

BELMORE SPORTS GROUND

Emergency Management Plans

This document contains the Emergency Management Plan for Belmore Sports Ground on behalf of the Bulldogs Rugby League Club.

Belmore Sports Ground
3 Edison Lane, Belmore
NSW 2192



Document Authorisation

Compiled by: Wayne Middleton – Reliance Risk

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Distribution

Name	Organisation	From (Issue)	To (Issue)
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v.7	20 August 2025	Wayne Middleton	Further changes requested from Bulldogs
v. 8	24 February 2026	Melanie Riccio	Change of secondary evacuation point

Validity Period

This Emergency Management Plan (EMP) is valid for two years until August 2027.

On or before this date, this Plan will be formally reviewed for accuracy and relevance.

The Belmore Sports Ground's Emergency Planning Committee is responsible for maintaining this Emergency Management Plan.

Disclaimer

The content of this EMP has been supplied by the Bulldogs Rugby League Club Pty Ltd (BRLC).

Reliance Risk accepts no responsibility for any loss that arises out of the BRLC having failed to bring all relevant facts to the attention of Reliance Risk or any factual inaccuracies for information provided.

Once the original development of this EMP is complete and received by BRLC, Reliance Risk releases ownership of this EMP to the BRLC.

All future amendments to the EMP shall be the responsibility of BRLC unless Reliance is requested to do so.

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1 Venue for this Emergency Management Plan

This Emergency Management Plan (EMP) is for:

Belmore Sports Ground, 3 Edison Lane Belmore NSW 2192

2 Introduction

According to the Australian Standard for Planning for Emergencies in Facilities (AS3745:2010), an emergency is:

“an event that arises internally, or from external sources, which may adversely affect the occupants or visitors in a facility, and which requires an immediate response.”

Under the Work Health and Safety (NSW) Act 2011, as the operator of Belmore Sports Ground, the Bulldogs Rugby League Club Pty Ltd (BRLC) is obligated to establish emergency arrangements at this venue.

This EMP outlines the arrangements for dealing with such events that require a coordinated and immediate response. It sets out the activities for preparedness, prevention and response; and includes the emergency roles, responsibilities, strategies, systems and arrangements for managing such occurrences.

The response procedures contained in this Plan are written for relevant stakeholders who are designated staff, contractors (as workers), tenants and other groups who work in some capacity at the venue.

It is the responsibility of the BRLC to ensure that these stakeholders are adequately trained in their emergency response tasks to ensure the venue maintains an adequate level of emergency 'readiness' in all operating modes.

This Plan does not prescribe every possible emergency or critical incident scenario; however it does provide guidance on a number of higher risk scenarios that have been identified through a risk assessment.

Venue management of the BRLC are obligated where possible to apply the concepts, structures and intent of response protocols in this Plan to all incidents considered as 'an emergency.'

While the CEO of BRLC has the ultimate responsibility for maintaining and enacting this Plan, the operational responsibility for performing emergency responses in the venue rests with the Chief Warden or their delegate/s when the venue is in use.

2.1 Purpose

The purpose of this EMP is to provide guidance to the management and staff of the Belmore Sports Ground to enable them to effectively enact a prompt and coordinated response to an emergency situation, which could threaten the safety of persons or property within the venue; or that significantly disrupt venue operations.

The Plan assumes that the venue's management takes the primary response role for incidents or emergencies which are within the capabilities of internal resources to respond in the first

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instance; and which may also necessitate the deployment of resources from external authorities or agencies.

The Plan also guides venue management to operate in a support role in circumstances where external involvement is needed. It caters for all modes of operation with response procedures intended to complement the roles and responsibilities of responding combat agencies. It is designed specifically for trained members of the Emergency Planning Committee (EPC) and Emergency Control Organisation (ECO). It is not intended to be a substitute for training, but rather supplement other training materials.

2.2 Scope



¹

This EMP covers the safety of occupants while at the venue and its visitors leading up to, during and immediately after an emergency or evacuation.

It provides for:

- An ECO, including its structure, responsibilities and training.
- Emergencies identified as relevant to the venue.
- Emergency response and evacuation procedures.
- The formation, purpose, responsibility and training of the EPC.
- The testing and validation of emergency response procedures.
- Emergency related training.

2.3 Authority

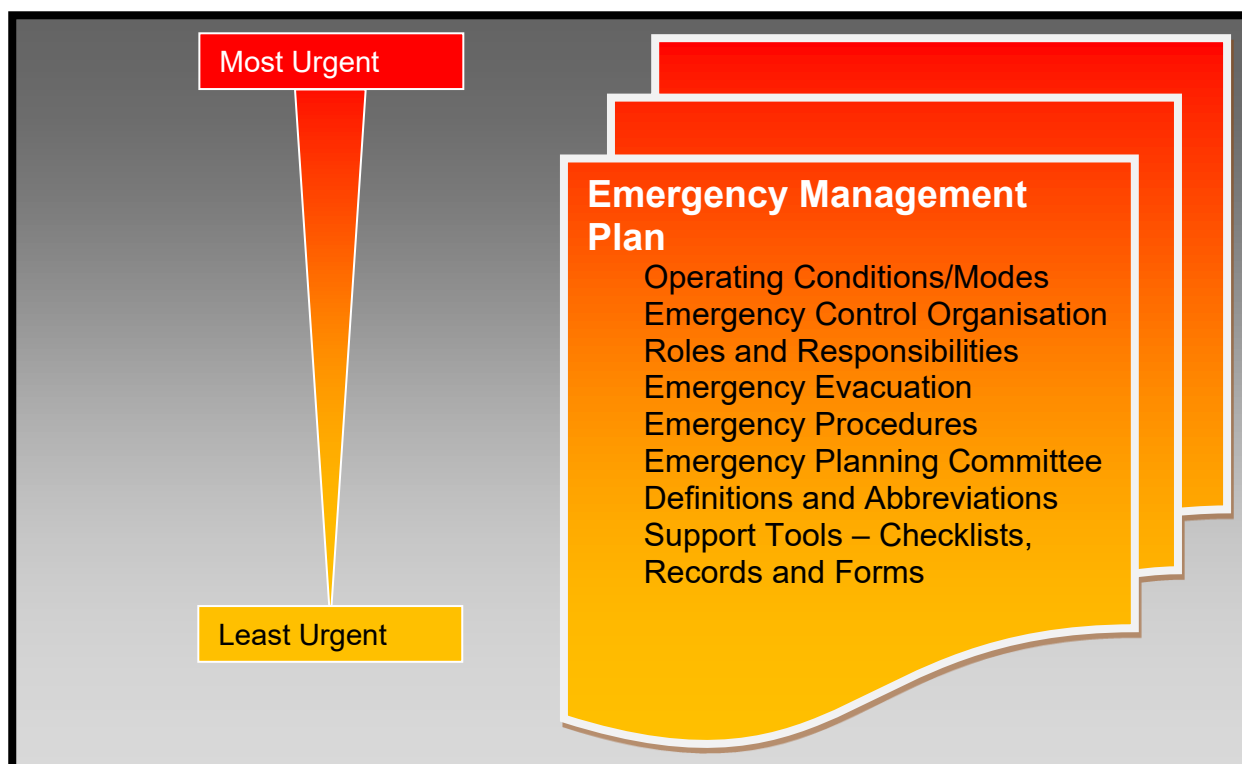
This EMP has been commissioned by the BRLC. The BRLC is charged with the responsibility for the ongoing management of Belmore Sports Ground and has the primary duty of care to develop, implement and maintain this EMP for periods when the venue is operated by the BRLC for events and Business As Usual (BAU) periods.

2.4 Document Structure

The EMP has been designed to provide prompt access to important information in an emergency. With this in mind the most important/urgent operational information is closer to the front of the Plan with the less urgent (but nonetheless important) planning information being toward to the back.

¹ <http://www.austadiums.com>

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3 Sources

This document has been developed using the following source materials:

- Australian Standard AS3745:2010 - Planning for Emergencies in Facilities
- Work Health and Safety Act (NSW) 2011
- Work Health and Safety Regulation (NSW) 2017

4 Document Control

As a controlled document, soft copies of this document will remain in a secure location that is access controlled by the Belmore Sports Ground Head of Admin. Four hard copies shall be printed and retained at the following locations:

Issued To	Position	Storage Location
BRLC	Head of Admin Chief Warden	Reception, Belmore Sports Ground
BRLC	Head of Events Deputy Chief Warden	Event Control Room (ECR). (Event Day Only)
Sydney Olympic FC	Tenant	Sydney Olympic FC Office
Reliance Risk	Principal Consultant	Reliance Risk. Suite 604, Harley Place, 251 Oxford Street, Bondi Junction NSW 2022

5 Operating Conditions/Modes

People who hold positions in the emergency response structure will, wherever practicable, be assigned by job role rather than individual names in accordance with the Contacts List (Section 8) and ECO List (Section 9) of this EMP.

The response and evacuation procedures are designed for three modes of operation:

- Major Game Day
- Minor Event Day
- Business as Usual

Mode	Description
Major Game Day	This includes any major NRL match where the pitch seating is used and where ushers &/or security are rostered to assist with customer service and public safety and security. Crowd sizes range between 2k pax – 17k pax. The Sports Ground's hours of operation could be day or night (under lights) but generally events operate no earlier than 6am and no later than 11pm. Events are generally NRL matches and major football (soccer) fixtures.
Minor Event Day	This includes minor age-based competition matches such as SG Ball, Tarsha Gale & Jersey Flegg rugby league matches. Crowd sizes are up to approx. 1,000 pax. This is also characterised by no first aid being provided for the public and no patron security.
Business as Usual	Non-event times include periods/times outside of other official events when some staff, players and officials may still operate on-site. This period could include training, rehearsals, small functions, bump in/outs and normal office activities. Non-event day hours – 7am – 9pm Monday-Friday.

6 Venue Layout

6.1 Background

Belmore Sports Ground, formerly known as **Belmore Oval**, is a multi-purpose stadium in Belmore, New South Wales, Australia. The park covers 22 acres (89,000 m²) and from 1951 has contained the Belmore Bowling Recreation Club green. It is close to Belmore railway station.

Canterbury Bankstown Council are the owners of the Stadium and the BRLC are long term tenants under a lease.

The stadium has a capacity of 17,000 people and was built in 1920, with the grandstand itself having the capacity to seat 10,000 people. The ground record crowd for Belmore was set on 12 April 1993 when an estimated 25,000+ fans saw Canterbury defeat local rivals Parramatta.

The Canterbury-Bankstown Bulldogs and Sydney Olympic Football Club are the current co-tenants of the ground.

The venue is home to many events throughout the year, including football (soccer) in the summer months and rugby league in the winter. The venue hosts Sydney Olympic matches, and is a training venue for the BRLC.



6.2 Venue Breakdown

The venue's breakdown and descriptions are set out below:

Location	Features
Western Stand	• Player change rooms • Player gymnasium and training facilities
Ground Floor	• Storerooms • Plant rooms • Coaching and Officials – High Performance Area
Western Stand First Floor	• Bulldogs Club Administration and Reception • Meeting Rooms • CEO Office (Crisis Management Meeting) • Kitchen • Coaching Offices • Sydney Olympic Offices
Grandstand Public Seating	• Lower bowl (west and south) • Concourse • Hill (east) • Mobility impaired seating • Upper tiers
Grandstand Second Floor	• Box 12 – Event Control Room • Coaches Box • Media • Corporate Hospitality

Note; The Western Grandstand's Building Occupancy Warning System (BOWS) contains three sectors:

- Northern Sector – Ground Floor and Level 1
- Central Sector – Bulldogs Administration & Sydney Olympic Football Club (tenancy)
- Southern Sector – Bulldogs Administration

Each sector is a standalone sector with no linkage to other sectors.

6.3 Master Emergency Control Point

6.3.1 Events

For events, the Master Emergency Control Point is the FIRE PUMP HOUSE, inside the Edison Lane entry.

The EVENT CONTROL ROOM is on Level 2 of the Western Grandstand. It shall be used by on-site emergency services representatives and venue management during Major Game Days.

If emergency circumstances do not allow for the use of the EVENT CONTROL ROOM, and on Minor Event Days or Business As Usual incidents, the secondary MIMIC panels in the:

- High Performance Area (North and Central Sectors)
- Security Control (South Sector & Corporate Areas)

The Master Emergency Control Point at the Fire Pump House contains the BOWS panel. If inaccessible during an emergency, the Chief Warden in consultation with emergency services may nominate another alternative Emergency Control Point.

6.3.2 Functions and Non-Events

During Minor Event Days and Business as Usual operating periods, the Emergency Control Point will be at the BOWS Panel at the Fire Pump House.

7 Emergency Control Organisation

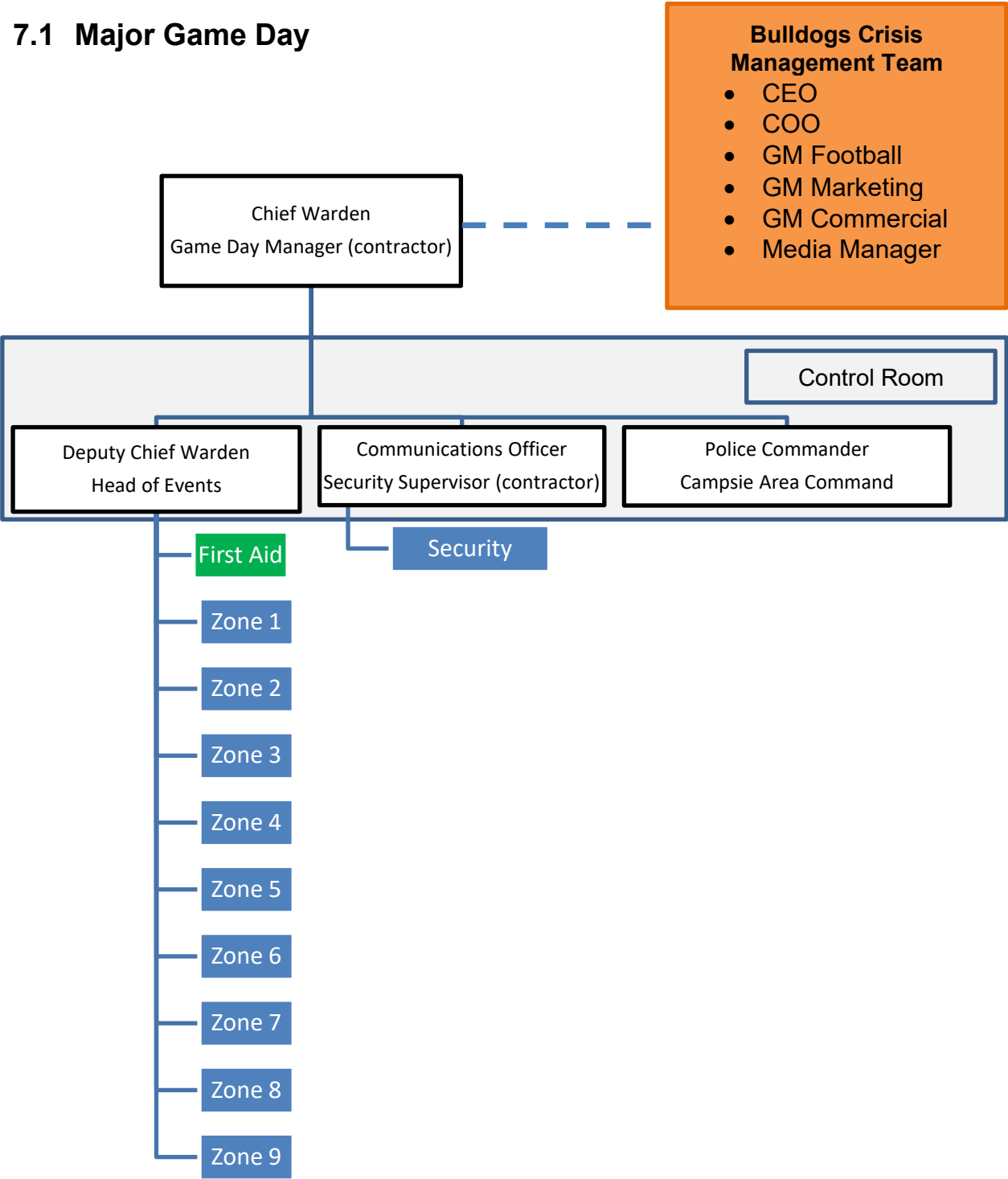
The ECO is an operational group appointed by the BRLC's Emergency Planning Committee (EPC) to direct and control the implementation of the venue's emergency response procedures.

The primary role of the ECO is to give top priority to the safety of the occupants and visitors of the venue during an emergency. Preservation of life shall take precedence over asset protection during an emergency. The ECO has clearly documented pre-emergency, emergency and post-emergency duties and responsibilities that are outlined later in this EMP.

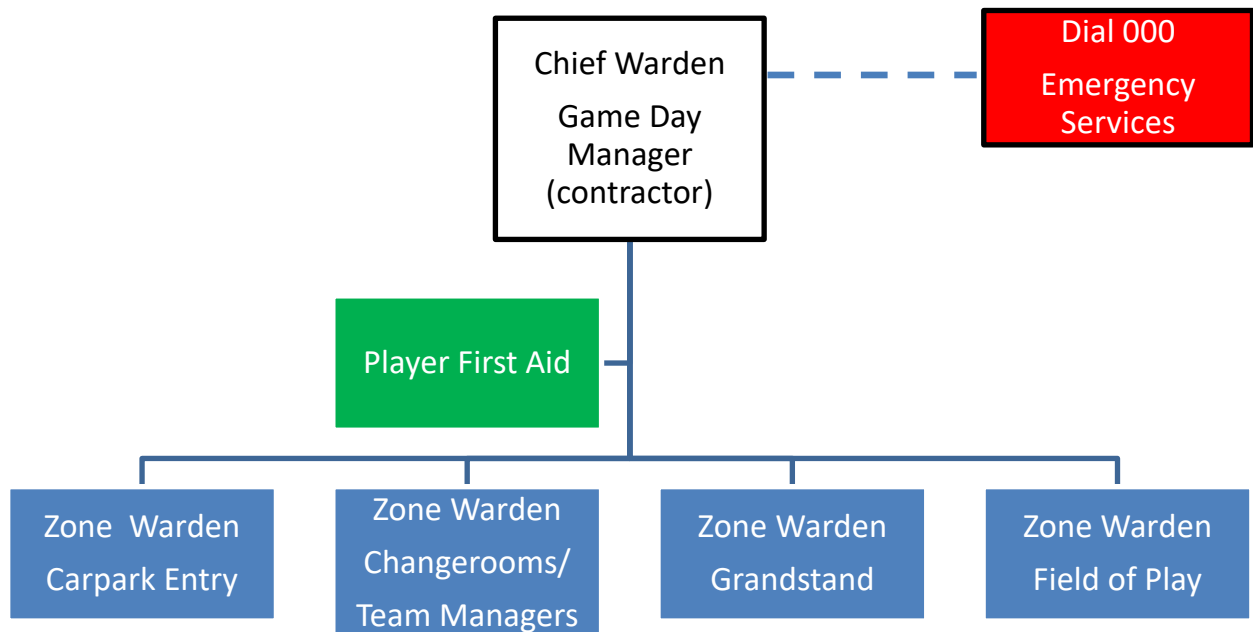
See the diagrams below for ECO structure in each mode.

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7.1 Major Game Day

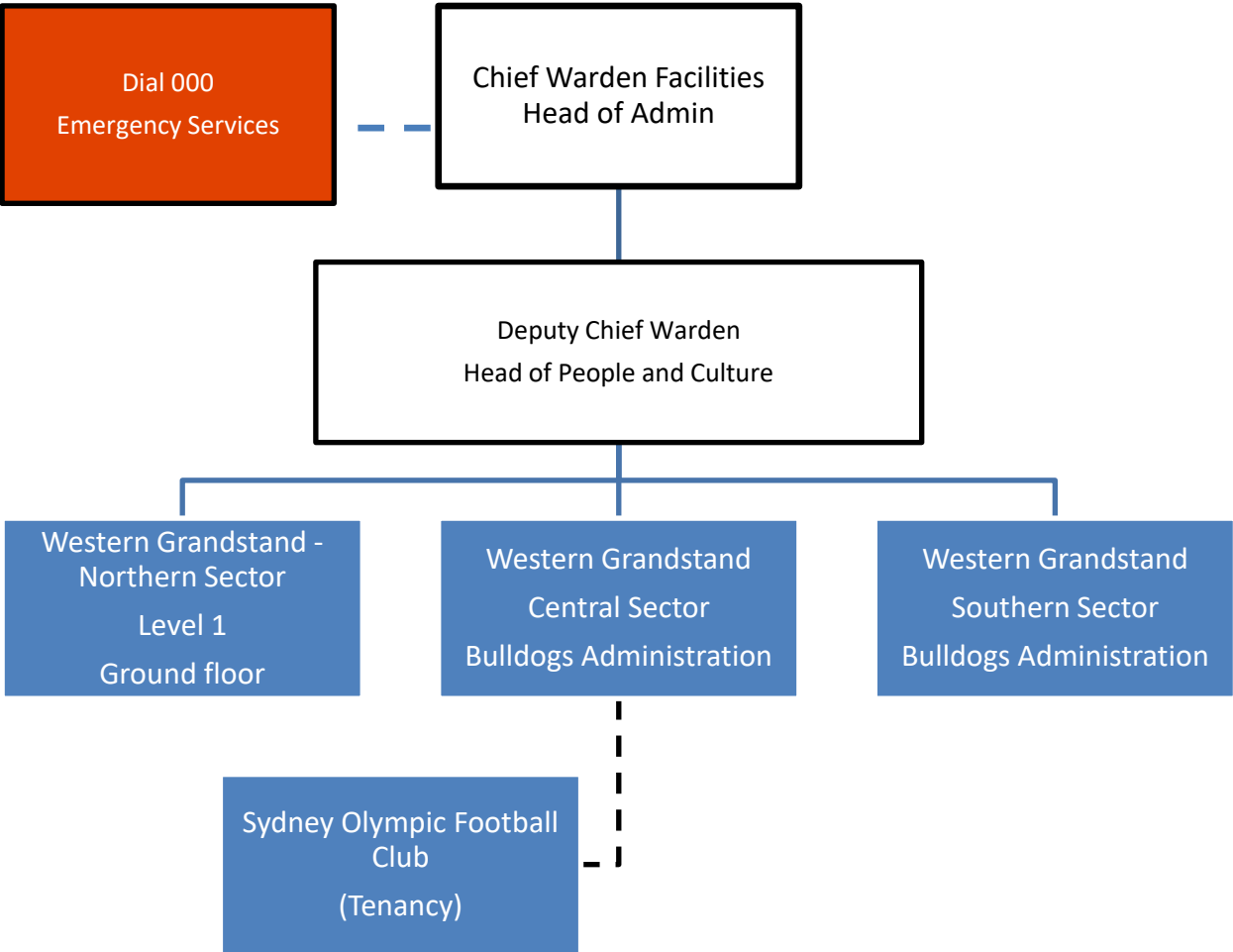


7.2 Minor Event Day



- Dependent of the size of the event, labour force security may be hired for Zone Warden duties.

7.3 Non-Event Mode



7.4 General Responsibilities

7.4.1 General Emergency Preparation and Response Procedure

The following sets out the general process in preparation, response and follow up to an emergency:

Preparing for Emergencies

- Appoint person in charge for all modes
- Ensure staff availability
- Ensure building occupants are informed
- Check emergency equipment



Initiating an Emergency Response

- Confirming the emergency
- Protecting life
- Notify ECO members to standby - (for evacuation - **STANDBY**)
- Activating emergency response/s - (for evacuation - **EVACUATE**)



Handing over to Emergency Services

- Chief Warden to provide brief to Emergency Services
- Notify ECO of hand over
- ECO to continue to provide support to Emergency Services



Post Emergency

- Coordinate a recovery strategy
- ECO members to notify people that it is safe to return to the venue following evacuation - **RETURN**
- Complete post-emergency report for Chair of EPC

The following section sets out the general responsibilities of people in the ECO.

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7.4.2 Chief Warden

The Chief Warden is responsible for coordinating the internal on-site response to an emergency or critical incident occurring within the venue, or for such an incident affecting the normal operations of the venue.

7.4.2.1 Preparing for Emergencies

In preparing for an emergency the Chief Warden shall:

- Appoint the Deputy Chief Warden as Chief Warden during Major Game Day, Minor Event Day and BAU mode in the absence of Chief Warden.
- Maintain a register of current Zone Wardens and specialist personnel's details including an up-to-date contact list (see section 8 of this EMP).
- Disseminate Zone Warden response procedures and emergency equipment for all venue occupants in event, functions and non-event modes.
- Ensure all emergency and communications equipment is well maintained and available for managing emergencies.
- Conduct regular emergency testing exercises.
- Ensure emergency response procedures are kept up-to-date.
- Attend meetings of the Emergency Planning Committee (EPC), as appropriate.
- Attend training and emergency exercises, as required by the EPC.
- Ensure personal ECO identification is available.

7.4.2.2 Initiating an Emergency Response

In an emergency the Chief Warden shall:

- Assume control of the emergency, from the time an alarm is activated or once notified of a pending or current emergency incident, until such time as the incident is 'handed over' to emergency services.
- Ascertain the nature of the emergency and implement appropriate action.
- Ensure the appropriate emergency services have been notified.
- Ensure Zone Wardens are advised of the situation, as appropriate.
- If required, after validating the emergency or potential emergency situation, initiate the emergency response procedures contained in this EMP and limit access to the affected areas.
- Monitor progress of the evacuation and record any action taken in the incident log (or instruct the Media & Communications Manager to do so – Major Event Mode only).

7.4.2.3 Handing over to Emergency Services

Upon arrival of emergency services on site, the Chief Warden shall:

- Brief emergency services on the type of emergency, severity and location of the emergency, as well as the status of the evacuation (if under way); then
- Act on the senior Officer's instructions and provide assistance where required. This might include:
 - Attending (or delegating attendance) to the scene of the reported emergency.

- Ensuring that persons are moved away from hazardous/dangerous situation.
- Minimising the impact of the emergency on site operations and services.
- Notify Crisis Management Team and Media & Communications Manager of the situation.

7.4.2.4 Post Emergency

Following the emergency the Chief Warden shall:

- Coordinate a post-incident recovery strategy.
- Ensure that evidence relating to the incident is protected.
- Keep senior management (including Media & Communications Manager) informed of developments.
- Produce a post-emergency report and submit to the Chair of the Emergency Planning Committee.

7.4.3 Deputy Chief Warden

7.4.3.1 Preparing for Emergencies

In preparing for an emergency the Deputy Chief Warden shall:

- Support the Chief Warden and assume their role in their absence.

7.4.3.2 Initiating an Emergency Response

In initiating an emergency response the Deputy Chief Warden shall:

- Assume the responsibilities of the Chief Warden if directed by the Chief Warden or if they are unavailable.
- Provide assistance as required.
- Notify Show Caller of public address (PA) and video screened announcements.

7.4.3.3 Handing Over to Emergency Services

Following the arrival of emergency services, support the Chief Warden in any role directed by them.

7.4.3.4 Post Emergency

Following an emergency, the Deputy Chief Warden shall:

- Implement the post-incident recovery strategy.
- Ensure that evidence relating to the incident is protected.
- Produce a post-emergency report.

7.4.4 Communications Officer – Major Events Only

7.4.4.1 Preparing for Emergencies

In preparing for an emergency the Communications Officer shall:

- Ensure personal proficiency in operating the facility's communications equipment.

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- Maintain records and logbooks and make them available for emergency response.
- Ensure that ECO members are proficient in their use of the facility's communication equipment.
- Ensure that emergency communication contact details are up-to-date.
- Attend training and emergency exercises, as required by the EPC.

7.4.4.2 Initiating an Emergency Response

In initiating an emergency response the Communications Officer shall:

- Ascertain the nature and location of the emergency.
- Confirm the appropriate emergency service/s has been notified.
- Notify appropriate ECO members, as requested by the Chief Warden.
- Transmit instructions and information regarding the pending emergency to ECO members and operate communications systems (such as BOWS) as required.
- Record a log of the events that occurred during the emergency.
- Act as directed by the Chief Warden.

7.4.4.3 Handing Over to Emergency Services

Upon arrival of emergency services and handing over control to them by the Chief Warden, the Communications Officer shall:

- Follow instructions from the Chief Warden.
- Provide support to emergency services as required.

7.4.4.4 Post Emergency

Following an emergency, the Communications Officers shall:

- Collate records of events during the emergency for the post-emergency debrief and ensure they are secured for future reference.
- Participate in a post-emergency debrief.

7.4.5 Media Liaison - Media & Communications Manager

7.4.5.1 Preparing for Emergencies

The Media Liaison Officer shall:

- Participate in desktop exercises.
- Develop pre-scripted media announcements for more significant emergencies.
- Ensure contact details of senior staff and media outlets are up-to-date.

7.4.5.2 Initiating an Emergency Response

In initiating an emergency response, the Media & Communications Manager shall:

- Liaise closely with the Chief Warden and Communications Officer to establish facts and appropriate media response.

- Contact senior management of the BRLC (Crisis Management Team) and inform them of any significant emergency situation.
- Maintain notes of key information relating to the emergency and emergency response.

7.4.5.3 Handing Over to Emergency Services

Following arrival of emergency services and handing over control to them by the Chief Warden, the Media Liaison Officer shall:

- Continue to liaise closely with the Chief Warden and Communications Officer.
- Maintain notes of key information relating to the emergency and emergency response.

7.4.5.4 Post Emergency

Following the emergency, in conjunction with the Chief Warden:

- Prepare a full brief for the CEO and Board of the BRLC.
- Prepare a media statement for release, if required.

7.4.6 Zone Wardens

7.4.6.1 Preparing for Emergencies

On commencement of their shift, Zone Wardens shall:

- Confirm sufficient Wardens for their designated area of responsibility.
- Locate any individuals within their area with special needs (i.e. wheelchair bound) and establish any individual requirements for an emergency evacuation.
- Check emergency equipment located in their area and report on any deficiencies identified.
- BAU Mode
 - Ensure that Wardens have communicated the emergency response procedures to all occupants within their nominated areas for non-event times and functions as appropriate.
 - Ensure that occupants are aware of the identity of their Wardens for non-events and functions.
- Coordinate safety practices (e.g., check safe egress and availability of emergency equipment within area of responsibility).
- Attend training and emergency exercises, as required by the EPC.

7.4.6.2 Initiating an Emergency Response

On hearing an alarm or on becoming aware of an emergency, Zone Wardens shall:

- Implement the emergency response procedures for their area including moving people away from danger.
- Confirm the appropriate emergency services have been notified (on non-event days, contact emergency services directly).
- Direct Wardens to check their area for any other abnormal situation.
- Commence evacuation if the circumstances warrant this, or if instructed to do so by the Chief Warden.

- In an evacuation, help influence crowd movements to the nearest available exit and to the appropriate assembly area.
- Advise the Chief Warden as soon as possible of the circumstances and action taken.
- Co-opt persons as required to assist a Warden during an emergency.
- Confirm that the activities of Wardens have been completed and report this to the Chief Warden, or a senior Officer of the attending emergency services if the Chief Warden is not contactable.
- Ensure that people do not obstruct exits or attempt an unauthorised re-entry into the area.

7.4.6.3 Handing Over to Emergency Services

Following arrival of emergency services provide support to emergency services as directed by them or the Chief Warden.

7.4.6.4 Post Emergency

Following the emergency, Zone Wardens shall:

- Document any important information and provide to the Chief Warden to help compile a report of the actions taken during the emergency for the debrief.
- Participate in a debrief, if required.

7.4.7 Specialist Personnel

7.4.7.1 Preparing for Emergencies

Specialist personnel include security, catering, maintenance and first aid. In preparation for an emergency, specialist personnel shall:

- Attend regular emergency response training and exercises as required by the EMP.
- Practice use of specialised emergency and firefighting equipment.
- Maintain specialised equipment as per manufacturers specifications (examples of specialised equipment might include spill-kits, medical equipment or maintenance trade equipment).

7.4.7.2 Initiating an Emergency Response

In the event that an emergency is declared, the appropriate specialist personnel will:

- Be directed by the Chief Warden or Communications Officer (depending upon the nature of the emergency), to attend the emergency scene.
- Communicate the status of the situation with the Chief Warden or Communications Officer.

7.4.7.3 Handing Over to Emergency Services

Where relevant, specialist personnel will hand over and brief emergency services on their arrival.

7.4.7.4 Post Emergency

After the emergency, specialist personnel shall:

- Clean and service any used specialised equipment.

- Replace specialised equipment as necessary. Re-entry and post emergency actions should be done in collaboration with any relevant stakeholders affected.
- Document any important information and provide to the Chief Warden to help compile a report of the actions taken during the emergency for the debrief.
- Participate in a debrief, if required.

7.5 Emergency Services

7.5.1 Police

For most large events, the NSW Police will have personnel at various locations throughout the venue. They will also position the most senior operational staff member on duty in the Level 2 Event Control Room.

In the event of an emergency, police may perform any or all of the following functions:

- Coordination of emergency response operations where there is no designated combat agency.
- Control of the area surrounding an incident site where other emergency services are in attendance, controlling evacuations and coordinating resource support to other agencies if required.
- Undertake an initial reconnaissance of the area affected by the emergency.
- Perform traffic and crowd control to ensure safe egress of people and rapid access to the venue by emergency services.
- Control of partial or full evacuations from the venue.
- Recovery and identification of dead or injured people and the notification of next of kin.
- Security of evacuated areas from the venue and taking possession of personal property of injured persons.

7.5.2 Fire and Rescue

For most large events, NSW Fire & Rescue will have a senior operational staff member on duty in the Event Control Room.

In the event of an emergency involving fire, structural collapse, gas leak or chemical spills, NSW Fire and Rescue will assume overall control of the incident.

A fire ground may be declared by the senior member of NSW Fire and Rescue attending the scene. A fire ground is an area involved in the actual fire and any surrounding area that NSW Fire and Rescue personnel are required to work in, or position appliances, hoses or other emergency equipment in.

Persons within the declared fire ground will act in accordance with directions issued by senior members of NSW Fire and Rescue present at the scene.

7.5.3 Ambulance

For larger high profile major events at Belmore Sports Ground, the NSW Ambulance Service will provide the following functions for medical emergencies:

- Ambulance transportation and pre-hospital care for all injured persons.

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- Provide and/or assume the responsibility for transport of designated medical teams and their equipment to the site in an emergency.
- Provide coordinated communications for all health systems involved in emergency responses.

8 Contact List

8.1 Business as Usual - ECO

BAU Emergency Control Organisation		
Position	Name	Mobile Number
Chief Warden	Melanie Riccio	0411 834 125
Deputy Warden	Emma Bradley	0450 140 071
Area Warden (South Wing)	Andrew Shen	0425 151 880
Area Warden (South Wing)	Stephanie Penteadó	0410 071 550
Area Warden (Middle Wing)	Michaela Dwyer	0407 150 640
Area Warden (Middle Wing)	Emma Peake	0481 208 834
Area Warden (Upper Level Football)	Steve Pike	0410 472 010
Area Warden (Lower Level Football)	Stephen Litvensky	0458 730 299
Area Warden (Lower Level Football)	Gurpreet Singh	0416 490 829
Area Warden (Sydney Olympic FC)	Ziggy Gordon	0420 492 991
First Aiders		
Locations	Name	Mobile Number
First Aid (Lower Level Football)	Adrian Low	0422 112 152
First Aid (Middle Wing)	Andrea Mandadakis	0409 757 208
First Aid (South Wing)	Andrew Shen	0425 151 880
First Aid (Middle Wing)	Ben Jones	0451 842 853
First Aid (Lower Level Football)	Chad McGill	0425 232 972
First Aid (Lower Level Football)	Chad Randall	0410 905 053
First Aid (Middle Wing)	Damon Koulouris	0452 218 352
First Aid (South Wing)	Emma Bradley	0450 140 071
First Aid (Lower Level Football)	Gurpreet Singh	0416 490 829
First Aid (Lower Level Football)	James Wall	0478 562 079
First Aid (South Wing)	Melanie Riccio	0411 834 125
First Aid (Middle Wing)	Michaela Dwyer	0407 150 640
First Aid (Middle Wing)	Paul Humphries	0432 116 571
First Aid (South Wing)	Stephanie Penteadó	0410 071 550
First Aid (Team Store)	Teigan Crowe	0474 101 607
First Aid (Lower Level Football)	Travis Touma	0467 332 342

8.2 Major Game Day ECO

Major Gameday Emergency Control Organisation		
Position	Name	Mobile Number
Chief Warden	Saree Boutros	0410 491 440
Deputy Warden	Michaela Dwyer	0407 150 640
Communications Officer	Head of Security	TBA
Zone Warden 1: Gate A & Precinct	TBA	TBA
Zone Warden 2: Grandstand	TBA	TBA
Zone Warden 3: Gate B	TBA	TBA
Zone Warden 4: Hill	TBA	TBA
Zone Warden 5: South Concourse	TBA	TBA
Zone Warden 6: Football Facilities	TBA	TBA
Zone Warden 7: Corporate Suites	TBA	TBA
Zone Warden 8: VIP	TBA	TBA
Zone Warden 9: Field of Play	TBA	TBA

Specialist Personnel			
Position	Company	Name	Mobile Number
Security Officers	Guardian Venue Management	TBA	TBA
First Aid Officers	Immediate First Aid	TBA	TBA
Maintenance Staff	CB City Council	Tony Sobkowski	0414 191 273
Media Liaison	BRLC Head of Media & Communications	Caitlin Glanville	0424 413 398
Police Commander	NSW Police Campsie Area Command	TBA	TBA
Paramedics	NSW Ambulance Service	TBA	TBA
Senior Fire Officer	NSW Fire & Rescue	TBA	TBA

Crisis Management Team		
Position	Name	Mobile Number
Chief Executive Officer	Aaron Warburton	0402 503 524
Chief Operating Officer	John White	0414 847 369
General Manager- Football	Phil Gould	0448 240 158
General Manager- Commercial	Stuart Martin	0432 830 900
General Manager- Marketing	Phil Valentine	0435 056 597
Head of Media & Communications	Caitlin Glanville	0424 413 398

8.3 Minor Game Day – ECO

Minor Gameday Emergency Control Organisation		
Position	Name	Mobile Number
Chief Warden	TBA	TBA
Zone Warden 1: Carpark Entry	TBA	TBA
Zone Warden 2: Changerooms	Team Manager	TBA
Zone Warden 3: Grandstand	TBA	TBA
Zone Warden 4: Field of Play	TBA	TBA

Specialist Personnel		
Position	Name	Mobile Number
Player First Aid	TBA	TBA
Emergency Services	Police, Fire & Ambulance	000

9 Emergency Evacuation

9.1 Authority in Evacuation

The following sets out the Authority of ECO members in an evacuation:

Position	Authority
Chief Warden	Authority to declare evacuation.
Deputy Chief Warden	Authority to declare evacuation in the absence of the Chief Warden.
Communications Officer	Authority to instruct Zone Wardens.
Specialist Personnel	Authority to rectify issue within their area of competency.
Zone Warden	Authority to evacuate designated area to protect life or following instructions from Communications Officer.
All staff	Authority to evacuate area to protect life or following instructions from any ECO member.

9.2 Emergency Communications

9.2.1 Methods of Communication

The following communication methods may be used to communicate in an emergency:

Method	Audience
External phones	Other ECO members, emergency services, public
Building Occupant Warning System (BOWS)	ECO members
Face to face	Other ECO members, emergency services, public
Megaphones	Public
Mobile phones	ECO members, emergency services
Public address	Public
Two-way radio	ECO members
Video Board	Public

9.2.2 Two-Way Radio Channels

RADIO CHANNELS

CHANNEL 1 Events/Emergency

CHANNEL 2 Zones

CHANNEL 3 Police

CHANNEL 4 Security

CHANNEL 5 Customer Service/Traffic

RADIO	CHANN EL	POSITION	ZONE	AREA	SIGN IN	SIGN OUT
1	1	NRL Ground Manager		FIELD		
2	2	Game Day (contractor)		CHIEF WARDEN		
3	2	Head of Events		EVENT CONTROL		
4	2	Bulldogs Game Day staff	ZONE 1	GATE A & PRECINCT		
5	2	Bulldogs Game Day staff	ZONE 2	GRANDSTAND		
6	2	Bulldogs Game Day staff	ZONE 3	GATE B		
7	2	Bulldogs Game Day staff	ZONE 4	HILL		
8	2	Bulldogs Game Day staff	ZONE 5	SOUTH CONCOURSE		
9	2	Bulldogs Game Day staff	ZONE 6	FOOTBALL FACILITIES		
10	2	Bulldogs Game Day staff	ZONE 7	CORPORATE SUITES		
11	2	Bulldogs Game Day staff	ZONE 8	VIP		
12	2	Bulldogs Game Day staff		MERCH VAN		
13	2	Ticketek		GATE A		
14	2	Ticketek		GATE B		
15	2	First Aid		WEST		
16	2	First Aid		EAST		
17	2	Cleaners				
18	2	Cleaners				
19	2	Kuburlis				
20	2	Kuburlis				
21	3	Police				

RADIO	CHANN EL	POSITION	ZONE	AREA	SIGN IN	SIGN OUT
22	4	Security		EVENT CONTROL		
23	4	Security		JOCK		
24	4	Security		MANAGER		
25	4	Head of Security (contractor)				
26	5	Customer Service		TRAFFIC		
27	5	Customer Service		TRAFFIC		
28	5	Customer Service				
29	5	Customer Service				
30		SPARE				

9.2.3 Pre-Event Emergency Information

Immediately prior to the commencement of an event the Video Screen Production person shall initiate pre-scripted public address announcements and video displays regarding emergency information. See Appendix C for more information.

9.2.4 Declaring an Emergency

The Chief Warden, their delegate or the most senior police officer on site are the only personnel who can declare an emergency and authorise an evacuation. In non-event mode, in the absence of the Chief Warden and Deputy Chief Warden, all staff should evacuate upon the sounding of the EWIS alarm.

9.2.5 Evacuation Options

There are three possible evacuation options:

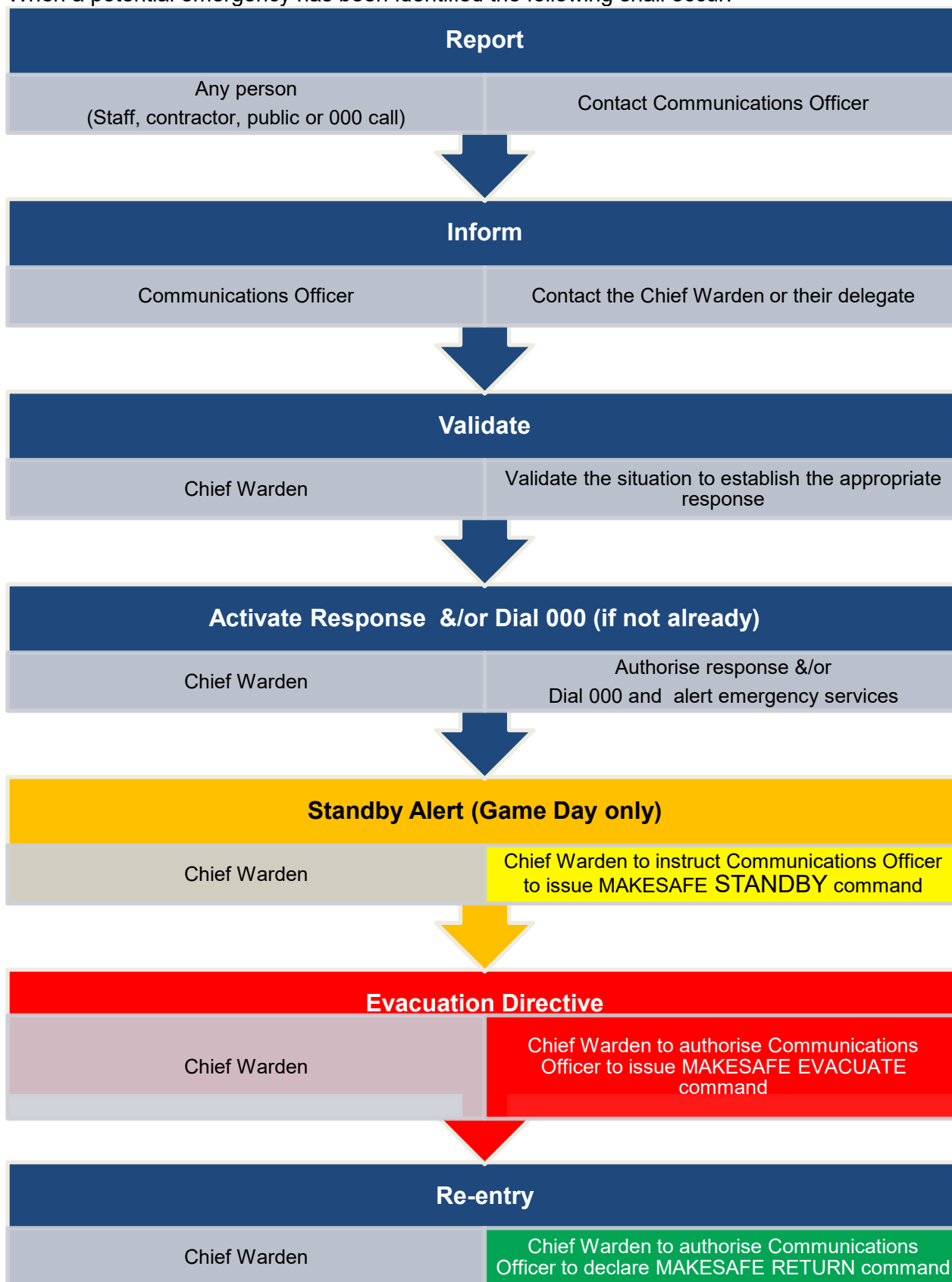
- Full evacuation – With the exception of emergency services and designated ECO members, all people (including public, sports persons, staff and contractors) are required to leave the venue.
- Partial evacuation - With the exception of emergency services and designated ECO members, all people (including public, sports persons, staff and contractors) are required to leave parts of the venue affected by the emergency.
- Shelter in place – People in areas likely to be affected by some types of emergencies (such as bad weather or armed offender) may be required to remain inside, undercover or some other area deemed as a 'safe' location.

9.2.5.1 Evacuation Signals

Given much of the process for disseminating emergency communications to ECO members is via two-way radio it is important that the following emergency code signals are known by all ECO members and diligently used.

These will be given by the Communications Officer:

When a potential emergency has been identified the following shall occur:



9.2.5.2 Evacuation Alert Directives and Responses

Alert Directive	Definition	Communication Method – ECO Source	Description of Response to Command
MAKESAFE STANDBY (Events Only)	Standby	Two – way Radio Communication – from Communications Officer	Zone Wardens shall: • Unlock and open all venue perimeter gates • Check for any obstructions to egress routes • Prepare for the possible arrival emergency services • Standby for evacuation • Remain in designated area awaiting instruction • Note: Do not alert patrons
MAKESAFE PARTIAL EVACUATION	Partial Evacuation	Two – way Radio Communication – from Communications Officer Plus Public address announcements and Video Screen – from Video Screen Productions Plus BOWS Alarm – from Chief Warden	Zone Wardens shall: • Open gates – specific gates only as directed • Commence evacuation of specific area • Communicate with patrons and provide audible and visual directions • ECO members in other areas remain in position and await further instructions
MAKESAFE EVACUATE	Evacuation	Two – way Radio Communication – from Communications Officer Plus Public address announcements and Video Screen – from Video Screen Productions Plus BOWS Alarm – from Chief Warden	Zone Wardens shall: • Open gates • Commence evacuation Communicate with patrons and provide audible and visual directions
MAKESAFE RETURN	Re-enter (if there has been an evacuation) or resume normal operations	Two – way Radio Communication – from Communications Officer Plus Public address announcements – from Video Screen Productions	Zone Wardens shall: • Advise patrons of situation • Await clear directions for all clear and re-entry command

9.3 Evacuation Procedures

An evacuation of the venue as declared by the Chief Warden or emergency services.

Position	Major Game Day Mode	Minor Event Day Mode	BAU Mode
Chief Warden It is noted that in the event that the Chief Warden is not present (or in Function or Non-Event Mode) the Deputy Chief Warden will assume these responsibilities, or the next most senior ECO member.	ALERT Upon being informed of a potential emergency situation the Chief Warden shall: • Declare MAKESAFE STANDBY • Dispatch specialist personnel to attend the scene • Alert the Event Day NSW POLICE Commander • Confirm safety of egress routes and assembly areas • Confirm ECO staff are on standby and in position • Confirm with police clear emergency vehicle access outside the venue • Alert the event organiser of the pending emergency • Inform Media Liaison Officer • Inform general staff (if possible and appropriate)	ALERT Upon being informed of a potential emergency situation the Chief Warden shall: • Declare MAKESAFE STANDBY • Dispatch specialist personnel to attend the emergency scene • Confirm emergency services attendance • Confirm safety of egress routes and assembly areas • Alert the event organiser of pending emergency • Inform Media Liaison Officer and general staff (if possible)	ALERT Upon being informed of a potential emergency situation the Chief Warden shall: • Declare MAKESAFE STANDBY • Dispatch a designated member of staff to investigate and evaluate the extent of the situation • Assign Zone Warden roles to appropriate staff • Attend the Emergency Warning and Intercommunication System at the Master Emergency Control Point (if possible) and determine emergency site • Confirm safety of egress routes and assembly areas
	EVACUATE The Chief Warden shall: • Declare MAKE SAFE EVACUATE • Suspend the event • Establish a <u>Family Reunification Point</u> that is appropriate based upon the emergency at hand,	EVACUATE The Chief Warden shall: • Declare MAKE SAFE EVACUATE • Suspend the function • Initiate the activation of an evacuation tone and PA announcement	EVACUATE The Chief Warden shall: • Declare MAKE SAFE EVACUATE • Commence evacuation procedures • Proceed to the Master Emergency Control Point

Position	Major Game Day Mode	Minor Event Day Mode	BAU Mode
	- Initiate the activation of an evacuation tone and PA announcement (including announcing <u>Family Reunification Point</u>) - Oversee that the evacuation is conducted safely and in accordance with this plan - Verify with Zone Wardens and the Communication Officer that all areas have been successfully evacuated, checked that no person has been left behind - Confirm with the Communications Officer that all evacuated persons have been moved to the designated assembly areas away from the venue - Communicate with specialist personnel and emergency services - Inform venue management personnel and evacuees of the status of the emergency situation	- Oversee that the evacuation is conducted safely and in accordance with this plan - Verify with Zone Wardens that function areas have been successfully evacuated, checked that no person has been left behind - Confirm that all evacuated persons have been moved to designated assembly areas away from the venue - Communicate with specialist personnel and emergency services - Inform venue management personnel and evacuees of the status of the emergency situation	- Verify that all areas have been successfully evacuated, checked that no person has been left behind - Confirm that all evacuated persons have been moved to designated assembly areas away from the venue - Ensure entry points to the venue are secured by designated Wardens - Inform Venue management personnel and evacuees of the status of the emergency situation
Deputy Chief Warden	ALERT Upon being informed of a potential emergency situation the Deputy Chief Warden shall:	ALERT Upon being informed of a potential emergency situation the Deputy Chief Warden shall:	ALERT Upon being informed of potential emergency situation the Deputy Chief Warden shall:

Position	Major Game Day Mode	Minor Event Day Mode	BAU Mode
	- Relocate to the Building Occupant Warning System (BOWS) - Ensure venue staff are appropriately positioned at egress points to direct patrons to assembly areas - Act upon advice provided by the Chief Warden	- Assist the Chief Warden in confirm the safety of egress routes and assembly areas - Await advice from the Chief Warden	- Investigate and evaluate the extent of the situation (or dispatch another member of staff to do so) and report back to the Chief Warden - Provide assistance to the Chief Warden in the assignment of Zone Warden roles to staff - Wait for emergency services
	EVACUATE The Deputy Chief Warden shall: - Make a PA announcement and activate the emergency evacuation tone at the direction of the Chief Warden - Provide supervision and assistance to Zone Wardens and Wardens	EVACUATE The Deputy Chief Warden shall: - Make a PA announcement and activate the emergency evacuation tone at the direction of the Chief Warden - Provide supervision and assistance to Zone Wardens and Wardens	EVACUATE The Deputy Chief Warden shall: - Make a PA announcement and activate the emergency evacuation tone at the direction of the Chief Warden - Provide supervision and assistance to Zone Wardens and Wardens
Communications Officer	ALERT Upon being informed of a potential emergency situation the Communications Officer shall contact the following personnel and inform them to standby: - Emergency services - Event staff supervisors - Security supervisors - Catering and cleaning managers	N/A	N/A

Position	Major Game Day Mode	Minor Event Day Mode	BAU Mode
	- First Aid contractor - Event organiser - On-site Police Commander - Onsite NSW Fire Service Commander - Ground Announcer The Communications Officer shall also: - Inform the Chief Warden that the above have been notified - Ensure all radio holders maintain radio silence		
	EVACUATE The Communications Officer shall: - Make an evacuation announcement using the BOWS public address - Inform the Ground Announcer that screens must be used for emergency communications and that the umpire must be notified of the evacuation - Maintain a log of actions including wardens' evacuation reports - Act upon the advice of the Chief warden and provide		

Position	Major Game Day Mode	Minor Event Day Mode	BAU Mode
	assistance as necessary		
Specialist Personnel	ALERT Upon notification from the Communications Officer of a potential emergency requiring specialist expertise: - Attend scene of emergency if safe to do so - Assess the situation for danger - Provide a report to the Communications Officer of the emergency status - Provide specialist services - Continue to provide updates to the Communications Officer	ALERT If available, upon notification from an Deputy Chief Warden of a potential emergency requiring specialist expertise: - Attend scene of emergency if safe to do so - Assess the situation for danger - Provide a report to the Communications Officer of the status of the emergency - Provide specialist services - Continue to provide updates to the Communications Officer	N/A
	EVACUATE Upon identifying the escalating nature of an emergency: - Notify the Communications Officer of imminent danger and evacuate the area immediately - Follow directions from Zone Wardens and Wardens to Assembly Areas - Await advice from Communications	EVACUATE If available upon identifying the escalating nature of an emergency: - Notify the Communications Officer of imminent danger and evacuate the area immediately - Follow directions from Zone Wardens and Wardens to Assembly Areas - Await advice from	N/A

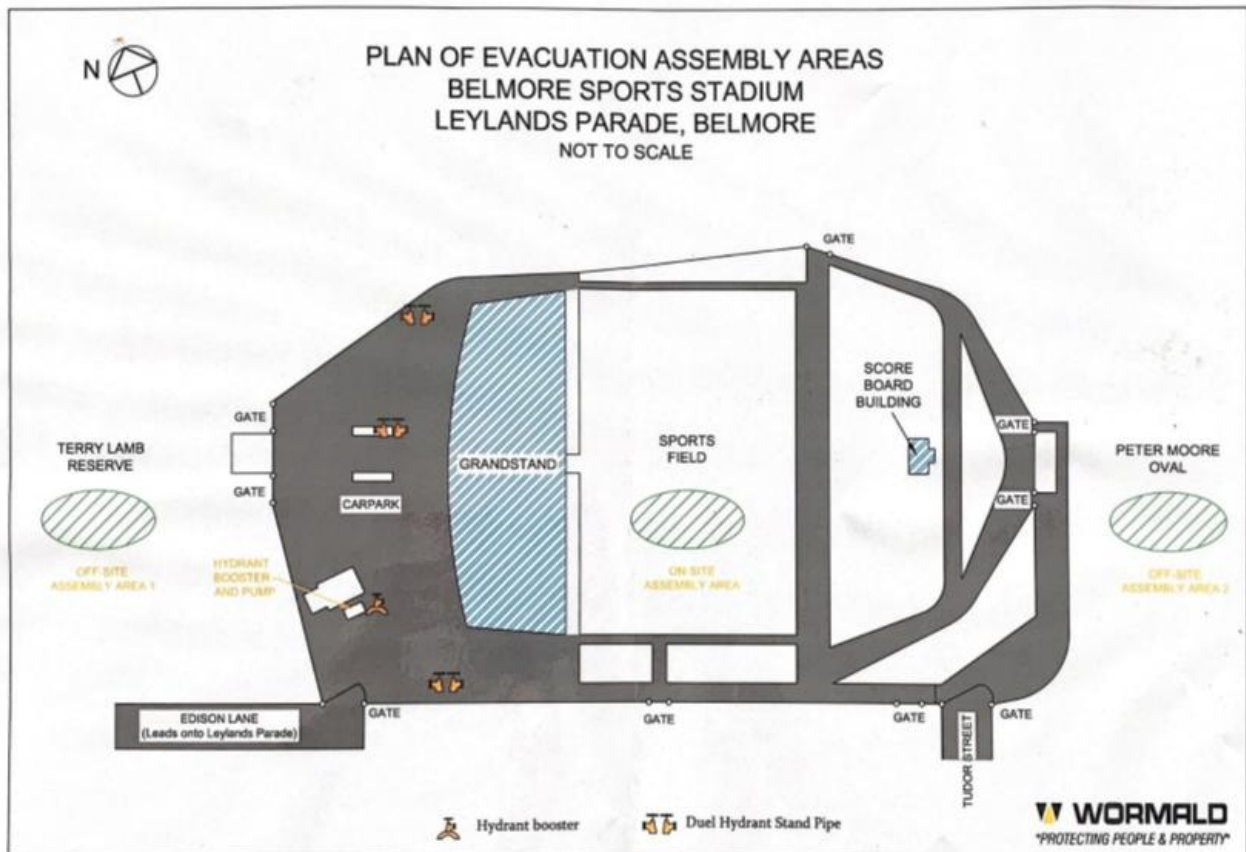
Position	Major Game Day Mode	Minor Event Day Mode	BAU Mode
	Officer of any additional service requirements for their specialist skills.	Communications Officer of any additional service requirements for their specialist skills	
Zone Wardens – Customer Service	ALERT Upon being informed of a potential emergency situation the Warden (Customer Service) shall: • Clear all stairways of obstructions • Act upon the directions of the Deputy Chief Warden	ALERT If available, upon being informed of a potential emergency situation the Warden (Customer Service) shall: • Clear all stairways of obstructions • Act upon the directions of the Deputy Chief Warden	ALERT Upon notification via hearing the alert alarm: • Check that all immediate exit points are clear • Await further instructions
	EVACUATE The Zone Warden (Customer Service) shall: • Guide patrons to safe egress points • Facilitate efficient movement of patrons out of the venue • Ensure that no unauthorised person enters his/her section of the venue • Ensure all toilets within his/her sections of the venue are cleared • Inform the Deputy Chief Warden of the status of the evacuation of the area	EVACUATE If available the Warden (Customer Service) shall: • Guide patrons to safe egress points • Facilitate efficient movement of patrons out of the venue • Ensure that no unauthorised person enters his/her section of the venue • Ensure all toilets within his/her sections of the venue are cleared • Inform the Deputy Chief Warden of the status of the evacuation of the area	EVACUATE Upon hearing the evacuation tone: • Evacuate using the nearest safe exit • Move to the closest assembly area or the one as directed by the nearest warden.

Position	Major Game Day Mode	Minor Event Day Mode	BAU Mode
All Staff	ALERT Upon notification via hearing the alert alarm or from a manager, supervisor, or warden: - Check that all immediate exit points are clear - Await further instructions	ALERT Upon notification via hearing the alarm or from a manager, supervisor, or warden: - Check that all immediate exit points are clear - Await further instructions	ALERT Upon notification via hearing the evacuation tone or from a manager, supervisor, or warden: - Check that all immediate exit points are clear - Await further instructions
	EVACUATE Upon hearing the evacuation tone or being directed by a warden: - Help direct the movement of public to the nearest exit - Follow instructions provided by the nearest warden	EVACUATE Upon hearing the evacuation tone or being directed by a warden: - Help direct the movement of public to the nearest exit - Follow instructions provided by the nearest warden	EVACUATE Upon hearing the evacuation tone: - Evacuate using the nearest safe exit - Move to the closest assembly area or the one as directed by the nearest warden

9.4 Major Game Day Mode - ECO Positions

ZONE MANAGERS		
CONTROL	EVENT CONTROL	Game Day Manager (contractor)
TROUBLESHOOTERS	ROVING / TROUBLE SHOOTING	Bulldogs Game Day staff
ZONE 1	GATE A	Bulldogs Game Day staff
ZONE 2	GRANDSTAND	Bulldogs Game Day staff
ZONE 3	GATE B	Bulldogs Game Day staff
ZONE 4	HILL	Bulldogs Game Day staff
ZONE 5	SOUTH CONCOURSE	Bulldogs Game Day staff
ZONE 6	FOOTBALL FACILITIES	Bulldogs Game Day staff
ZONE 7	CORPORATE SUITES / BOXES	Bulldogs Game Day staff
ZONE 8	VIP	Bulldogs Game Day staff
ZONE 9	FIELD OF PLAY	NRL Ground Manager

9.5 Assembly Areas



Peter Moore Assembly Area 2 is currently unavailable during COE construction. Evacuation point has been temporarily moved to the **Sports Field** during this period.

10 Emergency Response Procedures

The following Emergency Response Procedures are based upon a risk assessment of emergency-related scenarios that are deemed as significant enough to warrant documenting a formal procedure in this EMP. See Appendix G for Risk Assessment.

10.1 Staff Reporting an Emergency

Upon discovery of any incident or occurrence that may lead to invoking a critical incident or emergency response, the person reporting should contact the following, depending upon which mode of operation is underway:

See Section 8 of this EMP for all Emergency Contacts:		
Event Mode	Function Mode	Non-Event Mode
Call your immediate supervisor. This will be forwarded to the Facilities Manager/Chief Warden and referred to the appropriate ECO member. If unable to contact supervisor then contact Facilities Manager/Chief Warden directly.	Call your immediate supervisor for action. If unable to contact supervisor then contact 000 and then the Facilities Manager/Chief Warden.	Call 000 and then Facilities Manager/Chief Warden.

10.2 Armed Hold Up

10.2.1 Person Being Held Up

Survival is the first rule during an armed hold-up.

Protect yourself, not money or goods.

10.2.1.1 During Hold Up

In the event of an armed hold up the person affected should:

Directive	Detailed Instruction
Stand still	Identify the situation. Keep your hands where they can be seen and do not make any sudden or quick moves. Stand slightly side on to the robber (a submissive position). The telephone or PA must not be used.
Obey the robber's instructions	Do exactly what you are told. Allow the robber(s) to leave. The sooner they leave the safer you will be.
Remain calm and quiet	Speak only when spoken to. Avoid shouting or provoking the robber(s). Be submissive and avoid drawing attention to yourself. Avoid staring at the robber(s) and/or making direct eye contact.
Observe if you can safely	Make a mental note of the robber's appearance including hair colour, height, weight, clothing, race, age and type of weapon (assess height markings on the doorway). Look for identifying characteristics including scars, tattoos and speech patterns. If it is safe to do so, write down the license number and the make, model, colour and year of the get-away car.
Stay out of the danger area	The robber(s) is/are in control - Do not try to outsmart them. During the hold up, do not investigate out of curiosity or bravado.
Stay where you are; do not chase	Leave this to the police. Observe the direction of departure and getaway car details or means of escape only if safe to do so.
Call the Chief Warden	When it is safe call the Chief Warden. Make a full report to the police before discussing the hold-up with other staff.

10.2.1.2 Post Hold Up

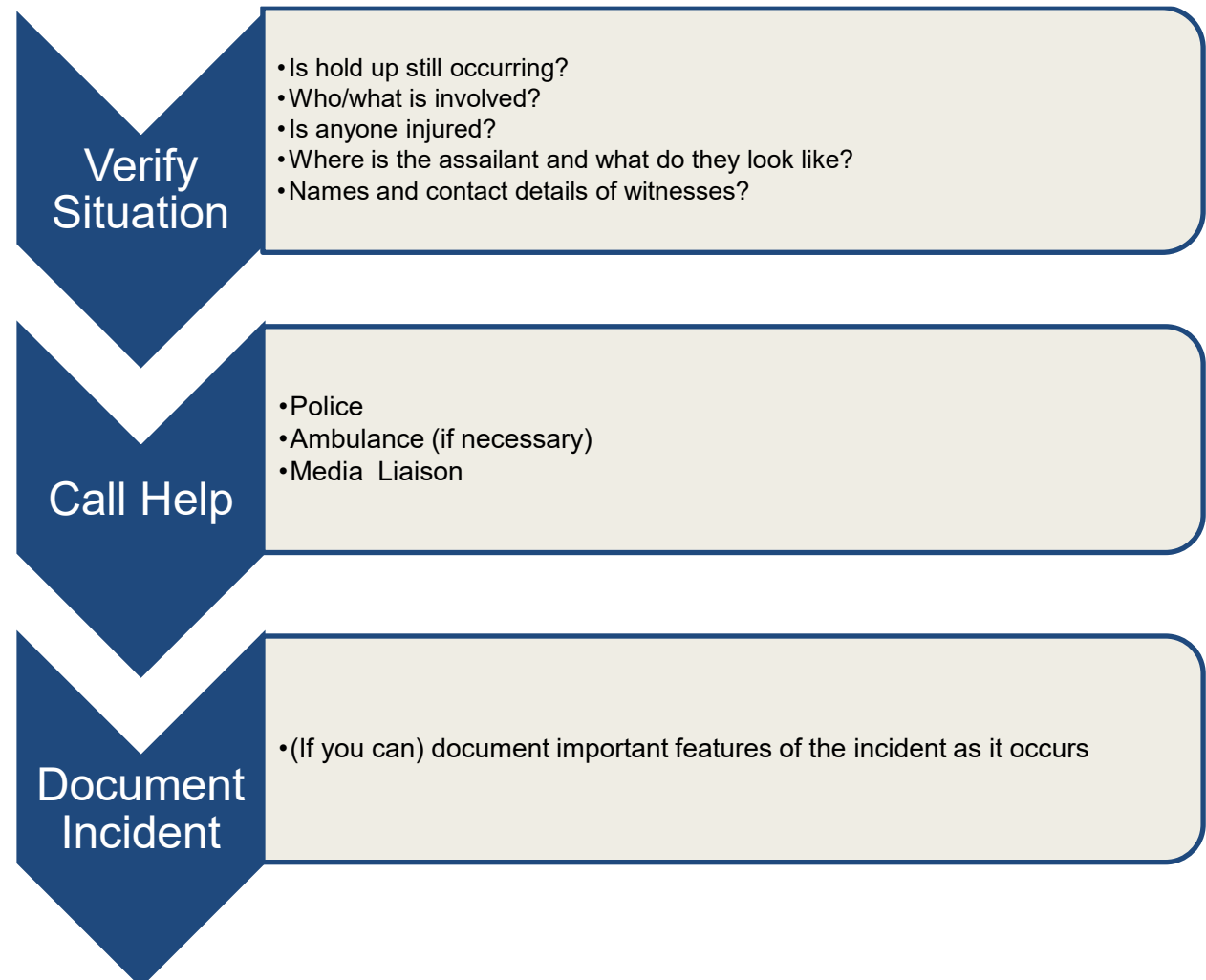
Post hold up staff should:

Directive	Detailed Instruction
Seal off the holdup area	Evidence must not be touched. Any interference may destroy vital clues.
Ask witnesses to remain	The Chief Warden will require all witnesses to remain until the police arrive.

10.2.2 ECO Response

10.2.2.1 During Hold Up

The following response procedure should be followed or coordinated by the most senior ECO member notified of the armed hold up:



10.2.2.2 Post Hold Up

The following response procedure should be followed or coordinated by the most senior ECO member after the armed hold up:



10.3 Assault

10.3.1 Staff Member Attending Assault

10.3.1.1 Immediate Actions

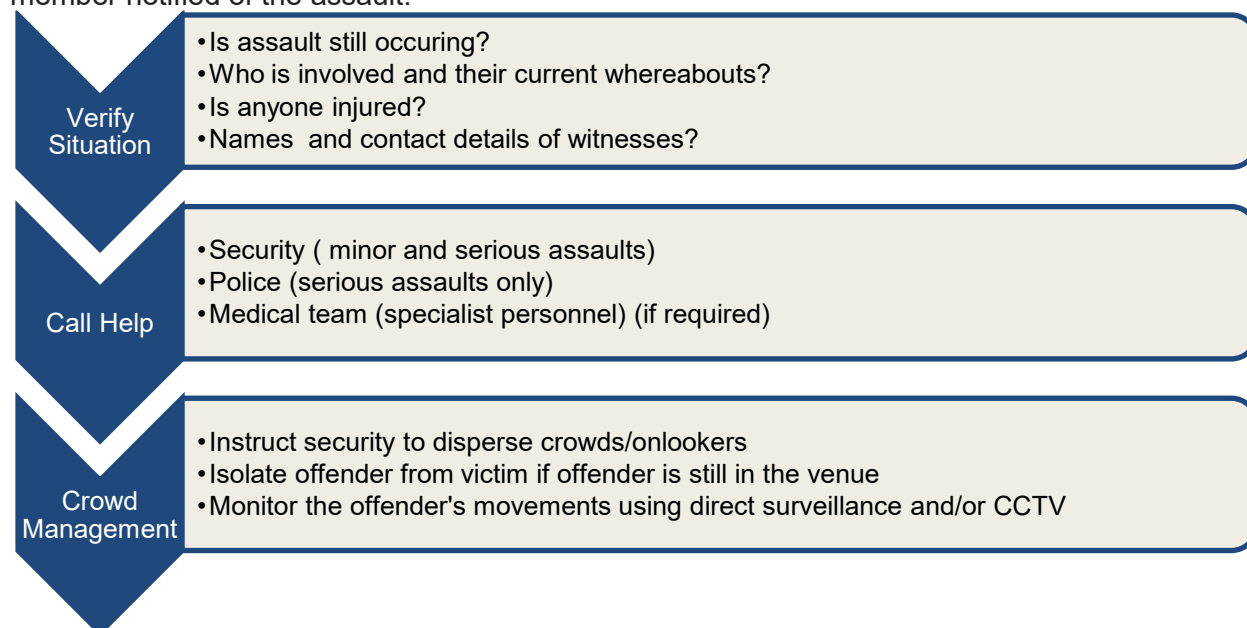
In the event of attending an assault, the following should occur:

Directive	Detailed Instruction
Assess	Assess the situation and remain calm
Assistance	- Take no action that will provoke the situation - Where necessary (and possible) call for nearest staff member to contact security
Protect	- Take appropriate action to prevent injury if safe to do so - Ensure safety of other staff - Encourage other people to remain calm - Discourage other people from getting involved in the altercation
Victim	- Attend to injured person - Assist the victims(s) if applicable without endangering yourself or other people

10.3.2 ECO Response

10.3.2.1 During Assault

The following response procedure should be followed or coordinated by the most senior ECO member notified of the assault:

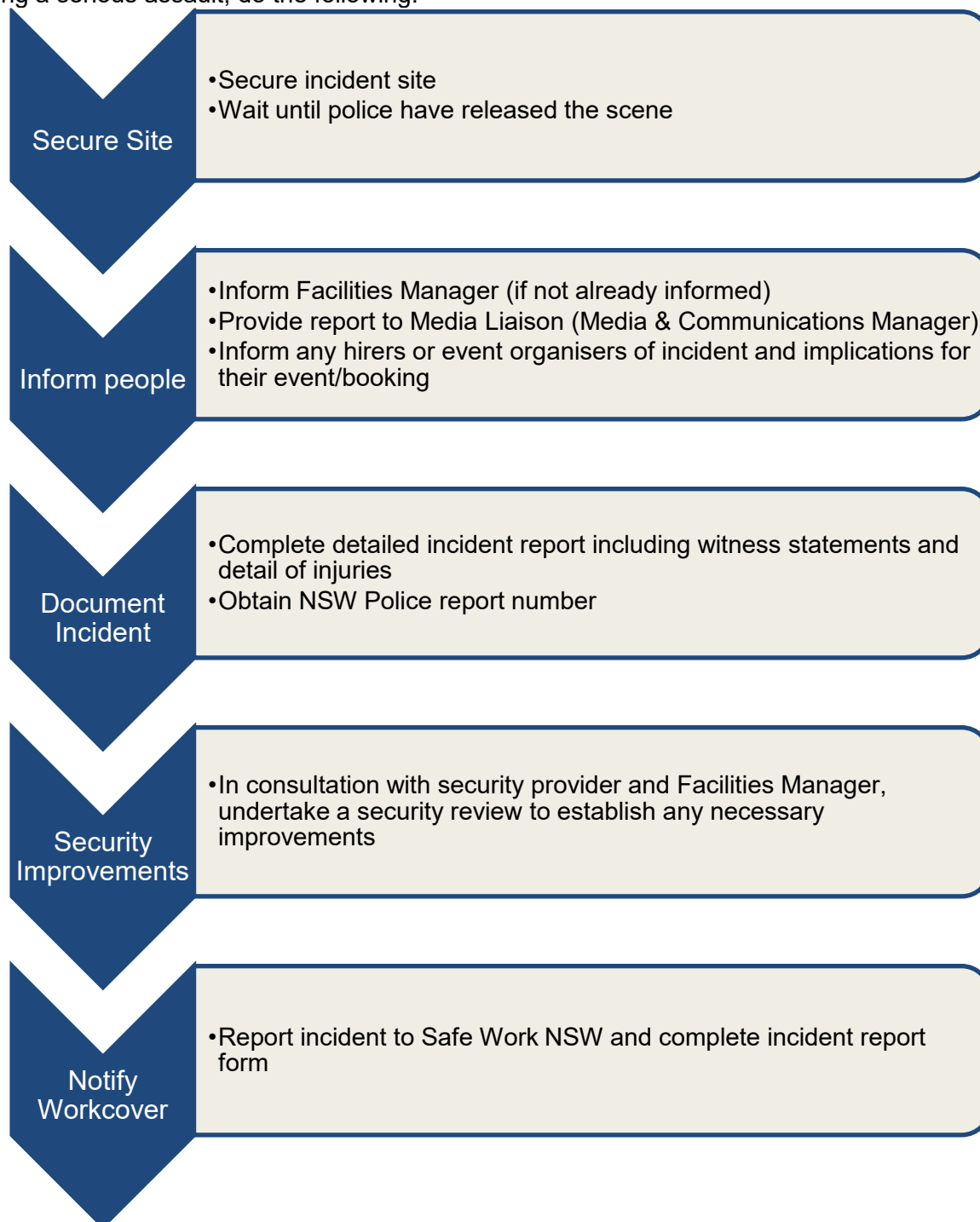


10.3.2.2 Following Minor Assault

Following a minor assault, the most senior ECO member on-site shall complete an incident report form.

10.3.2.3 Following Serious Assault

Following a serious assault, do the following:



10.4 Biological Hazard

A biological hazard could relate to a range of contaminants that could be transmitted either by person to person or, when a person comes into contact with infected body fluids as the source of transmission. These could include (but are not limited to) blood-borne infectious diseases such as viral Hepatitis and HIV (AIDS) infections. It could also include more common diseases, such as the “common cold” and the flu which may be spread during contact involving security work, providing medical services or cleaning.

10.4.1 Potential Sources of Biological Hazards

Potential sources may include:

- Syringes
- Blood-stained materials
- Vomit
- Human excreta
- Animal waste

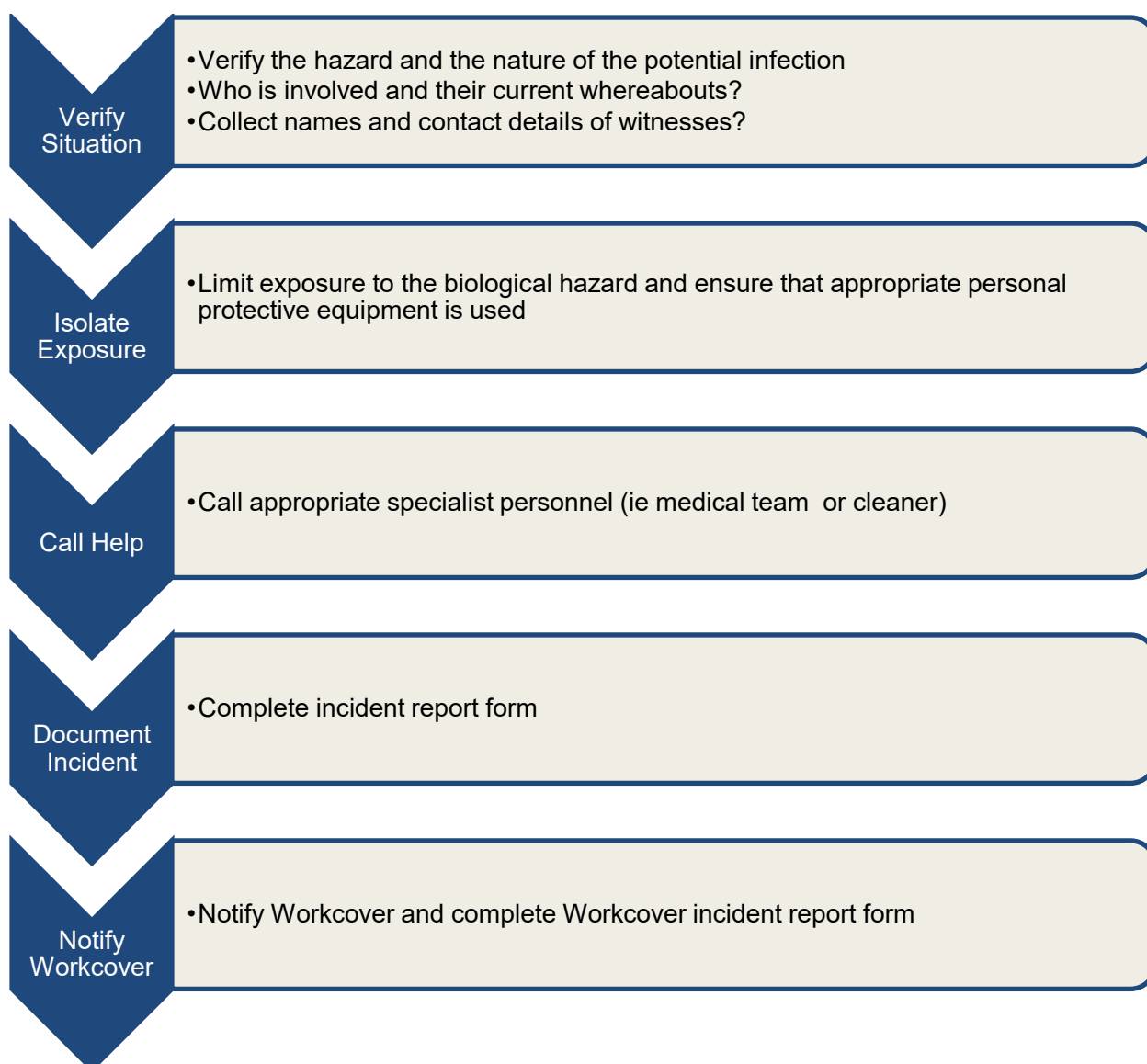
10.4.2 Staff Member Attending a Potential Biological Hazard

In the event of attending a potential biological hazard, the following should occur:

Directive	Detailed Instruction
Assess	Assess the situation and determine most appropriate course of action
Assistance	• In the event that it is determined to likely be a biological hazard and requires specialist personnel, use general staff contact number to request assistance • Where necessary notify nearest staff member of hazard
Protect	• Take appropriate action to isolate the hazard from other staff or the public
Victim	• Attend to injured person • Assist the victims(s) if applicable without endangering yourself or other people

10.4.3 ECO Response Following an Incident Involving a Potential Biological Infection

The following response procedure should be followed or coordinated by the most senior ECO member notified of an incident involving potential biological infection:



10.4.3.1 Personal Protective Equipment

10.4.3.1.1 Gloves

Those attending to potential biological hazards should wear non-utility gloves.

These must be worn when direct contact is anticipated with blood or body substances, or when attending to first aid of any person or handling items or contact surfaces contaminated with blood or body substances.

Gloves must be changed and discarded:

- As soon as they are torn or punctured.
- After contact with any person.

10.4.3.1.2 Disposable resuscitation devices

Disposable resuscitation devices should be available and accessible. They should be used for anyone requiring mouth-to-mouth cardiopulmonary resuscitation (CPR).

10.5 Bomb Threat/Letter/Found or Parcel

Under the Australian Standard for Emergency Planning in Facilities (AS 3745:2010),

A **bomb** is defined as:

A device of any size or shape, which can look obvious or be camouflaged, may vary in its sophistication, and may not necessarily explode.

A **bomb threat** is:

A threat, written or verbal, delivered by electronic, oral, or other medium, threatening to place or uses an explosive, chemical, biological, or radiological device at a time, date, and place or against a specific person or organisation. It is not necessary for any other action to be taken by the offender.

The following emergency procedures for bomb threat look at threats by:

- Written threat
- Telephone threat; or
- Suspicious object.

10.5.1 Written Threat

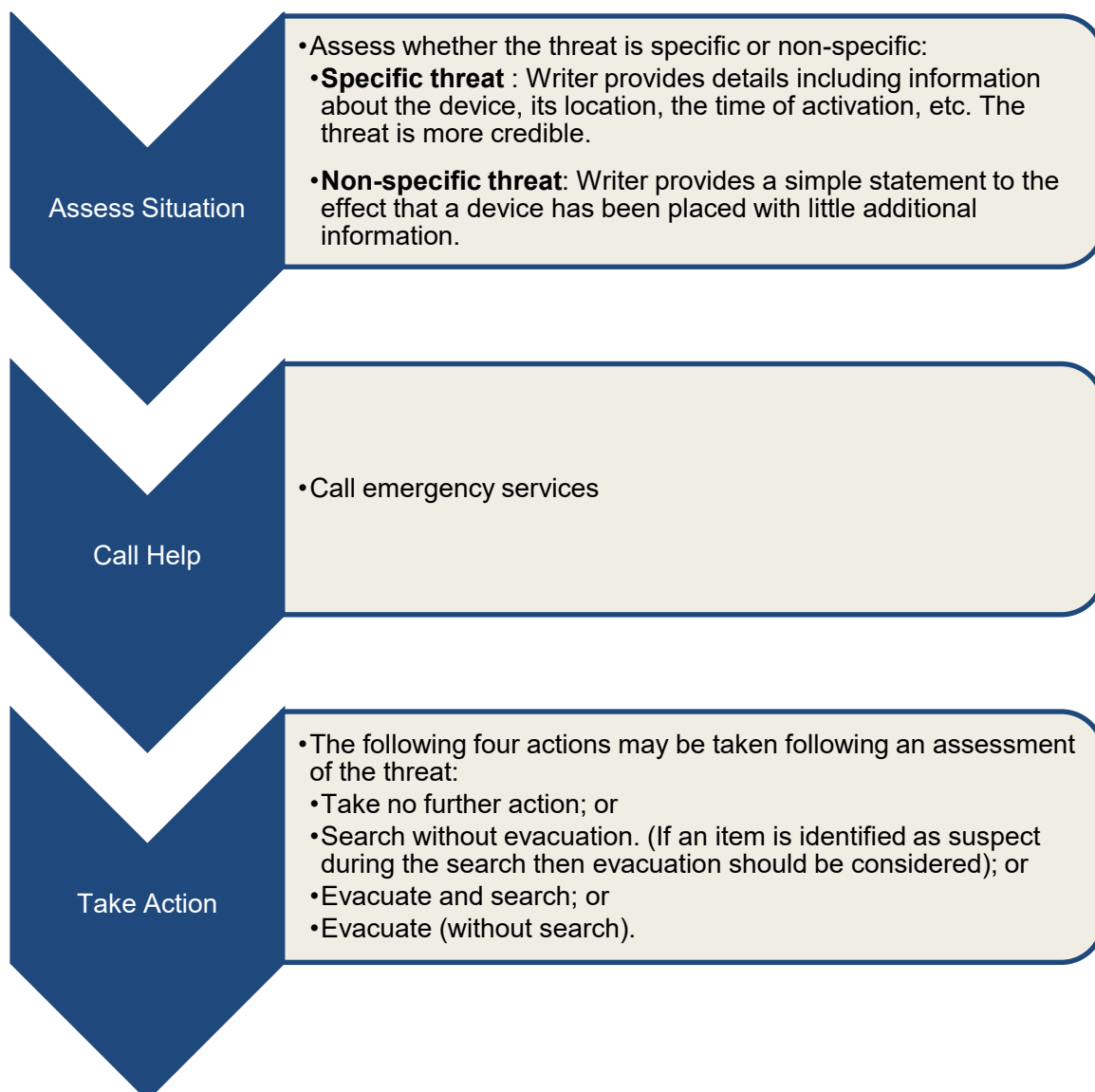
10.5.1.1 Person Discovering Threat

10.5.1.1.1 Initial Response

In the event of discovering a written bomb threat, the following should occur:

Directive	Detailed Instruction
Raise the Alarm	Upon receipt of any written bomb threat (by email, note or other non-physical means): • Notify the Chief Warden (or most senior ECO member available) immediately • Ensure police are notified immediately (this is the responsibility of the most senior ECO member, however, in their absence, the staff member discovering the threat should do this)
Follow Instructions	Follow instructions from Chief Warden or most senior ECO member (see section on ECO response)

10.5.1.2 ECO Responses to Written Threat



10.5.2 Telephone Threat

10.5.2.1 Person Receiving Threat

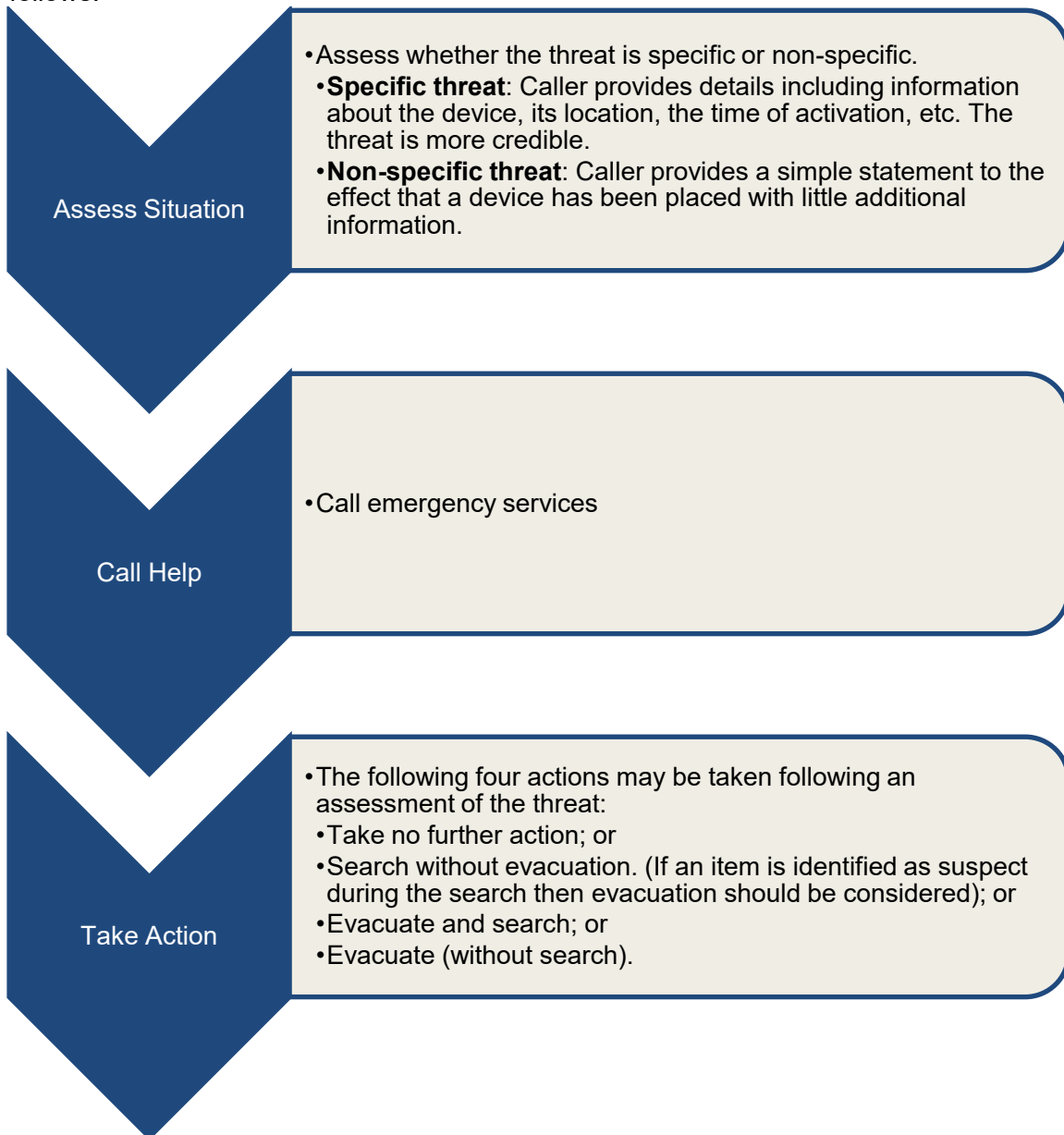
10.5.2.1.1 Initial Response

In the event of receiving a telephone bomb threat, the following should occur:

Directive	Detailed Instruction
Information	Collect as much information as possible about the caller and the details of the call (specific or non-specific threat)
Raise the Alarm	Contact the Customer Service Desk or alternative emergency contact
Document	Record as much detail as possible on the bomb threat checklist provided

10.5.2.2 ECO Response to Telephone Threat

Following an analysis of information received, the Chief Warden or, in their absence, the most senior ECO member should categorise the bomb threat as either specific or non-specific as follows:



10.5.3 Suspicious Object

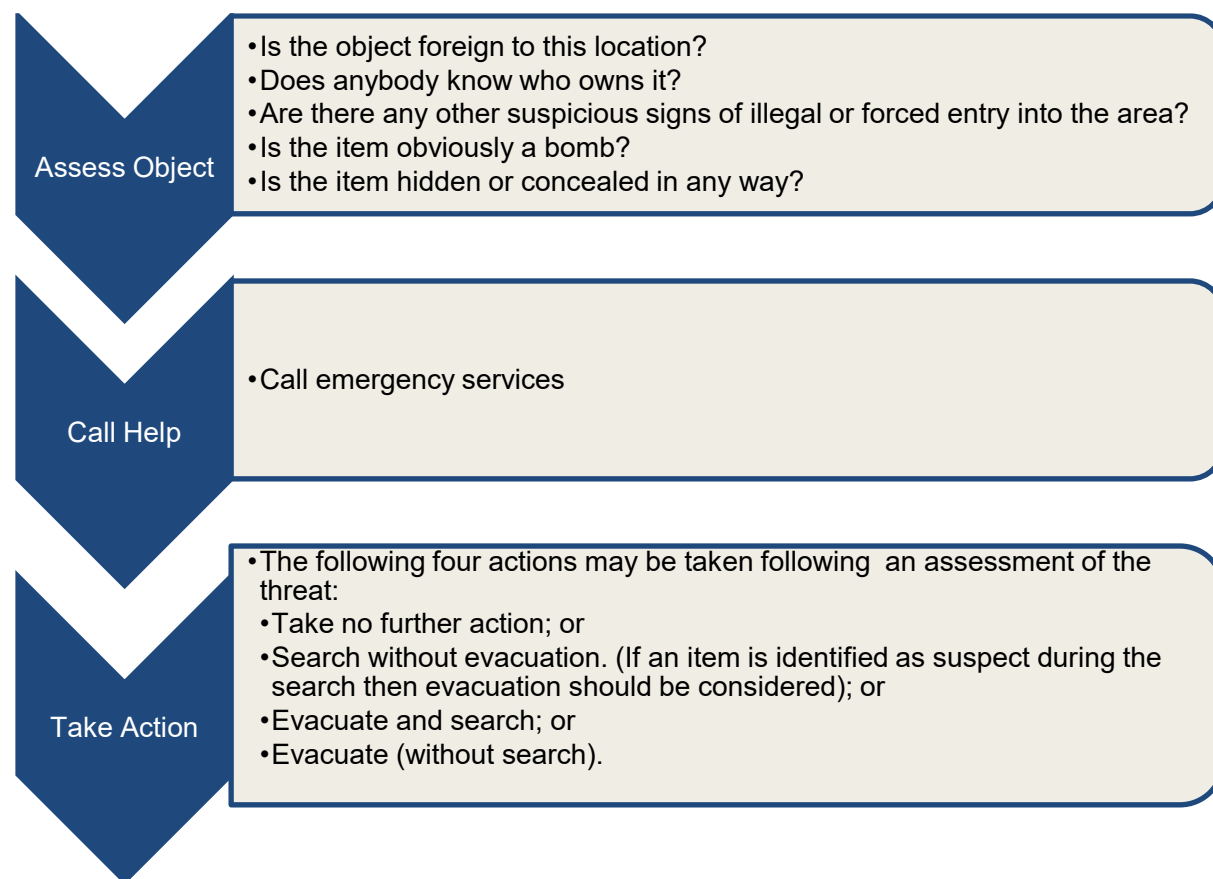
10.5.3.1 Person Discovering Suspicious Object

10.5.3.1.1 Initial Response

In the event of discovering a suspicious object, the following should occur:

Directive	Detailed Instruction
Avoid	Avoid physical contact with the object
Take Note	Pay particular attention to any specific characteristics of the object such as its location, sound, colour, etc.
Evacuate	Move from the area of the object and ensure others in the immediate vicinity are also removed immediately
Raise the Alarm	Contact a designated emergency contact person

10.5.3.2 ECO Response to Suspicious Object



10.5.3.3 Suspect Mail Package

Suspect mail items are not dissimilar to 'suspicious objects'.

All staff responsible for handling mail will be trained in the identification and subsequent handling of suspect mail items.

10.6 Children Lost/ Found

10.6.1 Child Found

10.6.1.1 Upon Discovery of a Child Found

Upon discovery of a child found; the person with the child should:

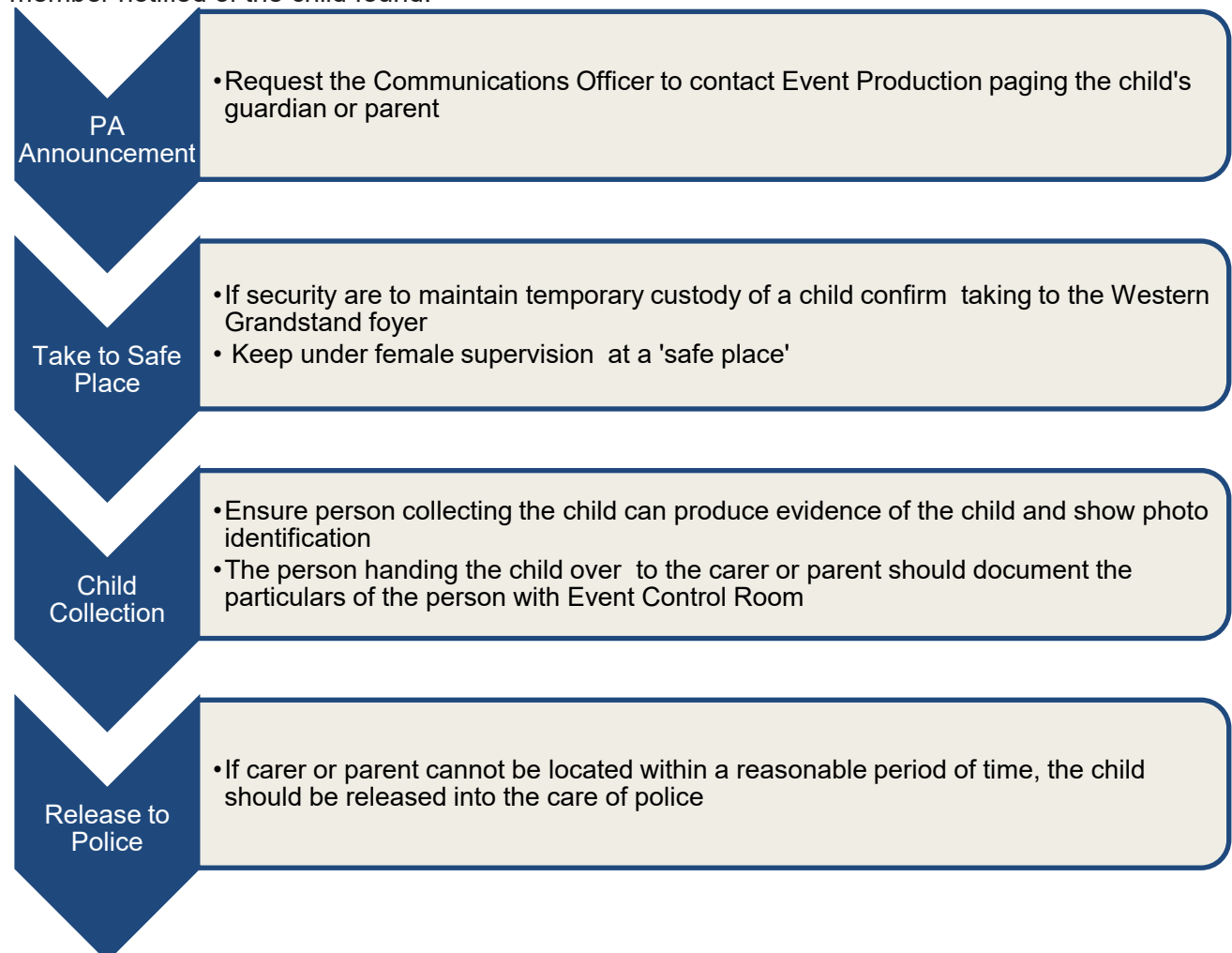
- Remain with the child
- Contact a designated emergency contact person
- Pass the child over to a responding security or police or take directly to the First Aid marquee located on Level 0 West

Note: ALWAYS STAY WITH THE CHILD IN A PUBLIC AREA.

DO NOT REMAIN WITH THE CHILD IN PLACE OUT OF PUBLIC VIEW OR OUT OF VIEW OF OTHERS.

10.6.1.2 ECO Response

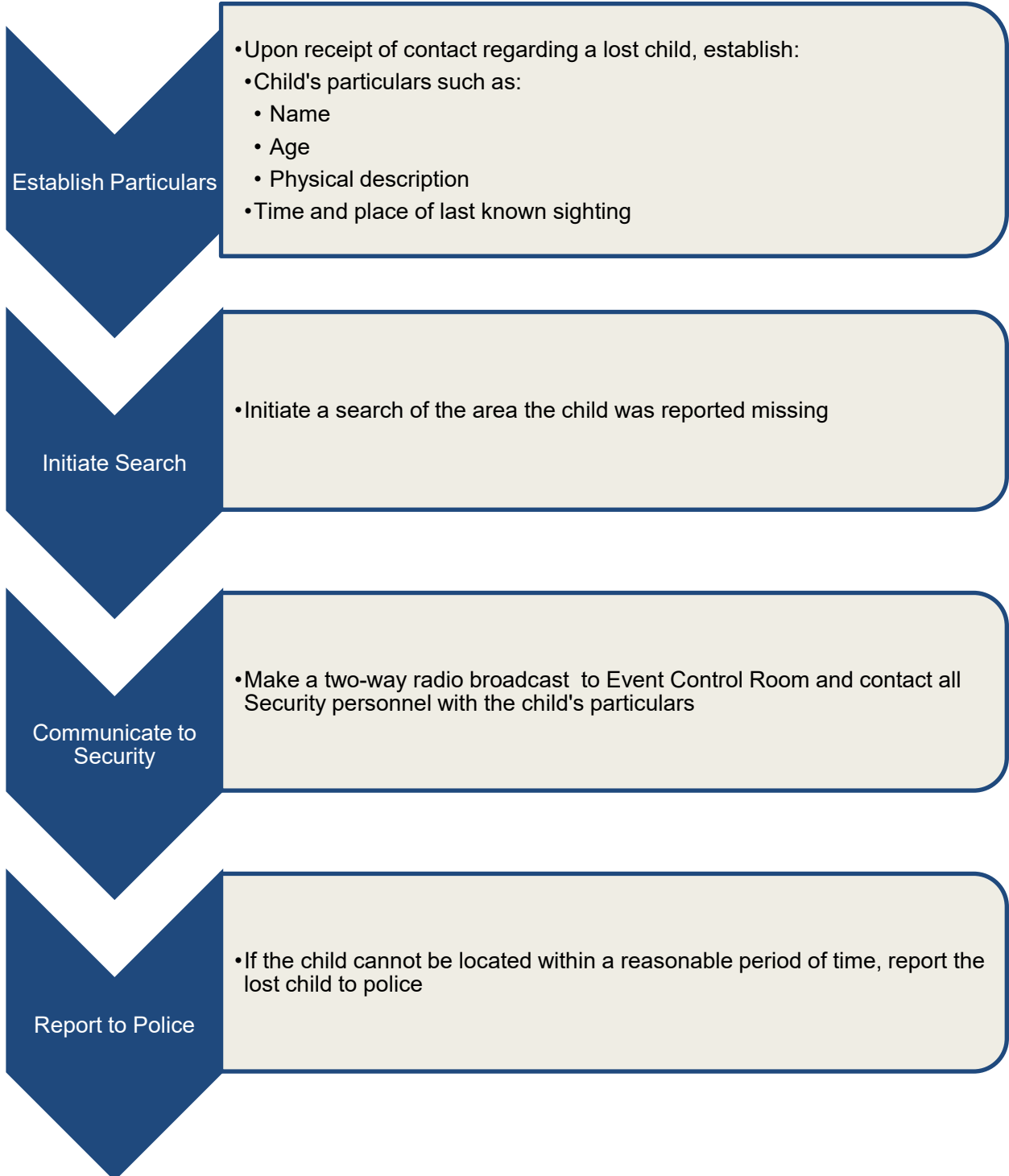
The following response procedure should be followed or coordinated by the most senior ECO member notified of the child found:



10.6.2 Child Lost

10.6.2.1 ECO Response

The following response procedure should be followed or coordinated by the most senior ECO member notified of the child lost:



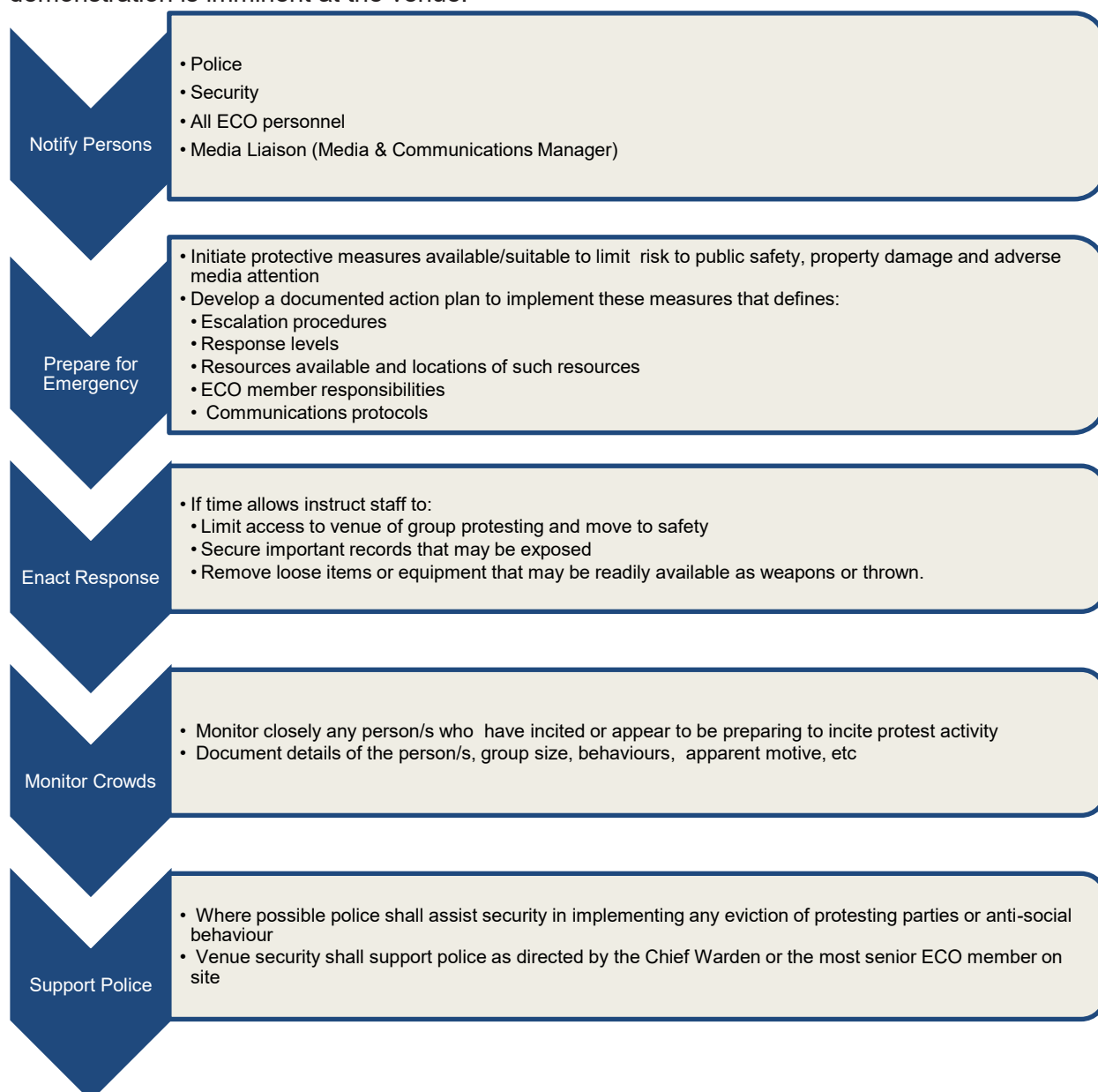
10.7 Civil Disorder/Picketing/Demonstration

Public safety and the safety of players, performers, officials and workers is the primary responsibility of the Chief Warden and ECO members in a civil disorder, picket or demonstration.

All efforts should be made to achieve this objective in a non-confrontational way.

10.7.1 ECO Response

The following response procedure should be followed or coordinated by the most senior ECO member if information is provided by reputable sources that a civil disorder, picket or demonstration is imminent at the venue:



10.8 Communications Failure

During events and functions mode: the main forms of communications across the venue are:

- Two way radio
- Mobile telephone
- Landline – internal
- Landline –external
- Face to face

10.8.1 Land Line Telephones

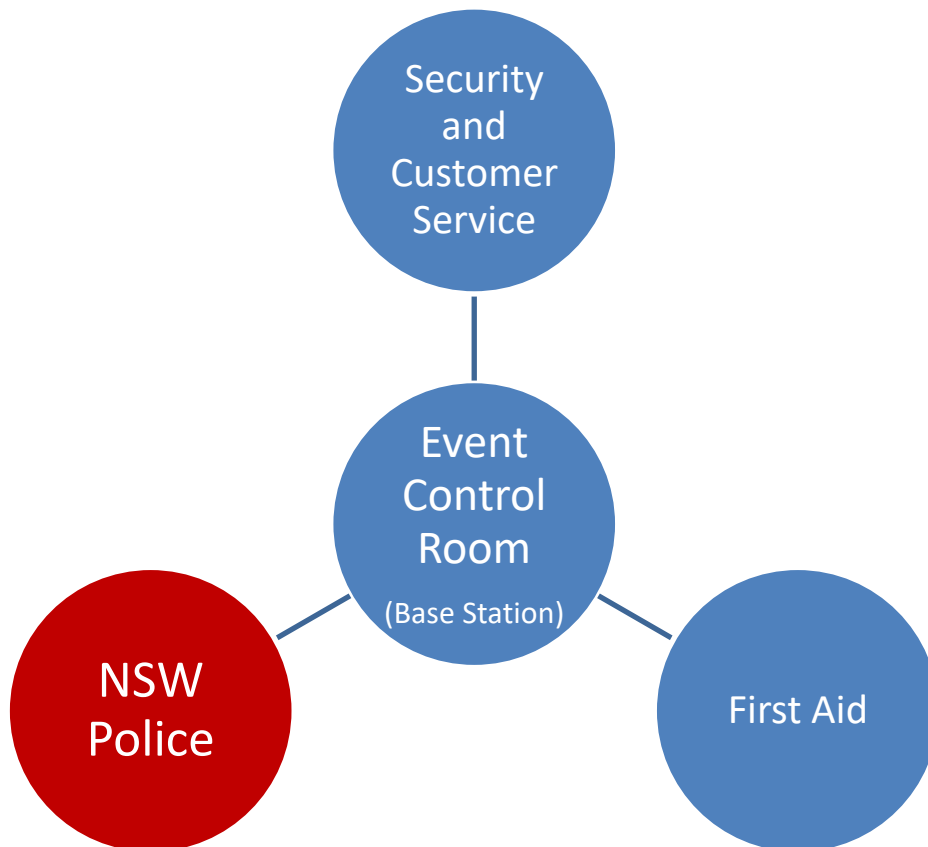
There is an internal phone system installed across the venue with handsets located in back of house and operational areas.

These phones can call from handset to handset using the three digit extension number.

Most phones have external access. An external line can be reached by dialling zero to get a line out.

10.8.2 Two-Way Radio

There is a two-way radio network used during all events (with limited channels). There are generally three 'internal' networks operating as well as the NSW POLICE with their own network. A base station is located at the ECR on Level 2.



Radio talk groups for most events are:

Channel	Constituents
Belmore Sports Ground Operations	• Venue Operations staff • Security Manager/Customer Service • Ticketek • Cleaning contractor • Hirer/Event Organiser
Security	• Security staff • Medical Contractor)
Hirer/Organisation	• Hirer/organisation
NSW Police	• NSW POLICE personnel • NSW POLICE communications Centre

10.8.3 Communications System Failure

10.8.3.1 Mobile Network Failure

In the event of failure of the mobile phone network all communications shall revert to two-way radio.

10.8.3.2 Complete Communications Failure

In the event of complete communications system affecting more than the mobile phone network, the following people shall report immediately to the Event Control Room:

- Chief Warden (Game Day Manager)
- Deputy Chief Warden (Head of Events)
- Communications Officer (Head of Security)
- Media Liaison (Media and Communication Manager)
- Specialist personnel (Electrician)

NOTE: See section 8 for a copy of telephone and mobile phone contact details.

10.9(Apparently) Deceased Person

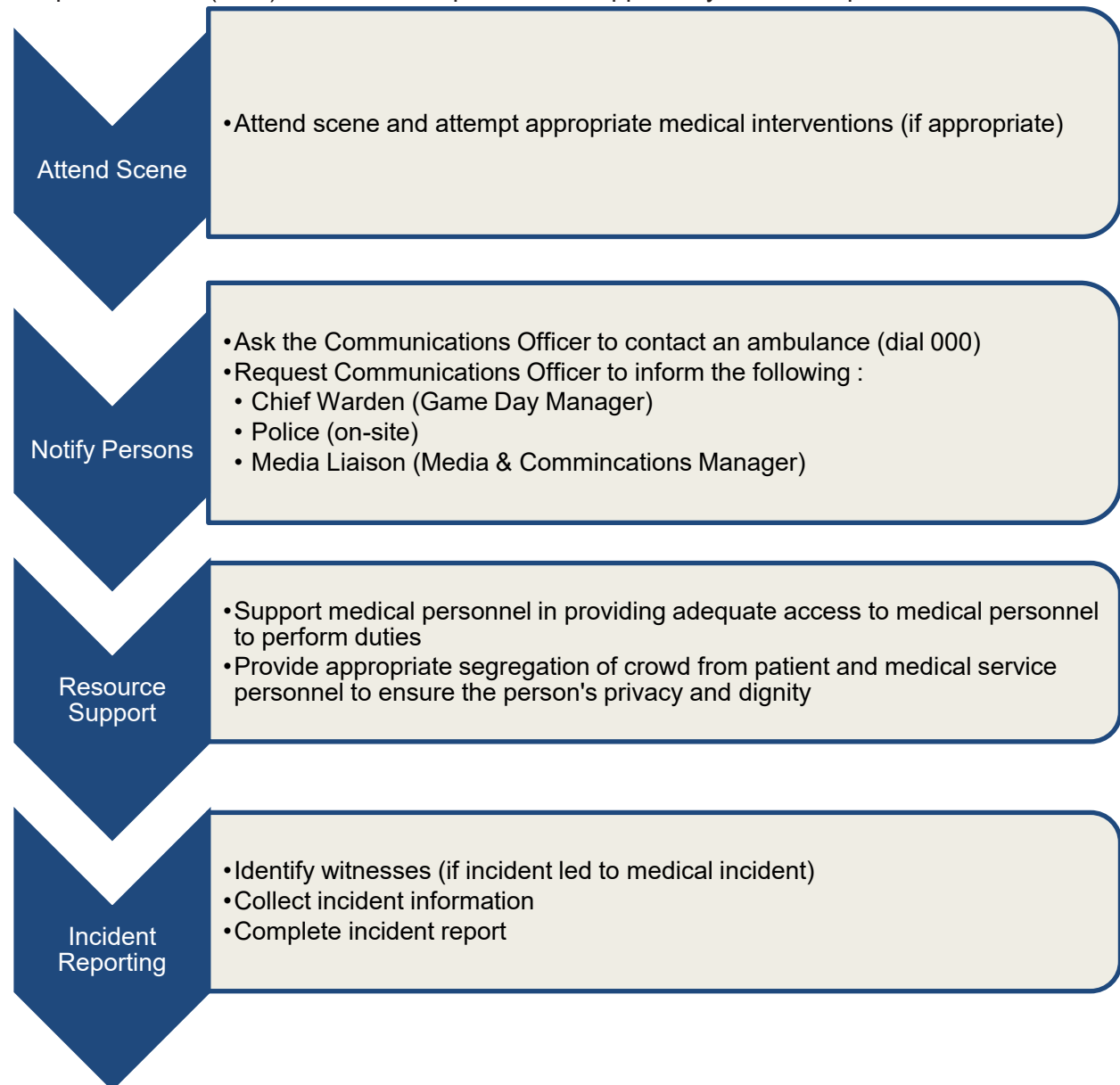
A person is not deceased until declared so by a medical physician. This will usually not occur at the venue but rather at the nearest intensive care medical facility.

(Most likely Canterbury Hospital given its proximity to Belmore Sports Ground).

10.9.1 ECO Response

10.9.1.1 Specialist Personnel – Emergency Response Team

The following response procedure should be followed by the specialist personnel Emergency Response Team (ERT) member in response to an apparently deceased person:



10.10 Fire

Public safety and the safety of players, officials and workers is the primary responsibility of the Chief Warden and ECO members in a fire.

People should only attempt to fight fire if trained and they feel competent to do so.

No worker is compelled to fight fire unless that is part of their official capacity while working for or at Belmore Sports Ground.

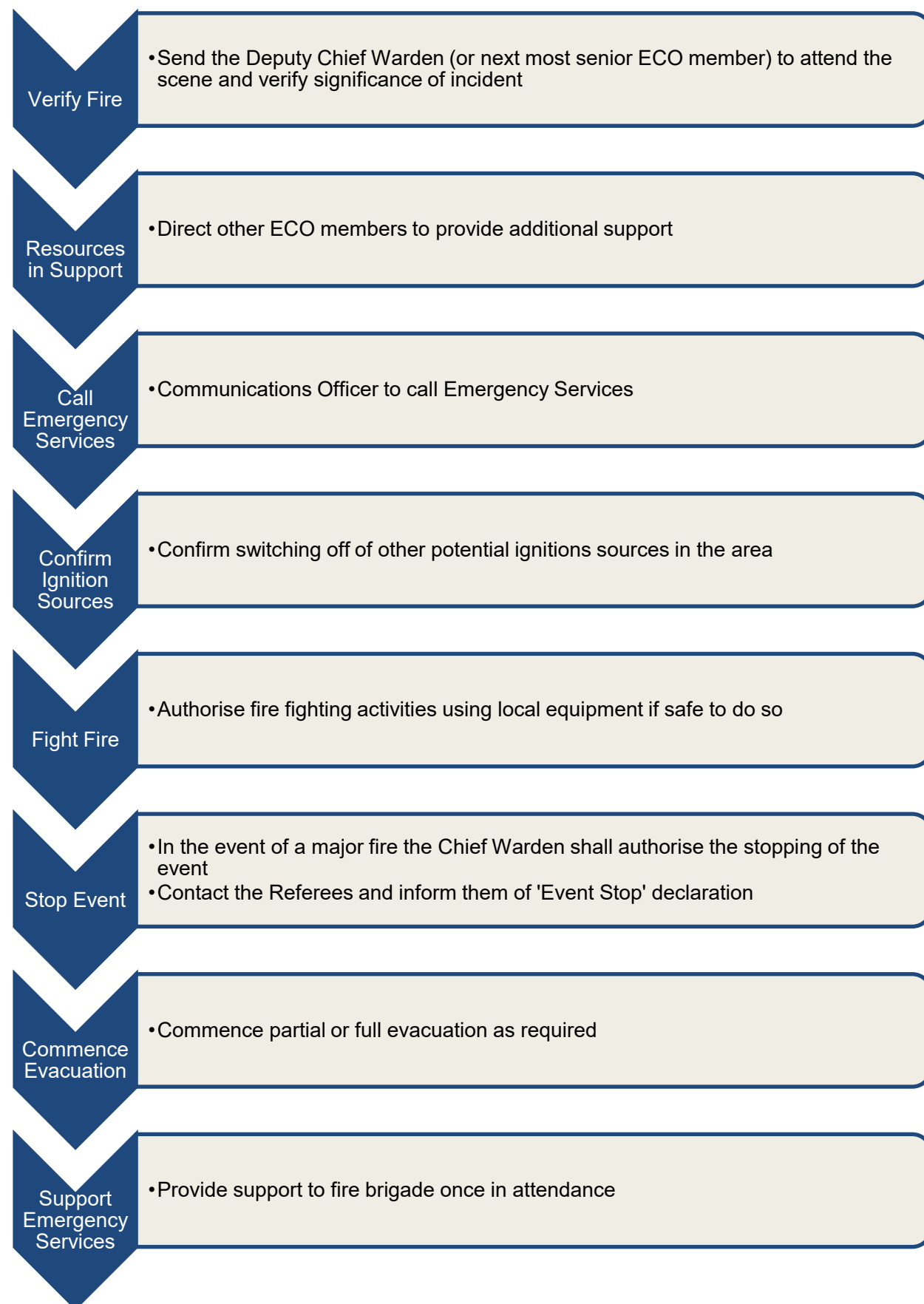
10.10.1 Staff Member Discovering a Fire

In the event of staff member discovering a fire they should:

Directive	Detailed Instruction
Assess	Assess the situation and determine the most appropriate course of action
Assistance	• Use the contact details provided above to request assistance from NSW Fire and Rescue • Notify all staff members in the immediate area
Protect	• Take appropriate action to extinguish fire if appropriately trained and competent to do so • If possible turn off any fuel sources in the local area (such as gas)
Emergency Evacuation	• If fire escalates and cannot be contained commence a local evacuation from the danger area if appropriate • Notify the Chief Warden of the status

10.10.2 ECO Response Following an Incident Involving Fire (in Venue)

The following response procedure is for the Chief Warden, Deputy Chief Warden or the next most senior ECO member notified of a fire at the venue:



10.11 Food Poisoning

Refer to the BRLC Crisis Management Plan.

10.12 Gas Leak

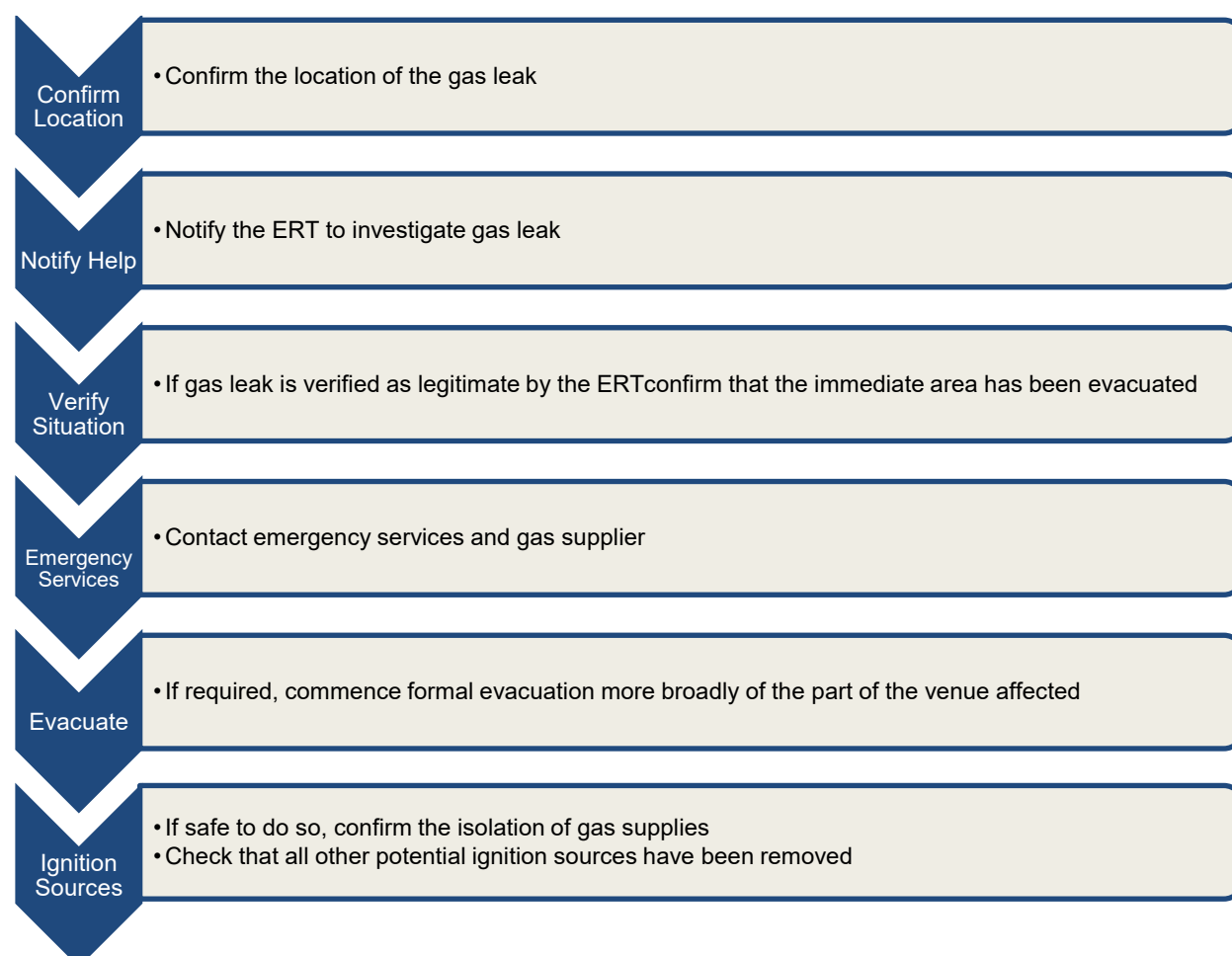
10.12.1 Staff Member Discovering a Gas Leak

In the event of a staff member discovering a gas leak they should:

Directive	Detailed Instruction
Assess	Assess the situation and contact Event Control Room
Notify	Notify any staff in the immediate area of the gas leak
Evacuate	Evacuate the immediate area
Await Instruction	Await further instructions from the Chief Warden based upon the recommendations of the Emergency Response Team (ERT)

10.12.2 ECO Response Following an Incident Involving Gas Leak

The following response procedure is for the Chief Warden, Deputy Chief Warden or the next most senior ECO member notified of a gas leak at the venue:



NOTE: Event Control Room contains Venue Location Maps of hydrants and gas shut off valves.

10.13 Medical Emergency

10.13.1 Person Discovering a Medical Emergency

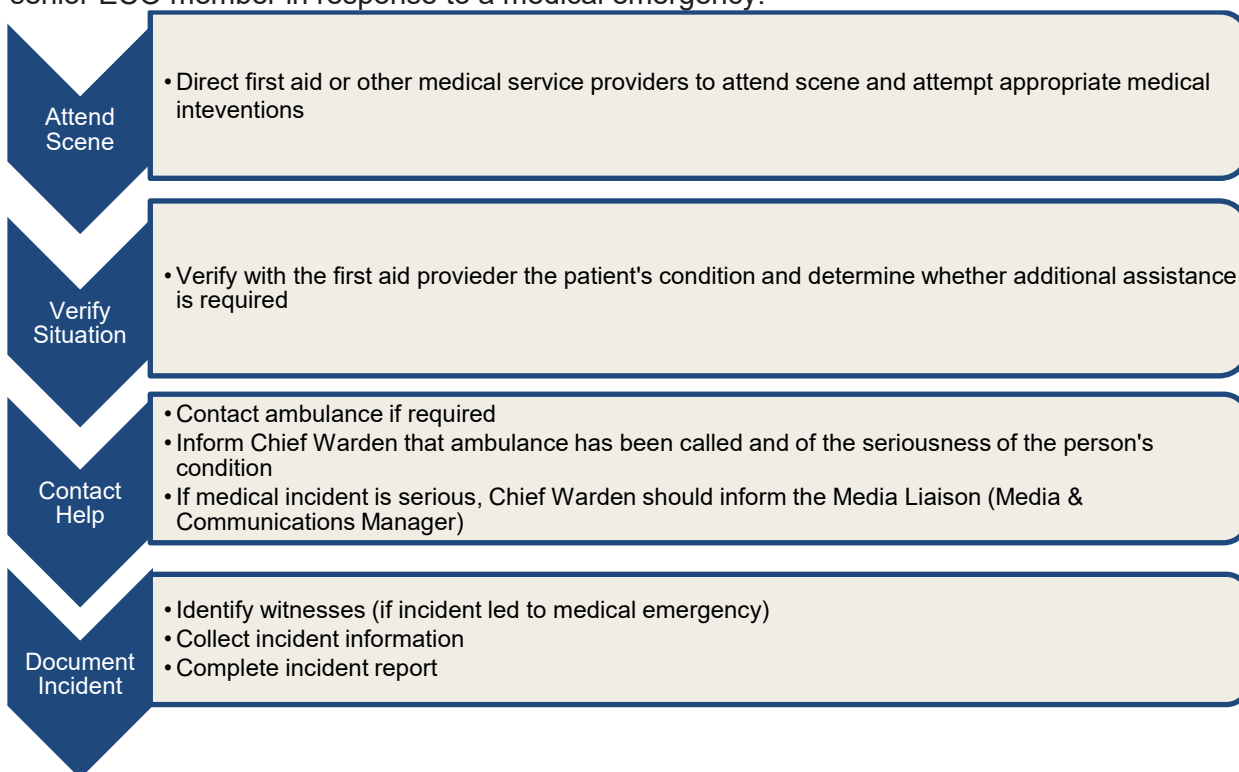
The person discovering a medical emergency should follow the directives below:

Directive	Detailed Instruction
Check for danger	Ensure that the patient or the person discovering it is not likely to be exposed to further hazards and that their safety is not at risk.
Request assistance	• Contact the Event Control Room and request first aid assistance. • Provide clear instructions on the condition of the patient and their exact location.
Remain with casualty	Stay with the person until such time as the first aid provider is in attendance.

10.13.2 ECO Response

10.13.2.1 Specialist Personnel – Emergency Response Team

The following response procedure should be followed by the Communications Officer or most senior ECO member in response to a medical emergency:



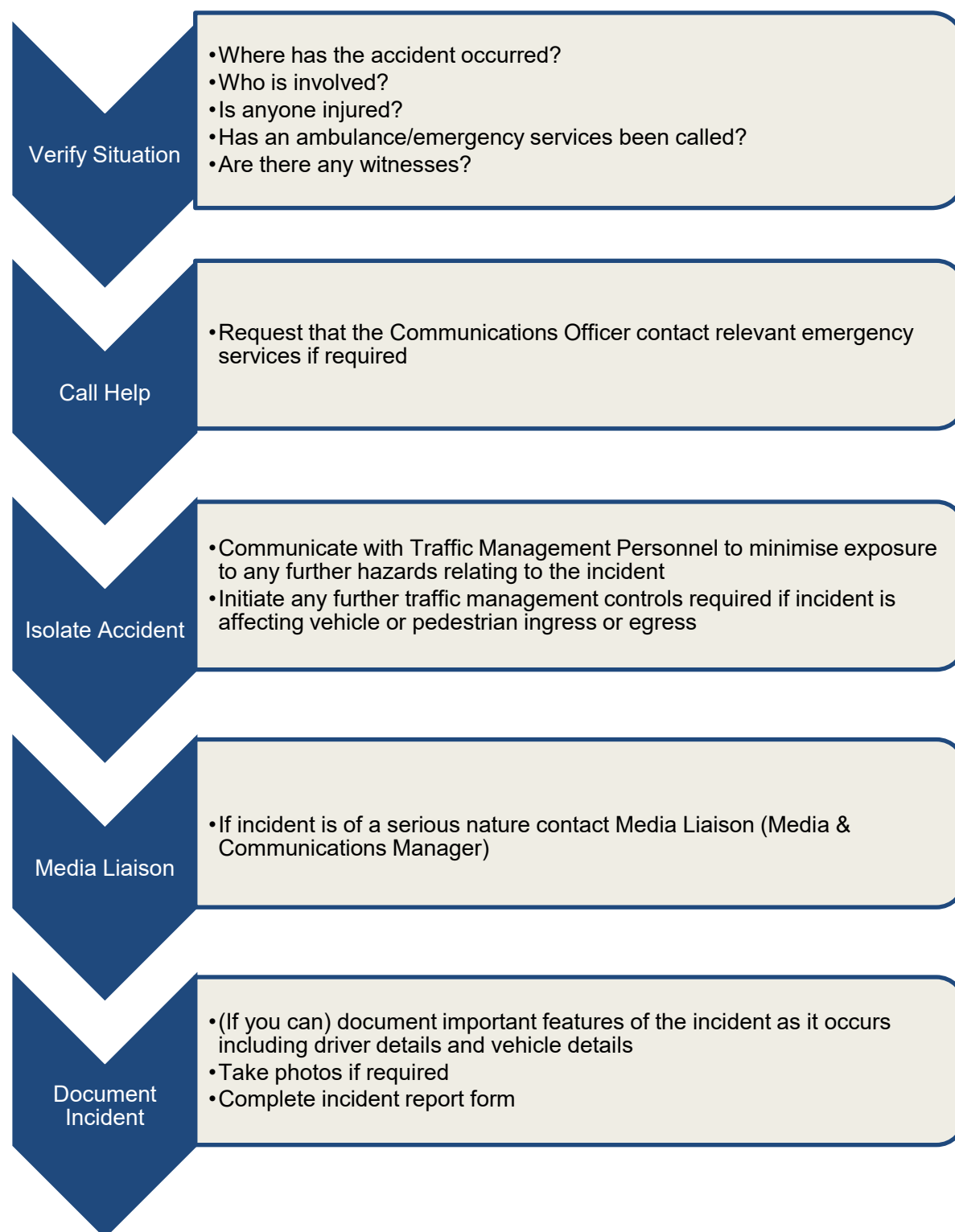
NOTE: First aid kits are located at:

- * Bulldogs Admin (Middle and South Wings)
- * First aid rooms and marquees – Major Events Only
- * Event Control Room
- * Players Lounge
- * Football Offices

10.14 Motor Vehicle Accident

10.14.1 ECO Response

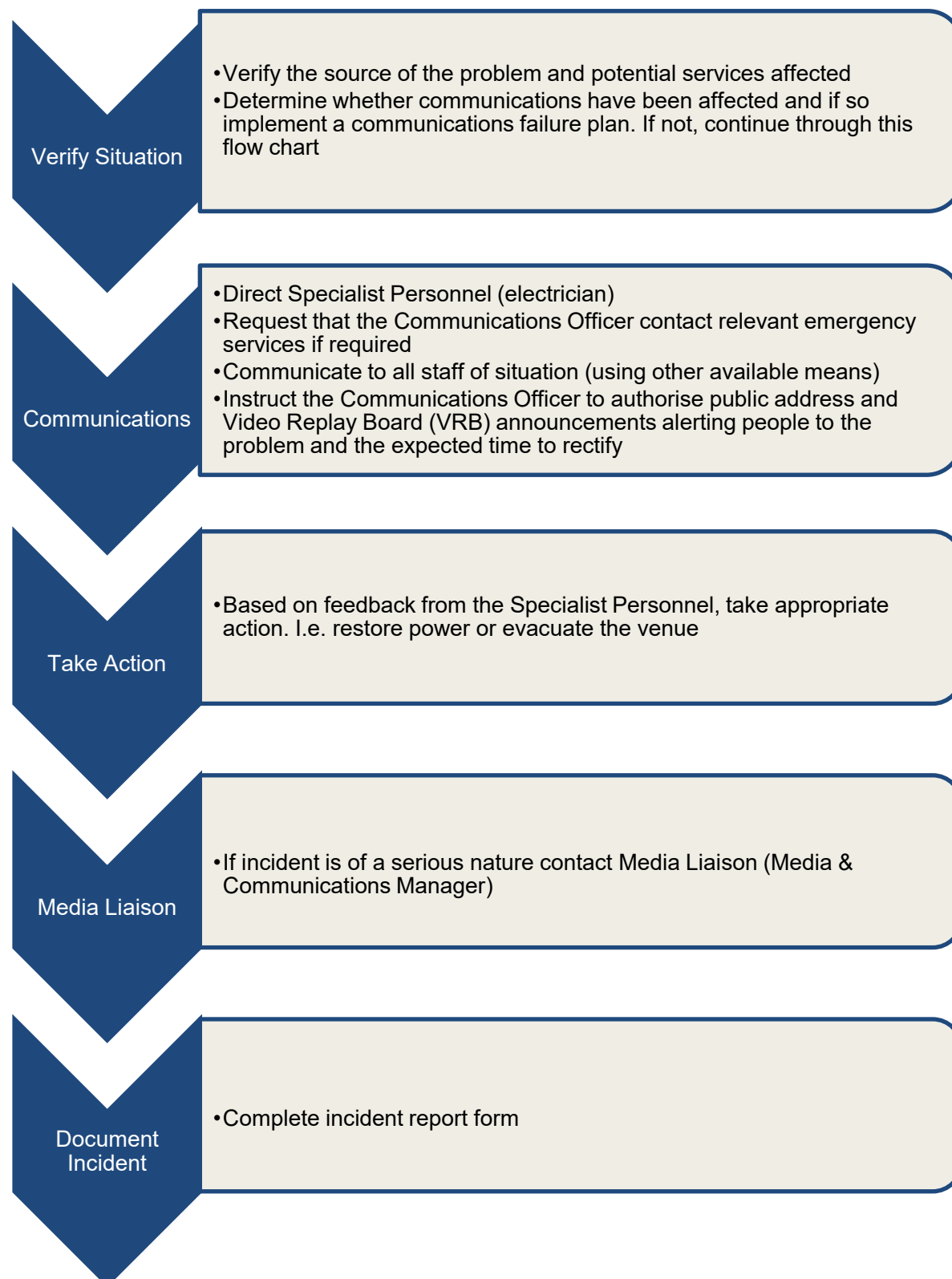
The following response procedure should be followed by the Chief Warden, Deputy Chief Warden or most senior ECO member in response to a motor vehicle accident:



10.15 Power Failure

10.15.1 ECO Response

The following response procedure should be followed by the Chief Warden, Deputy Chief Warden or most senior ECO member in response to a power failure:



10.15.2 Power Dependent Equipment and Systems

The following contains a list of powered services operating at Belmore Sports Ground and the contingency power supply available (if any):

Services	Details
Access Control Systems	Mains power with no power backup
Air Conditioning	All air conditioning runs off mains power with no power backup
CCTV	CCTV operates with no UPS power backup
Computer	Computers operate with no UPS power backup
Emergency Exit Signs	Illuminated exit signs with emergency power backup are installed throughout the venue
BOWS	BOWS operates with battery backup of approximately 8 hours
Fire Detection	Fire detection systems operate with battery backup of approximately 8 hours
Lighting – Emergency Exits and Other Emergency Lighting	The venue is fitted with emergency lighting throughout the building. All emergency lighting operates with battery backup of 45 minutes
Lighting – Normal Lighting	All lighting runs off mains power with no backup
Mechanical Ventilation and Air Handling	There is no backup with all mechanical ventilation and air handling off mains power
Two way - Radio Systems	Approximately 8 hours of use with spare batteries available
Telecommunications	Voice operates off UPS
Water	Water supplied off town mains at 400KPA. Not affected by power loss.

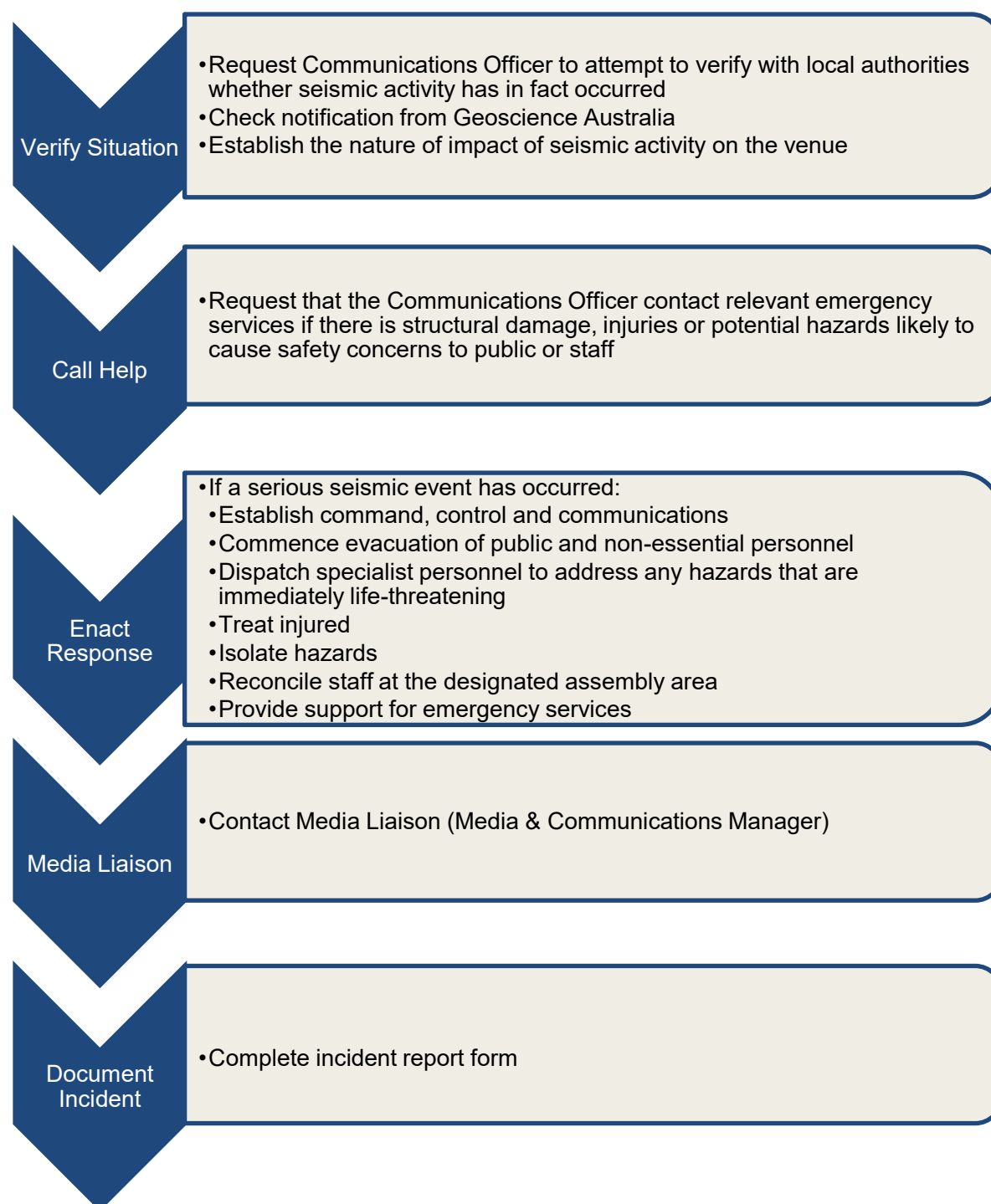
10.16 Seismic Event

10.16.1 Earthquake Notification Service

The Chief Warden and Deputy Chief Warden shall subscribe to the Earthquake Notification Service to receive information about earthquakes recorded by Geoscience Australia.

10.16.2 ECO Response

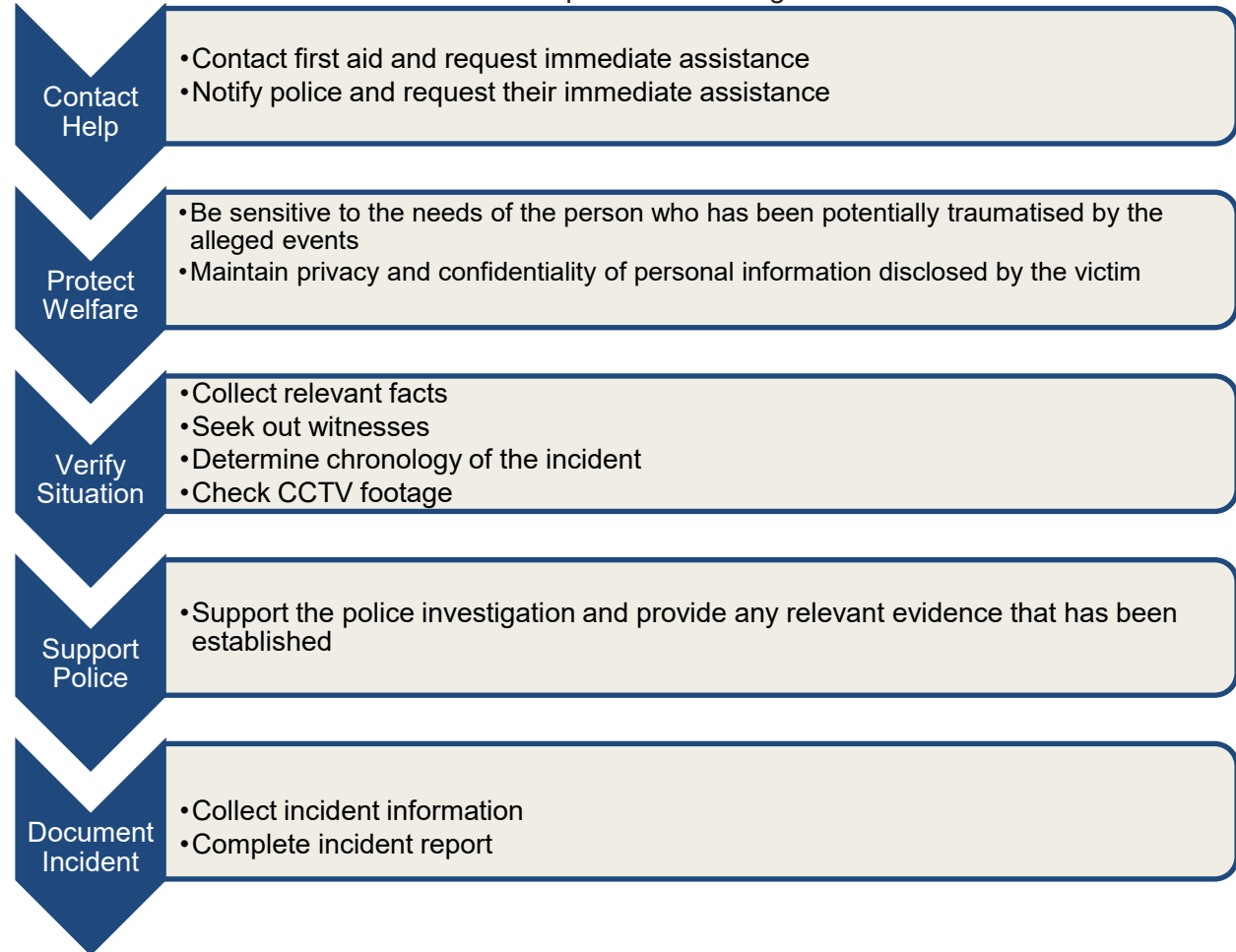
The following response procedure should be followed by the Chief Warden, Deputy Chief Warden or most senior ECO member in response to seismic activity:



10.17 Sexual Assault

10.17.1 ECO Response

The following response procedure should be followed by the Chief Warden, Deputy Chief Warden or most senior ECO member in response to an alleged sexual assault:



NOTE: Retain all physical evidence and discourage victim from removing any clothing until released by police.

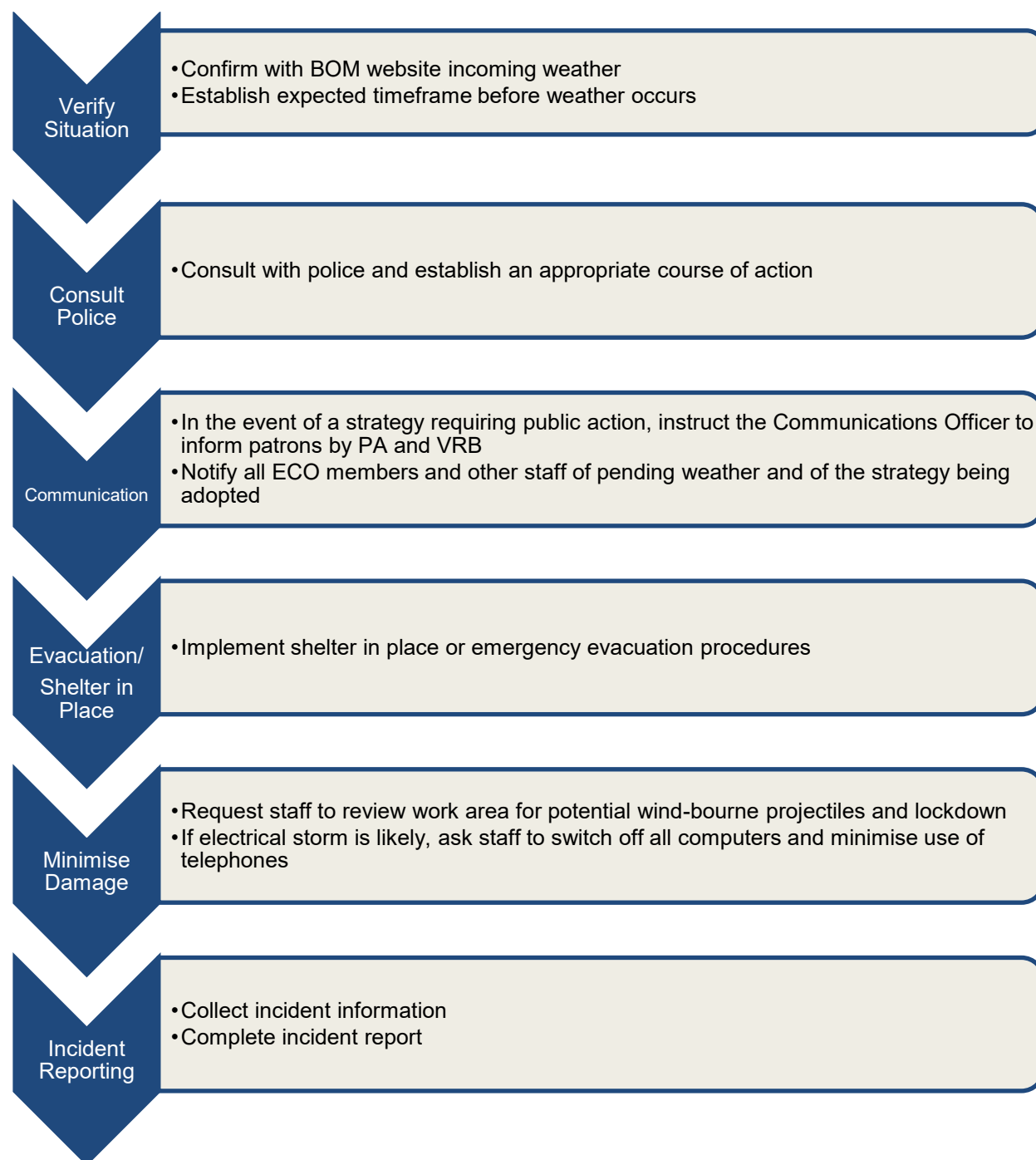
10.18 Storm

10.18.1 Monitor Weather

It is good practice to have a clear knowledge of the weather forecasts expected for any outdoor event. The Facilities Manager or most senior person in charge should closely monitor the weather radar on the Australian Bureau of Meteorology (BOM) website www.bom.gov.au

10.18.2 ECO Response

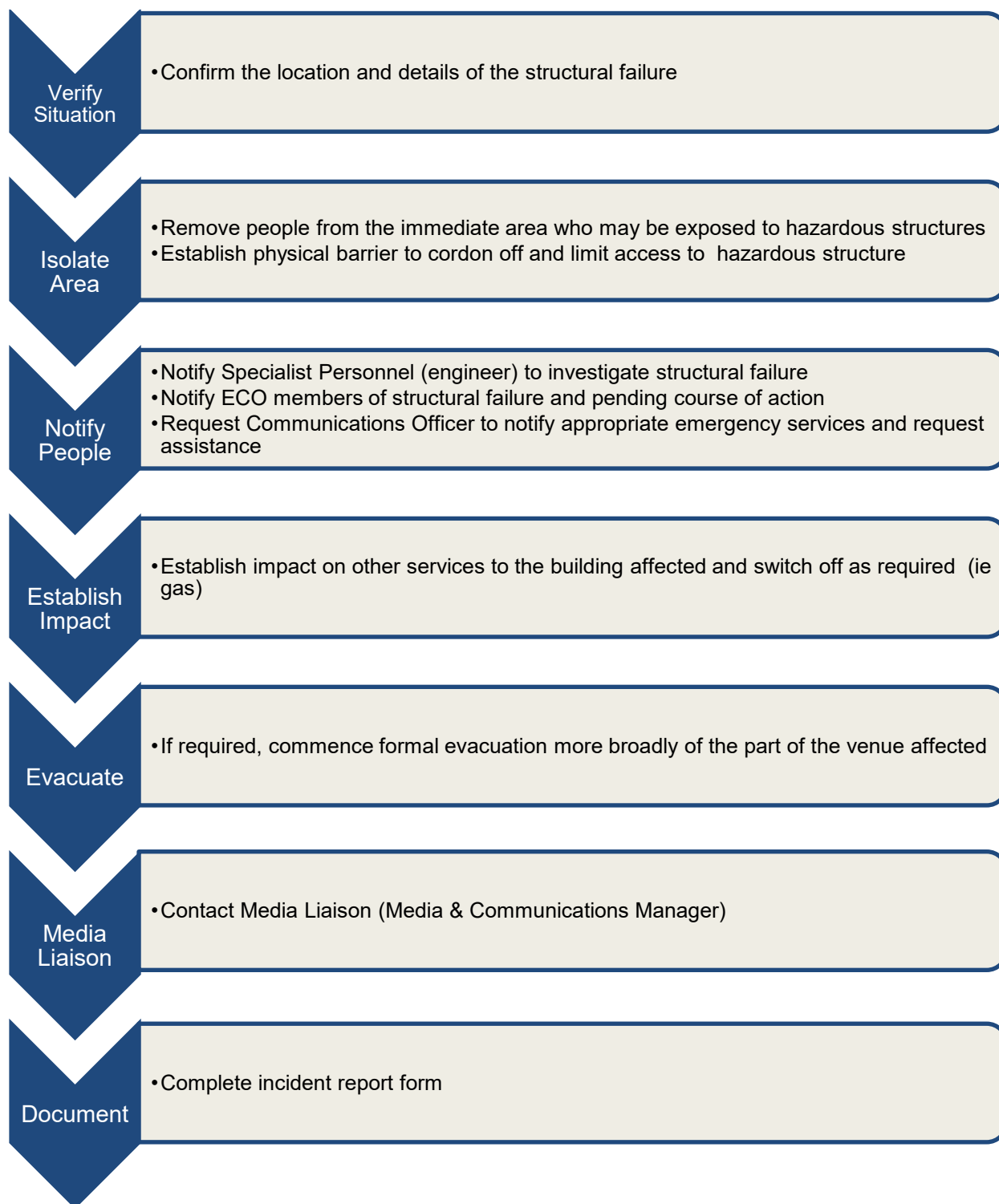
The following response procedure should be followed by the Chief Warden, Deputy Chief Warden or most senior ECO member in response to an incoming severe storm:



10.19 Structural Damage to Building

10.19.1 ECO Response Following an Incident Involving Structural Damage to Building

The following response procedure is for the Chief Warden, Deputy Chief Warden or the next most senior ECO member notified of structural damage to the building:



10.20 Syringes (found)

See Biological Hazard.

10.21 Violent/Threatening Person

10.21.1 Staff Member Encountering a Violent/Threatening Person

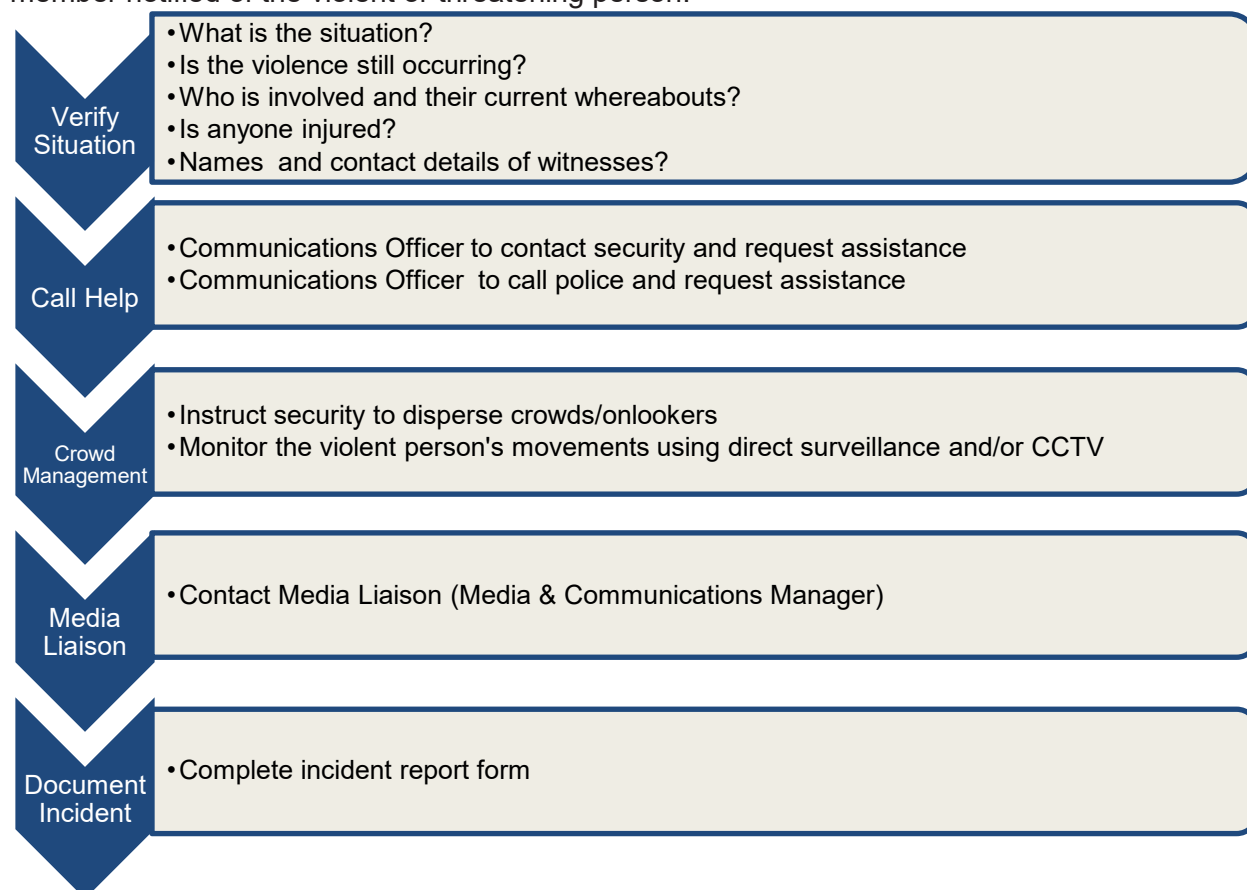
10.21.1.1 Immediate Actions

Upon encountering a violent/threatening person the person affected should do the following:

Directive	Detailed Instruction
Assistance	- Take no action that will provoke the situation - Where necessary (and possible) call for nearest staff member to contact security - Direct CCTV cameras to the area
Protect	- Take appropriate action to prevent injury if safe to do so - Ensure safety of other staff - Encourage other people to remain calm - Discourage other people from getting involved in the altercation
Establish Details	Make a mental note of the person's physical appearance

10.21.2 ECO Response

The following response procedure should be followed or coordinated by the most senior ECO member notified of the violent or threatening person:



Public safety and the safety of players, officials and workers is the primary responsibility of the Chief Warden and ECO members in a violent situation.

All efforts should be made to achieve this objective in a non-confrontational way.

10.22 Water Leak/Burst Pipe/Blocked Toilets

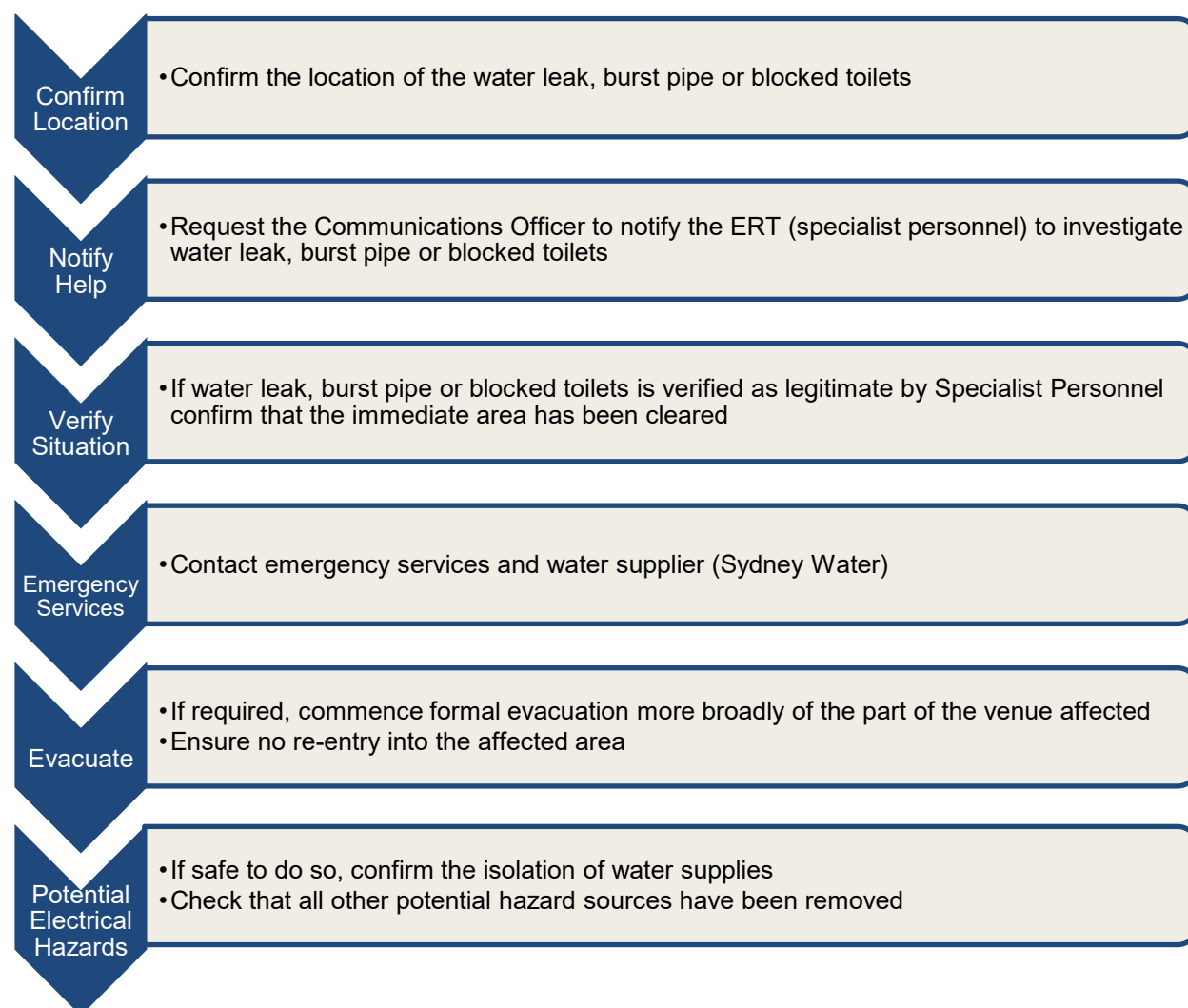
10.22.1 Staff Member Discovering a Water Leak, Burst Pipe or Blocked Toilets

In the event of a staff member discovering a water leak, burst pipe or toilet blocked or partially blocked, they should:

Directive	Detailed Instruction
Assess	Assess the situation and contact Event Control Room to send the ERT
Notify	Notify any staff in the immediate area of water leak
Evacuate	Evacuate the immediate area
Await Instruction	Await further instructions from the Chief Warden based upon the recommendations of the ERT

10.22.2 ECO Response Following a Water Leak, Burst Pipe or Blocked Toilets

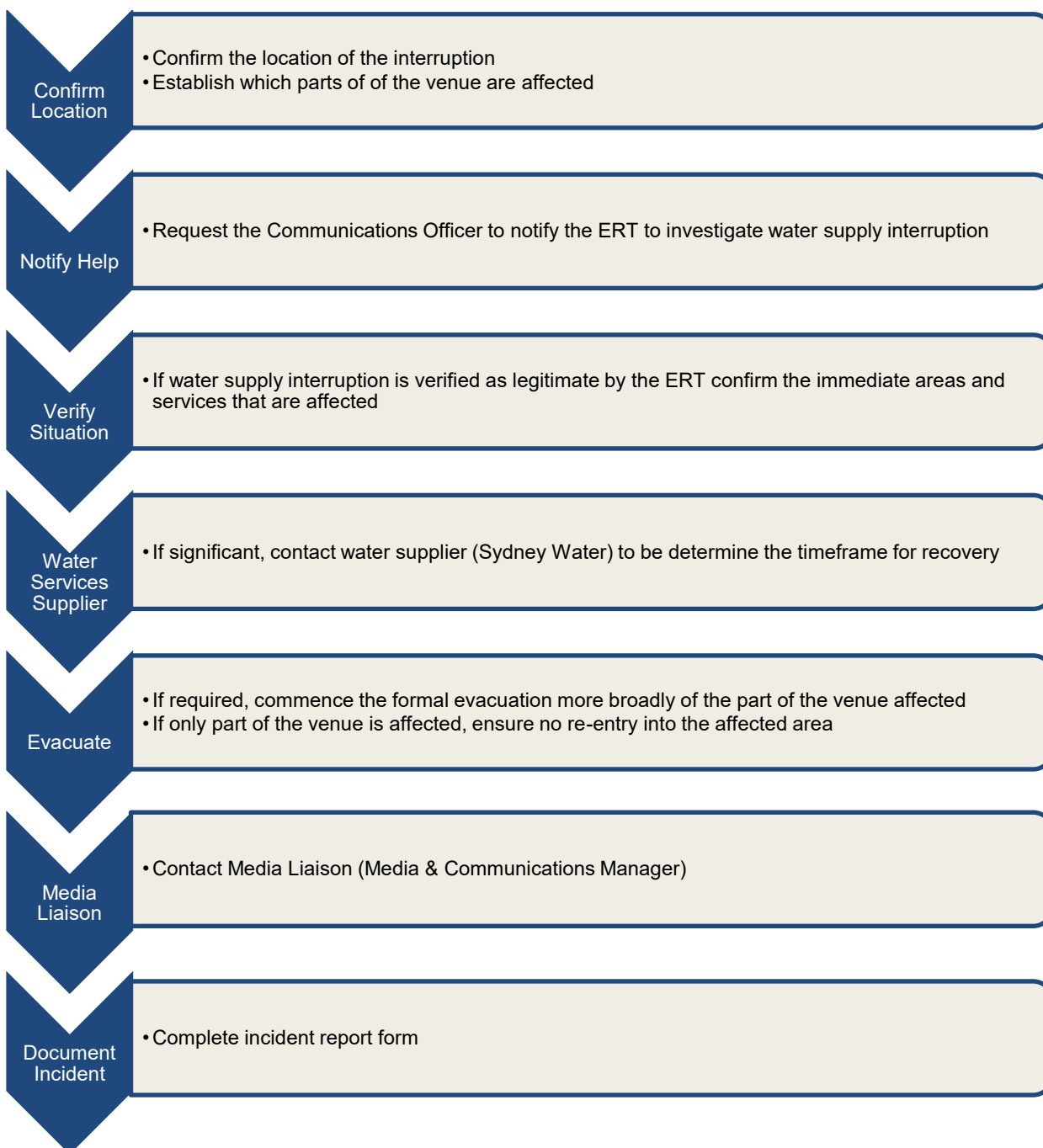
The following response procedure is for the Chief Warden, Deputy Chief Warden or the next most senior ECO member notified of a water leak, burst pipe or blocked toilets at the venue:



10.23 Water Supply Interruption

10.23.1 ECO Response Following a Water Supply Interruption

The following response procedure is for the Chief Warden, Deputy Chief Warden or the next most senior ECO member notified of a water supply interruption at the venue:



11 Fire Safety and Emergency Features

The following section sets out the key Fire Safety and Emergency Management features located across Belmore Sports Ground.

11.1 Event Control Room

The Event Control Room is located on Level 2 Western Grandstand. It is operated for all major events and contains following facilities:

- Whiteboard and markers
- Telephones x 1
- Venue maps
- Emergency Management Plan

During Major Game Day events the Event Control Room shall house the:

- Chief Warden (Game Day Manager)
- Venue Commander from the NSW Police Campsie Area Command
- Communications Officer (Security Supervisor)

11.2 Medical Emergency Equipment

Equipment	Details												
Portable first aid kits	Portable first aid kits are stored in Bulldogs Admin Offices, players kitchen and first aid room.												
Public access defibrillator	Public access defibrillator located in the following locations: <table><tr><td>Team Store</td><td></td></tr><tr><td>Football - Upstairs</td><td>Players Lounge</td></tr><tr><td>Football - Downstairs</td><td>Outside Adam Hartigan's office near printer</td></tr><tr><td>Football - Downstairs</td><td>First Aid Room</td></tr><tr><td>Landing between South Wing & Middle Wing</td><td>On pillar</td></tr><tr><td>Landing between Middle Wing & Football</td><td>On pillar</td></tr></table>	Team Store		Football - Upstairs	Players Lounge	Football - Downstairs	Outside Adam Hartigan's office near printer	Football - Downstairs	First Aid Room	Landing between South Wing & Middle Wing	On pillar	Landing between Middle Wing & Football	On pillar
Team Store													
Football - Upstairs	Players Lounge												
Football - Downstairs	Outside Adam Hartigan's office near printer												
Football - Downstairs	First Aid Room												
Landing between South Wing & Middle Wing	On pillar												
Landing between Middle Wing & Football	On pillar												
Wheel chairs	Wheelchairs are located at the first aid room.												

11.3 Hazmat

Equipment	Details
Cleaning equipment	Various cleaning equipment storerooms are located throughout the venue.
MSDS	On the door of each cleaning storeroom there is a Material Safety Datasheet (MSDS) maintained.

Fuel Storage	There is diesel and unleaded fuel stored in the Council grounds shed adjacent to the front gate.
Chemical Storage	There are chemicals stored in the Council grounds shed adjacent to the front gate. The Cleaning store contains MSDS and is updated and displayed on the front of the cleaning cage.

11.4 Building Occupancy Warning System (BOWS)

11.4.1 BOWS Operating Instructions - Investigate then Evacuate

A BOWS system Fire Indicator panel is installed on the Fire Pump House to the left main vehicle entry gate of Edison Lane Belmore.

The system is automatically activated by alarm activated in the event of fire in any front or back of house sensor panels. There is one tone available from the system.

This is the Evacuation tone: 'Woop Woop Woop '

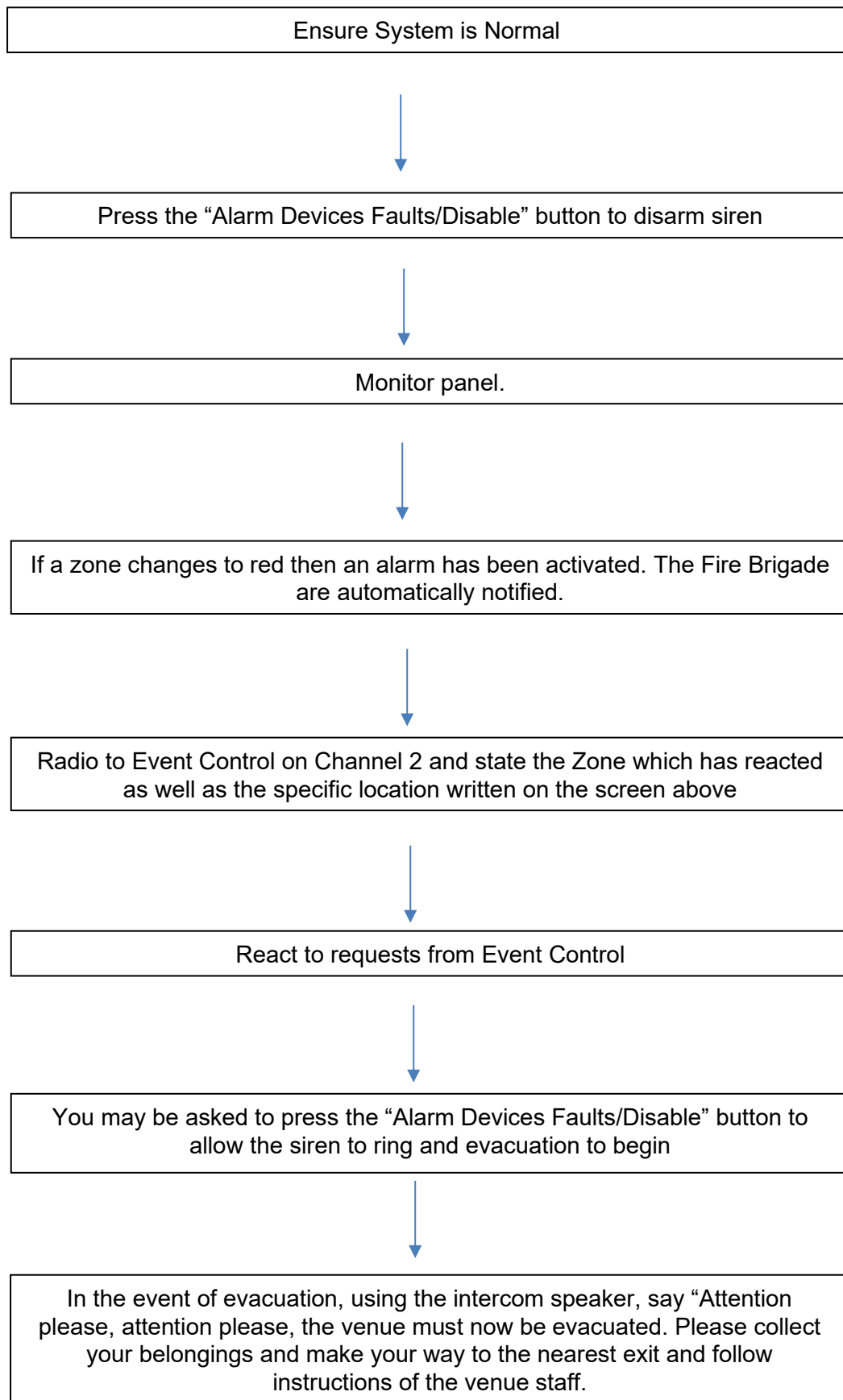
Note: If activated the alarm will switch to EVACUATION TONE.

It can however be Disabled in event mode to disarm the evacuation siren.

It must however be operated by a suitably competent and trained person while disarmed. This shall be a member of security who will be a designated Fire Panel Warden during the event.

The following flow chart sets out the procedure for responding to an activation.

A public address announcement override is available to make announcements.



11.4.2 Reset

NSW Fire & Rescue must reset the fire indicator panel and will reset the BOWS panel also. If you are not able to reset the BOWS panel, press and hold the System Fault / Silence button until you hear a beep then turnkey back to "AUTO."

11.5 Fire Safety Equipment

Equipment	Location
Passive Fire Doors	
Fire Extinguishers	Throughout venue (See Evacuations Maps)
Fire Blankets	Throughout venue (See Evacuations Maps)
Fire Hose Reels (35-40m)	Each level of venue
Dry Pillar Hydrants	Strategic positions on each level
Smoke Detectors	Throughout venue
Thermal (heat) Detectors	Throughout venue
Evacuation Diagrams/Block Plans	High traffic areas
Building Occupant Warning System (BOWS)	Fire Pump House, Edison Lane
Public Address System	Throughout venue
Two - Way Radios	Event Control Room
Landline Telephones	Throughout venue
Fire Indicator Panel (FIP)	Fire Pump House, Edison Lane
Portable First Aid Kits	Venue management office, catering offices, first aid room & all office buildings
Public Access Defibrillator	High performance area
Wheelchairs	First aid room
Oxygen Bottles	Doctors Room
Cleaning Equipment	Various storerooms
Material Safety Datasheets (MSDS)	On doors of cleaning storerooms
Emergency Identification Vests	With Individuals

12 Support Tools - Checklists, Records and Forms

The following section contains commonly used Checklists, Records and Forms in or following emergency response activities.

12.1 Accident/Incident Report Form

BELMORE SPORTS GROUND – INCIDENT REPORT FORM	
Name:	
Event:	
Venue:	Belmore Sports Ground
Date:	
Time of Incident/Accident:	
Specific Location of Incident/Accident:	

Name of Person Affected:	
Person Type:	Staff Member ☐ Full-Time ☐ Part-Time ☐ Casual ☐ Contractor ☐ Spectator ☐ Sportsperson ☐ Performer ☐ Volunteer ☐ Patron/Visitor ☐ Other ☐ Specify:

Incident/Accident Type	Delay/Major Disruption ☐ Environmental ☐ Fire ☐ Medical Condition ☐ Property Damage ☐ Other ☐ Specify:
-------------------------------	---

Incident/Accident Description:**Nature of Injury/Medical Condition Sustain**Bruising ☐Burn/Scald ☐Concussion ☐Foreign body ☐Foreign exposure ☐Fracture ☐Laceration ☐Sharp injury ☐Sprain/Strain ☐Other ☐

Specify:

Severity of Injury:Extreme ☐Major ☐Minor ☐Insignificant ☐**Actions Taken:**Ambulance called: ☐Police called: ☐Fire brigade called: ☐

Other persons notified:

Other actions taken:

12.2 Emergency Evacuation & Debrief Checklists

SECTION 1 – EMERGENCY DETAILS

Event Name:.....

Venue (or part thereof):

Date/Time:

Type of Evacuation: ☐ Planned Exercise ☐ *False Alarm ☐ *Real Emergency

*Details/Cause:

.....

.....

.....

.....

SECTION 2 – EVACUATION SEQUENCE

Sequence of events	Time
Alarm raised	Alert: Evac:
Warden/s respond	
Evacuation commenced	
Wardens report to the Chief Warden	First: Last:
Wardens arrive at assembly area / guard entry points	
Evacuation completed	
Emergency declared over	

SECTION 3 – OTHER EMERGENCY- RELATED INCIDENT

Emergency	✓	Details
Armed hold up		
Assault		
Biological hazard		
Bomb threat/letter/found or parcel		
Children lost/found		
Civil disorder/picketing./demonstration		
Communications failure		
(apparently) Deceased person		
Fire		
Food poisoning		
Gas leak		
Hostage/siege		
Medical emergency		
Motor vehicle accident		
Power failure		
Seismic event		
Sexual assault		
Storm		
Structural damage to building		
Syringes (found)		
Violent/threatening person		
Water leak/burst pipe		
Water supply interruption		

SECTION 3 – DEBRIEFING / EVALUATION

Did all Wardens reported to Chief Warden?

..... ☐ Yes ☐ No

If no, which Wardens/areas did not report?

.....

Were perimeter entrances guarded to prevent re-entry?

..... ☐ Yes ☐ No

If no, specify area/s that were not guarded

.....

Did the Wardens use the emergency equipment (WIP, EWIS)

competently?..... ☐ Yes ☐ No

If no, specify details

.....

.....

Could the alarm be heard throughout the building?

..... ☐ Yes ☐ No ☐ N/A

If no, please specify the

area/s.....

Were the public address announcements clear and audible?

..... ☐ Yes ☐ No

If no, provide details

.....

Where emergency exits clear and operational?

..... ☐ Yes ☐ No

If no, specify area/s and problems

.....

Where exit paths well lit?

..... ☐ Yes ☐ No

If no, specify area/s

.....

Were all occupants

evacuated?..... ☐ Yes ☐ No

If no, who did not evacuate?

.....

Were any mobility, vision or hearing impaired occupants

present?..... ☐ Yes ☐ No

If yes, have specific procedures been established and discussed with those

occupants?..... ☐ Yes ☐ No ☐ N/A

12.3 Personal Emergency Evacuation Plan (PEEP)

In an evacuation, when offering assistance, ask the person how you can best help.

Occupant's Name:	
Phone number/s in facility	
Email address in facility	

Location

Part of Venue:	
Level:	
Room Number / Location on Floor:	

Is an Assistance Animal Involved?

Yes () No ()

Are you trained in the emergency response procedures including the evacuation procedures?

Yes () No ()

Preferred method of receiving updates to the emergency response procedures: e.g. text, email, Braille etc

--

Preferred method for Notification of Emergency

Please state. E.g. audible alarm, visual alarm, personal vibrating device, SMS etc

--

Type of assistance required:

Equipment required for evacuation:

Egress procedure:

1.
2.
3.
4.

Designated assistant/s and contact details:

Name/ s:	
Phone:	
Mobile:	
Email	
Location:	

Are your designated assistants trained in the emergency response procedures (including the evacuation procedures)?

Yes () No ()

Are your designated assistants trained in the evacuation equipment?

Yes () No ()

Diagram of preferred route for assisted evacuation:

Issue date:			
Review Date:			
Occupant approved			
Signature:			
Date:			
Chief Warden			
Signature:		Date	

13 Emergency Planning

13.1 Emergency Planning Committee

13.1.1 Overview

The EPC is charged with responsibility of developing, implementing and maintaining Belmore Sports Ground's EMP. They are required to work collaboratively with both internal and external stakeholders involved in emergency response and ensure that all parties are appropriately trained in their roles while executing the EMP.

13.1.2 EPC Membership

The Belmore Sports Ground EPC is comprised of the following BRLC members:

- Head of Administration
- Head of People and Culture (Chairperson)
- Risk Consultant, Reliance Risk
- Sydney Olympic FC Representative
- Head of Events
- Chief Operating Officer

13.1.3 Roles and Responsibilities

The roles and responsibilities of the EPC are outlined in the table below:

Responsibility	Details
Identifying potential emergency situations	The EPC is required to undertake a risk assessment to determine any scenarios likely to give rise to an emergency at the venue. Specific response procedures have been detailed in this EMP for the scenarios identified in the EPC risk assessment as being high risk. See Appendix G of this EMP.
Developing the EMP	The EPC is responsible for drafting the EMP in accordance with the requirements under AS3745: Planning for Emergencies in Facilities.
Resourcing	The EPC must ensure that sufficient resources are available for the effective executions of the EMP. Relevant recourses include personnel, funding, time and equipment.
Preparedness	The EPC is responsible for ensuring that the venue is equipped and ready to respond to an emergency. This includes ensuring that personnel are adequately trained.
Establishing Validity Periods	The EPC is responsible for determining the validity period for the EMP and evacuation maps (not to exceed 5 years) based on the needs of the venue; and to update the document so to maintain its relevance and accuracy.

Responsibility	Details
Distributing the EMP	The EPC must ensure that all relevant personnel have access to the EMP and are readily able to apply the document.
Creating the ECO	The EPC is responsible for creating the ECO and ensuring it fulfils its roles as set out in the EMP.
Creating the ERT	The EPC is responsible for creating the Emergency Response Team (ERT) if deemed necessary.
Authorising the EMP	The EPC is responsible for authorising the issuance and commencement of the EMP.

13.1.3.1 Responsibility for the Implementation of the EMP

In ensuring that the EMP is successfully implemented across the venue, the EPC has a number of specific responsibilities detailed below:

13.1.3.1.1 Awareness of the ERP

The EPC is required to disseminate information regarding all emergency response procedures to all relevant stakeholders. It is noted that the format of this information must be suitably comprehensible to the readers. In addition, the EPC must establish strategies to ensure patrons, contractors and other visitors to the venue are adequately informed of emergency response procedures.

13.1.3.1.2 Training

The EPC must establish a formal schedule for emergency training including ECO training as well as general venue staff training.

13.1.3.1.3 Testing and Review of Emergency Procedures

Once emergency procedures have been developed, and staff have undertaken relevant training, it is the EPC's responsibility to ensure that these procedures are periodically tested and reviewed. The EPC is required to monitor the effectiveness of emergency procedures and ensure that they are amended in the event that any deficiency or inaccuracy is identified.

13.1.3.1.4 ECO Arrangements

The EPC is responsible for ensuring that the register of ECO members is current and readily available. (See Section 8 of this EMP for ECO personnel). The EPC must also make provisions to ensure that the ECO operates continually (for example in the event of a resignation, holiday, training period for deputies etc).

13.1.3.1.5 Review of the EMP

At the conclusion of the validity period, or following an emergency or exercise, the EPC must ensure that the EMP is comprehensively reviewed. They must also ensure that the EMP is reviewed following any relevant statutory changes affecting the venue's compliance obligations. These reviews are to be used as an opportunity to identify any shortfalls or areas for improvement in the EMP.

13.1.4 Meetings

The EPC shall meet once every 6 months on a day and time nominated by the Chairperson. In addition, the Committee may also be convened by the Chairperson at other times if deemed prudent.

13.1.4.1 Agendas

See Appendix I for the standard EPC meeting agenda.

13.1.4.2 Minutes

A Secretary will be appointed by the Chairperson who will be responsible for recording Committee Minutes. Minutes are to be retained by the Chairperson and copies will be forwarded to all members within a reasonable timeframe.

13.1.5 Indemnity

The EPC shall obtain professional legal advice on the level of indemnity provided to EPC members. The EPC members shall be advised of the level of indemnity provided.

13.2 Training, Skills and Competency

Training and skills retention programs shall be developed for the EPC, ECO, staff and tenants of Belmore Sports Ground. All training programs shall be developed and delivered by a suitably qualified person. It is noted that emergency response training shall include the subject of emergencies involving occupants and visitors with a disability in the venue.

13.2.1 Emergency Planning Committee

At least one member of the EPC shall receive training to ensure that the Committee is able to competently fulfil its functions including:

- Developing, managing and maintaining an EMP
- Duties of the EPC and ECO as described in the emergency response procedures and EMP
- Duties of the ERT, as described in the emergency response procedures.
- Site-specific emergency management.
- Establishing and managing an ECO
- Management of appropriate emergency documentation
- Undertaking of risk assessment activities
- Development and implementation of training activities and emergency exercises
- Emergency mitigation, preparedness and prevention
- Fire safety systems, and emergency communications, notifications and warning signals
- Liaison with various on-site emergency services
- Post-evacuation management and debriefs

13.2.2 Emergency Control Organisation Training

All ECO members shall be trained to develop the skills and competencies necessary to undertake the duties set out in the procedures of this EMP. There shall be sufficient personnel

trained in all positions within the ECO to allow for reasonable expected absences. Periodic re-training shall be conducted following any revision of the emergency procedures.

ECO training shall include drills, exercises and assessment in the following:

- Duties of the ECO as described in the EMP and its procedures
- Responding appropriately to alarms and reports of emergencies from various sources at the venue
- Reporting emergencies and use of emergency warning equipment
- Communication during emergencies using methods available
- Pre, during and post-emergency activities
- Occupants and visitors to the venue with disabilities (including training on personal emergency evacuation plans)
- Crowd and individual behaviour during emergencies
- Use of installed emergency response equipment

13.2.2.1 Chief Warden, Deputy Chief Warden, Communications Officer

In addition to the general training topics covered above, Senior ECO members, (i.e. Chief Warden, Deputy Chief Warden and Communications Officer), shall have additional training in the following:

- Roles and responsibilities of senior ECO members in the EMP
- Duties of the EPC and ERT as described in the EMP
- Decision-making, command and control structures in all modes of operation
- Record keeping for before, during and after emergencies
- Procedures for specific emergencies contained in the EMP
- Coordination of communications(s) during emergencies based upon the various modes of operation and communication methods available
- Liaison with Emergency Services in various modes of operation
- Coordination of the various stages during evacuation activities
- Implementation of post-emergency activities in accordance with the EMP

13.2.2.2 First-Attack Fire Fighting

Various types of fire-fighting equipment are installed across Belmore Sports Ground. Use of this equipment is for people who are trained and competent in their use. Based on the nature of fire and source of combustion, use of the wrong equipment can exacerbate a fire and further endanger life and property.

There is an expectation in this EMP that ECO members may use first attack fire fighting equipment in the event of fire if safe to do so. They will therefore be trained in:

- Preparing for site-specific fires
- Reporting fires and enacting evacuation from endangered areas
- Identifying, reporting and correcting unsafe conditions
- Responding to fire emergencies

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- Identifying various classes of fire
- Selecting the correct first-attack fire equipment
- Safe operating procedures for first-attack fire equipment
- Determining if it is safe and appropriate to use first-attack fire equipment
- Procedures to be followed after first-attack fire equipment has been used

13.2.2.3 Occupants and Visitors

13.2.2.3.1 Venue Occupants in Business as Usual Mode

All people working at Belmore Sports Ground in Business As Usual mode, shall receive training to enable them to act in accordance with the EMP procedures. This training shall be provided for all new venue occupants including casual occupants, employees and long term contractors such as caterers and cleaners.

The training shall include:

- Occupant responsibilities within the EMP procedures
- The types of emergencies contained in the EMP
- How to report emergencies including activation of alarm systems
- Recognising and reporting unsafe conditions, and correcting unsafe conditions if appropriate
- Roles, responsibilities and identification of ECO members at the venue
- Reacting safely to emergencies and alarms
- Emergency evacuation procedures
- The location of assembly areas and egress routes as contained in the EMP
- Post-emergency protocols and debriefs
- Procedures for specific emergencies as covered in the EMP

13.2.2.4 Public Visitors

Visitors to the venue shall be provided with emergency information when arriving at the venue including scoreboard and PA pre-scripted announcements on emergency plans.

13.2.3 Skills Retention

13.2.3.1 ECO

ECO members shall attend a skills retention activity such as training, desktop exercises or drills at intervals not greater than 6 months.

13.2.3.2 Occupants

Permanent occupants of Belmore Sports Ground shall participate in skills retention activities at intervals not greater than 12 months. Such retention activities shall include:

- Responding to emergency alarms and reporting of emergencies
- Personal emergency evacuation plans, where such plans have been developed
- Procedures for specific emergencies as contained in the EMP procedures

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- Identification of ECO members

13.2.3.3 First-attack fire fighting

First-attack fire fighting ECO members shall attend a skills retention activity not more than once every two years.

13.2.4 Communication Systems

All ECO members shall be instructed in the operation of the venues' communication systems. Regular checks of the communication systems shall be carried out, to ensure effective use of the system. These checks shall be undertaken either at monthly intervals, or as determined by the EPC in accordance with AS 1851. Records shall be retained.

13.2.5 Training Materials

The ECO and occupants shall be supplied with training materials appropriate to each person's role and level of responsibility as determined by the EMP.

13.3 Emergency Response Exercises

A program of site-specific emergency response exercises shall be developed by the Belmore Sports Ground EPC to test the effectiveness of the emergency response procedures and the level of preparedness of ECO members in an emergency. Emergency response exercises can include:

- Desk top exercises
- Emergency simulations
- Emergency drills

The following shall apply for all emergency response exercises:

- Emergency response exercises shall be consistent with the identified emergencies in this EMP
- Simple objectives and outcomes for emergency response exercises shall be identified and tested
- Observers shall be appointed for emergency response exercises who shall record key outcomes for later review. See Appendix H of this EMP for an Evacuation Observers Checklist
- Each emergency response exercise shall be prefixed by an announcement that it is an exercise only
- Debriefing sessions shall be held as soon as practicable following the exercise to identify and incorporate key learning's and corrective actions
- A report shall be forwarded to the EPC following each emergency response exercise. The report shall include any learning's and corrective actions
- Emergency response exercises shall be conducted during the operating hours of the venue to appropriately test the ECO, the EMP response procedures and responses of various stakeholders

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14 Post-Emergency Report

Following an emergency a report shall be prepared by the Chief Warden or most senior ECO member in charge of the emergency and submitted to the Chair of the EPC within 24 hours of the incident.

The report shall include the completed Accident/Incident Report Forms contained in section 13.1 of this report.

15 Distribution of this Emergency Management Plan

The EMP shall be distributed to members of the EPC and senior members of the ECO.

The following sections of the EMP shall be distributed to the relevant ECO members:

- Section 10 – Emergency Evacuation
- Section 11 – Emergency Response Procedures

Appendix A – Definitions and Abbreviations

Definitions

The following definitions are specific to this EMP:

Assembly area(s)

The designated place or places where people assemble during the course of an evacuation.

Bomb

A bomb is a device of any size or shape, which can look obvious or be camouflaged, may vary in its sophistication, and may not necessarily explode.

Bomb Threat

A bomb threat is a threat, written or verbal, delivered by electronic, oral, or other medium, threatening to place or uses an explosive, chemical, biological, or radiological device at a time, date, and place or against a specific person or organization. It is not necessary for any other action to be taken by the offender.

Competent person

A person who has acquired through training, education, qualification, experience, or a combination of these, the knowledge and skill enabling them to correctly perform the required task.

Emergency

An emergency is an event that arises internally, or from external sources, which may adversely affect the occupants or visitors in a facility, and which requires an immediate response.

Emergency Control Organisation (ECO)

The ECO is an operational group appointed by BRLC's Emergency Planning Committee (EPC) to direct and control the implementation of the venue's emergency response procedures.

Emergency Management Plan

The Emergency Management Plan is a written document containing the emergency arrangements for Belmore Sports Ground. It consists of the preparedness, prevention and response activities and includes the agreed emergency roles, responsibilities, strategies, systems and arrangements.

Emergency Planning Committee (EPC)

The EPC is charged with responsibility of developing, implementing and maintaining Belmore Sports Ground's EMP. They are required to work collaboratively with both internal and external stakeholders involved in emergency response and ensure that all parties are appropriately trained in their roles while executing the EMP.

Emergency Preparedness

Emergency preparedness involves the planning arrangements made to ensure that, should an emergency occur, all those resources and services that are needed to cope with the effects can be efficiently mobilized and deployed.

Emergency Prevention

Emergency prevention involves the measures taken to eliminate the incidence of emergencies. These include the regulatory and physical measures that can be applied to prevent emergencies.

Emergency Response Exercise

Emergency response exercises are venue-specific exercise carried out to establish the effectiveness of the procedures in the EMP.

Emergency Procedures

Emergency procedures are documented responsibilities, actions and procedures within a designated section of the EMP, to respond to and manage emergencies.

Emergency Response Team (ERT)

The emergency response team are specialist personnel, appointed to attend specific incidents (such as first aid or cleaning incidents), to contain, control or eliminate the emergency using emergency response equipment.

Evacuation

An evacuation involves the orderly movement of people from a place of danger to a place of safety.

Evacuation Diagram

An evacuation diagram contains evacuation-related information about the venue, comprising a pictorial representation of each main operational area and other relevant emergency response information.

Evacuation Exercise

An evacuation exercise is a form of emergency response exercise in which the exercise simulates an emergency requiring an evacuation.

Family Reunification Point

The family reunification point is a location defined by the Chief Warden for family members separated during an emergency evacuation to reunite.

May

Indicates the existence of an alternative or option.

Occupant

A person attending the venue on a permanent or temporary basis, such as an employee, contractor, athlete or resident, but not a public visitor.

Occupant/Visitor with a Disability

A person who requires–

- (a) More time or different forms of communication, compared with other occupants, to respond to an emergency; or
- (b) Assistance to respond to an emergency or evacuate from the venue.

Personal Emergency Evacuation Plan (PEEP)

An individualised emergency evacuation plan designed for (a) specific occupant/s with a disability that may need assistance during an emergency.

Shall

‘Shall’ indicates that a statement is mandatory.

Should

‘Should’ indicates a recommended action.

Visitor

A visitor is a person who is within the venue who is temporarily visiting as a member of the public.

Warden Intercommunication Point (WIP)

The location on a floor or evacuation zone that includes a handset provided through which instructions can be received from the intercommunication panel via the emergency intercom system.

List of Abbreviations

The following abbreviations are used in this EMP:

- AS - Australian Standard
- ECO - Emergency Control Organisation
- EPC - Emergency Planning Committee
- ERT - Emergency Response Team
- BOWS - Building Occupants Warning System
- FIP - Fire Indicator Panel
- PA - Public Address System
- PEEP - Personal Emergency Evacuation Plan
- s.s.e.p. - Sound System for Emergency Purposes

Appendix B - Evacuation Announcements

To be made by the Public Address announcer:

Partial Evacuation

"Ladies and gentlemen, can I have your attention please.

Ladies and gentlemen, can I have your attention please.

This is an emergency announcement, I repeat, this is an emergency announcement.

Due to: _____ we are required to evacuate ALL/PART of the venue.

Would all patrons in the _____ Stand only, please gather your belongings and make your way calmly to the nearest exit. Venue staff will assist you in the direction of the nearest safe exit.

This is an evacuation of _____ Stand only. Could people in all other parts of the venue remain or return to your seats and await further instructions.

Please refrain from using your mobile phone at this time as all emergency lines are required for emergency use.

Please follow instructions of Venue staff outside of the venue.

Any people separated from friends or loved ones during the emergency should make their way to _____ to reunite.

Thank you for your cooperation."

Full Evacuation

"Ladies and gentlemen, can I have your attention please.

Ladies and gentlemen, can I have your attention please.

This is an emergency announcement, I repeat, this is an emergency announcement.

Due to a: _____ we are required to evacuate the venue.

Would all patrons, please gather your belongings and make your way calmly to the nearest exit. Venue staff will assist you in the direction of the nearest safe exit.

This is an evacuation of the whole venue.

Please refrain from using your mobile phone at this time as all emergency lines are required for emergency use.

Please follow instructions of Venue staff outside of the venue.

Any people separated from friends or loved ones during the emergency should make their way to _____ to reunite.

Thank you for your cooperation."

Appendix C - Pre-Event PA/Video Scoreboard Message

The following emergency announcements should be made by PA and Video Scoreboard prior to each major event at Belmore Sports Ground.

“Ladies and gentlemen, can I have your attention please for this important safety announcement.

In the unlikely event of an emergency at Belmore Sports Ground the Venue’s emergency plan will be enacted.

People affected will be alerted by PA, scoreboard and by Venue staff to evacuate your area via the nearest exit.

Please take time now to observe your nearest exit point.

In an emergency please refrain from using your mobile phone and follow instructions given by the Venue staff.

Thank you and enjoy your time at Belmore Sports Ground”

Appendix D – Phone Threat Checklist

REMAIN CALM - RECIPIENT OF BOMB THREAT

Name:
Telephone No:

GENERAL QUESTIONS 1. What is it? 2. When is the bomb going to explode? Or When will the substance be released? 3. Where did you put it? 4. What does it look like? 5. When did you put it there? 6. How will the bomb explode? Or How will the substance be released? 7. Did you put it there? 8. Why did you put it there?	CALLER'S VOICE Accent: Any impediment: Voice: Speech: Dictation: Manner: Did you recognise the caller? If so, who do you think it is? Was the caller familiar with the area?
BOMB THREAT QUESTIONS 1. What type of bomb is it? 2. What is in the bomb? 3. What will make the bomb explode?	THREAT LANGUAGE Well spoken: Incoherent: Irrational: Taped: Message read by caller: Abusive: Other:
EXACT WORDING OF THREAT	BACKGROUND NOISES Street noises: House noises: Aircraft: Voices: Music: Machinery: Other: Local call: STD call:
	NOTES
	OTHER Sex of caller: Estimated age:
	CALL TAKEN Date: _____ Time: _____ Duration of call: Number called:
	ACTION TAKEN Report call immediately to: Phone number:

Appendix E - Building Maps

All detailed building maps are available in the Event Control Room.

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Appendix F – Major Event Checklist

Major Event Booking Checklist

Event -

Date -

Services / Equipment Required	Confirmed	Comm's Method	Organisation	Comments
☐ First Aid	☐		Medical Contractor	
☐ Police - Advised	☐		NSW Police	
☐ Police - Umpires	☐		NSW Police	
☐ Police - Venue Command	☐		NSW Police	
☐ Security	☐		Contractor	
☐ Event Staff	☐		In-house	
☐ Cleaning	☐		Contractor	
☐ Cleaning - Volunteers	☐		Contractor	
☐ Fire & Rescue - Venue Command	☐		NSW Fire & Rescue	
☐ NSW Ambulance Service	☐		NSW Ambulance Service	
☐ CCTV Operator	☐		Contractor	
☐ Electrician	☐		Contractor	

Appendix G - Major Event Pre Match Procedures

Two Weeks Prior	Check	Name
Event Check		
Check with the Hirer their Hire Equipment Requirements		
Check the media phone requirements and order lines if required		
Check the Gate Opening Times and game start time with the Hirer		
Advise all contractors of the Gate & Event Start Time		
Check that the Hirer have arranged a Loop Tape		
Check that toilets have been confirmed		
Check that supplementary lighting order is confirmed (night fixture only)		
One Week Prior	Check	Name
Event Check		
Check that the signage plan & signs for the oval has been received and scheduled for erection by the grounds staff		
Call Medical Contractor to check our booking for First Aid attendance and advise time		
Call NSW Ambulance Service to check our booking for Ambulance Attendance and advise time		
Call NSW POLICE to check our booking for Police Attendance and advise time		
Call Security Contractor to check our booking and advise time		
Call F&R Event Staff to check booking and advise gate & game start time		
Call Cleaning to check that the scheduled booking is in place for the Medical bins to be emptied		
Call the Scoreboard Attendant to check our booking and advise time		
Check with the Hiring company that all equipment is available and will be delivered on the required day		
Check the Oxygen Bottles are full		
Check Installation date for VRB Screen		
Check the media phone requirements and advise Communications Technician		
Check the Coaches Communications System order (NRL)		
Check and coordinate the waste bin placement around the ground		
Check with Caterers Concession Placement & Power requirements		

Two Weeks Prior	Check	Name
Event Check		
Check with the VRB provider the date of installation and testing time		
Check that the VRB production team have all required information and data		
Check that the curator has performed a seat inspection and repairs where required		
Check the Bump In & Out time of the broadcasters		
Check and order Toilet Consumables as required		
Check with teams their Communications Plan (NRL)		
Check team training times, arrival, departure and consumables requirements		
Send out info to Tenants re bump out plus requirements		
Update Event Map & send out to contractors		
Two Working Days Prior	Check	Name
All areas		
Ensure coaches communications systems have arrived (Sound Advice)		
Install Temporary Power for Concession Placement		
Test the game countdown clock		
Test the siren		
Check that the curator has the latest ground marking plan		
Check all public toilets are clean (or in process) and paper towel / soap / toilet paper replaced		
Check Venue perimeter fencing - no holes or damage.		
Check that the curator has begun the seat clean		
Check that the players facilities are clean or in progress		
Two Working Days Prior	Check	Name
All areas		
Check that the players dugouts are in position and clean		
Check that the spine board, ball bags and seats are available and clean		
Print & Laminate Car Park Passes & Food Vouchers		
Check that the Disabled Lift is operational		

Two Weeks Prior	Check	Name
Event Check		
Print & Laminate 3 x copies of the Access Passes		
Check that the Open Boxes are clean or in the process of		
Check that the light towers are operational		
One Day prior or Friday (Sat or Sun games)	Check	Name
Western Grandstand Stand		
Check the Players facilities are clean and ready		
Place Ball Bags, Seats and Spine Board into the Umpires Change Room		
Place Oxygen Bottles into the Medical Rooms		
Check the Coaches Communications		
Place laminated place tags into the media areas		
Check seating in the media area		
Program Air Conditioning for the relevant areas		
Program the doors as required		
Check cleanliness of the Ticket Box		
Finalise Venue Map, Print and Laminate		
Place TV's & VCR's into Coaches Boxes		
Finalise Run Sheet with the hirer		
Print and Collate Run Sheet, Game Day Contact List, Security Brief		
Check that all hired equipment has arrived		
Check that hoppers have been correctly positioned and emptied		
Gates		
Ensure Barricades are in the pre positioning area inside the gate		
Check that plastic tables are inside the gate ready for use on match day		
Check that NRL will erect shade structures at each gate (if required)		
Place Loop Tape system into the main gate ticket box		

Two Weeks Prior	Check	Name
Event Check		
Major Event Pre Match Procedures		
Safety Inspection - All the following must be checked to be in working order, clear of obstruction and potential danger		
Exits ☐ stair ways ☐ breakout gates ☐ evacuation doors ☐ pedestrian areas level ☐		
Alarms ☐ Fire extinguishers ☐ Fire blankets ☐ Fire hoses ☐ signage correct ☐		
Loose pedestrian path ☐ rocks ☐ cords and electrical covered ☐		
broken equipment ☐ storage and containers locked ☐ CCB's for cueing are flat ☐		

One Day prior or Friday (Sat or Sun games)	Check	Name
Administration		
Complete entry lists (No ticketlist, car parking Internal and Main & Entry and caters list) Broadcaster list (entry not parking)		
Prepare Game Day folders include; Entry List ☐ Contact numbers ☐ Running sheets ☐ Special requirements ☐ Map ☐ Ensure Radios are on the charge and stocked sheets of the Radio & Key Register Meal Vouchers x 10 to be made and placed in an envelope - clearly mark "game day name/ date/ Meal vouchers Prepare accreditation boards and laminate		

Appendix H - Emergency Risk Assessment

EVALUATION CRITERIA		
Score Range	Risk Rating	Explanation
1 – 1.5	High	Emergency scenarios posing the most immediate/severe threat. (Highest priority)
2 – 2.5	Medium	Emergency scenarios posing moderately immediate/severe threat
3	Low	Emergency scenarios posing the least immediate/severe threat. (Lowest priority)

RISK ASSESSMENT

Scenario

Risk Rating

Air supply contamination	Low
Animal hazard	Low
Armed hold up	Medium
Assault	High
Biological hazard	Low
Boiler failure	Medium
Bomb threat/letter/found or parcel	High
Chemical spill/hazard	Medium
Children lost/found	Medium
Civil disorder/picketing/demonstration	High
Communications failure	High
(apparently) Deceased person	Medium
Excessive queuing	Medium
Fire	High
Fire- bushland	Low
Food poisoning	Medium
Gas leak	Medium
Hostage/siege	Medium
Lift failure	Low
Medical emergency	High
Motor vehicle accident	Medium

RISK ASSESSMENT

Scenario	Risk Rating
Power failure	Medium
Seismic event	Low
Sexual assault	Medium
Storm	High
Structural damage to building	Medium
Syringes (found)	Low
Violent/threatening person	High
Water leak/burst pipe	Medium
Water supply interruption	Medium
White powder	Medium

Appendix I – Evacuation Observer’s Checklist

DATE:

ADDRESS:

FLOOR OR AREA:

EVACUATION SEQUENCE	TIME	
	HOURS	MINUTES
Alarm sounded		
Warden(s) respond		
Wardens check floor or area		
Evacuation commenced		
Wardens report floor or area clear		
Persons with disabilities accounted for		
Arrive at assembly area, safe place		
Wardens check personnel present (where appropriate)		
Evacuation completed		
Exercise terminated		

COMMENTS:

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OBSERVER:

(CAPITALS)

SIGNED:

Appendix J – EPC Meeting Agenda

Venue of EPC:

Location of Meeting:

Date & Time:

1. Attendees and apologies
2. Matters arising from previous meeting
3. Significant emergency-related incidents, false alarms and risks
 - a. Corrective actions undertaken
 - b. Further actions arising
4. Emergency Planning Committee
 - a. Membership and roles
 - b. Skills and competency
5. Emergency Control Organisation
 - a. Membership - Currency of membership
 - b. Training and testing – Training requirements
 - i. Warden training
 - ii. Fire extinguisher
 - iii. Senior ECO training
 - iv. Drills
6. Emergency Management Plan
 - a. Amendments or improvements
7. Other issues
8. Date of next month