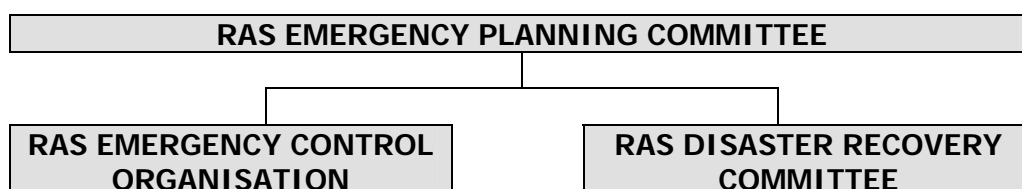
2.1.2   The members of these RAS organisations/committees will have in place standard operating procedures to cover their responsibilities and roles during an incident.

2.1.3 The members of these organisations/committees will appoint deputies who will assume the responsibilities normally when they are not available.

2.1.4 The RAS Emergency Planning Committee and Emergency Control Organisation will meet twice yearly.

2.2   RAS EMERGENCY PLANNING COMMITTEE

2.2.1 Role: The RAS Emergency Planning Committee is the senior RAS management committee responsible for establishing the RAS Emergency Plan and setting up the RAS Emergency Control Organisation. *See Appendix A*

2.2.2 Formation: The RAS Emergency Planning Committee is formed from representatives of the RAS and includes the roles of Chief Warden and Deputy Chief Warden. The members of the RAS Emergency Planning Committee form the membership of the RAS Disaster Recovery Committee. See *Special Events*

2.2.3 Members of the RAS Emergency Control Organisation will be appointed as deputies to their respective senior member of the RAS Emergency Planning Committee.

2.2.4 Authority: The RAS Emergency Planning Committee authorises the RAS Emergency Control Organisation with full operational authority in an emergency. Any member of the RAS Emergency Planning Committee can declare an emergency. Once an emergency is declared, the powers of the RAS Chief Warden, RAS Deputy Chief Warden and RAS Wardens shall override all normal RAS non-emergency management procedures. Likewise, any staff member can evacuate an area without further approval if there is an immediate threat to life. This requires formal designation of the authority to open and close pedestrian ways or venues, make crowd-control-related public address announcements, and summon emergency services. Members of the RAS EPC and RAS Disaster Recovery Team may activate RAS emergency Sub-Plans.

2.2.5 RAS Emergency Planning Committee shall:

a. Establish and implement the RAS Emergency Plan;

b. Appoint personnel to all positions of the RAS Emergency Control Organisation;

c. Arrange for training of the RAS Emergency Control Organisation;

d. Arrange training, practise drills/exercises;

e. Review the effectiveness of the Emergency Plan and implement procedure improvements.

f. Establish and implement the RAS Disaster Recovery Plan; and

g. Review the effectiveness of the Emergency Plan and Disaster Recovery Plan and implement procedural improvements.

2.2.6 **Indemnity:** Both the RAS Emergency Planning Committee and RAS Emergency Control Organisation shall be indemnified by the RAS against civil liability resulting from emergency and risk assessment, response, education, training, exercises or emergency evacuation where the personnel act in good faith in the course of their duties.

2.2.7 **Contact:** Members of the RAS Emergency Planning Committee will be contactable by mobile telephone 24hrs, 365 days. Emergency contact pagers will be issued to the EPC during the Royal Easter Show. (*See Appendix G).*

2.2.8 **Identification:** The following Warden Vest colours will identify the:

a. RAS Chief Warden: White labelled with *"Chief Warden"*
b. RAS Deputy Chief Warden: White labelled with *"Deputy Chief Warden"*
c. RAS Floor Warden: White labelled with *"Warden"*

2.2.9 **RAS EPC Meeting Point:** During an emergency, the RAS Emergency Planning Committee Meeting Point is the RAS Administration Board Room. The alternative Meeting Point is the Main Arena Board Room.

2.3 RAS EMERGENCY CONTROL ORGANISATION

2.3.1 The RAS Emergency Control Organisation is established by the RAS Emergency Planning Committee to organise an appropriate response on-site to emergency situations at Sydney Showground. *See Appendix B; See Special Events*

2.3.2 The RAS Emergency Control Organisation members will represent their respective senior member of the RAS Emergency Planning Committee and have full operational authority.

The problem of dealing with an initial emergency and protecting the RAS' property and Sydney Showground property as an asset of Sydney Olympic Park is the responsibility of the Security Manager.

2.3.3 The RAS Emergency Planning Committee and RAS Emergency Control Organisation will meet twice yearly.

2.3.4 **RAS ECO Meeting Point:** During RES the ECO Meeting Point is the Main Arena Emergency Control Centre. The Security Control Room is the Alternate RAS ECO Meeting Point.

2.4 RESPONSIBILITIES

2.4.1 **Asset Operations Manager** from the Venue Operations Department is responsible for the coordination of Venue Operations with other RAS Departments and events.

2.4.2 **Asset Services Manager** from the Venue Operations Department is responsible for the maintenance and safe operation of site utility services and operating fixed building plant. When advised of the existence of any alarm or a possible incident by the Security Control Room or others, the Asset Services Manager will proceed to the scene and initiate a response reaction as required.

2.4.3 **Chairman of the Veterinary Committee** shall be notified of any emergency involving livestock or animals by the General Manager Agriculture, and shall attend the Emergency Control Centre to assume full responsibility for the welfare of the livestock and animals. In such case, the Chairman of the Veterinary Committee will provide or arrange for any advice and assistance in relation to animals and livestock as may be required. The Chairman of the Veterinary Committee will liaise with the Chief Fire Warden and senior Police Officer or his/her representative regarding the movement or otherwise of all livestock in an emergency situation.

2.4.4 **Chief Executive Officer** is the person appointed by the RAS Council to control and direct all the activities of the RAS, to ensure that adequate emergency response and recovery measures are in place at the Sydney Showground, and is spokesperson for the RAS during emergency situations or incidents.

2.4.5 **Chief Fire Warden** means the General Manager Venue Operations or the Risk Manager/Security Manager if the RAS Chief Warden is unavailable. A person may be delegated as Chief Fire Warden under a Special Event Emergency Plan.

2.4.6 **Combat Agency** means the Agency identified in the [State] DISPLAN as the Agency primarily responsible for controlling the response to a particular emergency. (Source: SERM Act). A Combat Agency is the agency with the specific expertise and equipment to deal with the effects of designated hazards. The agency responsibilities for each major hazard is designated in the NSW State Disaster Plan (DISPLAN)

HAZARD	COMBAT AGENCY
Animal Health Emergency	NSW Agriculture
Aviation Emergency	Emergency Operations Controller
Bush Fire	Department of Bush Fire Services
Fire (Urban)	NSW Fire Brigades
Flood Storm Tempest	NSW State Emergency Service
Hazardous Materials – Major Incidents	Land Based: NSW Fire Brigades
	State Waters: Office of Marine Safety and Port Strategy
Marine Oil Spill	Inland Waters: NSW Fire Brigades
	Office of Marine Safety and Port Strategy

2.4.7 **Deputy Chief Fire Warden** means the Risk Manager/Security Manager or a person so delegated under a Special Event Emergency Plan and is required to assume the responsibilities normally carried out by the Chief Warden if the Chief Warden is unavailable otherwise assist as required.

2.4.8 **Front of House Management/Pavilion Supervisors/Zone Managers** are personnel appointed by the RAS or Licensee who are responsible for the day-to-day supervision of an area of the Showground or an event and perform the role of fire warden in their areas of responsibility. RAS FOH Management include Sydney Showground FOH Department/Food and Beverage Managers, RES Mangers including Commercial, Entertainment/Agricultural Department Managers.

2.4.9 **General Manager Agriculture** is the person appointed by the Chief Executive to manage agricultural issues, including animals, and liaison with the Veterinary Committee.

2.4.10 **General Manager Finance and Administration** is the person appointed by the Chief Executive to provide administration and financial advice during an incident or emergency. This person performs the function Chairperson of the RAS Recovery Coordinating Committee. This person also initiates the Information Systems Disaster Recovery Plan.

2.4.11 **General Manager Events and Marketing** is responsible for liaising with the Media representatives of the NSW Police Service, SOPA and RTA, Media representatives and the public. No announcements will be made by the RAS unless authorised by the Chief Executive.

2.4.12 **General Manager Venue Operations** means a person appointed by the RAS Chief Executive, responsible for controlling the site operations of Sydney Showground and the allocation of resources, as Chief Fire Warden, in response to an emergency within the Showground.

2.4.13 **General Manger Sydney Showground** is the person appointed by the RAS Chief Executive to manage the Sydney Showground as a venue and its Licensees.

2.4.14 **General Manager Human Resources** is the person appointed by the RAS Chief Executive to manage RAS Human Resources, training and return-to-work issues.

2.4.15 **General Manger Catering and RES Carnival** is the person appointed by the RAS Chief Executive to manage Sydney Showground Catering, Royal Easter Show Carnival and Showbag Licensees.

2.4.16 **Local Emergency Operations Controller (LEOCon)** means the Police Officer stationed within the Emergency Management District, in which the Local area is located, appointed to that position by the District Emergency Operations Controller.

2.4.17 **Risk Manager** means the person appointed by the General Manager Venue Operations responsible for the coordination, monitoring and control of RAS safety and security operations including identification of hazards, conducting risk assessments and implementing controls, alarms and video surveillance, incident investigation, event security and crowd control, first aid, traffic control, and emergency evacuation to protect the Showground asset and to ensure a safe and secure workplace for RAS activities.

2.4.18 Security Manager means the person appointed by the General Manager Venue Operations, responsible for ensuring that an RAS emergency response is co-ordinated, resourced and that procedures are in place to provide an efficient and effective response to an on-site incident/emergency including training, loss prevention, site safety, evacuation, first aid, and protection of the Showground asset. The problem of dealing with an RAS emergency is the responsibility of the Security Manager. *See Deputy Chief Fire Warden.*

2.4.19 Security Officers (RAS) are persons responsible for the provision of RAS security of the Showground. The security component provides 24-hour security from the Security Control Room or Emergency Control Centre as may apply. During emergencies the RAS security staff shall control crowds, evacuation and access to affected areas of the site. Special Events will engage their own security officers.

2.4.20 Security Supervisor is the Security Manager, or a person assigned to this role by the Security Manager. The Security Supervisor is responsible to the Security Manager for the effective functioning of the Emergency Control Room and to assist the Security Manager in the coordination of RAS resources required to combat the emergency situation.

2.4.21 Special Events are non-RAS mass gathering events including concerts, sports, site-wide festivals, speedway, dance parties, circus, fireworks displays, animal competitions, air shows, and may have a Special Event Emergency Management Plan specifically designed for the event including the membership and structure of the EPC, the ECO, and the various roles and responsibilities outlined in that Plan. *See OHS-019 Special Events*

2.4.22 St John Ambulance (or other First Aid Service Providers) are personnel who provide first aid and medical assistance to injured persons and may be engaged by the Licensee of an event. RAS Qualified Security Officers are first aid qualified and may provide initial first aid until medical assistance arrives. *See OHS-012 First Aid and OHS-009A Safe Systems of Work.*

2.4.23 Fire Wardens are persons who assist with emergency and evacuation procedures in each building. They may report to the RAS for Showground events or the Licensee during Special Events.

   a. RAS Security continuously patrol and monitor the site 24 hours a day. The Security Manager or his/her representative will be on duty as RAS Chief Fire Warden.

   b. RAS staff regularly work unusual hours in potentially unfamiliar buildings or room layouts due to temporary event overlay as well as their 'home' work environment. The senior-most RAS employee in an area at any one time is automatically assigned the role of Fire Warden for their area. All RAS managers and supervisors are required to be Fire Wardens as a condition of employment and will be provided with Warden training by the Security Manager.

   c. During routine Sydney Showground events, RAS FOH Management and RES Management will conduct pre-venue opening (pre-performance) Event Fire and Safety checks of the venue including clear fire egress (exits, exit signs), access to fire appliances (fire extinguishers, hose reels) and hydrants, emergency communication including Warden Phones, and any changes to evacuation provisions, before an audience or spectators are admitted to the venue and continuously monitor the event area as fire wardens. In the case of banquets, FOH Management will until handover this role to RAS F&B Management at an agreed time.

   RAS Front Of House Managers and RES Managers will provide basic fire safety information (or induction) to Licensees including a copy of the RAS Emergency

Procedures Booklet (OHS 026/1) and the General Site Safety Rules. The RAS Security Manager will coordinate the combined response of RAS Security and Event contract security to fire alarms.

d. Prior to Special Events, Event security or others contracted/appointed by the Event Licensee may act as fire wardens. In such cases, the RAS Security Manager will provide fire warden and evacuation instruction to the Event Licensee's senior personnel including fire egress and appliances, emergency communication and evacuation provisions, copies of the RAS Emergency Procedures booklet (OHS 026/1), plans of the Event Licensed area, and General Site Safety Rules (OHS 015/4).

e. Special Events: *(See 2.4 Special Events).*

2.5   ADVISORY ROLES

The following organisations may act in an advisory role to the Emergency Planning Committee and or the Emergency Control Organisation.

Auburn Police Station	**Local Area Commander**, Auburn Local Area Command, Corner of Susan and Queen St, Auburn NSW 2144
NSW Fire Brigades	**Regional Command North West**, NSW Fire Brigades, 110-114 Wigram Street, Harris Park NSW 2150 Regional Command South West, NSW Fire Brigades, Amarina Avenue, Greenacre, NSW 2190
Ambulance Counter	**Superintendent Rescue & Counter Disaster Operations**, Disaster Ambulance Service of NSW, PO Box 105, Rozelle, NSW 2039
Ambulance Service of NSW	**Superintendent**, East District Office, 5-9 Butler Rd, Hurstville, NSW 2220
NSW Department of Health	**Officer in Charge, Disaster Medical Planning**, Department of Health, Locked Mail Bag 961, North Sydney, NSW 2059
St John Ambulance	**Commissioner**, St John Ambulance Australia (NSW), 6 Hunt Street, Surry Australia, NSW 2010 Australia (NSW
Auburn Shire Local	**Chair, Local Emergency Management Committee,** Auburn Council, PO Box 118, Auburn, NSW
Sydney Olympic Park Authority As Landlord and Local Authority	SOPOC 9714 7700 Building Approvals Unit
WorkCover	Contact Details tba 1310 50
Department of Transport Ministry of Transport	Contact Details tba 1315 00

2.6 RISK ASSESSMENT AND CONTROLS

2.6.1 Table 2 outlines a risk assessment for emergencies based on by AS4360 *Risk Management (See Appendix D),* to determine the range of incidents that may impact on the operation of the RAS, the consequences, the probability, and controls established to manage the risk.

Table 2

INCIDENT	Consequences	LIKELIHOOD	RISK SCORE	RESPONSE AND CONTROLS
Structural collapse	Major	Rare	Significant	RAS or Event Emergency Plan, RAS OHS Policy, RAS Maintenance Procedures
Fire, Heat, Smoke	Moderate	Moderate	Significant	RAS Emergency Response Plan, RAS OHS Policy, WorkCover Permit
Explosion (Gas, utility)	Moderate	Rare	Moderate	RAS Emergency Response Plan, RAS OHS Policy, WorkCover Permit
Fireworks incident	Moderate	Rare	Moderate	RAS Emergency Response Plan, RAS OHS Policy, WorkCover Permit
Crowd crush, fall, panic	Moderate	Rare	Moderate	Emergency Management Plan applicable to an event, RAS OHS Policy
Escaped animals	Moderate	Moderate	Significant	RAS Livestock Plan
Major utility services interruptions	Minor	Likely	Significant	RAS Emergency Response Plan
Civil disorder including political/industrial action	Minor	Rare	Low	RAS Emergency Response Plan, RAS Security Manual
Major Medical emergency	Moderate	Rare	Moderate	RAS or Event Emergency Plan RAS OHS Policy
Bomb	Major	Rare	Significant	RAS Emergency Response Plan, RAS Security Risk Assessment
Environmental incident Hazardous Materials	Major	Rare	Significant	RAS Environmental Plan RAS OHS Policy
Storm	Moderate	Likely	Significant	RAS Emergency Response Plan
Flood	Moderate	Rare	Moderate	RAS Emergency Response Plan
Transport/lifting equipment accident	Moderate	Rare	Moderate	RAS Security Risk Assessment
Terrorism including biological or Cyber-Terrorism threat	Major	Rare	Significant	RAS Security Risk Assessment RAS IT Emergency Plan

2.7 TRAINING AND EDUCATION

2.7.1 Training is essential to ensure the smooth operation of an evacuation plan and ensures the Emergency Control Organisation members are thoroughly familiar with what is expected of them. The Security Manager will coordinate training for Emergency Response Plans (including Special Events).

2.7.2 Training will include site or event layout, operation and location of Warden Intercommunication Phones (WIP), operation of fire detection and suppression systems, operation of portable fire extinguishers, hydrants, hose reels, fire blankets, fire alarms, the location of escape routes and marshalling areas, the location and quantity of dangerous goods controlled by the RAS, and procedures to protect significant RAS items.

2.7.3 Escape routes, alternative routes and procedures for evacuation the site/building will be displayed in RAS Administration area foyers. The Security Manager will nominate and communicate alternate escape routes and marshalling areas to accommodate the changing layout of the site during events.

2.7.4 The Security Manager will conduct annual practice evacuation drills for RAS staff and tenants

2.7.5 The RAS Front of House Manager will provide a copy of the document "*Sydney Showground Emergency Procedures*" to Event Licensees prior to the start of the Event. The RAS recommends the Licensee issues copies of those documents to all Event personnel.

2.8   TEST AND REVIEW PROCESS

2.8.1 This Plan will be reviewed at least annually or after an actual operation or exercise by the RAS Emergency Planning Committee.

2.9   EMERGENCY RESPONSE FACILITIES AND EQUIPMENT

2.9.1 RAS Emergency Control Centre

a. Pivotal to the structure of the Emergency Response Plan is the RAS Emergency Control Centre, a fully equipped communications centre activated for site-wide or Arena Events or other events as may apply for the operational period of the event.

b. A facility, which duplicates the RAS Emergency Control Centre, known as the Alternate RAS Emergency Control Centre, is established at the RAS Security Control Room located on the ground floor of the Administration building for routine Sydney Showground events. This facility is manned 24 hours 365 days a year.

c. The RAS Emergency Control Centre is the location where emergency announcements are authorised. Announcements can be made site-wide by either the PA system or the EWIS system.

2.9.2 Alarms

a. The RAS Security Control Room monitors fire alarm systems 24 hours per day.

b. The Administration Building Fire Control Room monitors buildings south of Grand Parade. The Main Arena Fire Control Room (under croft) monitors buildings north of Grand Parade. Both Fire Control Rooms include alarms for fire and Emergency Warning Intercommunication System (EWIS) within the defined area to improve response and minimise false alarms. The Fire Alarm System generates automatic alarms to summon the Fire Brigade. The Fire Alarm System is an Essential Service subject to, and maintained and tested to various Codes and Regulations. The Fire Brigade may monitor the Fire Control Room systems during events and communicate alarms

c. Alarms for ventilation system failure and other building services are monitored by the Building Maintenance System (BMS). Lighting for some areas is also monitored in the Security Control Room.

2.9.3 Communications Systems

RAS Security use a number of communication devices. Reliance is not placed on any one system since an alternative means of communication is usually available on a 24-hour/day basis.

a. **Public Address System:** The indoor Showground Public Address (PA) system can be used to inform and direct patrons and staff if required during an emergency and/or incident. The use of this system is strictly controlled and must be authorised by the Security Manager in consultation with General Manager Venue Operations or if directed by a Senior Officer of an Emergency Service organisation. There is very little Showground PA coverage outdoors. Security personnel are issued with bullhorns for making announcements to outdoor crowds. *See EWIS*

b. **Telephones:** T connected through the PABX have an independent single digit emergency telephone number (Dial 5), which automatically dials the Emergency Control Centre and Alternate Emergency Control Centre. Emergency Telephones are installed outside buildings around the site. The RAS Emergency Planning Committee is issued with mobile cellular phones.

c. **Portable Radios:** Commercial portable UHF 2-way radios are normally used. A specialist radio network may be established for the Royal Easter Show. Interoperability between the Emergency Services and the RAS Emergency Control Centre is maintained by issuing each Emergency Service with an RAS radio, preset to the RAS emergency frequency. The Security Manager will maintain the stock of portable radios for issue to the RAS Emergency Planning Committee as necessary.

d. **Early Warning Intercommunication System (EWIS):** The Security Control Room can make emergency announcements within buildings site-wide via the EWIS. The EWIS takes automatic control of local building's general PA systems. The Administration Building Fire Control Room includes EWIS facilities for RAS buildings south of Grand Parade. The Main Arena Fire Control Room (undercroft) includes EWIS facilities for RAS buildings north of Grand Parade. When activated, the EWIS system will make automatic pre-programmed emergency evacuation announcements. Event PA systems are not controlled by Emergency Control Centre personnel. The Emergency Control Centre may direct Licensees to make emergency announcements. *See Public Address System.*

2.9.4 Mobile Emergency Response Vehicles:

The RAS Security are provided with a Emergency Response Vehicle (Quad Bike) to allow a rapid response to any incident or emergency on the grounds.

2.9.5 Emergency Equipment Reserves:

Additional emergency barricade and lighting equipment is hired during the Royal Easter Show and is held by RAS Venue Operations. Hazardous Material Spill Response Kits are located around the site including the Security Control Room.

2.9.6 RAS Medical Centre:

The Showground Medical Centre is located in the undercroft area of the Main Arena and is operated by qualified medical staff for site wide or Special Events only. It has eight beds and capacity for 12-seated patients. There is a First Aid Room located in the foyer of Exhibition Hall 1 (Dome), Room No: 2E G05. This facility has a limited medical support capability but is capable of supporting casualties with minor ailments. St John Ambulance or other first aid organisations may provide medical assistance at this facility or at other temporary first aid facilities strategically placed around the Showground according to event requirements. *See OHS-012 First Aid*

2.10   SPECIAL EVENTS

2.10.1 Special Events are non-RAS mass gathering events including concerts, sports, site-wide festivals, speedway, dance parties, circus, fireworks displays, animal competitions, air shows, may include the consumption of alcohol, and attract youth or aged audiences. *See RAS Event Safety Policy OHS-019*

2.10.2 Special Event Emergency Plans are developed by an Emergency Planning Committee set up for that event and includes representatives of applicable organisations including:

        a.   Event Licensee (licenses all or part of Sydney Showground for the Event)
        b.   Police
        c.   Fire Brigade
        d.   St Johns Ambulance (or other first aid provider)
        e.   SOPA (as Owner and Local Authority)
        f.   Event Security Contractor
        g.   Event Personnel Contractor
        h.   Ambulance Service of NSW
        i.   RAS
        j.   Other interested parties, e.g. WorkCover, Health Authority

2.10.3 The development of Special Event Emergency Management Plans requires comprehensive hazard identification and risk assessment including consultation between all parties that may be required to respond to an emergency situation during the event. Risk issues include venue selection, public access, spectator and crowd management and control, fire safety, emergency service access/egress, evacuation, public safety, security, public health and medical care. A pro forma *Special Event Emergency Plan* is available. (*RAS Event Safety Policy OHS-019*)

2.10.4 The Security Manager will provide support in the form of local site knowledge for the purposes of the Special Event Emergency Management Plan.

2.10.5 The Security Manager will train representatives of a Special Event Emergency Control Organisation in the following. The Special Event RAS Emergency Control Organisation will on-train own staff.

        a.   The layout of the event and buildings
        b.   Location of all telephones and fire WIP phones
        c.   Location of break-glass alarms
        d.   Location of fire fighting equipment
        e.   Location of exits
        f.   Contact numbers for emergency assistance
        g.   Use of radio equipment

SECTION 3 - RESPONSE
EMERGENCY EVACUATION SUB-PLAN

3.1   INITIAL RESPONSE

a)   The Security Manager or his/her representative will be present during operational hours for all events.

b)   Fire Wardens, Front of House Department, Security, Crowd Controllers, and Duty Managers will ensure emergency exits and fire appliances in their areas are clear of obstruction.

c)   Fire Wardens, Front of House Department, Security, Crowd Controllers, and Duty Managers will constantly monitor and report the status of the venue to the Security Manager including occupational health and safety hazards, fire safety hazards, crowd problems/overcrowding and build up rate, and first aid issues.

FIRE WARDEN CHECKLIST

Any personnel discovering an emergency (e.g. accident fire, rescue, medical, crowd or other) OR if the order to evacuate is given, OR on hearing the evacuation alarm OR becoming aware of an emergency shall:

a)   Raise the alarm. Contact the Emergency Control Centre. Telephone Emergency Extension 1401/1020 or Extn No: 5 or portable radio or WIP and report the location and extent of the incident/emergency.

b)   Open all exit doors and ensure the egress path is clear.

c)   Assess the situation. Trained personnel may fight a fire only if it is safe to do so.

d)   Evacuate people in the immediate vicinity of the danger to the Evacuation Assembly Areas.

e)   Assist mobility-impaired persons and persons not familiar with the property or emergency procedures.

f)   Provide emergency first aid assistance to the injured, if a qualified first-aider. If not trained, assist where possible and reassure the injured until help arrives.

g)   Check and advise the Emergency Control Centre when the area is clear (use the WIP).

h)   Remain at the WIP for instructions form the Emergency Control Centre unless it is unsafe to do so.

i)   Close doors and windows behind you. Do not use lifts.

j)   Account for people within the area of your responsibility and await the arrival of emergency response personnel at the Evacuation Assembly Area.

k)   Do not re-enter emergency areas.

STAGE OR PRODUCTION MANAGER CHECKLIST

Responsibilities of Stage/Production Management are:

a) Constantly monitor and report the status of the venue to the ECO including occupational health and safety hazards, fire safety hazards, crowd problems/overcrowding and build up rate, and first aid issues.

b) Ensure emergency exits and fire appliances in Stage/back stage areas are clear of obstruction.

c) Brief and coordinate talent, production and other entertainment personnel regarding fire safety and emergency evacuation.

d) Assist the Chief Fire Warden and the Authorities as directed.

IF THE ORDER TO EVACUATE IS GIVEN, OR ON HEARING THE EVACUATION ALARM OR BECOMING AWARE OF AN EMERGENCY, THE STAGE/PRODUCTION MANAGER SHALL:

a) Raise the alarm. Contact the Emergency Control Centre. Telephone Emergency Extension 1401/1020 or Extn No: 5 or portable radio or WIP and report the location and extent of the incident/emergency

b) Open all exit doors and ensure the egress path is clear.

c) Assess the situation. Trained personnel may fight a fire only if it is safe to do so.

d) Take control of the stage/venue Public Address System to make emergency announcements as instructed by the ECO.

e) Turn off stage or production equipment if it is safe to do so.

f) Evacuate people in the immediate vicinity of the danger to the Evacuation Assembly Areas.

g) Assist mobility-impaired persons and persons not familiar with the property or emergency procedures.

h) Provide emergency first aid assistance to the injured, if a qualified first-aider. If not trained, assist where possible and reassure the injured until help arrives.

i) Check and advise the Emergency Control Centre when the area is clear (use the WIP).

j) Remain at the WIP for instructions form the Emergency Control Centre unless it is unsafe to do so.

K) Close doors and windows behind you. Do not use lifts.

L) Account for people within the area of your responsibility and await the arrival of emergency response personnel at the Evacuation Assembly Are

3.2   ASSESSMENT

3.2.1   This chain of events may be triggered by:

a.   The automatic activation of the EWIS system, which will make automatic pre-programmed emergency evacuation announcements when the automatic fire alarm system is triggered (See Public Address System); and

b.   A report to the Security Control Room.

3.2.2   The Security Manager will ascertain the nature of the emergency and determine the appropriate action (including activating the relevant Sub-Plan.

ACTIVATION

3.2.3   If RAS personnel can control the incident they will do so and keep the RAS Emergency Control Centre advised of the situation.

3.2.4   The Emergency Control Centre will be activated on receiving notification of an incident/emergency and the Security Control Room will notify the Emergency Services.

3.2.5   The Emergency Control Centre will notify the Wardens, Tenants and Licensees and the members of the RAS Emergency Control Organisation.

3.2.6   The Security Manager will move to the Emergency Control Centre and alert the Risk Manager and the General Manager Venue Operations if required.

3.2.7   The RAS Emergency Control Organisation will rendezvous at the MEETING POINT (the Emergency Control Centre or the Alternate Emergency Control Centre as may apply) on request by the Chief Warden or Deputy Chief Warden, or the Emergency Services organisations.

3.2.8   The senior most member of the RAS Emergency Planning Committee or RAS Emergency Control Organisation has the authority to declare an emergency.

3.2.9   The Security Manager may request additional resources from the General Manager Venue Operations.

3.2.10   Should the incident or emergency have the potential to involve major injuries, damage, or disruption to events, the General Manager Venue Operations will inform the Chief Executive as early as possible.

3.2.11   The Chief Executive will notify the Council and General Manager Marketing and Events of the incident or emergency at the earliest opportunity.

EVACUATION

3.2.12 Should it become necessary to evacuate a building or section of the ground, the decision will be made by the Security Manager in association with a Senior Police Officer if present, or in the event of a Fire or Hazardous Materials incident, by the Senior NSW Fire Brigade Officer if present. In any event requiring the evacuation of the site, phased evacuations would be carried out using Evacuation Assembly Centres and routes detailed in Appendix E.

3.2.13 The Security Manager shall coordinate the RAS emergency resources and brief the Emergency Services on arrival, on type, scope and location of the emergency and status of the evacuation and thereafter act on the Senior Officer's instructions. The Emergency Services Organisations shall coordinate the emergency response if present.

3.2.14 The Emergency Control Centre may make additional or authorise announcements over the EWIS or localised entertainment PA systems appropriate to that particular emergency to inform and direct patrons and staff if required.

3.2.15 Pre-scripted emergency announcements will be made at the direction of the Security Manager or the Emergency Control Centre. The use emergency announcments is to strictly controlled and must be authorised by the Security Manager in consultation with General Manager Venue Operations or if directed by a Senior Officer of an Emergency Service Organisation. *See EWIS.*

"Ladies and Gentlemen. May I have your attention please. We have to evacuate the building. Please take directions from event personnel and security staff."

3.2.16 In an evacuation to the Evacuation Marshalling areas, Senior Wardens will check that all persons are accounted for and report the result to the Emergency Control Centre.

3.2.17 The Emergency Control Centre will log the progress of the emergency and evacuation and monitor and control radio traffic. The Security radio channels must be kept clear of unauthorised traffic.

3.2.18 Outside of normal Showground operating hours, the Night Shift Security Control Room Operator or Emergency Control Centre Operator has authority to call in any extra personnel required and must contact the General Manager Venue Operations and the Security Manager immediately.

3.2.19 During a Level 2 or Level 3 incident or emergency affecting the Showground, the General Manager Venue Operations will provide a representative, when requested, at the Sydney Olympic Park Operations Centre (SOPOC), and if necessary, on a continuous basis for the duration of the operation or as otherwise required.

3.2.20 The Sydney Showground Telephone Switchboard will divert emergency enquiries as directed by the Police Media Unit.

3.2.21 Emergency Services will remain in control of the site until the cause of the incident has been located and the site made safe and will signal the all clear to return.

ESCALATION

3.3.1 If circumstances dictate, or if an incident or emergency has the potential to create off-site problems, the Security Manager or Night Shift Security Control Room Operator or Emergency Control Centre Operator shall alert the Risk Manager and the General Manager Venue Operations.

3.3.2 If an emergency requires the off-site response of RAS resources, a senior Emergency Services officer may request such assistance from the Security Manager.

3.3.3 The General Manager Venue Operations will activate the RAS Disaster Recovery Plan at the earliest opportunity.

DEBRIEFING

3.3.4 As soon as is practical after an emergency operation, the RAS Emergency Planning Committee will conduct an operational debrief.

SECTION 4 – RAS DISASTER RECOVERY SUB-PLAN

4.1 AIM

4.1.1   The aim of the RAS Disaster Recovery Plan is to formalise arrangements to restore the RAS and Sydney Showground to normal operations in a safe, timely and orderly manner and to minimise further losses.

4.2 ACTIVATION

4.2.1   The General Manager Finance and Administration shall activate the RAS Disaster Recovery Plan as early as possible during an emergency and in consultation with the Emergency Services Organisations.

4.3 RAS DISASTER RECOVERY TEAM

4.3.1   The duties of the RAS Emergency Planning Committee include the Disaster Recovery Team function and will appoint additional Team members as appropriate. *See Appendix A.*

4.4 DISASTER CLASSIFICATION AND RESPONSE

4.4.1   Disaster classification is based on the degree of destruction and the subsequent time needed to recover from the disaster and reinstate the property back to its original level of amenity.

4.4.2   The following classification is the framework on which disaster planning is based. Risk measurement and treatment is based on *AS4360 Risk Management.*

TABLE 3

CLASSIFICATION	PERIOD TO REINSTATE	INCIDENTS	RESPONSE
TOTAL DISASTER	**Long**	• Large fire • Structural damage • Significant incapacity • Loss of access to site	Direct recovery operations and business operations from remote alternative accommodation site as appropriate: • The Stand-by Site • SOPOC
	Short	• Industrial/political siege situation • Loss of building access	
PARTIAL DISASTER	**Long**	• Fire • Flood • Loss of portion of Property	Direct recovery operations and business operations from alternative accommodation on site including: • Main Arena • Asset Office • SOPOC
	Short	• Temporary loss of services (electricity, water, lifts) • Environmental incident	

4.5 CRITICAL BUSINESS INFORMATION

4.5.1 Copies of critical business information must be stored off-site and be accessible around-the-clock. *See Information Systems Disaster Recovery Plan.*

TABLE 4

ITEM	OFF SITE LOCATION	PERSON RESPONSIBLE
Business and Financial Records (digital backups)	Stand-by Site	IT Manager
Disaster Recovery Plan	Disaster Recovery Team	GM Venue Operations
List of Contracts, Suppliers, Accounts, Business Contacts	Disaster Recovery Team	Disaster Recovery Team
Hazardous Material/Dangerous Good Register	Security Manager	Security Manager
As constructed plans, specifications, stop valve locations, sprinkler valves and switch room locations, CAD files	Stand-by Site Sydney Olympic Park Authority CAD Office	Asset Services Manager
Master Keys	Security Manager	Security Manager
SOPA Lease	Lands Titles Office	GM Finance & Administration
Tenant Sub-Leases	Lands Titles Office	GM Finance & Administration
Building Automation System (BMS) and Thorn Lighting, Irrigation backup	Siemens	Asset Services Manager
Access Control backup	Prosys	Asset Services Manager
Event Licence information	Stand-by Site	IT Manager
Insurance Policy Details	Insurance Broker (CGM)	GM Finance & Administration
Heritage/Archive Register including photos	tba	IT Manager
Up-to-date Property Valuation	Insurance Brokers (CGM)	GM Finance & Administration
EBMS (Electronic files)	Stand-by Site	IT Manager
RES (Electronic files)	Stand-by Site	IT Manager
Critical Business Equipment	As appropriate	As appropriate
Operating System Disks for Business, LAN	Stand-by Site	IT Manager

DISASTER RECOVERY CHECKLIST

4.6   DURING A DISASTER

4.6.1   The following is a brief outline of the recovery process and includes roles and responsibilities. The list is by no means exhaustive and depending on the nature of an incident other issues may emerge.

4.6.2   There are two separate management streams:

    a.   Each member of the RAS Disaster Recovery Team will organise and manage own resources, staff and systems necessary for the immediate and longer-term recovery.

    b.   Coordination between the RAS and the Emergency Services Organisations.

4.6.3   General:

    a.   Emergency Services will remain in control of the site until the cause of incident is located and the site made safe.

    b.   The Disaster Recovery Team will establish office accommodation, on or off site as may apply, as quickly as possible e.g. On-site location to be advised by General Manager Venue Operations and equipped with mobile phone, power, computers, AND OR Off-site at the Information Systems Stand-by Site.

    c.   The RAS Disaster Recovery Team will establish priorities for the overall recovery process and manage RAS resources.

    d.   The RAS Disaster Recovery Team will determine immediate short-term needs including accommodation, financial assistance and personnel support.

    e.   The RAS Disaster Recovery Team all ascertain staffing needs and if staff/tenants cannot return to their workplaces quickly, then consider sending home or an alternative workplace.

    f.   Close liaison with the Emergency Services Organisations and Local Government is essential.

    g.   Do not enter any building until it has been declared safe to enter by the Emergency Services. After Emergency Services leave the site, the Disaster Recovery Team leader is to take charge of the site.

DISASTER RECOVERY CHECKLIST

RISK MANAGER/SECURITY MANAGER

1. Continue to apply RAS Emergency Response Plan Activation process.

2. Contact and alert the RAS Emergency Planning Committee.

3. Begin incident investigation and report.

4. Identify the hazards and assess the risks and controls for RAS personnel.

5. Establish site Access Control with all persons to sign in/sign out on entry and exit to disaster area for RAS personnel, the Owner, Tenants, Emergency workers, Insurance and assessment personnel and building contractors.

6. Protect the assets of the RAS including the property of staff where possible. Looting is a hazard. Sufficient security guards are needed to specifically guard against such further losses.

7. Take photographs to document the damage before the clean-up starts.

8. Establish traffic controls and coordinate access routes.

9. Continually monitor and assess the hazards and risks to the health and safety of RAS personnel on-site.

10. Produce and distribute both final report and daily incident reports to the RAS Emergency Planning Committee

11. Notify WorkCover if notifable injuries have occurred.

ALL STAFF

1. Do not comment on incident to any external parties.
2. Direct all enquires to the RAS Emergency Planning Committee.
3. Immediately report hazards, incidents and near misses to Security.
4. Ensure the safety of themselves and the health and safety of others in the workplace.

GENERAL MANAGER VENUE OPERATIONS

1. Maintain a register of plans, plant and communications equipment available.
2. Advise General Manager Finance and Administration of situation and seek interim Insurance instructions.
3. Notify SOPA (as Owner and Local Authority) and SOP Operations Centre.
4. Conduct an impact assessment.
5. Assign competent bodies to check for power, gas leaks and structural damage, water supply, sewerage, waste disposal.
6. Develop a safety plan for remedial action before commencing work.
7. Arrest ongoing damage
8. Notify tenants if it is likely that access to their premises will be restricted.
9. Call a review meeting of contactors, consultants and insurers to establish current position and prepare action plans for demolition and remedial works; anticipate and overcome potential delays with replacement or repair of damaged equipment; insurers should be part of this process to ensure there will be no potential disputes about remediation works or claim costs. Demolition works will only occur with the permission of the Owner and with the knowledge of insurers.
10. Site clean up to commence only after emergency services, insurers, engineering consultants and owners have given approval and subject to appropriate action to contain further damage.
11. Brief employees returning to work on current situation, danger zones, special safety requirements etc. Consider workplace health and safety issues, personal protective equipment, first-aid, ventilation and drinking water.
12. Continuously monitor and report the recovery process to the RAS Disaster Recovery Team.

DISASTER RECOVERY CHECKLIST

CHIEF EXECUTIVE

1. Consult with GM Marketing and Events and PR consultants.
2. Anticipate media requests – be prepared to issue an approved statement.
3. Notify Council, President, Board, and Council
4. Mediate where conflicts occur during the relief and recovery process.

GENERAL MANAGER FINANCE AND ADMINISTRATION

1. Contact and alert the RAS Disaster Recovery Committee.
2. Perform function of Chairperson of the RAS Disaster Recovery Team.
3. Notify insurance brokers and request their immediate attendance on-site to give assistance and approve immediate expenditure. They may in turn decide to appoint loss assessors or investigators, public relations consultants or trauma counsellors. Comply with insurance policy provisions.
4. Activate RAS or RES cash-handling arrangements.
5. Activate removal and storage off-site of company records and Heritage items.
6. Provide legal advice if tenants use of the premises is likely to be unreasonably interrupted or if losses have occurred. Immediate advice should be sought in the event of any injuries or deaths.
7. Activate Information Systems Disaster Recovery Plan including establishing the Stand-by Site.
8. Organise emergency finance as may be required for the recovery process, to continue business operations, and possibly financial assistance for staff.
9. Determine and report to CE and Council the longer-term impact and recovery measures.
10. Consider options for replacement of existing buildings including changes in site layout.

GENERAL MANAGER SYDNEY SHOWGROUND

1. Activate the Cease Trading sub-plan to protect stock or cash floats
2. Consult with CE and GM RES Marketing and Events on media liasion.
3. Divert the Sydney Showground Switchboard for emergency enquiries as directed by the Police Media Unit.
4. Assure and inform Sydney Showground Licensees on a regular basis.
5. Locate alternative venues for Licensees if necessary

GENERAL MANAGER EVENTS AND MARKETING

1. Consult with Chief Executive and GM Sydney Showground.
2. Consult with PR representative.
3. Consult with Police Media Unit.
4. Manage information about the incident.
5. Prepare Media Statement and monitor Media reports.
6. Keep Media informed at regular scheduled briefings.
7. Assure and inform RES Entertainers, Sponsors and RES Licensees on a regular basis.
8. Locate alternative venues for Licensees if necessary.

DISASTER RECOVERY CHECKLIST

GENERAL MANAGER CATERING SERVICES AND CARNIVAL

1. Activate the Cease Trading sub-plan to protect stock or cash floats
2. If power supplies are interrupted, alert catering Licensees and own staff to check or remove food from freezers and refrigerators.
3. Remove and secure all alcohol stock.
4. Assure and inform RES Carnival Licensees on a regular basis.
5. Locate alternative venues for Licensees if necessary.
6. Coordinate catering for RAS staff if necessary.

MANAGER HUMAN RESOURCES

1. Determine likely human effects.
2. Account for all staff and volunteers.
3. Identify special needs groups or individuals.
4. Liaise volunteer organisations.
5. Organise material aid for staff on site including bedding, clothing, and food.
6. Coordinate the removal/safe keeping of staff belongings.
7. Organise briefing and debriefing process for staff and volunteers.
8. Liaise with Police counselling unit.
9. Establish counselling process for people affected by incident trauma if required.
10. Consider the need to stop delivery of mail or other services to the building.
11. Monitor staffing arrangements, workload of staff and Team members.
12. Activate workers compensation and return to work programmes.

GENERAL MANAGER AGRICULTURE

1. Arrange for the safe movement of animals.
2. Contact the Veterinary RAS Committee for advice.

ASSET OPERATIONS MANAGER

1. Liaise with Sydney Showground and RES operational personnel to identify ongoing operational requirements.
2. Monitor and assist cross-department requirements.
3. Manage and communicate requests for assistance to Venue Operations from RAS departments.
4. Coordinate hire contractors to supply temporary facilities as required.
5. Identify and remove Assets critical items to secure storage on or off site.
6. Arrange for disposal of dead stock and animals and waste products such as bedding.
7. Liaise with the Asset Services Manager.
8. Liaise with the Authorities.

DISASTER RECOVERY CHECKLIST

ASSET SERVICES MANAGER

1. Assessment of the damage to be carried out. Walk through the entire disaster area and take extensive notes of damage.

2. Take steps to minimise further damage, provide access to the property, clearing traffic routes, removal of trees and other debris, weather proofing damaged buildings or windows, control local flooding including sandbagging, unblocking drains, pumping water from premises,

3. Coordinate trades contractors and staff arrange for temporary power and lighting, water and waste and other essential services

4. Inspect air-conditioning, gas supplies, transformers etc to ascertain whether they should be shut down.

5. Re-energise plant according to OHS safe systems of work.

6. Notify Engineering consultants and building contractors and request to attend site as necessary to audit damaged plant and equipment.

7. Develop a safety plan for remedial action before commencing work.

8. Liaise with the Authorities.

9. Dry out structures and contents.

CLEANING AND ENVIRONMENT MANAGER

1. Arrange vermin control.

2. Arrange Hazardous Material waste disposal and clean up (liaise with Hazmat Authorities).

APPENDIX A

RAS EMERGENCY PLANNING COMMITTEE Refer to Appendix B for current EPC Membership

APPENDIX B

RAS EMERGENCY CONTROL ORGANISATION (as at January 2004)

Based on AS 3745-1999 *Emergency control organisation and procedures for buildings*

CHIEF WARDEN

Allan Morgan: 9704 1176/ 0408 247 906

DEPUTY CHIEF WARDEN
RISK MANAGER
MARK TISDELL 9704 1110/0417 273 786
RAS Security Manger
Ben Ogunc: 9704 1221 / 0419 159 871

RAS EMERGENCY PLANNING COMMITTEE	Phone
Chief Executive	9704 1101
Roger Perkins	0418 737 727
General Manager Venue Operations	9704 1168
Allan Morgan	0408 247 906
General Manager Finance and Admin	9704 1107
Graham Neal	0417 028 940
General Manager Event Sales, Sydney Showground	9704 1064
	0408 484 112
Kim Laura Brown	
General Manager Agriculture	9704 1275
Sue White	0409 044 979
Manager Human Resources	9704 1100
Rebecca Barry	0409 316 947
General Manager Events and Marketing	9704 1195
John Aitken	0418 741 184
General Manager Catering Services	9704 1277
Michael Collins	0419 578 678
Risk Manager	9704 1110
Mark Tisdell	0417 273 786
Security Manager	9704 1221
Ben Ogunc	0419 159 871
Police	
Fire Brigade	
St Johns	
Ambulance	
SOPA	

FIRE WARDEN
RAS ADMINISTRATION AREAS
Senior most RAS staff member present

FIRE WARDEN
SYDNEY SHOWGROUND EVENTS
Duty FOH Manager or F&B Manager
or Special Event Licensee personnel

FIRE WARDEN
ROYAL EASTER SHOW
RES Agricultural Managers (Pavilions)

RES Exhibitions and Catering Managers
(Commercial areas including Showbags, Carnival, Displays)

**Front of House Managers including Ushers**
(public seating areas)

RAS Security & NSW Fire Brigade

RAS EMERGENCY CONTROL ORGANISATION	
EMERGENCY CONTROL CENTRE	Phone
Security Manager	9704 1221
Ben Ogunc	0419 159 871
Maintenance Manager	9704 1459
Peter Walters	0419 159 871
IT Manager	9704 1123
Gordon Cockburn	0408 660 869
Front of House Manager	9704 1008
Claudia Angstmann	0408 289 996
Asset Operations Manager	9704 1194
Paul Danks	0418 615 963
Cleaning and Environment Manager	9704 1172
Stephen Irons	0408 639 810
RAS SECURITY CONTROL ROOM	9704 1020
Emergency	9704 1020
Chairman Veterinary Committee	
(RES only)	
Risk Manager	9704 1110
Mark Tisdell	0417 273 786
General Manager VOPS	9704 1176
Allan Morgan	0408 247 906
Police	
Fire Brigade	
St Johns	
Ambulance	
SOPA	

AREA COVERED BY PLAN

SYDNEY SHOWGROUND MAP
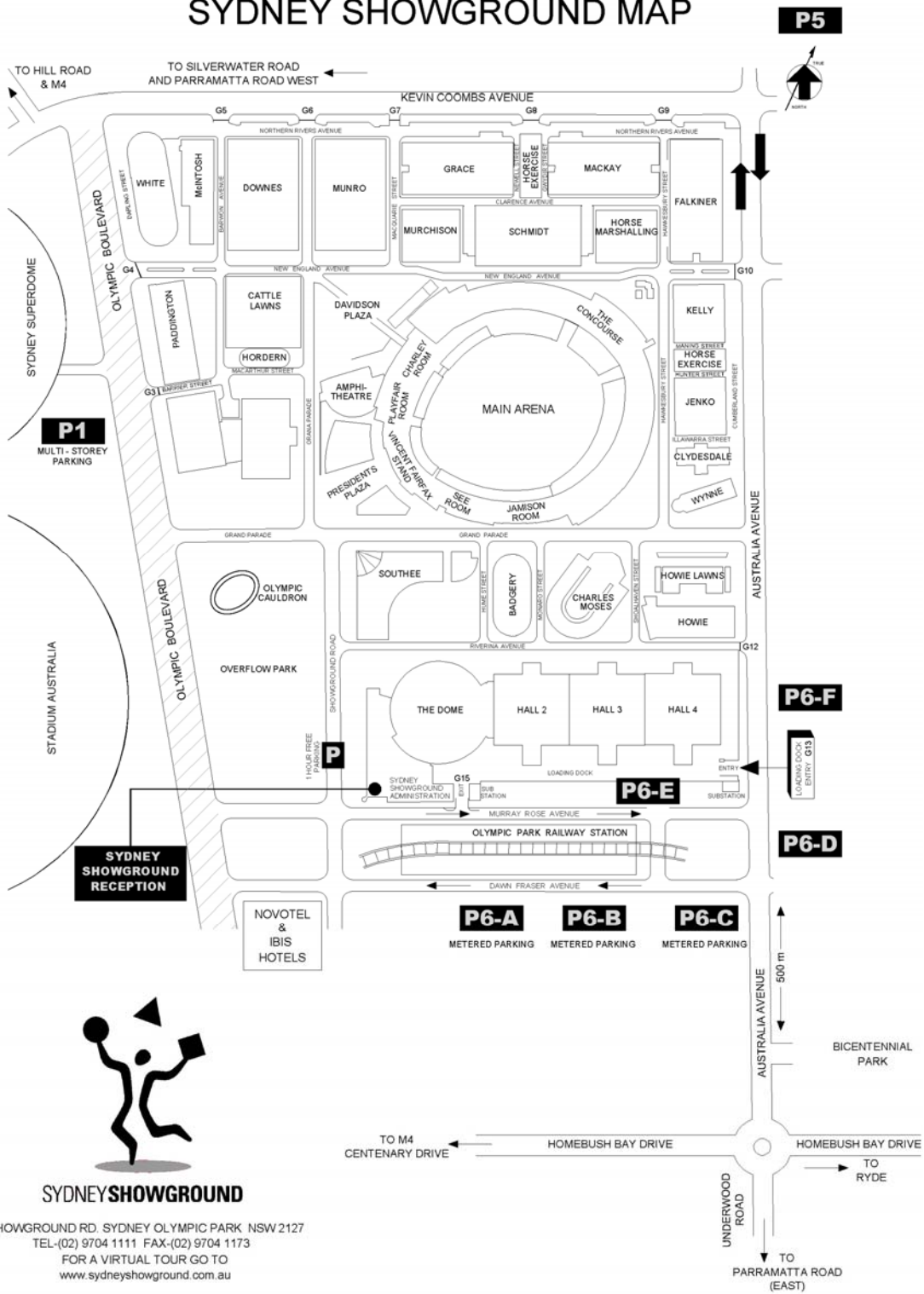
**AREA COVERED BY PLAN
EMERGENCY SERVICES**
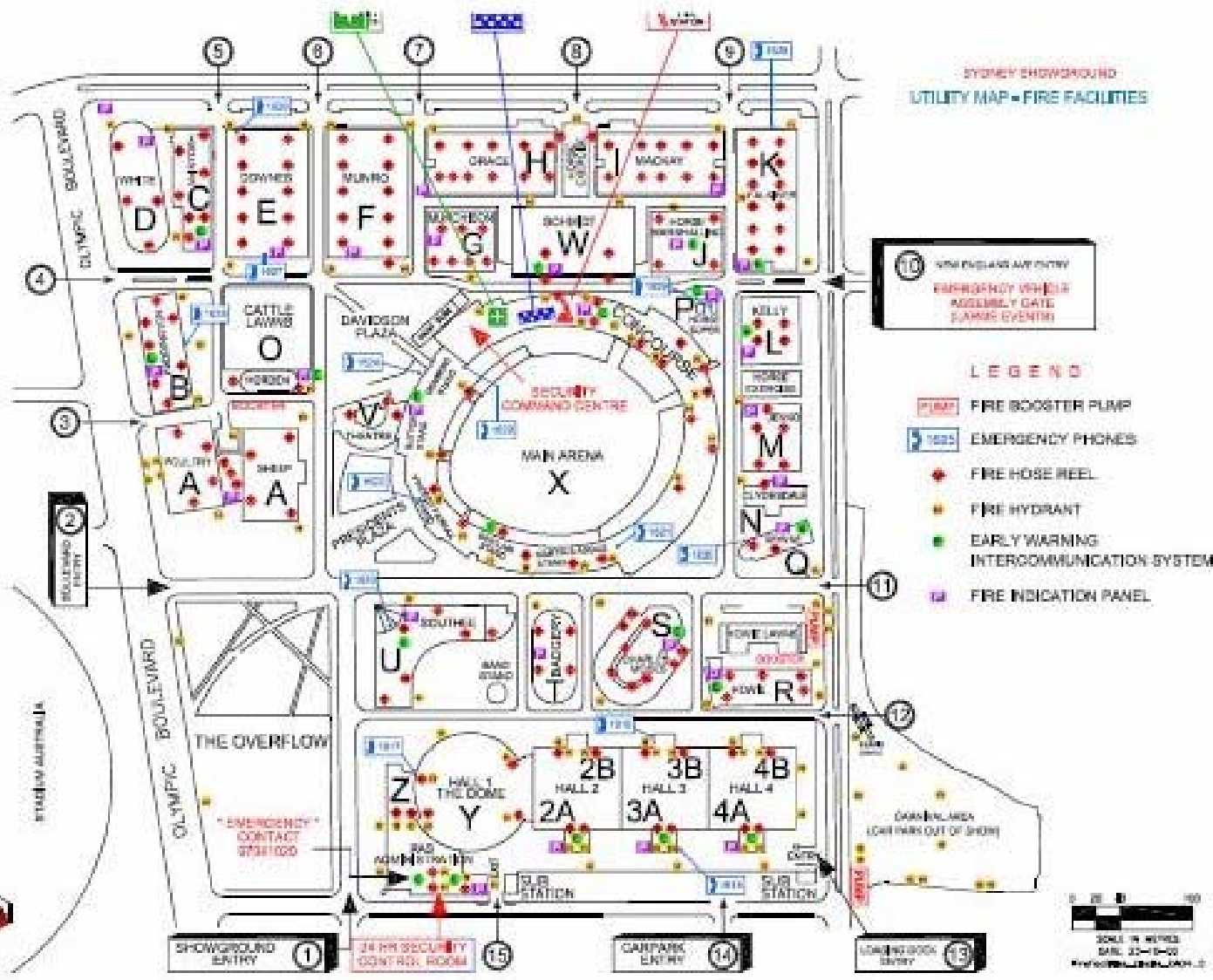
APPENDIX D
EMERGENCY RISK DEFINITION and CLASSIFICATION as per AS 4360

A risk assessment survey has been conducted and guided by AS4360 *Risk Management* to determine the impact of various incidents the RAS. Categories are based on incident types, the consequences, and the probability of type of incident and an acceptable level of risk.

LIKELIHOOD

Level	Description	Quantification
Almost Certain	Expected to occur in most circumstances	More than once per year
Likely	Will probably occur in most circumstances	At least once in 5 years
Moderate	Should occur at some time	At least once in 10 yrs
Unlikely	Could occur at sometime	At least once in 15 years
Rare	May only occur in exceptional circumstances	At least once 20 years or more

LEVEL OF RISK

Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
	1	2	3	4	5
Almost Certain	S	S	H	H	H
Likely	M	S	S	H	H
Moderate	L	M	S	H	H
Unlikely	L	L	M	S	H
Rare	L	L	M	S	S

LEGEND

H = high risk: detailed research and management planning required at senior levels
S = significant risk: senior management attention needed
M = moderate risk: management responsibility must be specified
L = low risk: manage by routine procedures

CONSEQUENCES

Level	Description	Financial Loss	Other
1	Insignificant	>$10,000	a) No direct impact on RAS operations. b) No adverse impact on the Asset. c) No injuries (OHS). d) No environmental impact. e) Small number or no people displaced/evacuated.
2	Minor	$10,000 - $100,000	a) Nuisance level impact on RAS operations (<24hrs). b) Immediate small operating, damage or maint. costs c) Acceptable Liability risks. d) First aid treatment(OHS). e) No release of pollution to the environment. f) Some displacement or evacuation of people (remain on site).
3	Moderate	$100,000 - $1M	a) Increased short term operating, damage or maint. costs b) Increased Public Liability risks/litigation. c) Disruption to events (>24 hrs). d) Negative impact on Image/goodwill (Client/visitors). e) Short term effect, localised release to the environment f) Medical treatment needed (OHS), some hospitalisation. g) Security risk. h) Partial site evacuation or displacement of people off-site.
4	Major	$1M- $10M	a) Additional long-term operating/maint/insurance costs b) Major Public Liability risks/litigation. c) Significant damage to Asset/decreased asset life. d) Statutory compliance penalties/fines e) Halt, cancel events, destruction of event property. f) Lost business/revenue. g) Negative impact on Image (Media attack). h) Extensive Environmental harm (long term effects) i) Extensive injuries (OHS), hospitalisation, death. j) Total site evacuation or displacement of people.
5	Catastrophic	Over $10M	a) Collapse of business or site. b) Corporate/personal legal penalties/fines c) Total failure or destruction of Asset. d) Destruction of the local environment. e) Large number of severe injuries/hospitalisation, fatalities

APPENDIX E

RAS EVACUATION ASSEMBLY CENTRES

Default Evacuation Assembly Centre: **OVERFLOW PARK (SE 2)**

Alternative Evacuation Assembly Centre: **MAIN ARENA (SE 1)**

Other Evacuation Assembly Areas and evacuation routes may be customised and communicated by the Security Manager to reflect changes to the layout of the site during events.

EVACUATION ROUTES

Incident Site	Evacuation Assembly Centre	Evacuation Route
Zone 1	Main Arena (SE 1)	Via Council and Cattle Vomitory into SE 1
Zone 2	Main Arena (SE 1)	Via Cattle and Horse Vomitory into SE 1
Zone 3	Overflow Park Olympic Plaza (SE2)	North to Grand Parade or West via Riverina Avenue to Showground Rd to SE 2 **Note:** Evacuation from the Carnival area maybe to Off-site Evacuation Centre at the direction of the Site Controller or Police Commander
Zone 4	Overflow Park Main Arena (SE1)	Via the Southern emergency stairs adjacent to the Martin and Angus Stand and the Northern Emergency stairs adjacent to the Members stand

Note:
Alternative Evacuation Assembly Areas and Evacuation Routes may be customised to reflect changes to the layout of the site during events.

APPENDIX F

DEFINITIONS

1. **Act** means the State or Federal Legislation.

2. **Accident** *See Incident*

3. **Alternate Emergency Control Centre** means an alternative facility, established upon the Sydney Showground, from which the control of incident or emergency operations and coordination of resources may be affected. The RAS Administration Building Security Control Room is the Alternate Emergency Centre for routine Sydney Showground operations. *See Emergency Control Centre.*

4. **Carnival Area** means those areas occupied by Carnival Rides and Amusement Devices.

5. **Combat Agency Controller** means the statutory head of the organisation, which has operational control of the resources of the particular Combat Agency.

6. **Command** means the direction of members and resources of an Agency/organisation in the performance of the Agency/organisation's roles and tasks. Authority to command is established in legislation or by agreement within the Agency/organisation. Command relates to Agencies/organisations only, and operates vertically within the Agency/organisation.

7. **Communications Officer** *See Emergency Control Centre*

8. **Control of the workplace** means the same as defined in the Occupational Health and Safety Act 2000 and Regulation 2001.

9. **Coordination** means the bringing together of Agencies and individuals to ensure effective emergency or rescue management, but does not include the control of Agencies and individuals by direction. (Source: SERM Act).

10. **Council** means the Council of the RAS.

11. **Disaster Plan (DISPLAN)** means either the Auburn Local DISPLAN, the Georges River District DISPLAN or the State DISPLAN depending on how it is qualified within the text of this plan. The object of DISPLAN is to ensure the coordinated preparation for, response to, and recovery from, emergencies by all Agencies having responsibilities and functions in emergencies.

12. **District** means the Georges River Emergency Management District, generally comprising the Local government areas of Sutherland, Rockdale, Kogarah, Hurstville, Bankstown, Auburn, and also includes Botany Bay and Port Hacking.

13. **Emergency** means an even being an emergency, which requires a significant and co-ordinated response (Source: SERM Act) due to an actual or imminent occurrence (such as a fire, flood, storm, earthquake, explosion, accident, epidemic or warlike action) which:

    - Endangers or threatens to endanger the safety or health of persons or animals in the State; or

    - Destroys or damages, or threatens to destroy or damage, any property in the State;

14. **Emergency Control Centre** means the communications centre undercroft Main Arena. The Emergency Control Centre Operator performs the task of Communications Officer. *See Alternative emergency Control Centre.*

_____

15. **Emergency Control Organisation**

16. The Emergency Control Organisation (ECO) comprises the authorised personnel that will initiate an appropriate response to emergency situations including assisting the Emergency Services Organisations and organising the safe movement of people and animals.

17. **Emergency Planning Committee** means the Committee, which is responsible for the establishment of the Emergency Control Organisation and for the preparation and maintenance of emergency procedures in relation to the prevention of, preparation for, response to and recovery from emergencies in the area defined by this Plan.

18. **Emergency Services Organisations:** *See Combat Agencies*

19. **Evacuation Assembly Areas** means a facility/area/centre outside the danger area to which persons are directed to go immediately upon being evacuated. An evacuation assembly centre may also a venue for disaster victim registration, triage and the meeting of immediate needs of evacuated persons. Evacuation Assembly Centres are to be determined by the person responsible, at the time, for the evacuations. *See Appendix E.* Alternative Evacuation Assembly Areas and Evacuation Routes may be customised to reflect changes to the layout of the site during events.

20. **First Aid:** *See St John Ambulance*

21. **Hazardous Material (HAZMAT)** means anything that, when produced, stored, moved, used or otherwise dealt with without adequate safeguards to prevent it from escaping, may cause injury or death or damage to property or environment.

22. **Hazardous Material Incident** means an actual or impending land-based spillage or other escape of Hazardous Material that causes or threatens to cause injury or death or damage to property or environment.

23. **Incident** means a Localised event, either accidental or deliberate, which may result in injury or death or damage to property and which requires response from RAS Emergency Response personnel or a normal response from a Combat Agency.

24. An incident becomes an emergency when the resources of the Combat Agency are insufficient to deal with the incident and external resources are desirable or required.

25. **Incident Classification (Levels)**

26. In this Plan incidents or emergencies at the RAS Showground may be described by one of three levels, depending on their nature and anticipated severity. *Ref Section 2.*

27. **Information Systems Disaster Recovery Plan** means the Plan developed by the RAS Information Technology Department to enable the RAS to be to restore IT services to the business units due to a major outage to minimise disruption to business and restore critical IT services within an acceptable timeframe.

28. **Licensee.** For the purposes of this Plan, the Royal Agricultural Society of NSW licenses the Premises, for the purposes of events to the Licensee.

29. **Local Area** means a Local government area within the meaning of the Local Government Act, 1993. In this case it refers the municipality of Auburn.

30. **Normal Hours** means normal office working hours and is considered to be from 8.30 am to 5.30 pm Monday to Friday, excluding public holidays. Sydney Showground hours generally extend beyond normal working hours, relating to 24 hour operations.

31. **Occupier** means the same as defined in the Occupational Health and Safety Act 2000 and Regulation 2001.

32. **Premises** As defined in the event Licence. For the purposes of the definition of "premises", it includes those areas on the Showground sub-leased by Tenants.

33. **RAS** means the Royal Agricultural Society of NSW

34. **Recovery Coordination Committee** is the RAS committee formed to co-ordinate the recovery functions and resources necessary to restore the Sydney Showground to an operational state following an incident/emergency.

35. **Recovery**

36. Restore the Showground to normal operations in a timely manner while minimising injuries to persons, loss of life and/or damage to property.

37. **Security Control Room** means the facility, established upon the Sydney Showground, from which the monitoring of an incident/emergency alarms is routinely effected during 24-hour period of operation. The Security Control Room is the Alternate Emergency Control Centre.

38. **Showground** means that area defined under the SOPA / RAS Main Showground Lease, the Administration Building Site Lease and any other sub-lease or licensed area as may apply from time to time.

39. **Site Controller (SC)** means the senior police officer (of the rank of sergeant or above) in attendance at the scene of an incident or emergency who separates from his police command role in order to assume control of the overall situation at a scene not directly under the control of the combat Agency. The Site Controller is responsible to the LEOCON.

40. **Sydney Showground Emergency Procedures.** *See OHS-019 Event Safety*

41. **SOPA** means Sydney Olympic Park Authority

42. **SOPOC** means the Sydney Olympic Park Operations Centre

43. **Special Event** at the Showground is defined as a mass gathering event, other than the Royal Easter Show (RES), that poses unusual risks and includes the following categories:

- Sports event
- Site wide event
- Concert
- Dance Party
- Circus
- Animal Competition event
- Speedway
- Fireworks display
- Air shows
- Mass audience events

44. **Stand-by Site** means the site detailed in the RAS Information Systems Disaster Recovery Plan at:

> Perpetua Systems Pty Ltd
> Apollo Place
> Lane Cove NSW 2066
> Phone:
> Fax:

APPENDIX G

RAS EMERGENCY CONTACT LIST

APPOINTMENT	NAME	TELEPHONE
Chief Executive Officer	Roger Perkins	9704 1101 (Office) 0418 737 727 (Mobile)
General Manager Finance	Graham Neal	9704 1107 (Office) 0417 028 940 (Mobile)
General Manager Venue Operations	Allan Morgan	9704 1168 (Office) 0408 247 906 (Mobile)
General Manager Event Sales Sydney Showground	Kim Laura Brown	9704 1064 (Office) 0408 484 112 (Mobile)
General Manager Events and Marketing	John Aitken	(Office) (Mobile)
General Manager Agriculture	Sue White	9704 1275 (Office) 0409 044 979 (Mobile)
Manager Human Resources	Rebecca Barry	9704 1100 (Office) 0409 316 947(Mobile)
General Manager Catering Services	Michael Collins	9704 1277 (Office) 0419 578 678 (Mobile)
Risk Manager	Mark Tisdell	9704 1110 (Office) 0417 273 786 (Mobile)
Security Manager	Ben Ogunc	9704 1221/1401 (Office) 0419 159 871 (Mobile)
Public Relations Manager	Anita Sulentic	9704 1453 (Office) 9704 1042 (RES Media Room) 0404 045 049
Manager Corporate Relations	Rachel Bundock	9704 1103 (Office) 0418 428 256 (Mobile)
Asset Operations Manager	Paul Danks	9704 1194 (Office) 0418 615 963 (Mobile)
Asset Services Manager	Peter Walters	9704 1376 (Office) 0407 933 406 (Mobile)
Information Technology	Gordon Cockburn	9704 1123 (Office) 0408 660 869 (Mobile)
RAS Security Control Room (24hr)	Duty Security Officer	9704 1469/1020 (Office) Fax: 9704 1429
RAS Emergency Control Centre (when activated)	RES Security	9704 1401/1402 Fax: 9704 1403
Sydney Olympic Park Operations Centre (SOPOC)	Operations - 24 Hrs Control Room	9714 7777 (Emergency)
Showground Police Station (when activated)	Duty Officer	9704 1242/1243
Showground Fire Station (when activated)	Duty Fire Officer	9704 1241/1253
Showground Ambulance/ St John (when activated)	Medical Staff	9704 1240/1216/1445
RES Veterinarian (Chief) RAS Vet Committee Chairman	Dr Derek Major Dr Frank Hooke	0428 249 119 0418 694 431 **24 Hour Vet Office** Cattle 9704 1369 Horse 9704 1428

Emergency pager system Contact list (02) 9214 7998	
C.E.	Roger Perkins
GM VENUE OPERATIONS	Allan Morgan
SECURITY	Mark Tisdell
MEDIA INQUIRES	John Aitken

NOTE: Dial the above number and request to send a message to the above personnel.

AGENCY	CONTACT
FIRE BRIGADE POLICE AMBULANCE	000
EPA (POLLUTION INCIDENT)	131 555
SYDNEY WATER	132 090
SOPA OPERATIONS CENTRE (SOPOC) 24 HOUR CONTROL ROOM	9714 7700
DEPT OF ENVIRONMENT & CONSERVATION (NSW) – WASTE MANAGEMENT	8837 6000
WASTE MANAGEMENT ASSOCIATION OF AUSTRALIA	8746 5000 1300 651 026
POISONS INFORMATION CENTRE	131 126
RAPE CRISIS CENTRE (24 HOURS)	1800 424 017
ALCOHOL AND DRUG INFORMATION SERVICE SYDNEY	9361 8000

APPENDIX H

MEDIA SUB-PLAN

The General Manager RES Events & Marketing will coordinate a meeting of the relevant media representatives for the Emergency Services, Transport and other relevant organisations to meet prior to a Special Event and the Royal Easter Show, to develop a Media Response Plan including the necessary resources, and nominating and communicating a media rendezvous point to the EPC and media representatives.

The General Manager Sydney Showground will notify the General Manager RES Marketing and Events of upcoming Special Events.

The Chief Executive is the spokesperson for emergency situations or incidents.

The RAS will make no announcements regarding emergencies or incidents unless authorised by the Chief Executive.

MEDIA REPRESENTATIVES		
RENDEZVOUS POINT:		
24 HOUR TELEPHONE No:		
Organisation	**Name**	**Phone**
Licensee (where applicable)		
Police		
Fire Brigade		
St Johns		
SOPA		
Event Security Contractor		
Event Personnel Contractor		
RAS	John Aitken	0418 741 184
Ambulance NSW		
RES Media Centre		9704 1042

APPENDIX I

CEASE TRADING SUB-PLAN

CEASE TRADING PROCEDURE

Cease trading shall occur immediately upon receiving instructions or the sounding of the evacuation alarm. Unless the **urgency or safety** of the situation deems otherwise, the procedure for RAS points of sale is:

a) Cease all sales and transactions immediately.

b) Secure all floats, exposed monies and sensitive equipment.

c) Secure all sensitive documentation.

d) Turn off all electrical equipment and/or gas mains (except the lights).

e) Close all windows in the case of fire.

f) Open all windows in the case of a Bomb.

g) Secure all offices where applicable.

h) Wardens shall instruct all persons to collect or leave their personal belongings (depending on the incident) and to evacuate via the nearest and safest emergency exits.

APPENDIX J

LIVESTOCK SUB-PLAN

VETERINARY PERSONNEL

Notification of Veterinary and other Associated Personnel.

The Chairman of the RAS Veterinary Committee shall be notified of any emergency involving livestock by the RAS General Manager Agriculture (*See Note 3*). The other veterinary personnel to be involved/informed will be:

- Veterinarian members of the RAS Veterinary Committee

- All members of the RAS Panel of Official Veterinarians on duty at the time

At the same time the Section Manager and the Chairman of the livestock involved must be notified.

Command

The Chairman of the RAS Veterinary Committee (or an alternate veterinarian, nominated by the Chairman) shall assume full responsibility for the welfare of the livestock in any emergency situation. In the absence of the Chairman, command will be taken by a veterinarian member of the Veterinary Committee or, in their absence, by the Chief Official Veterinarian or his/her nominee from the Honorary Veterinarian Panel.

Disposition of Command (See Sub Plan – Emergency Procedure for Livestock)

The veterinarian in command will attend the Emergency Control Centre (ECC) and liaise with the senior Police Officer or his/her staff officer regarding the movement or other necessary interventions with all livestock. The veterinarian in command will appoint a deputy to oversee and communicate/coordinate field operations of the emergency veterinary team while the veterinarian in command attends the Emergency Control Centre.

Access to/within site

The Chairman of the RAS Veterinary Committee and other nominated veterinary personnel shall hold special passes authorising entry to the ground and to any emergency area in the event of an incident.

Special clothing and hats clearly identifying those official emergency veterinarians with emergency passes will be available at all official veterinary locations on the site and at the Command Centre.

All veterinarians on site involved with the RES will be briefed at each RES on emergency procedures before assuming duties and will receive at that time a copy of the veterinary section of the emergency plan with related attachments.

Communications

All veterinarian members of the Veterinary Committee and all members of the RAS panel of Official Veterinarians on duty will be supplied with either cell phones or pagers during the RES and a list of their numbers will be kept at the ECC and with other appropriate personnel.

ASSESSMENT OF LIVESTOCK

RAS Veterinary personnel shall assess injured or compromised livestock and carry out emergency veterinary procedures as deemed necessary to all animals requiring -

- Euthanasia
- Treatment
- Tranquillisation
- Movement within the site
- Transport from the site

VETERINARY PROCEDURES

Euthanasia

Euthanasia of animals will be in accordance with the Australian Veterinary Association Ltd. Member's Directory and Policy Compendium, "Guidelines for the Humane Slaughter and Euthanasia of Animals" (B5 Animal Welfare, 5.4), including Cattle (5.4.1), Sheep and Goats (5.4.2), Pigs (5.4.3), Deer (5.4.4), Horses (5.4.5), Dogs and Cats (5.4.6), Caged Birds (5.4.7), Poultry (5.4.8), Fish (5.4.9) and Laboratory Animals (5,4.10) (See Attachment 1).

Types of penetrating and non-penetrating captive bolt pistols, suitable calibre firearms, humane killers, stunners etc appropriate for the different species are covered in the AVA guidelines and suitable euthanasia equipment will be provided by the RAS and kept at the ECC.

The Chairman of the RAS Veterinary Committee (or an alternate Veterinary Surgeon nominated by the Chairman) reserves the right under Section 26 [4] of the Prevention of Cruelty to Animals Act NSW (POCTA) to order the humane destruction of suffering animals without an owner's consent under certain circumstances.

In general, these circumstances would be when it is considered cruel to keep them alive, and where it is both justifiable and necessary in animal welfare emergencies. (POCTA, 3.3 Humane Destruction of Animals at Sale yards and Slaughtering Establishments, 3.3.1 and 3.3.2) (See attachment 2).

Guiding Principles of Movement of Stock shall be:

- Any movement of animals in the same area or via the same route as humans must be avoided.

- Movement should be kept to a minimum

Only animals directly threatened shall be moved. Those animals showing adverse signs of panic or distress should be mixed immediately, with 'sedate' (calm) animals of the same species, sex and class where possible. It may be appropriate to mix animals of differing, although compatible species in certain circumstances. (eg Sheep and Horses, Goats and Horses, Sheep and Cattle)

_____

Unless buildings are unsafe, animals should be kept within their designated pavilions and treated there rather than moved.

Evacuation of Animals

Any movement of animals should be coordinated with the relevant pavilion superintendent if available.

Should it be necessary to evacuate animals, the following general principles shall be used as a guide.

Mixing agitated or injured animals with the public must be avoided at all times.

Cattle:
- To b led and tied in the Cattle Judging area or, if this is not appropriate, they may be tied in the main arena.

Horses:
- To be led and tied in the Exercise Yards, the Marshalling Yard and if necessary, the Schmidt arena.

Entire Horses (Stallions and Colts):
- To be led and tied separately and be attended at all times.

All other animals:
- To be taken away from the incident site and to be located at a place nominated by the controller.

- Where possible segregated animals should be kept separate from their risk groups.

Drug Supplies

The Chairman of the Veterinary Committee shall make arrangements through suppliers, prior to the Royal Easter Show, for delivery of emergency drugs to the RES site and arrange access to additional drugs, supplies and dressings in case of an emergency. The quantities of emergency drugs on site will be determined by the Veterinary Committee (and be sufficient to deal with at least 100 large animals). Drugs unused at the end of the RES will be returned to the supplier.

Emergency drugs will be held at both the Cattle and Horse Veterinary facilities.

Drug categories will include but are not limited to:
- Lethal injection
- Analgesics
- Antibiotics
- Tranquillisers
- Anaesthetics (Intravenous)
- Fluid replacement therapeutics

STORM SUB-PLAN

Aim

The aim of the Storm Sub Plan is to plan for and coordinate the preparedness, warning, and response to a storm or high winds to minimise loss of life, damage to property, and interruption of the RAS' business or events at Sydney Showground.

Scope

High winds, lightning, hail and rain have the potential to disrupt Showground events and operations, inconvenience the Public and may affect both indoor and outdoor temporary event overlay including structural collapse. Further, loose items may become projectiles, localized flooding may occur, and people may be exposed to lightning strike and electrical hazards. Similarly, large numbers of people may seek shelter or leave the site giving early/sudden rise to crowd management issues.

Principles

- RAS Managers will liaise with their Licensees according to the RAS OHS and Event Safety Policy OHS-019 to identify and communicate RAS OHS policies and emergency procedures, and identify unique event hazards and risks;
- RAS Security will maintain a weather watch and relay warnings from the Bureau of Meteorology (BOM) to RAS/RES Management;
- The Head Warden has the authority to evacuate, shut down or open venues.
- The Risk Manager/Security Manager will liaise with the Authorities;
- Licensees are responsible for securing/security of their property;
- The Security or FOH Manager may activate the Crowd Management Plan.

Planning

The RAS Emergency Response plan or a Special Event Emergency Plan sets out the authority, command structure and general procedures for emergencies, and the role and responsibilities of the relevant EPC, ECO and senior management.

Preparation

Temporary event overlay should be able to withstand weather conditions typical of the Sydney region and constructed to the applicable Australian Standards, Laws, and Codes, including structural integrity, wind loading, and electrical safety.

Weather Watch

The State Emergency Service (SES) is responsible for public awareness of storm warnings. The Security Manager will maintain close liaison with the Authorities for early warnings and advice.

RAS Security are designated responsible for monitoring weather conditions 24 x 7 to, a) relay BOM Weather Alerts of changing conditions to ensure that visitors and workers are moved to safe areas, and b) the physical site is locked-down. Security will check BOM Weather Warnings for likely storms or high winds before events. If a BOM alert is issued, Security will continue to monitor the BOM Radar web site and communicate changing conditions to the ECO/Security Manager. The Security Manager will alert the Showground FOH or RES Management on duty and who will liaise with Licensees until after the event's visitors have left and workers are finished.

Access to Information

Severe storm warnings issued by the Bureau of Meteorology are accessible through the following communications systems:

1. Recorded Telephone - Dial 1900 926 113 (National Directory)

2. Weather By Fax - Free Fax 1800 630 100

3. BOM Weather Warnings: http://www.bom.gov.au/weather/nsw/

4. BOM Radar: http://mirror.bom.gov.au/weather/radar

Weather Alerts
Yellow - State of increased awareness:
Security issue 60 minute advanced warning of storm front reaching 10km for the venue. The direction and speed of travel of the storm or high wind front is to be taken into consideration so that the anticipated time taken for the storm to reach 10km from the venue is 60 minutes. If there is time before a storm hits the site, the ECO will meet to review contingency plans.

Orange - Activation
Intended to give 30 minutes advanced warning of a storm or high wind front reaching 10km from the venue. Security will alert the ECO. FOH/RES Management will alert Licensees. Visitors may be advised to remain in position if they are already in a safe area, e.g. covered seating in Main Arena, or move to a protected area.

Red – Increased Risk
Declared by the Chief Warden on duty when a storm or high wind is within 10km of the venue. All movements and evacuations should be completed with venues and event overlay secured.

Lightning
The 30 x 30 "flash to bang" rule is to be used in order to determine whether events or activities should be suspended. When lightning is sighted, count the time until thunder is heard. If that time is 30 seconds or less, the thunderstorm is within 10km and is dangerous. All activities should be suspended and people at risk should be seeking or already inside safe shelters. See SSW OHS-009A

Flooding
The site is not flood prone. A 'one in a hundred years' flood zone exists at the site's northern boundary. Asset Management will maintain a small stock of sand bags as a reactive control to local flooding.

Response

The existing Emergency Response Plan and Crowd Management Plan, the activation and procedures, and the allocated roles and responsibilities apply including:

- Communicating with the ECO and the Authorities
- Communicating with Public, Competitors and Licensees
- Crowd Management including mass exits, mass ingress indoors, people with disabilities
- Decision to close the venue or not including operable walls
- Decision to shut down operation of carnival rides
- Livestock
- Securing RAS assets
- Securing loose items likely to become projectiles
- Lock down of Exhibition Halls and other venues
- Electrical hazards
- Environment
- OHS
- Lightning
- Accounting for staff
- Media
- ERP Recovery

Wind

The site is subject to strong winds from several directions. Internal wind pressures are related to the external gust pressure at the dominant openings, particularly the Pavilions. Internal event overlay including banners, signs, structures plus the Operable Wall System are at risk. External looses items may become dangerous projectiles, e.g. signs, seats. Wind regimes that may produce speeds that can affect event operations are:

- Winds resulting from extensive high (EHPS) or low (ELPS) pressure systems. There is usually, but not always a gradual increase in intensity:
    - Strong westerly and north-westerly winds mainly late winter and spring, but also summer (bushfire winds);
    - Strong south-east to south-west winds mainly in Autumn and winter but occasionally the remainder of the year;
    - The occurrence of these winds is reliably forecast but exact timing is not.

- Southerly Busters, i.e. Winds resulting from frontal change usually stronger in summer. The onset is abrupt and intense:
    - These changes are well forecast but the exact timing can be different form expected form the daily forecast. The movement of frontal changes is noted in more frequent forecasts.

- Sea Breezes generated by convection heating of the land surface, particularly in summer. They generally have a gradual increase in intensity. These are well forecast, but the extent if inland penetration of strong breezes is not.

- Thunderstorm downdraft either as part of a frontal change or convection generated in summer. The onset is abrupt and intense. The likelihood of thunderstorms is well forecast. Thunderstorm tracks are highly unpredictable except by continuous observation of weather radar.

- Local site effects;
  - The terrain and the built environment will cause local modifications to wind speed and direction by forcing local direction and velocity changes (slope and funnelling effects) and by increasing the turbulent component of wind energy (gustiness);

  - Local effects on buildings – sharp corners on buildings produce turbulent separation of airflow patterns that may increase local external negative wind pressures (suction) by about 50%. For the Pavilions the maximum local effects may extend to about 8 m from the NE and SE corners.

Operable Walls
The Exhibition Hall Hufcor operable walls slide on a ceiling mounted track to provide separation of events including acoustic properties with the aid of a rubber seal extended from the bottom of each wall panel to the floor.

During wind conditions (moderate breeze >25km/h), the walls may swing out about 0.5 - 0.75m at the base if the exhibition hall dock doors are open either side of the wall. The wall movement is caused by differential air pressure either side of the wall until the rubber seal at the base of the wall opens and the wind pressure is relieved by flow of air underneath. If the pressure drops suddenly as the wind gust passes, the wall swings back into a zigzag position. Temporary event overlay adjacent the operable walls may be may be damaged by the impact, or pushed over, e.g. temporary structures.

Operable Wall Risk Assessment and Controls
An operational management plan has been prepared and implemented for the Operable Walls including:
- Control measures for openings to reduce differential pressures;
- Closure of doors when wind speeds exceed defined limits;
- Weather watch to anticipate sudden wind events (thunderstorms)

These measures reduce the risk of wall movement but will not eliminate the risks.

Beaufort Scale (source: Bureau of Meteorology)

On the Beaufort scale, wind speeds are divided into 12 categories, each of which describes the physical effect of the wind.

0: calm   **(< 1 km/h, < 1 knot)**

Smoke rises vertically.

1: light air   **(1-5 km/h, 1-3 knots)**

Wind direction shown by smoke-drift, but not by wind vanes.

2: light breeze   **(6-11 km/h, 4-6 knots)**

Wind felt on face; leaves rustle; ordinary vanes moved by wind.

3: gentle breeze   **(12-19 km/h, 7-10 knots)**

Leaves, twigs in constant motion; wind extends light flag.

4: moderate breeze   **(20-28 km/h, 11-16 knots)**

Raises dust and loose paper; small branches are moved.

CLOSE EXHIBITION HALL OPERABLE WALLS

5: fresh breeze   **(29-38 km/h, 17-21 knots)**

Small trees in leaf begin to sway; crested wavelets form on inland waters.

6: strong breeze   **(39-49 km/h, 22-27 knots)**

Large branches in motion; whistling heard in telephone wires; umbrellas hard to use.

7: near gale   **(50-61 km/h, 28-33 knots)**

Whole trees in motion; inconvenience felt when walking against the wind.

8: gale   **(62-74 km/h, 34-40 knots)**

Breaks twigs off trees; generally impedes progress.

9: strong gale   **(75-88 km/h, 41-47 knots)**

Slight structural damage occurs (chimney pots and roof tiles removed).

10: storm   **(89-102 km/h, 48-55 knots)**

Seldom-experienced inland; trees uprooted; considerable structural damage occurs.

11: violent storm   **(103-117 km/h, 56-63 knots)**

Very rarely experienced on land; accompanied by widespread damage.

12: cyclone/hurricane   **(118+km/h, 64+ knots (BOM LEVEL 1)**

125-169 km/h (BOM LEVEL 2)

170-224 km/h (BOM LEVEL 3)

225-279 km/h (BOM LEVEL 4)

MORE THAN 208 km/h (BOM LEVEL >5)

References

See RAS Safe Systems of Work (OHS-009A) for Open Areas, WorkCover Publication – "Health and Safety at Work (Greens, Gardens and Grounds)" and "Outdoor Safety" Code of Practice Amenity Tree Industry, Event Safety Policy OHS019, OHS Regulation 2001, SSW's for Lightning, Open Areas, Roof or High Areas, and the Operable Walls.

APPENDIX L
ENVIRONMENT INCIDENT SUB-PLAN

Refer to RAS OHS EMP-014

PROCEDURE

- The Environmental and Cleaning Services Manager will identify possible environmental Incidents, actions, solutions and controls will be recorded via EMP Policy, *EMP-Incidents*.

- Environmental Emergency Plans shall be audited annually by the Environmental and Cleaning Services Manager.

- Environmental Emergency Information to be displayed by Security on Staff Noticeboards.

- Equipment provided for Emergency Procedures shall be checked monthly by Security.

STANDARD REQUIREMENTS FOR EMERGENCY PROCEDURES:

Refer to the fully detailed RAS Emergency Response Plan.

Raising the Alarm Dial 5, 9704 1020 or 0000

Standard Orders Standard orders covering most environmental emergencies are listed below.

Additional Security Emergency standing orders will be posted in the Security Control Room. It will contain brief instructions, emergency contact numbers and evacuation points.

Emergency contacts Emergency contact numbers for internal and external assistance will be posted at Staff Noticeboards.

AGENCY	CONTACT
FIRE BRIGADE	000
EPA (POLLUTION INCIDENT)	131 555
SYDNEY WATER	132 090
SYDNEY OLYMPIC PARK AUTHORITY (SOPA)	9714 7300
PLACE MANAGEMENT CENTRE (PMC)	9714 7777
OPERATIONS CENTRE (SOPOC) – 24 HRS CONTROL ROOM - EMERGENCY	9714 7700
DEPT OF ENVIRONMENT & CONSERVATION (NSW) – WASTE MANAGEMENT	8837 6000
CLEANEVENT	9687 8166
OTHERS (for advice)	
WASTE MANAGEMENT ASSOCIATION OF AUSTRALIA	8746 5000 1300 651 026
POISONS INFORMATION CENTRE	131 126
NATIONAL SECURITY HOTLINE	1800 123 400

STANDING ORDERS

A. STORM/FLOODING

Erosion or Soil or Sediment Response:
1. Report immediately to Security or the Environmental and Cleaning Services Manager
2. Use Spill kit socks or pillows to block stormwater drains
3. Cover or contain soil/sediment to prevent further run off.

B. SPILL RESPONSE (LESS THAN 2OLITRES)

Spillage is likely to result from:
- Falling from vehicles
- Maintenance/construction/cleaning work
- Event activity

Substances may include cooking oils, paint, chemicals and unknown liquids. Call the EPA ASAP if a spill occurs that threatens to harm the environment.

- **LESS THAN 20 LITRES:**

1. Report spill immediately to Security and the Environmental and Cleaning Services Manager
2. Approach as potentially hazardous.
3. If the nature/material of the spill is unknown: CALL FIRE BRIGADE 000
4. Use the correct spill response kit. *See Table below*
5. Follow the instructions of the MSDS.
6. Wear suitable PPE.
7. Stop the leak at the source, only if safe to do so.
8. Use Spill kit socks or pillows to contain the spill and control the spread.
9. Block stormwater drains.
10. Spread Spill kit absorbent material over the remainder of the spill and sweep back and forth with a stiff broom until the liquid is absorbed.
11. Pick up saturated material. Use the 'wipes' provided in the spill kit to clean up.
12. Use a biodegradable colloid (ECO SUPER XL) for the final clean.
13. Dispose of used material in accordance as follows:

Material	Absorbent/Spill Response Kit	Waste stream
HydrSOPArbon	Enretech *Premium Floor Sweep*	Disposal
Acids	Tba	Tba
Alkaline (oxidisers)	Enretech *Alkasorb*	Disposal
Paint	Tba	Tba

C. ASBESTOS AND LEAD PRODUCTS

Asbestos and lead products in any form are not permitted on site. Should these materials enter the workplace, wet down and cover the materials and call a licensed contractor to remove it from site.

_____

APPENDIX M

EMERGENCY RESPONSE DANGEROUS GOODS SUB-PLAN

RISKS INCLUDE FIRE, EXPLOSION, SMOKE, FUMES, TOXIC GAS, DESTRUCTION OF THE ENVIRONMENT

PRIMARY DUTY: ENSURE THE SAFETY OF ALL PEOPLE INCLUDING YOUSELF

STEP 1	RAISE THE ALARM. CONTACT SECURITY 9704 1020 OR DIAL '000'
STEP 2	**IF THE NATURE/MATERIAL OF THE SPILL IS UNKNOWN, CALL '000'** Provide your name, Organisation, Phone number, Products involved, Casualties, Exact Time and Location.
STEP 3	**ISOLATE AND SECURE THE AREA IF IT IS SAFE TO DO SO.** • Keep non-Emergency personnel clear.
STEP 4	**MINIMISE YOUR EXPOSURE. APPROACH WITH CARE FROM UPWIND.** • Keep in mind that many vapours and gases are odourless, colourless and may accumulate in low-lying areas for long periods.
STEP 5	**IDENTIFY PRODUCTS.** • Read Placard and Class labels to determine the type of hazard • Refer to Dangerous Goods Initial Response Guide (SAA HB76) for information on the Potential Hazard, Protective Clothing, Public Safety, Emergency Response, Fire Fighting, Spills, Leaks, and First Aid. • Check MSDS
STEP 6	**ASSESS THE SITUATION** • Is there a fire, spill or leak • Estimate the quantity of the spill or leak • Is containment necessary • What are the weather conditions • What is the risk to people, property and the environment • What are the hazards of the products • Close doors and windows • Isolate ventilation systems • Determine Emergency Category
STEP 7	**RESPOND** • Less than 20 Litres: Use the Spill Response Kits and contact the Environmental and Cleaning Services Manager • More than 20 Litres: CALL EMERGENCY SERVICES 000 • Establish a RAS SECURITY command post and lines of communication • Rescue casualties if it safe to do so • Evacuate as per the RAS Evacuation Plan • Refer to Dangerous Goods Initial Response Guide (SAA HB76) for information on the Potential Hazard, Protective Clothing, Public Safety, Emergency Response, Fire Fighting, Spills, Leaks, and First Aid. • Check MSDS • Block stormwater drains • Notify SOPA

RESPONSIBILITY
Environmental and Cleaning Services Manager
Security Manager

RECORDS
• EMP
• OHS Policy and Programme
• RAS Emergency Response Plan

PROCEDURE OWNER
Cleaning and Environment Manager