



Operational Management Plan

Oakes Oval & Crozier Field

Lismore City Sports Hub

Prepared for Lismore City Council
By Planit Consulting Pty Ltd

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This report has been written by

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1 Overview

This draft Operational Management Plan (OMP) forms the basis for a final OMP that will be prepared for the Oakes Oval and Crozier Field post approval of DA5.2020.247.1. The final OMP will need to have regard to any conditions of consent and be informed through consultation with key stakeholders including:

- Primary event operators (AFL, NRL, Cricket Australia, etc.)
- The local community
- Lismore City Council's Traffic Advisory Committee,
- Lismore City Council's Open Space and Reserves Team
- NSW Police
- Transport for NSW
- State Emergency Services

The draft OMP sets the framework and best practice principles for the use of the Oakes Oval and Crozier Field for events. It sets out detailed procedures and measures that must be taken under consideration to minimise operational risks and potential for adverse environmental impacts.

The draft OMP is not a standalone management and procedures document. Rather, events at these sporting grounds will be subject to event specific Event Management Plans (EMP) and approvals, as issued by Lismore City Council. These EMPs will be guided by and complement this draft OMP, providing an integrated management procedure for the recreational facilities.

2 Site Details

2.1 Locality

The subject land has a street address of 144 Magellan Street, Lismore and registered title reference of Lot 1 DP 709802. This land sits on the western fringe of the Lismore Central Business District (CBD) and is bordered by Magellan Street to the south and Dawson Street to the west. The northern and eastern adjacent uses are a series of sporting fields (known as Lismore Park or Lismore Regional Parkland) which are then bound by Uralba Street to the north and Brewster Street to the east.



2.2 Description of Facilities

Oakes Oval sits to within the west of the site. With a viewing capacity of just over 10,000 persons, the recreational facility (once fully constructed) comprises the following:

- Oval grass field supporting primarily Australian Rules and Cricket.
- Gordon Pavilion, which is multi-use grandstand comprising, +800 viewing seats, function room (able of accommodating up to 270 persons), kitchen and bar, coaches and media boxes, visitor and home change rooms, amenities, staff rooms and 2x canteens
- 264x seat freestanding prefabricated grandstand to the north of Gordon Pavilion
- 140x seat freestanding prefabricated grandstand to the north of the 280x seat grandstand
- Grassed viewing berms around the field for free standing spectators

Crozier Field is located within the east of the site. This recreational facility has a viewing capacity of approximately 8,000 persons. Once fully constructed Crozier Field will comprise:

- Rectangular grass field primarily supporting soccer, rugby league and union.
- Crozier Field Grandstand, which is a multi-use grandstand comprising, approximately 1,100x viewing seats, home and away change rooms (major and minor), medical and players' amenities, referee amenities and storage areas, corporate and coaches' offices, and communications room, function room (able of accommodating up to 150x persons), canteen and a large terrace, with viewing area and IRUA seating for Oakes Oval viewing.
- Grassed viewing berms around the field for free standing spectators

Other existing facilities at the site include a small entry plaza off Dawson Street, public amenities, ticket gates, and maintenance sheds.

2.3 Function Rooms

The function rooms within both the Gordon Pavilion and Crozier Field Grandstand have been designed to support use and operation by the community outside of event periods. The Gordon Pavilion function room is designed for a capacity of 270 persons, while the Crozier Field Grandstand function room is designed with a capacity of 150 persons. Indicative seating arrangement for these function spaces are attached to this draft OMP.

Booking and operations within these function rooms will continue to be coordinated through Lismore City Council's Conditions of Hire and relevant of environmental protection policy. A copy of Lismore City Council's booking procedure form and Conditions of Hire is attached to this draft OMP, which includes measures regarding appropriate safe use, noise and waste management within these function rooms. Traffic movements and parking are not considered to be a matter of concern for these functions and therefore not requiring any event specific or traffic management plan.

3 Operational Management Procedures

3.1 Objective

The objective of the draft OMP is to identify goals, principles, measures and performance indicators / targets to assist minimising potential environmental impacts associated with events being undertaken at the Oakes Oval and Crozier Field.

3.2 Event Decision Making Process & Responsibilities

There is currently no restriction on the number of events hosted at the site. It is maintained that operations be governed by this overarching draft OMP, which seeks to ensure that event operations are undertaken in an appropriate manner and without unacceptably impacting the amenity of the locality or environment.

The decision as to whether major events should be booked, organised and run are made by Lismore City Council after the review of a report/presentation from event organisers / staff.

Lismore City Council will be responsible for making the draft OMP publicly accessible and providing a copy of this draft OMP to the event organiser. It is the responsibility of the event organiser / contractor to ensure the requirements of this draft OMP, any relevant EMP or additional approval issued by Lismore City Council are adhered to.

3.3 Stakeholder Notification

All necessary stakeholder notifications of upcoming events will be undertaken by the event operator and in accordance with this draft OMP and Lismore City Council's Special Events Guidelines to ensure the community is informed about upcoming events and potential traffic management arrangements.

An example of a community notification letter and notice is attached to this draft OMP.

3.4 Complaints

Queries and complaints relating to events will continue to be forwarded to Lismore City Council. Lismore City Council will be responsible for logging all complaints into its Complaints Register. Early resolution to any complaints will be sought, a response provided, and effort made to resolve the complaint with the complainant in accordance with Lismore City Council's complaint handling procedures.

3.5 Review

The draft OMP is a "living document". It will be reviewed annually and updated as required in response to any changes to Lismore City Council's procedures, or as a result of any legislative or regulatory changes.

4 Environmental Impacts and Control Measures

4.1 Crowd Management, Security Control and Emergency Response

Oakes Oval is capable of supporting approximately 10,000 patrons. Crozier Field has an approximate capacity of 8,000 persons. An event organiser for events anticipated to be attended by more than 2,500 persons is to prepare a Crowd Control Management Plan and Security Plan as part of its overarching Event Management Plan and submitted to Lismore City Council for approval. These plans are to confirm event capacity and help ensure a safe atmosphere at the site and for all attendees. An example of a Crowd Control Management Plan and Security Plan is attached to this draft OMP. An example of Lismore City Council's Emergency Evacuation Procedures also forms part of the draft OMP.

The majority of the site and even portions of the grandstands are below the flood planning level. Given the nature of the site, being a recreational facility, use during periods of significant rain and flood is unlikely..

An Emergency Event Procedure and Plan is required to be prepared for events expected to accommodate 2,500 or more patrons. An example for this plan is attached to this draft OMP. The following goals and measures are to be employed through all event planning and operations to help ensure emergency response procedures are adequate.

It is noted that advice from the SES will be sought when preparing the final OMP for the site. The comments received will be considered and included in this section of the OMP to ensure suitable flood evacuation procedures are in place

4.1.1 Environmental Goals and Principles

- To ensure player and spectator safety

4.1.2 Measures

- A Crowd Control Plan and Security Plan is to be prepared and approved by Lismore City Council
- Lismore City Council's Emergency Evacuation Procedures are to be employed, and included in the Crowd Control, Security and Event Management Plan (where appropriate)

- A letter drop notification advising of the event is to be undertaken at least 7 days prior to the event
- Actively monitor area and have in place appropriate safety and security control where required
- Ensure events do not occur in periods of extreme weather cases

4.1.3 Performance Indicators / Targets

- No safety or security accidents

4.2 Traffic and Parking

A Traffic Management Plan is to be prepared and approved by Lismore City Council, and form part of the Event Management Plan for all events predicted to be attended by more than 2,500 persons or should the Harold Fredericks Car Park not be available for public use during the event. A Road Occupancy Licence issued by Roads and Maritime Services will also be obtained through Lismore City Council for the event if road closures are required.

The TMP is to be guided by the goals and measures outlined under this draft OMP. An indicative Traffic Management Plan and series of parking and bus servicing strategies have also been developed and are attached to this draft OMP to help guide an event operator preparing its own Traffic Management Plan.

It is important that an event operator ensures an adequate supply of public car parking and access arrangements are available for the event. No public car parking is provided onsite. Previous car parking analysis undertaken for the recreational facility has indicated that 900x public car parking spaces, including on-street and off-street spaces has generally been adequate to service events at the site. Considering this, a guiding plan has been prepared to confirm the location of some possible public car parking areas that are either within walking distance to the site or bus assessable. This plan is attached to this draft OMP. The parking areas identified on the guiding plan include existing public car parking spaces that are within 1km of the site. Event operators should be aware and encouraged to explore parking areas outside of what is shown on the guiding plan, which may include Council reserves, school sites, etc. It is the responsibility for the event operator to nominate through its Traffic Management Plan which public car parking spaces will be made available for the duration of the event and how these spaces will be serviced (i.e. shuttle buses, traffic marshals, etc.). A minimum of 900x car parking spaces must be confirmed for each event that warrants a Traffic Management Plan.

Lismore City Council will not issue an approval for an event to occur, unless suitable arrangements for parking and traffic management have been made and confirmed through a Traffic Management Plan.

4.2.1 Environmental Goals and Principles

- To minimise disruption to local traffic.
- To ensure road safety

4.2.2 Measures

- A Traffic Management Plan is to be prepared and adhered to for all major events
- Actively monitor area and have in place appropriate traffic control where required
- Event organiser will monitor traffic movements that enter the site or use the loading and drop off zones
- Drivers to be appropriately licenced by RMS or another Australian state for the vehicle size

4.2.3 Performance Indicators / Targets

- No adverse impact on the capacity or performance of surrounding road network
- No complaints regarding vehicles being parked on private land

4.3 Noise

The *Protection of Environment Operations (POEO) (General) Regulation 1997* does not provide any specific noise emission goals for sporting events or facilities. The EPA Noise Guide for Local Government indicates difficulty for establishing noise emission goals for stadiums, noting that:

"There are no hard and fast rules to apply when developing noise limits for these types of events, and what is appropriate will depend upon the particular circumstances. Typically, unless the venue is very remote, it is not possible to establish noise limits that prevent annoyance at every residence".

Noise emission targets for events at the site are not proposed under the draft OMP given the comments above and that noise emission from events at the new grandstand facilities has not yet been tested. Rather, the potential for nuisance to surrounding sensitive receivers by noise from these events is proposed to be guided, monitored and responded through the goals and measures under this draft OMP.

All residential premises within 1 kilometre of the sporting facilities are to be notified of any planned major events by a letterbox drop at least 30 days before the events. An example of this notification letter is attached to this draft OMP.

Noise complaints during events should be registered through Lismore City Council's Complaints Register. Upon receipt of 5x substantiated noise complaints, Lismore City Council is to engage an acoustical consultant to carry out measurements of noise at locations of complainants and prepare a template for an Operational Noise Management Plan (ONMP) for future events at the site. This template is to detail methods available to mitigate adverse noise and disturbance caused during events.

4.3.1 Environmental Goals and Principles

- Prevention of noise pollution
- No adverse impact on adjoining land or amenity of the neighbourhood

4.3.2 Measures

- Include a noise awareness component in site induction training
- Noise complaints are to be noted within the Compliant Register and appropriate action taken.
- Upon receipt of 5x substantiated noise complaints, Lismore City Council is to engage an accredited noise specialist to conduct measurements of noise at locations of complainants and prepare a template for an Operational Noise Management Plan (ONMP) for future events at the site

4.3.3 Performance Indicators / Targets

- No noise complaints from surrounding landholders

4.4 Waste Control

The recreational facility has been designed to ensure adequate space is provided for the collection and storage of waste generated across events.

It is therefore the role of event operator / coordinator to ensure the event is a Waste Wise Event. All general and recycling waste generated by the event is to be appropriately managed during the course of the event and removed from the site at the conclusion of the event. The site is to be left in a clean and tidy condition in which it was before the commencement of the use.

A Waste Management Strategy / Waste Wise Event Management Plan is to be prepared as part of any site-specific Event Management Plan to ensure that all waste resulting from all activities is managed in an effective and environmentally responsible manner. The WMS is to employ the following goals, measures and performance indicators (as a minimum).

4.4.1 Environmental Goals and Principles

- Prevention of the degradation of local amenity
- To minimise waste generated at the site and reduce to volume of waste requiring disposal to landfill
- Maintenance of the site aesthetics

4.4.2 Measures

- A Waste Management Plan / Waste Wise Event Management Plan is to be prepared for all major events
- Ensure there is sufficient general and recycling bins for each event and in suitable locations.
- All bins are to have lids/covers to reduce possibility of waste becoming airborne.
- Staff to pick up any waste found within the sporting precinct and to empty general and recycling bins as required.
- Staff to manage fullness of each general and recycling bin.

4.4.3 Performance Indicators / Targets

- No litter on the site
- Upon completion of each event, the sporting precinct and surrounding area is to be free of all waste/litter.

Attachment 1 – Template Event Management Plan

Template Event Management Plan

{Insert Event Name}

{Insert Date}

Name of Event:

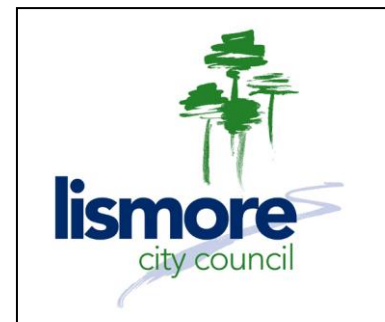
Venue Address:

Event Organiser:

Date of Event:

Prepared By:

Date Prepared:



Venue/Event Description:

Provide a detailed description of any buildings and temporary structures

- ...
-

Provide a description of the intended use of the venue and event activities

- ...
- ...

Specify operating hours including bump in and bump out times

- ...
- ...

General Roles and Responsibilities:

Role: Name:

Responsibilities:

- ...
- ...

Role: Name:

Responsibilities:

- ...
- ...

Role: Name:

Responsibilities:

- ...
- ...

Role: Name:

Responsibilities:

- ...
- ...

Role: Name:

Responsibilities:

- ...
- ...
- ..

Communication:

How will wardens and staff communicate with each other?

- ...
- ...

What will be the warning method for alerting the public and staff on an evacuation?

- ...
- ...

Emergency Evacuation Procedure:

Provide details of how an evacuation will be conducted?

- ...
- ...

Event Site Plan:

{INSERT / PROVIDE PLAN}

Crowd Control / Security Management Plan and Evacuation Points

{INSERT / PROVIDE PLAN & SEPARATE MANAGEMENT PLANS}

Traffic Management Plan (Approved by Traffic Advisory Committee)

{INSERT / PROVIDE PLAN}

Background:

-
-

Proposed Traffic Management Procedures

-
-

Traffic Changes

-
-

Parking:

-
-

Shuttle Buses

-
-

Parking Restrictions:

-
-

{INSERT / PROVIDE PLAN & SEPARATE MANAGEMENT PLANS}



EVENT RISK ASSESSMENT

43 Oliver Avenue, Goonellabah

Phone: 1300 878 387

ABN: 60 080 932 837

Description	
Risk assessment No.	
Version No.	
Effective Date:	
Review Date:	

I approve the use of this Risk Assessment :

Position			
Name			
Signature			
Date			

Record of Instruction	Training Required to Complete Activity
<p>By signing this Risk assessment Record of Instruction I acknowledge that:</p> <ul style="list-style-type: none"> • I understand the hazards and the risks arising from the Event • I understand the risk controls and will implement them • I know what to do if the Risk assessment are not being followed. 	<ul style="list-style-type: none"> • Trained in Emergency Procedure • Competent trainers/physical activities

ALL PERSONS INVOLVED IN THE WORKS MUST HAVE THE RISK ASSESSMENT EXPLAINED AND COMMUNICATED TO THEM PRIOR TO THE START OF WORKS.

Personal Protective Equipment (PPE) Requirements: (Please indicate by ticking box).				Legislation, Codes of Practice, Standards and Lismore City Council Policies and Procedures that apply to this activity
Required PPE	Yes	Required PPE	Yes	
Boots	<input type="checkbox"/>	Over trousers	<input type="checkbox"/>	
Tunic	<input type="checkbox"/>	Safety glasses	<input type="checkbox"/>	
Helmet	<input type="checkbox"/>	Long Sleeves	<input type="checkbox"/>	
Gloves	<input type="checkbox"/>	Hat	<input type="checkbox"/>	
Breathing apparatus	<input type="checkbox"/>	Sunscreen	<input type="checkbox"/>	
Wet weather clothing	<input type="checkbox"/>	Long Pants	<input type="checkbox"/>	
Cold & extreme climate clothing	<input type="checkbox"/>	Water	<input type="checkbox"/>	

Major Hazards and Risks Identified:

LISMORE CITY COUNCIL WHS and ENVIRONMENTAL RISK MATRIX						
CONSEQUENCE		LIKELIHOOD				
		Rare	Unlikely	Possible	Very Likely	Almost Certain
WHS Severity	Environmental Severity	Practically Impossible	Could happen at some time	May occur occasionally	Will probably occur	Expected to occur
Major Injury/Illness/ Death	Catastrophic Environmental Event	2	3	3	4	4
Long Term or Serious Injury/Illness	Major Environmental Event	2	2	3	4	4
Moderate Medical Treatment	Moderate Environmental Event	1	2	2	3	4
Minor Injury (<i>first aid treatment required</i>)	Minor Environmental Event	1	1	2	2	3
Insignificant Event	Insignificant Environmental Event	1	1	1	2	3
Extreme Risk – Do not commence work and contact WHS Section and Unit Manager. Secure site as required.						
High Risk – Immediate action required to reduce risk.						
Medium Risk – Urgent action required to reduce risk.						
Low Risk – Ensure adequate control measures are implemented.						
If you feel a WHS/Environmental risk fits two or more categories, always treat the risk at the higher level as a precaution.						

Task / Activity	Hazard/ Source of Hazard / Risk	Initial Risk Rating (4= highest, 1 =lowest)	Control Measures	Residual Risk Rating (4= highest, 1 =lowest)

Crisis Communication Management Plan

A guide for Lismore City Council staff on how to communicate during times of crisis.

Overview

Crisis management is the process by which an organisation handles a crisis such as an accident, natural disaster or any other calamity.

In times of crisis, communication needs to be fast, accurate and clear to ensure the safety and welfare of the community, employees and Council as an organisation.

People need to be flexible in times of crisis and use common sense, with the wellbeing of the community and employees always at the centre of decision-making.

The key to handling a crisis is to have a procedure in place which quickly and calmly focuses the senior management group on making key decisions. The rule-of-thumb among crisis management advisers is that the first 24 hours is crucial to successfully negotiating a path out of crisis.

This document should be used in conjunction with other emergency procedures. This document provides specific advice for communications staff for use during a crisis.

Managing a crisis step-by-step

1. Raise the alarm

It is the responsibility of any Lismore City Council employee on the scene of a crisis to raise the alarm and put management on notice in the event of a crisis or advise of a potential crisis.

The first staff member to become aware of an incident should take the following actions **as a matter of urgency**.

- If persons are injured or at risk, call **000** and request assistance.
- Secure the site.
- Contact senior management:

1. Supervisor

2. Executive Director

3. General Manager

2. Establish a Crisis Management Team

Should a crisis event occur, or a potential crisis be looming, the General Manager's office should be notified immediately to coordinate a public response.

At this point the Crisis Management Team should be called together as a matter of priority to assess the situation. A meeting of the General Manager, Media & Community Relations Coordinator and senior staff should be convened to gather and discuss information and plan a course of action.

Further meetings should be held to bring members up-to-date about the progress of the situation.

These are held in the understanding that the first 24 hours is crucial in managing the outcomes of a crisis situation.

At the initial meeting, the communication needs of Councillors, the community, employees, other agencies and other stakeholders need to be considered and a course of action agreed upon. Prepare briefing notes for all members to maintain consistency of the message.

The Crisis Management Team should be made up of the following people, as well as other staff or agency representatives depending on the nature of the crisis.

General Manager

Executive Director – Infrastructure Services

Executive Director – Sustainable Development

LCC Local Emergency Management Officer (LEMO)

Media & Community Relations Coordinator

Program Managers – as necessary

3. Develop clear messages

The Crisis Management Team should interpret the situation and act in a proactive and responsible way.

It is vital that clear, consistent and accurate messages are provided by Council to minimise confusion and to protect Council's reputation.

Council should protect and enhance its public reputation as an asset. A crisis has the potential to damage years of work by the whole organisation if not handled correctly.

A briefing document for all members of the Crisis Management Team should be developed so it can be referred to should they need to deliver communication throughout the crisis period.

The Media & Communications Coordinator will need to attend to the following:

- respond to concerns from Councillors, staff and the community;
- notify and liaise with the relevant regulatory authorities, police and emergency services; and
- deal with the media.

The Media & Communications Coordinator should develop the following for use as the crisis unfolds:

- Media release/s
- Imagery/photographs
- Social media messages
- Staff briefing notes
- Website content
- FAQs
- Talking points
- Community service announcements
- Strong statements/quotes from the General

Manager about the crisis and how Council will respond

- Associated materials (reports, maps, video footage etc)

Messages should include the following:

- Details of the crisis/incident with specifics (i.e. dates, times, percentages, volumes)
- Explanation of how or why it occurred
- How will Council respond/next steps?
- What systems have been/will be put in place to stop it happening again?

If information is unclear, do not include it. Be sure that messages are truthful and humble. In a crisis, the tone of communication is incredibly important. It should be authoritative but never condescending, inflammatory or defensive.

Where the emergency or crisis is a Council-specific matter, the Crisis Management Team should first agree on all messages and communications before they are released. Where it is not a Council specific matter, all messages and communications should first be agreed upon by all relevant authorities and/or agencies. For example, in flood events, only use information that has been confirmed by the Bureau of Meteorology and SES.

Where the emergency or crisis has been whole or in part created by Council, it is important to be upfront and take responsibility. Saying sorry is a powerful tool. Our Communication Style Guide talks about the 'Art of the Apology'. In a time of crisis where Council is at fault, this method is the best way to move forward.

The Art of the Apology

You can find countless examples of scenarios where big organisations have refused to apologise or stayed silent, only to find themselves in a media storm, often sparked by people's anger on social media.

The important thing to remember is this: it's okay to be fallible and it's okay to apologise. It shows you are human and that you have empathy. Council is not a faceless machine – it is an organisation made up of people, and sometimes people make mistakes. The mistake is not what's important – it's how you deal with the mistake that really matters.

The Art of the Apology was developed by former journalist and communication specialist Geoffrey Stackhouse as a formula for dealing with scenarios where the community is angry or hurt.

- **Step 1. Sin:** Recognise the 'sin' or mistake and address the anger people have around that. It's important to own it and show people you are cognisant of the fact a mistake has been made.
- **Step 2. Speed:** Don't sit around waiting for things to get worse. As soon as you realise a mistake has been made get out in the media and apologise. Leaving a vacuum of silence just allows angry voices to be heard rather than your apology.
- **Step 3. Sincerity:** If you're going to apologise, mean it. In order for people to believe you, just like in your personal relationships, you need to make your apology heartfelt and authentic.
- **Step 4. Sacrifice:** Show people that you understand the mistake has hurt and/or angered people by offering something in return.

3. Maintain Communication Channels

Establish links with and ensure that all affected persons, organisations and the media are regularly updated during the crisis to avoid misinformation.

Do not leave information vacuums. If it has been several hours but nothing has changed, reiterate earlier messages explaining that nothing has changed. Do not allow any long period of time to go by without communicating. People need to feel informed and be regularly kept in the loop.

Continue to meet with the Crisis Management Team as the crisis unfolds or the scenario changes so the organisation can continue to plot its course of action and to develop ongoing communications.

Until the crisis is over, the situation needs to take top priority and the Crisis Management Team needs to work as one unit.

4. Identify end of crisis

Any crisis event or emergency situation needs to have a formal close.

This may be by way of a report on the investigation, or a final account of the situation. Always establish as early as possible some form of end point which can signify the end of the crisis and give the community closure.

Brief Councillors, staff and stakeholders and announce to the media and community about any future steps or decisions affecting victims, employees or community relief, building construction, restoration, repairs, consideration of compensation, counselling, or how the community/council moves on.

5. Recognition

In wrapping up the Crisis Management Team, remember to acknowledge everyone who has contributed to the process.

This may require personal notes/recognition from the General Manager or Mayor.

6. Recovery

Conduct a debrief meeting of the Crisis Management Team to discuss what worked well and what little things really made a difference or would have if they were available.

Look at how well the communications worked, assess the news coverage and its impact and who in the organisation really stood out (positively and negatively) in terms of their contributions to the crisis response. Acknowledge all contributions.

Integrate the lessons learnt into future crisis/emergency plans.



WHS Procedure

Death or serious injury

Procedure created: 05/04/2017	Last reviewed by staff: 05/04/2017
Endorsed by Committee: 20/06/2017	Approved by ExCom: 18/04/2017
TRIM Ref: ED17/9242	Version No: 1

Overview

As with any crisis that an organisation faces, a death or serious injury requires Council to respond with prompt, sensible decision-making and fast, accurate communications.

However, unlike some other disasters where there is solely property damage, a death or serious injury has a profound impact on a family, community, employees and the organisation as a whole. This often requires a slightly different approach from other crises in the immediate aftermath and ensuing weeks and months.

It is essential to remember that in the event of a death or serious injury, the family affected should be at the forefront of the management team's mind. The organisation should show empathy, compassion and be genuine in its actions and responses.

In any tragedy that involves death or serious injury, the key to a path forward for the family, community and employees is to let your actions be guided by how you yourself would want to be treated under similar circumstances, and to understand the impacts of grief and sadness on those people affected by the tragedy.

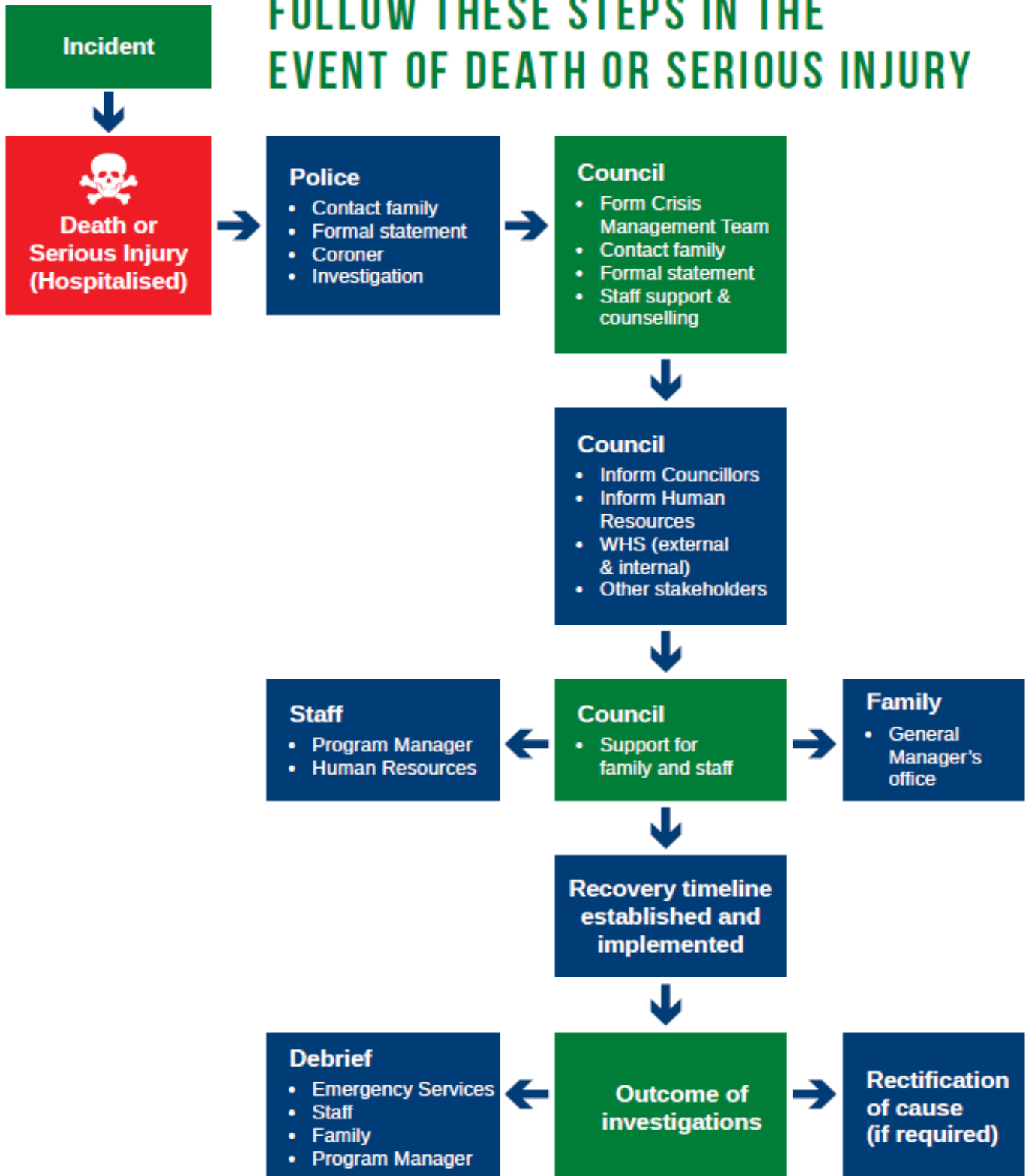
The following procedure sets out some simple methods to follow to ensure the organisation responds to a death or serious injury in an appropriate fashion.

What to do in the event of a death or serious injury

In the event of a serious injury the flow chart provides a quick reference on what actions to follow.

More detailed instructions on each step are included in this procedure.

FOLLOW THESE STEPS IN THE EVENT OF DEATH OR SERIOUS INJURY



Managing a death or serious injury step-by-step

Raise the alarm

It is the responsibility of any Lismore City Council employee on the scene of a crisis to raise the alarm and put management on notice in the event of a crisis or advise of a potential crisis.

The first staff member to become aware of an incident should take the following actions **as a matter of urgency**.

- If persons are injured or at risk, call 000 and request assistance.
- Secure the site.
- Contact senior management:
 1. Supervisor
 2. Executive Director
 3. General Manager

Establish a Crisis Management Team

Should a death or serious injury occur, the General Manager's office should be notified immediately to coordinate a response.

The Crisis Management Team should be called together as a matter of priority. A meeting of the General Manager, Media & Community Relations Coordinator and senior staff should be convened to gather and discuss information and plan a course of action.

The Crisis Management Team should be made up of the following people as well as other staff or agency representatives depending on the nature of the death or injury.

General Manager
Executive Director – Infrastructure Services
Executive Director – Sustainable Development
Media & Community Relations Coordinator
Program Managers – as necessary

Notify stakeholders immediately

The Crisis Management Team should immediately notify the following internal people:

- Human Resources Manager
- WHS Manager
- Councillors
- Others as required

Communicate early and with empathy

The Crisis Management Team should immediately develop a briefing document containing all relevant information that can be communicated to the family, Councillors, staff and the public. These may need to be different messages for each group, and each should take into account the family's personal privacy and legal ramifications. Council should also liaise closely with other agencies such as the Police or WorkCover about communication procedures.

It is vital that there is clear, consistent and accurate messages developed immediately to minimise confusion, ensure the family is informed and supported, and respond to community concerns and questions.

Once the Crisis Management Team has developed a briefing document and clear messages, they should immediately undertake the following:

- Make a formal public statement regarding the incident.
- Ensure the General Manager is in close contact with the family.
- Provide staff with support and counselling.

General Manager's Response

The General Manager should immediately contact the family and offer condolences and support. The General Manager will need to develop a relationship with the family that is based on genuine empathy and mutual trust right from the beginning. The General Manager's Executive Assistant or other delegated staff member should be tasked with being the sole contact for the family. The General Manager and General Manager's staff representative should be the only point of contact for the family to ensure a good relationship can be built and there is no confusion for the family surrounding the flow of information or who to direct their questions or concerns to.

Depending on the scenario, the General Manager may choose to do all or some of the following:

- phone the family and offer condolences;
- visit the home of the family to provide support;
- visit the person's family or injured person in hospital;
- send or take flowers of condolence;
- write a letter of condolence;
- provide practical support in matters of hardship or struggle where possible; and
- go above and beyond to ensure mental, physical and emotional comfort for the family.

It is essential to the organisation's reputation that the General Manager puts people before business interests in decision-making during this time. Being unaware of how the family and community will perceive your actions at this time is the greatest risk to the organisation's reputation. The General Manager needs to be cognisant of the family and community's feelings about the crisis and be sympathetic to that the family and community may time to be angry or grieve.

Getting back to business as usual should not be rushed. In the event of a death or serious injury, the feelings of the family and the community are of utmost importance.

Ongoing response

It is quite possible that investigations into the matter may take some time. Stay in close contact with the family to ensure their needs are being met. Continue to provide support to staff as necessary. Provide regular communication to the media. Even if no new details are available, continue to communicate. Regular updates ensure people feel safe and that the situation is under control.

Recovery timeline

Following the initial 24 hours after an event, the Crisis Management Team should turn its attention to establishing a recovery timeline. Implement this only when appropriate, remembering that the family and community's perception of Council's actions is the defining factor in how the organisation will be remembered for handling the incident.

Rectification and return to business as usual

Once all investigations into the matter have been completed by both internal and external parties, Council needs to immediately implement any directives from other agencies as well as internal WHS staff.

This should allow business to return to normal, but be mindful of ensuring this takes place only after an appropriate amount of time has passed. Act too soon and the family and community may see your return to business as usual as callous or uncaring. 6

Debrief

Debrief with all people who have been involved all affected by the incident. This include police or emergency services who attended, staff including the relevant Program Manager and the family.

Spokesperson guidelines for communicating with the media following a death or serious injury

- Demonstrate organisational concern about people. Everything else takes a back seat to the needs of the people involved including family, the community and staff.
- Do not release the name(s) of the injured/deceased until all next of kin (immediate family) have been notified. Explain what is being done to remedy the situation.
- Be open, honest, and tell the full story. If you do not, someone else will, thus increasing the possibility that the crisis team loses control of the situation.
- Never respond with "no comment". Instead explain why you cannot answer the question. (i.e., we do not have those details confirmed at this time, we will provide you with an update when we do have an answer to that question.)
- Do not guess or speculate. If you do not know the answer, say so and offer to track down the answer.
- Respect reporter deadlines. If you promise to get information, do so promptly. The speed with which you can supply information will ultimately affect the end story.

- Never speak off the record. The media can use any information released.
- Never give exclusive interviews during a crisis. All members of the media should have the chance for gathering information.
- Do not provide damage estimate, discuss responsibility for the incident, or discuss legal liability in any way.
- Be available 24 hours a day.
- Notify Contact Centre and other employees to direct all media inquiries to the Crisis Management Team without speculating on the situation.
- Do not discuss illegal activity at any time. If it is assumed, say “Police are investigating. We are cooperating.” Refer all questions to the appropriate law enforcement agency.
- In cases when media request interviews with family members, provide a liaison to family members for the media so that the family can protect their privacy if they choose.
- Avoid “side comments” meant to be humorous. Do NOT accept hypothetical questions. Do NOT repeat negatives in a question. Taken out of context, these remarks can be very damaging.
- Use everyday language, not jargon.
- Provide written materials that give reporters background information.

Stallholder Checklist:

Check List for Stallholders

Thank you for participating in this amazing event for Lismore, we hope you enjoy the experience and if we can be of any assistance prior or during the event please use the contact details provided below. Please fill in and sign this form that you have read and agree with these conditions.

You must have a copy on your Public Liability insurance policy on site with your on the day.

You must have a copy of your Food Safety Supervisor certificate on site (if required)

You must provide your own flooring for your space and you must take it away with you.

You must provide your own water and waste water and is to be collect and taken away.

You must provide hand washing facilities.

All electrical equipment must be tagged and tested and in date.

All gas bottles and fitting must be in date and serviceable.

- Traffic controllers will be in place from [REDACTED]
- All vehicles must be off site by [REDACTED]
- No vehicles will be allowed in after: [REDACTED]
- Vehicles may re-enter the site after [REDACTED]
- Site maps will be issued on prior to event to assist with logistics.
- Council Staff will be on site and will be checking all sites before you are allowed to operate.
- Please note that *if you are found to be non-compliant by the Health Inspector on the day you will not be allow to operate until such time as you meet all requirements, there will be no exceptions and you will be asked to pack up your stall, no refunds will be given.*
- You must provide us with your power requirements: [REDACTED]

Please read our Waste Wise Strategy for the Event it's important. (next page)

Please advise

- How much power will you require – remember it is only (1x10amp and 1x15amp or 2x10amp only)

- You agree to the above terms and conditions

Name : _____ Business: _____

Signature: _____



INCIDENT REPORT FORM

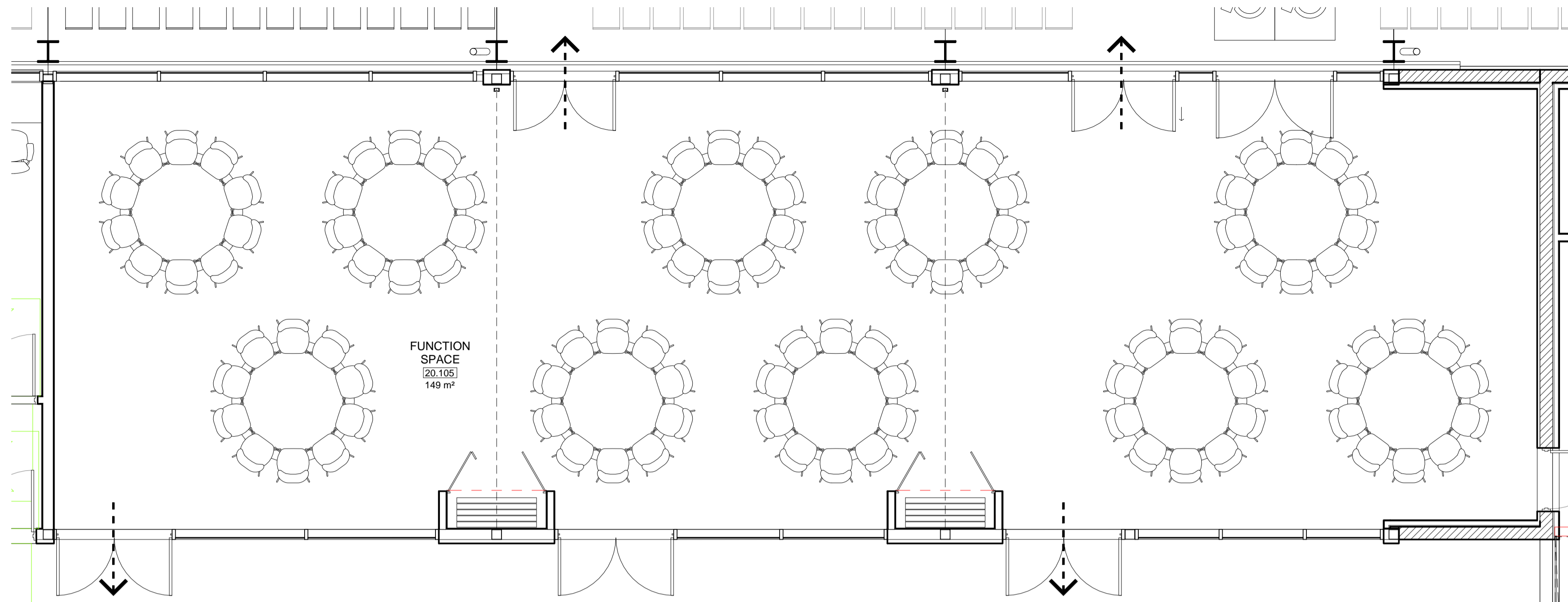
Section A - Person Reporting incident		MANDATORY SECTION FOR ALL INCIDENT TYPES	
First Name:		Surname:	
Phone:	Email:		
Section B - Basic Incident Details		MANDATORY SECTION FOR ALL INCIDENT TYPES	
Injury	Plant	Property Damage	Vehicle Damage
LCC	Contractor	(Name) Public Volunteer
Notification Only			
Near Miss			
Hazard			
Incident Description (Question - What was being done at the time (Activity) & How it happened)			
Immediate Actions (what actions have been IMMEDIATELY put in place?) e.g. trip hazard removed.			
Location of incident:		Weather:	
Date:	Details of Injury (Question – type of injury, where, be specific e.g. hand, second finger etc.)		
Time:			
Section C – Details of Person Involved		MANDATORY SECTION FOR ALL INCIDENT TYPES	
First Name:		Surname:	
Phone:	Email:	Date of Birth:	
Full Address:			
Immediate supervisor:	Department:	Phone:	
Section D - Witnesses Information			
Witness 1:	Name:	Phone:	
Witness 2:	Name:	Phone:	
Section E - Additional Details for Injuries (Select all Applicable)			
Treatment Type:	No Treatment Required	Intend to Seek Medical Assistance	Site First Aid (No further treatment)
	Medical Treatment	Ambulance	Hospital Certificate of Capacity Issued
Treatment provided by:			
Description of treatment if required:			Any further medical treatment need Yes No If yes:
Is this a pre-existing injury? Yes No (if yes provide details) Details:			
Did this injury occur outside of work? Yes No (if yes provide details) Details:			

Does this caller need to speak to a Safety Officer? Yes No



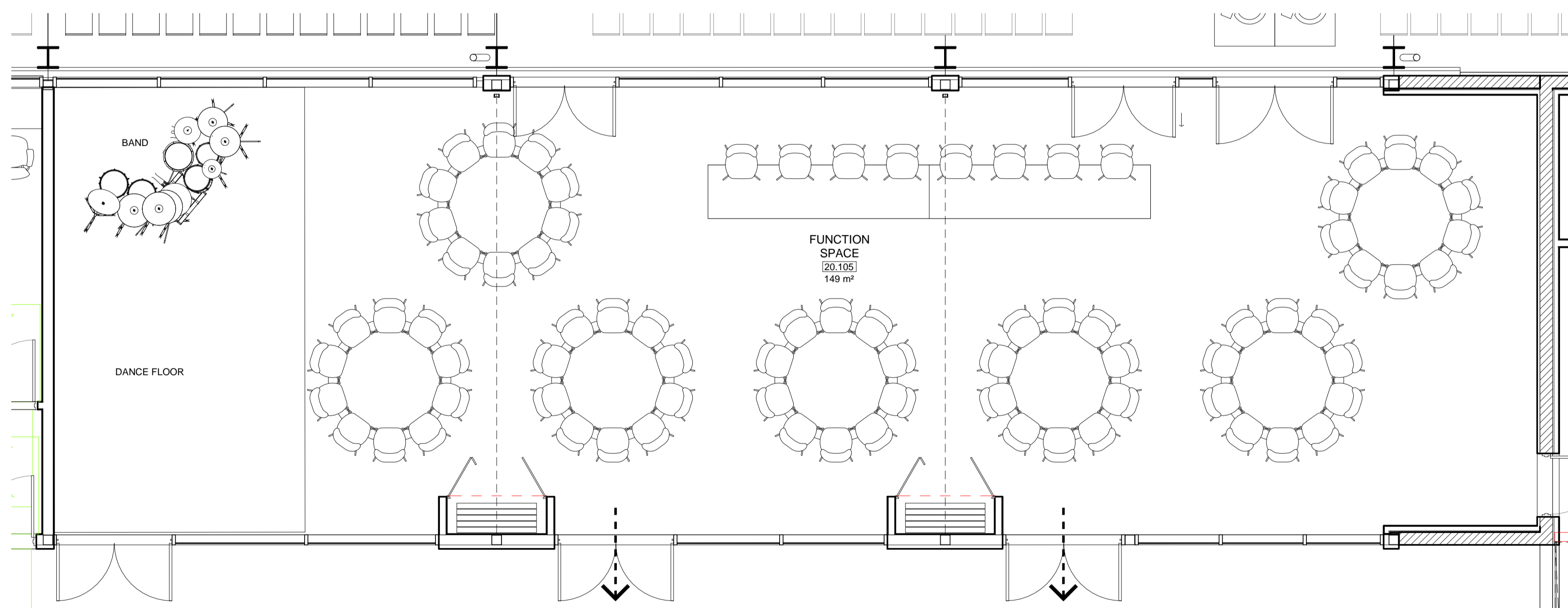
To be completed by Safety Team

Attachment 2 – Function Room Arrangements



CURRENT LAYOUT
 10 TABLES = 100 pax
 (10 pax per table)
 or
 10 TABLES = 120 pax
 (12 pax per table)

1 FUNCTION ROOM - BANQUET
 SCALE 1:50

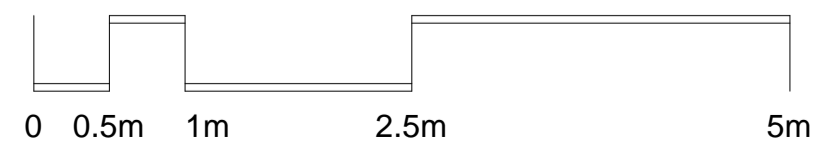


CURRENT LAYOUT
 7 TABLES = 70 pax
 (10 pax per table)
 1 WEDDING TABLE = 8 pax
 1 DANCE FLOOR
 1 BAND/MUSIC AREA

2 FUNCTION ROOM - WEDDING
 SCALE 1:50

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Rev	Description	By	Date
1	Design Development	AB	23/09/2020
2	DA Update	AB	21/10/2020



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 TEL/FAX: 02 6887 8666
 STRUCTURAL ENGINEER
NAME: BLYTH TANNER
 ADDRESS: Level 9, 269 Wickham Street, Fortitude Valley QLD 4006
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 MECHANICAL / ELECTRICAL / HYDRAULIC
NAME: MDA CONSULTING ENGINEERS
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 TEL/FAX: 07 3232 9550

Client
 LISMORE CITY COUNCIL

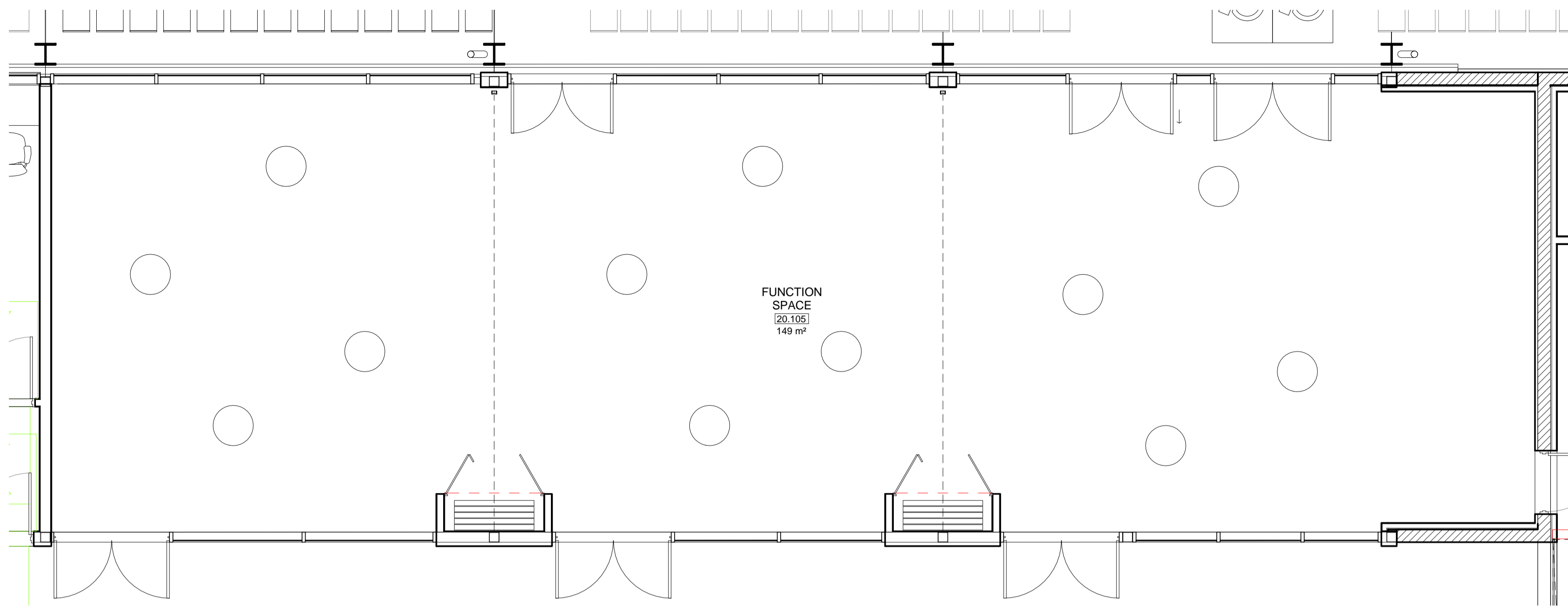
Project No.
 419034.00

Project
 LISMORE CITY SPORTS
 HUB
 Oakes Oval, Lismore NSW

Drawing Title
 FUNCTION ROOM LAYOUTS
 - TIDAL PAVILION

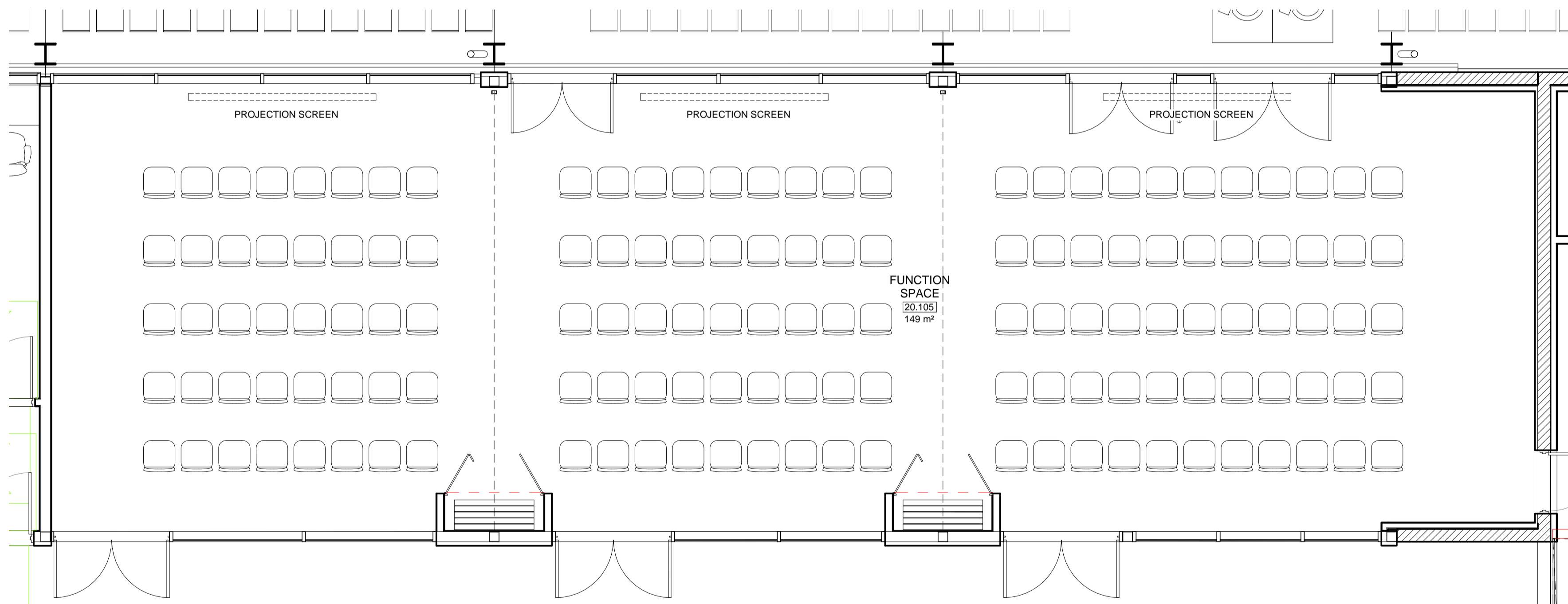
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Co-ordinated: AB	Scale: 1:50 @ A1
Project Architect: AB	Date: 21/10/2020
Project Director: RC	Revision: 2
Drawing Number: M21-05	North:



CURRENT LAYOUT
12 HIGH TABLE STOOLS
= 150pax

1 FUNCTION ROOM - COCKTAIL
M21-02 SCALE 1 : 50

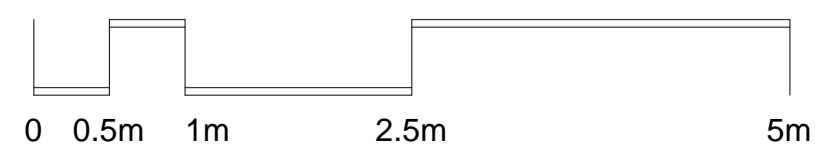


CURRENT LAYOUT
140 SEATS

2 FUNCTION ROOM - SEMINAR
M21-02 SCALE 1 : 50

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Project No.
419034.00

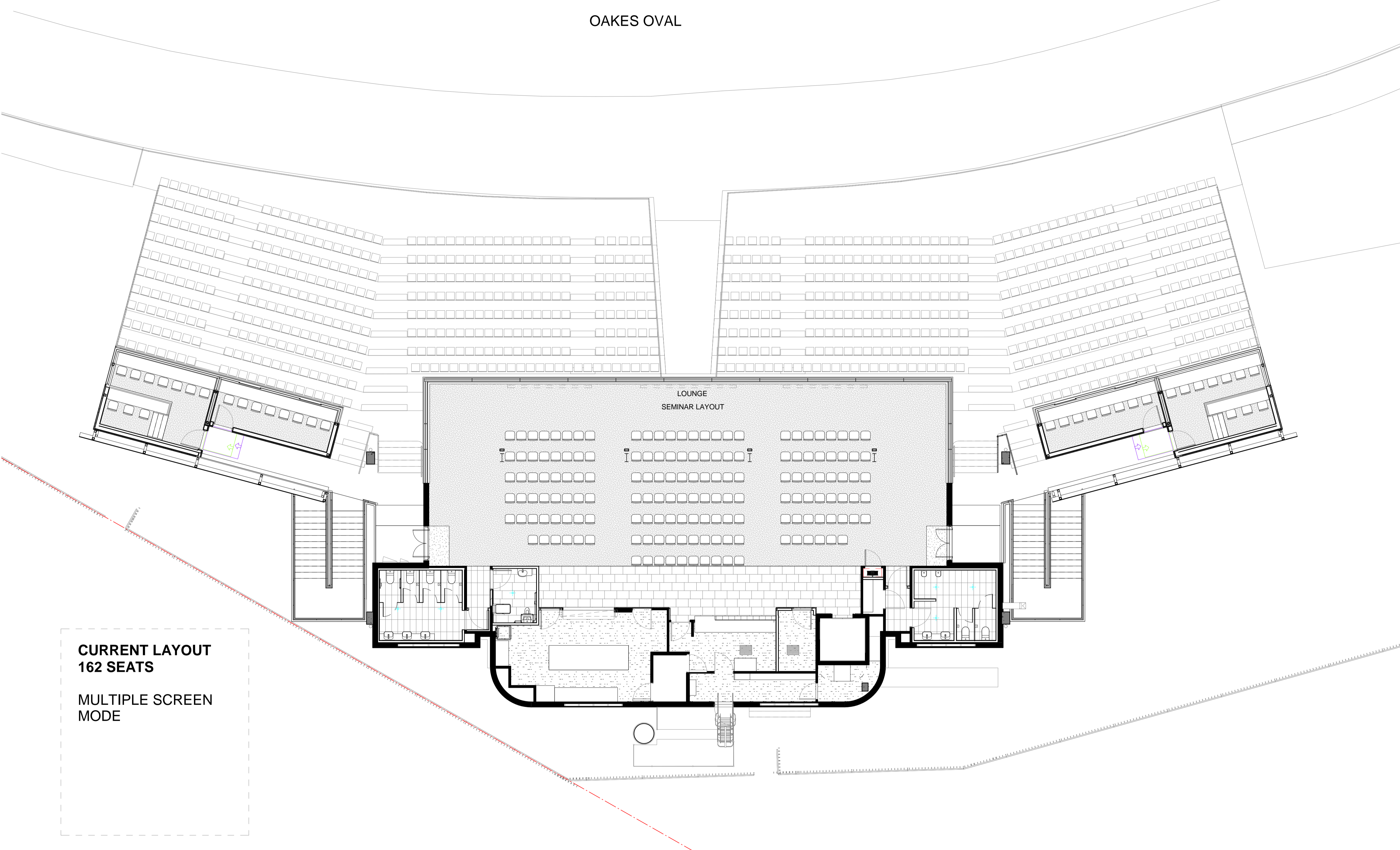
Project
LISMORE CITY SPORTS
HUB
Oakes Oval, Lismore NSW
Drawing Title
FUNCTION ROOM LAYOUTS
- TIDAL PAVILION

Document Control Status:	
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Co-ordinated: AB	Scale: 1 : 50 @ A1
Project Architect: AB	Date: 21/10/2020
Project Director: RC	Revision: 2
Drawing Number: M21-06	North:

Rev	Description	By	Date
1	Coordination	AB	10/07/2020
2	Design Development	AB	22/09/20

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 - DRAWINGS ARE INDICATIVE AND INTENDED TO CONVEY DESIGN INTENT ONLY AND ARE SUBJECT TO CHANGE AT ANYTIME.
 - DRAWINGS ARE TO READ IN CONJUNCTION WITH ANY AND ALL OTHER DOCUMENTS INCLUDING THOSE FROM ENGINEERS, AUTHORITIES AND THE LIKE

OAKES OVAL



**CURRENT LAYOUT
162 SEATS
MULTIPLE SCREEN
MODE**

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Client
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Project No.
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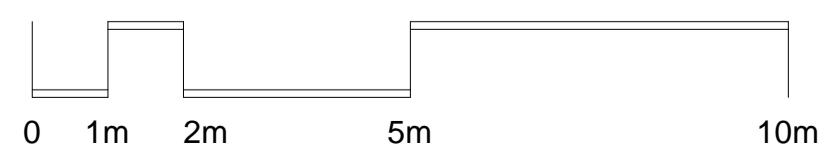
Project
LISMORE CITY SPORTS HUB
Oaks Oval, Lismore NSW

Drawing Title
UPPER FLOOR PLAN - GORDON PAVILION - LAYOUT SEMINAR - LINEAR

Document Control Status:
DESIGN DEVELOPMENT

As DRAWING SHEET	Drawn:	KS
Co-ordinated:	AB	Scale:
Project Architect:	AB	1 : 100 @ A1
Project Director:	RC	Date:
		22/09/20
		Revision:
		2
Drawing Number:	North:	
X121-11		

1 FUNCTION ROOM - LAYOUT SEMINAR - LINEAR
X130-02 SCALE 1 : 100



Attachment 3 – Conditions of Hire

APPLICATION FOR USE OF GORDON PAVILION FUNCTION ROOM

*Lismore City Council acknowledges the people of the Bundjalung nation,
traditional custodians of the land on which we work*



Function/Event:

Name:	Organisation:	
Address:		
Phone -	A/Hrs:	Mobile:
Alternate contact person:	Phone - B/Hrs:	A/Hrs:
Date required:	Number attending:	
Start time:	Finish time:	

Please ensure the building is secure i.e. all doors and windows locked, reset alarm, all lights off and all external ground gates locked. FAILURE TO COMPLY WILL INCUR A SECURITY ASSISTANCE FEE.

Full payment is required at time of booking. A tax invoice will not be issued to non-regular hirer's until payment received, at that time a tax invoice/receipt will be issued. Cancellation fee of 50% will apply to cancellations greater than 3 weeks of booking, 100% cancellation fee when less than 3 weeks notice is given. The Gordon Pavilion is a Non-Smoking Area and has seating for approx. 120 people.

Council Organised or Supported Function (Admin Fee) (4170.2020.1675)	\$ 65.00
Council Organised or Supported Function – Tea/Brewed Coffee & Biscuits per person	\$6.00
Council Organised or Supported Function - Tea/Brewed Coffee & cake per person	\$7.00
Function Room half day hire – (5 hours)	\$120.00
Function Room, Bar and Kitchen per day/evening – (5 to 10 hours or more)	\$230.00
Function Room in conjunction with sporting event	\$135.00
External Users – Tea/Brewed Coffee & Biscuits per person	\$7.00
External Users – Tea/Brewed Coffee & Cake per person	\$10.00
Hire of Crockery Only	\$20.00
Hire of Projector per use	\$20.00
Refundable bond applies to all hirers and may be forfeited by the applicant where damage has occurred or where any of the conditions of hire have been breached.	
Bonds will be refunded no earlier than 14 days after the event.	\$POA
Key deposit (Refundable)	\$POA
<i>NOTE: If adequate evidence of appropriate Public Liability Insurance (specific to the function) is not provided, an additional fee will be charged:</i>	
Public Liability Insurance	4180.2020.1710 \$99.00

Do you require the following:	YES	NO
Kitchen facilities		
Bar facilities		
Coldroom		
Lift		
External public address system		

CONDITIONS OF HIRE

1. Hirer is responsible for commissioning all catering and/or bar staff as well as providing all food/refreshments.
2. Hirer must leave function room area in a reasonably clean state and the carpet must be vacuumed with the vacuum cleaner provided. All rubbish is to be placed in bins for removal. If this is not done the bond, or part thereof, will be withheld to cover costs.
3. Caterers are to clean kitchen area and leave in an acceptable state.
4. Hirer is responsible for any additional equipment to be hired or provided for the function. Please do not forget to collect keys during the week prior to the event. Council PH: 1300 878 387.
5. Hirer must pursue and provide evidence of an appropriate licence for sale of liquor if it is so warranted.
6. All users/hirers must supply documented evidence of Public Liability insurance to the value of \$10,000,000 to hire any Council Park, Reserve or facility. This will be kept on file by Lismore City Council and must be valid at the time of hire. If this is not forthcoming an additional fee will be charged
7. **Hirer must vacate the premises by 1:00am otherwise after this time a charge will be applicable. Please ensure the building is secure i.e. all doors and windows locked, reset alarm, all lights off and all external ground gates locked. FAILURE TO COMPLY WILL INCUR A SECURITY ASSISTANCE FEE.**
8. Hirer must abide by all regulations pertaining to noise pollution and littering as determined by Council or the Environment Protection Authority i.e. no amplified music between 12:00 midnight and 8:00am on any day of the week.
9. No glass containers will be allowed to be taken outside the function room area i.e. not onto the stands, grounds or external amenities.
10. Any damage/destruction of Council property shall be at the expense of the hirer and alteration to pre-determined fixtures and markings is strictly prohibited. (This clause includes damage to lift.)
11. Hirer must be aware that if the Function Room only is hired, there may be other events being conducted at the ground. These will mostly be sporting events which may generate some noise.
12. ***It is the hirer's responsibility to carry out a safety check of the premises prior to the commencement of their event to ensure that the premises are safe for the intended event. Council recommends that such a safety check be documented.***
13. ***The hirer of this facility/sporting field must be at least 18 years of age.***

DECLARATION:

I undertake to be responsible for payment of the charges fixed by the Council for the hire of the amenities specified above and for the payment of any other charges arising out of this Agreement and agree to adhere to conditions specified by Council. I ALSO undertake to ensure the premises are locked and secure (refer to Clause 7).

Signature

.Date: ...

**Attachment 4 – Template Community Notification &
Letter**



Our ref: INSERT
Your ref: INSERT
Contact: Lismore Events

DATE

Dear Resident & Business

IMPORTANT INFORMATION FOR BUSINESSES AND RESIDENTS

Please note Council would like to advise that on **{INSERT OVERVIEW OF EVENT AND LOCATION}**.

We are expecting a crowd of around **{INSERT CAPACITY}** attendees during the day. The event will run from **{INSERT OPERATING TIMES}**.

{INCLUDE IMPORTANT DETAILS REGARDING ANY ROAD CLOSURES, DETOURS OR ACCESS ARRANGEMENTS FOR BUSINESS AND RESIDENTS AS WELL AS DETAILS REGARDING ANY PERCEIVED ENVIRONMENTAL NUISANCES (IE. NOISE GENERATING ACTIVITIES). DETAIL WHO WILL BE THE CONTRACTING SECURITY COMPANY OPERATING ONSITE}.

For more information on the event visit the website www.visitlismore.com.au or contact 1300 878387.

If you require further information, please contact the Lismore Events Team on 1300878387.

Yours faithfully

{INSERT NAME}

{INSERT TITLE}

Copy to: > Lismore Police, Lismore Fire Brigade, Lismore Ambulance Service, Lismore Base Hospital, Westpac Helicopter, NR Bus lines, Lismore Taxis.



IMPORTANT INFORMATION FOR BUSINESSES AND RESIDENTS

Lismore City Council's Tourism + Events team is pleased to host:

Event: {INSERT DETAILS}

Date: {INSERT DETAILS}

Venue: {INSERT DETAILS}

Time: {INSERT DETAILS}

Include important details regarding any road closures, detours or access arrangements for business and residents as well as details regarding any perceived environmental nuisances (ie. noise generating activities).

For further information please go to www.visitlismore.com.au or contact Council's Events Unit on 1300 87 83 87.

Attachment 5 – Example Crowd Management Plan

Name of Event: AFL JLT Community Match
Venue Address: Oakes Oval, 144 Magellan St, Lismore, 2480
Event Organiser: [REDACTED]
Date of Event: March 10, 2019
Prepared By: [REDACTED]
Date Prepared: January 24, 2019



Objective

The objective of this plan is to provide a safe atmosphere for people to gather and reduce any risk to an acceptable level. By establishing this plan, Lismore City Council has taken steps to try to identify and mitigate all foreseeable hazards, before during and after the AFL JLT Community match.

CROWD CONTROL MANAGERS (CCM)

This event will have approximately 5,000 patrons. The event will have one primary and one assistant CCM. The CCMs are specifically assigned as crowd control manager(s) who has/have the responsibility of maintaining the safety of the occupants during our gathering. Our CCMs names for this event are as follows:

Lead Crowd Control Manager:

[REDACTED]

Responsibilities

- Responsible for implementing the evacuation plan in the event of an emergency
- Provide a safe atmosphere for people to gather
- Crowd Control manager shall maintain a position with view of whole venue and/or roam venue.

Assistant Crowd Control Manager:

[REDACTED]

Responsibilities

- Responsible for assisting the evacuation plan in the event of an emergency
- Will guide personnel to exit doors
- Provide a safe atmosphere for people to gather.

Event Organiser:

Responsibilities

The event POC for this event is Leanne Clark. They are the main contact for any issue that comes up dealing directly with the event. The event POC has the knowledge of their event and can assist in many matters before they turn in to possible situations.

PLAN

1. **Ensure all event staff are briefed and understand the crowd control measures and plan.**

All staff have been provided with the site plan. A briefing will be held prior to the event to ensure complete understanding.

2. **Quickly capture the attendees attention.**

PA system/lights: Staff will utilise the sound equipment and lighting to capture occupants' attention.

3. **Calmly address the crowd and provide evacuation information.**

PA System/Lights: Staff will increase lighting and calmly address occupants through PA system in case of an emergency and will be there to physically assist in evacuation through exits in an organised manner. All occupants will be directed to meet at designated muster points. These points will be announced over the PA system.

4. **Turn the lights on**

Lights: Staff are trained and familiar with the lighting of the facility.

5. **Turn any music off (if applicable)**

Music/Sound Equipment: The ground announcer will be stationed at the sound equipment during the entire event. If announcer fails to shut music off alternate Crowd Control Manager will move to the system to have music turned off.

6. **Who is designated to take these actions?**

- In the event of any emergency the fire alarm will be pulled by anyone
- Lights will be done by Primary Crowd Control Manager
- Following light illumination Primary Crowd Control Manager will conduct PA address to crowd.

7. **Event Coordinator to conduct a pre-safety briefing and ensures the following:**

- Coordinator will meet with Security and Police for a pre-event briefing.
- That all exit requirements and avenues are maintained.

- That the facility has adequate number of exits, exits are properly marked, and exit paths are cleared.
- That the alarm system is working.
- That all emergency Lighting is working.

8. Ensure occupancy capacity is not exceeded

- Crowd Control Manager shall monitor occupant load via ticket scans, keep accountability of the occupant load, and ensure that the occupancy capacity is not exceeded.
- During the event, security will prevent overcrowding by monitoring the amount of people in the area of assembly. Crowd Control Manager will communicate via radio with head of security.
- During the event, the crowd control manager shall conduct a periodic walk-thru of the facility and confirm that all exit paths remain clear.

EXAMPLE

Attachment 6 – Example Safety and Security Plan

Oakes Oval, Lismore

Security Plan

AFL JLT Community Match

Sydney Swans v Gold Coast Suns

10 March 2019



- 1. Guard Breakdown**
- 2. Safety and Security**
 - 2.1 Command Post**
 - 2.2 Communication**
 - 2.3 Safety Briefing**
 - 2.4 Prohibited Items**
- 3. Entry Gates**
- 4. Arena Guards**
- 5. Interchange and Senior Coach Guards**
 - 5.1 Interchange Guards**
 - 5.2 Senior Coach Guards**
- 6. Umpire Guards**
- 7. Change Room Guards**
- 8. Roving Patrols**
- 9. Licensed Area Guards**
- 10. Ambulance and Crozier Field Guards**

Appendix 1. Site Map

Appendix 2. AFL Conditions of Entry

Appendix 3. Emergency Management Plan

1. Guard Breakdown

AFL security	
Number of Security	Task/Location
4	Roving Guards
4	Entry Gate 1 (as per layout)
4	Entry Gate 2 (as per layout)
8	Arena security (as per layout)
2	Change rooms (1 per team)
1	Umpire change rooms/Umpire bench
2	Interchange/Team arrival
4	Coaches (2 per coach)/Coach arrival
2	Licensed Area Guards (1 per bar)
2	Ambulance + Crozier Field gate Guards
Total	33

2. Safety and Security

2.1 Command Post

Security Command Post is located at Crozier Field change room. See site map (appendix 1). All strategic decision-making for emergencies takes place between the Commanders and is subsequently disseminated through the appropriate channels.

2.2 Communication

AFL safety officers will be working off a separate channel to Venue Security. Channels will be outlined at the safety briefing.

2.3 Safety Briefing

Prior to the match, guards will gather and attend a security briefing. The briefing will take place at 11am at the Command Post.

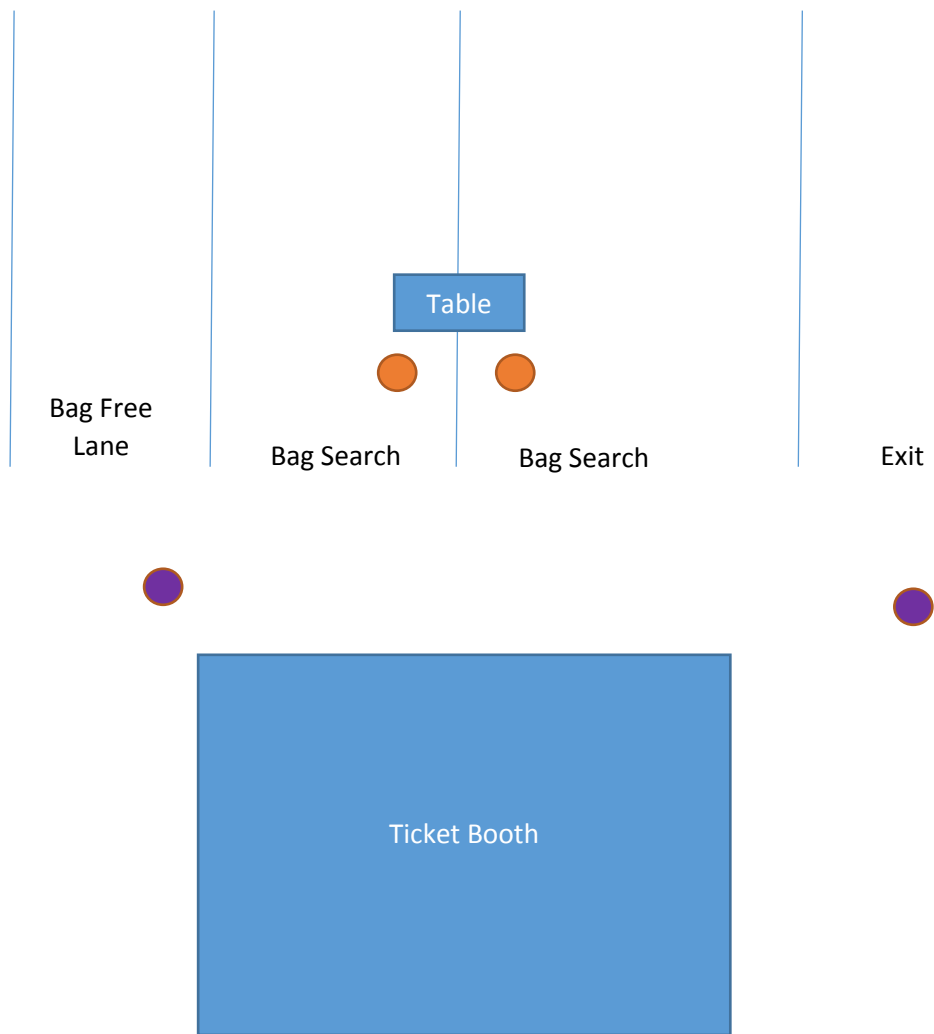
2.4 Prohibited items



- The AFL conditions of entry are enforced. See AFL conditions of entry (Appendix 2).
- Patrons bags are checked for prohibited items prior to entry
- The carriage of alcohol into venue is strictly prohibited
- Glass bottles or cans are not taken into the venue

3. Entry Gates

Tables are set up at all entry gates to ensure bag searches are being conducted appropriately by security.

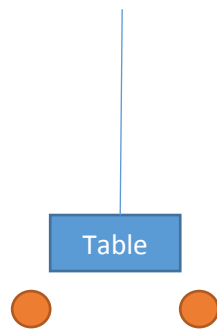
Bag Check Guards conduct the search of every bag. Monitoring guards ensure the lanes are working and no bags are missed. Refer to guard placement in the below diagram:



Key	
	Monitoring Guards
	Bag Check Guards

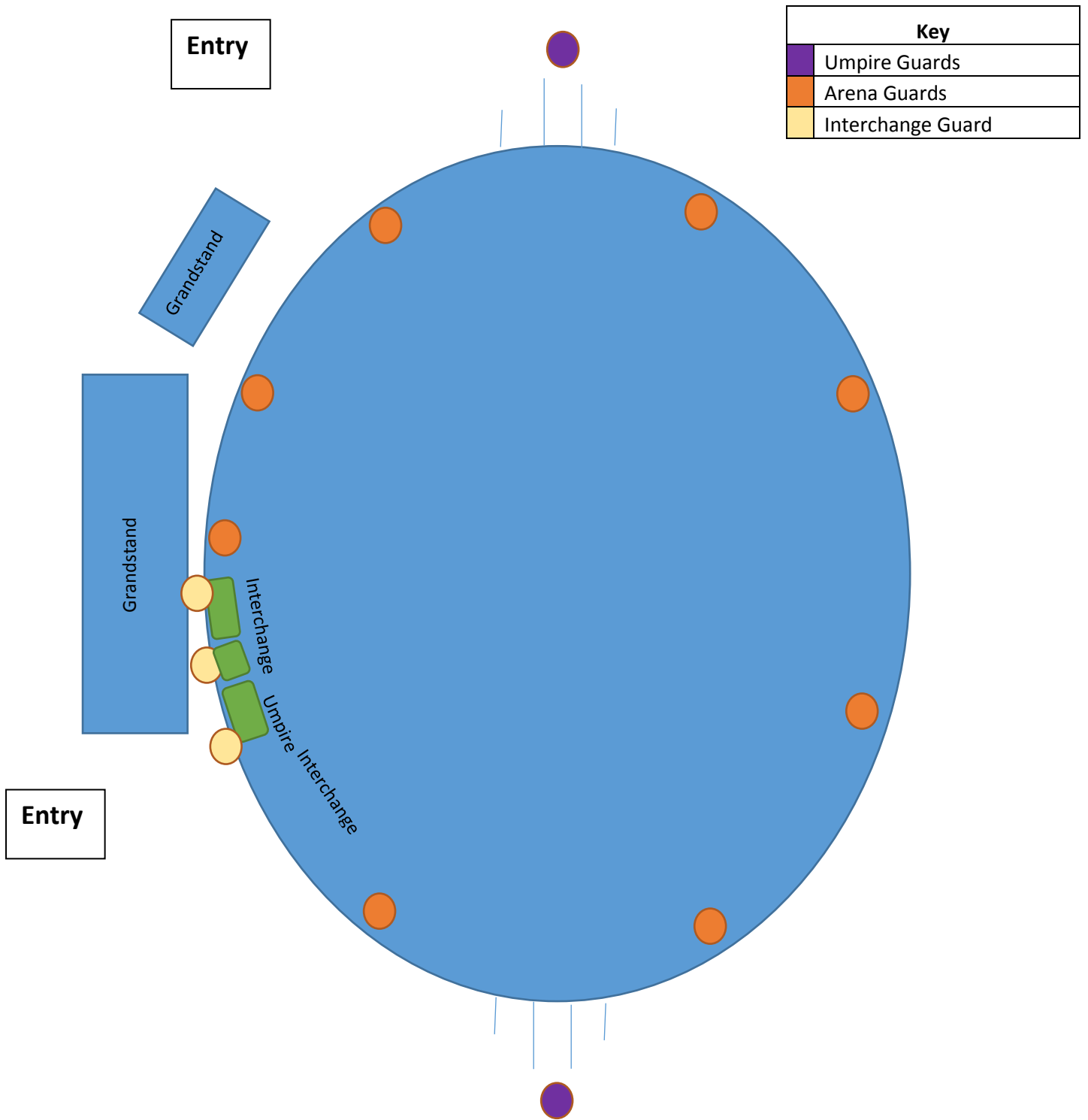
Potential pre purchase gate

This gate will operate only if there is a need for it to open. Entry lines will be monitored by event staff and they will make the call if this gate is needed. 2 roaming guards will be pulled to man this gate in the event that it is utilised.



4. Arena Guards

Arena guards are to face the crowd during play and throughout the quarter and half time breaks to ensure patrons don't breach the perimeter and jump onto the arena. Guards can be seated during play so long as they are facing the crowd.



5. Interchange and Senior Coach Guards

Interchange bench and senior coach security are to ensure the arrival area where players arrive on Coaches / mini buses is appropriately cordoned off and prevent the general public from mixing with the team. This is to be performed before match day positions are taken up.

5.1 Interchange Guards

Guard to be positioned on the crowd side just behind each bench to ensure there is no interaction or interference from patrons with the players and officials.

5.2 Senior Coach Guards

From the moment the Senior Coach is onsite at the venue, two guards are assigned to each Senior Coach (4 guards in total).

The guards take up a position to the front and rear of the Senior Coach and walk with them from the coach's box and onto the arena until the boundary line.

The guards should remain on the boundary line and continue to observe the senior coach at all times.

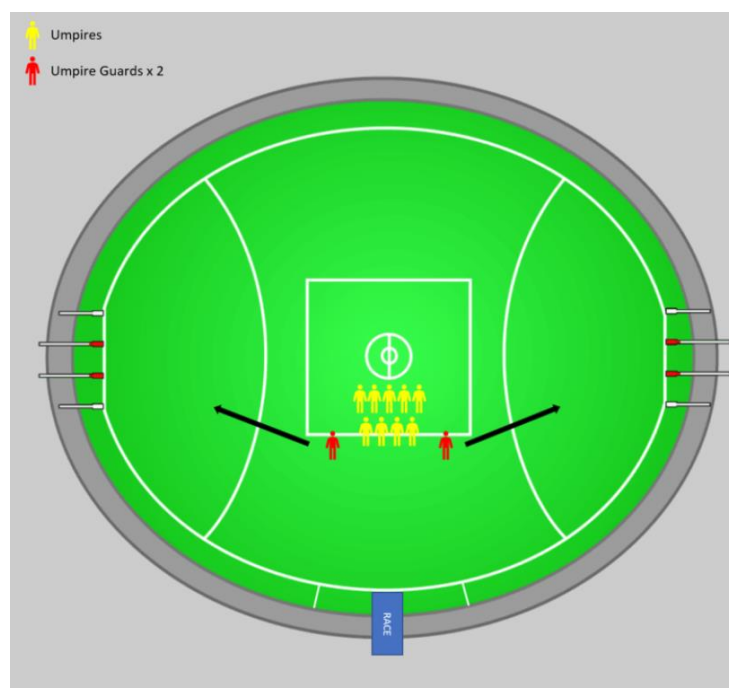
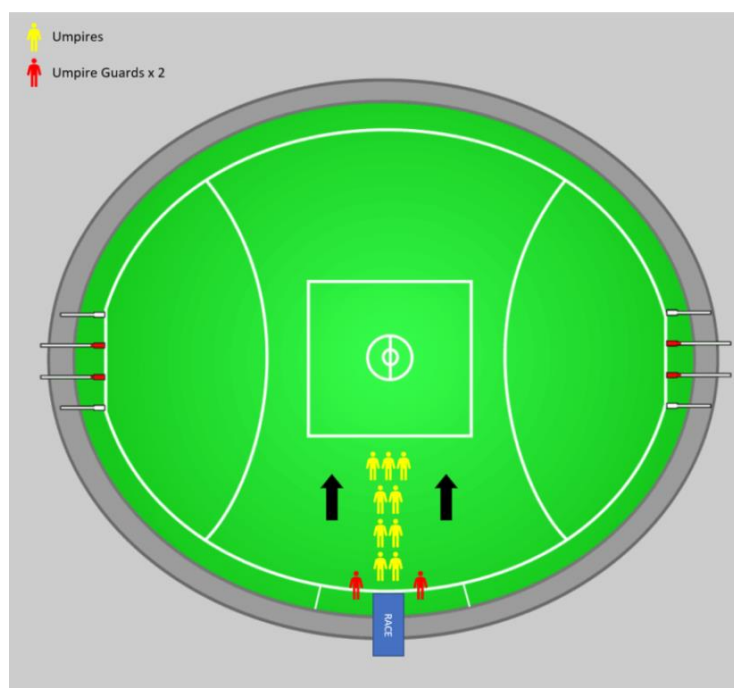
As the senior coach approaches the boundary line, the guards position themselves, one to the front and one rear to rear until the coach is back in the box.

6. Umpire Guards

Two guards are assigned the role of umpire escort.

Before bounce

- As the umpiring group exit the race/tunnel to enter the arena, both guards should take up a position to the rear of the umpires and maintain a safe distance behind them. Leave some distance so that you do not appear to be part of the group however always maintain visual observations of the umpires.
- Once the umpires have entered the arena, walk to the middle of the ground, continuing to trail behind them. Once the umpires are safely escorted to the middle of the arena, safely make your way to each end of the arena and take up position behind the goals to assist with ball retrieval.

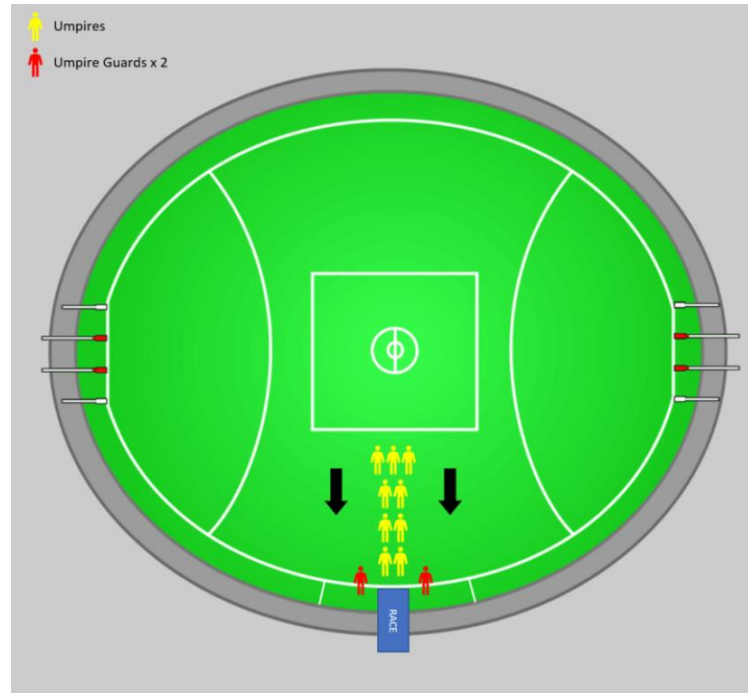
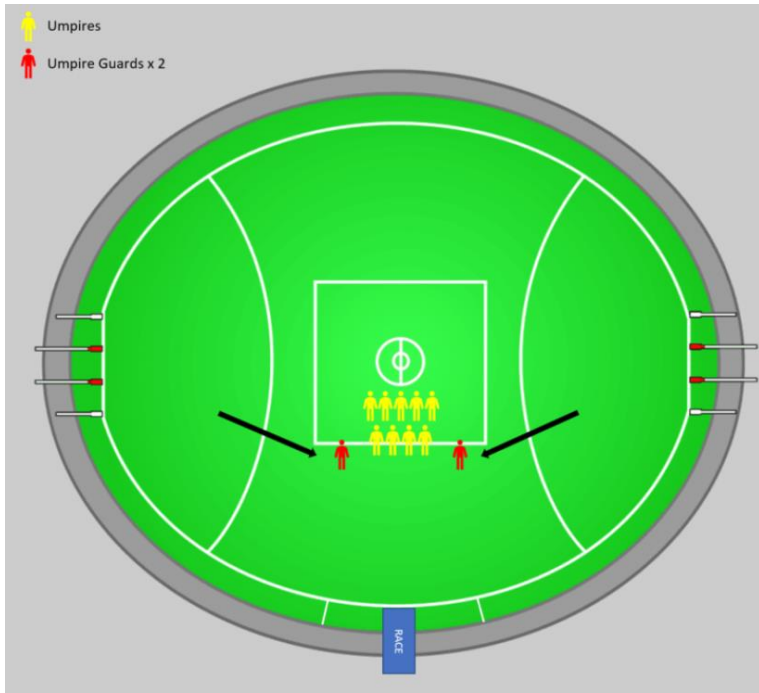


Quarter time/three quarter time breaks

- During the quarter time breaks, walk to the middle of the arena and protect the umpires who remain on-field. Remember to leave a distance between yourselves and the group.

Half time/end of the match:

- At the half time break, make your way swiftly to the middle of the ground together. Once together, make your way to the mouth of the race/tunnel and take up a position on either side and wait for the umpiring group to exit the arena and walk back down the race. Please Note: Guards should be facing the crowd at this time.
- When the last umpire enters the race, follow behind leaving a distance between yourselves and the umpiring group.
- This process is to be followed at the conclusion of the match.



7. Change Room Guards

One guard is placed at the entrance of each players' change-rooms to check accreditation of people entering the rooms.

8. Roving Patrols

4 dedicated roving patrol guards along with guards between duties. Prior to Match Arena Guards can patrol and once entry gates slow down Entry Guards can patrol.

Paired guards patrol the inner perimeter of the venue to provide regular updates to their supervisor. Any issues identified can be readily addressed and where possible, additional guards can be re-deployed if required.

Early detection and subsequent communication can be addressed via the Command Post and where necessary a police detail can be deployed to the area.

9. Licensed Area Guards

There will be 2 bar areas on site. One in Canteen 2 (1) and one next to the food area (2) (see map below).

1 Guard will be positioned at the entry point of each bar.



10. Ambulance and Crozier Field Guards

Guard will be positioned at the Ambulance gate to ensure people do not enter. They will also open gates and clear way for Ambulance if they are needed.

Guard will be positioned at Crozier Field gate. Toilets in Crozier Field will be used during match and change rooms will be used for Auskick participants. Guard is to ensure only Auskick participants are to access change rooms and no people are to enter the venue through Crozier Field.

See map below.





LEGEND

AE AMBULANCE ENTRY/EXIT	DISABLED PARKING	A ALCOHOL/BAR	P OFFICIALS PARKING
+ FIRST AID	EXIT EXIT ONLY	F FOOD	MUSTER POINT NO. # MUSTER POINTS
ENTRY/EXIT ENTRY/EXIT	TOILETS	T TICKET BOOTHS 1, 2 OR 3	ROAD CLOSED



LISMORE CITY COUNCIL
 AFL PRE-SEASON GAME - SYDNEY SWANS AND GOLD COAST SUNS
 OAKES OVAL, DAWSON STREET, LISMORE
 SUNDAY 10TH MARCH 2019
 SITE PLAN VIEW

DATE: 2019/03/07	BY: [Signature]	NO. OF SHEETS: 1	NO. OF SHEETS: 1
PLAN No: 5143			

Appendix 1. Site Map

Appendix 2. AFL Conditions of Entry

1. Not to bring into the Venue:

- (a) Any photographic, video or audio recording equipment for any purpose other than private non-commercial purposes, which includes, without limitation, video and/or audio recorders, camera tripods, monopods or lenses with a total focal strength of greater than 200mm or any other commercial digital video equipment;
- (b) Any animal (other than a companion animal required for medical reasons as documented in a medical certificate provided by a trained medical specialist);
- (c) Any musical instruments or other similar device; or
- (d) Any alcohol, glass, cans, firearms, weapons, fireworks or any other items deemed to be or which may be considered to be dangerous,

Without the prior written consent of the Australian Football League;

2. Not to:

- (a) Make any recording or take any photograph for any purpose other than private non-commercial purposes;
- (b) Make any recording or take any photograph of any person without the authorisation of that person; or
- (c) Sell, license or otherwise publish, disseminate or reproduce (or permit such), whether in whole or in part, any recordings taken or made inside the Venue (including, without limitation, photographs, video recordings, data recordings or sound recordings),

Without the prior written consent of the Australian Football League;

3. Not to broadcast or narrowcast by any means whatsoever (including, without limitation, by way of mobile telephone, transmitter or other wireless device of any kind) any images, sounds, data, results or commentary of or concerning any of the matches or other activities at the Venue without the prior written consent of the Australian Football League;

4. Not to re-sell or offer to re-sell any tickets to the matches played at the Venue at a premium or to use any of them for advertising, promotional or other commercial purposes (including, without limitation, competitions) without the prior written consent of the Australian Football League. If a ticket is sold or used or suspected to have been sold or used in contravention of this condition the bearer of the ticket may be denied admission to the Venue;

5. Not to:

- (a) Wear or otherwise display commercial, political, religious or offensive signage or logos of any kind;
- (b) Engage in ambush marketing of any kind;
- (c) Sell or distribute any goods or services or any other matter or thing;
- (d) Collect money or orders from other patrons for goods or services or any other matter or thing;
- (e) Inflate, or cause to inflate, any balloon, beach ball, receptacle, device or structure;
- (f) Conduct public surveys or opinion polls, solicit money, donations or subscriptions from members of the public; or
- (g) Distribute commercial, political, religious or offensive advertising or other promotional material of any kind,

Without the prior written consent of the Australian Football League;

6. That entry to the Venue is only permitted to spectators who agree to be searched (including, without limitation, their bags, clothes or other possessions) on entry, and continued presence in the Venue is only permitted to spectators who agree to be searched (including, without limitation, their bags, clothes or other possessions) while in the Venue. AFL reserves the right to inspect and search your bags regardless of size. This may include visually or physically inspecting the bag and/or seeking your assistance to remove items from the bag. AFL also reserves the right to conduct 'pat down', 'wandering' or other reasonably personal checks of you as you enter or exit the Venue;

7. That the playing field at the Venue shall be out of bounds at all times and any persons entering the playing field without prior written consent from the Australian Football League will be prosecuted;

8. That You consent to:

- (a) The recording of your likeness and/or voice by any means (including but not limited to audio and visual recordings by television cameras and photographers) (together 'Images'); and
- (b) The commercial exploitation, throughout the world, of their Images by any means by the Australian Football League and its commercial partners without compensation;

9. That you are required to take appropriate care for your safety including but not limited to sun protection and hydration;

10. That if You are deemed to be, or potentially be, affected by the consumption of alcohol or drugs You may, in the Australian Football League's sole discretion, be refused entry to, or ejected from, the Venue by an authorised event official;

11. That:

- (a) You are admitted to the Venue at Your own risk; and

(b) That the Australian Football League shall not be liable for any loss or damage suffered by you or caused by any act or omissions of the Australian Football League;

12. Not to do any of the following in or around the Venue:

(a) Post, stick, place or attempt to post, stick or place any poster, placard, bill, banner, print, paper or any other advertising material on any building structure, fence, tree, cordon or other thing without the prior written consent of the Australian Football League;

(b) Misuse, deface, damage, remove from the Venue or tamper with or attempt to misuse, deface, damage, remove from the Venue or tamper with any building, seat, chair, toilet, sink, table structure, vehicle, craft, truck, pipe, tap, tap fitting, conduit, electrical equipment, wiring, sign or other thing or excavate or cause to be excavated any part of the area used for any of the matches or other activities at the Venue;

(c) Deposit litter, except in a receptacle provided for that purpose;

(d) Throw or attempt to throw any stone, bottle, projectile or other object;

(e) Engage in any conduct, act towards or speak to any player, umpire or other official or other patron in a manner, or engage in any conduct, which threatens, offends, insults, humiliates, intimidates, disparages or vilifies that other person on any basis including, but not limited to, that other person's race, religion, colour, descent or national or ethnic origin, special ability/disability or sexual orientation, preference or identity;

(f) Disrupt, interrupt or behave in any manner that may disrupt or interrupt any of the matches or other activities at the Venue, distract, hinder or interfere with a player, interfere with the comfort of other patrons or their enjoyment of any of the matches or other activities at the Venue;

(g) Use indecent or obscene language or threatening or insulting words, or otherwise behave in a threatening, abusive, riotous, indecent or insulting manner;

(h) Interfere with, obstruct or hinder the Australian Football League or its employees, agents or contractors in the exercise of their powers, functions or duties;

(i) Collect, communicate or transmit any form of commentary, data or other material in relation to the conduct, progress, result or any other aspect of a match taking place at the Venue for any improper purpose, illegal purpose, or unauthorised commercial purpose;

(j) In any way, or seek to in any way, improperly influence the conduct, progress, result or any other aspect of a match taking place at the Venue, or offer to any third party any bribe or other reward to engage in such activities; or

(k) Smoke in areas within the Venue;

13. Not to hold Yourself out or otherwise promote Yourself or any good or service as being associated with the Australian Football League, club or player where they are not authorised by the Australian Football League to do so;

14. Without prejudice to any other rights which the Australian Football League or the Venue owner or hirer may have, that if you contravene any of these conditions of entry you may:

(a) Be refused entry to the Venue;

(b) Be required by an authorised event official to provide your name, address, photograph and other relevant personal information (**Personal Information**);

(c) Be ejected from the Venue by an authorised event official;

(d) Have your ticket confiscated and/or cancelled without refund or recompense;

(e) Be prohibited and disqualified, by means of an Official Banning Notice, from purchasing tickets for and/or entering into any Venue or other function played or conducted under the auspices of the Australian Football League; and/or

(f) Have legal action taken against you in connection with such matters;

15. That:

(a) If you are required to provide your Personal Information as set out in paragraph 14(b), the Australian Football League will at all times deal with your Personal Information in accordance with the Privacy Act 1988 (Cth) and AFL's Privacy Policy, which can be accessed on the AFL's website. You consent to the Australian Football League, the Venue and any relevant third party service providers using Your Personal Information in connection with investigating, documenting and analysing any possible breach of these conditions of entry or the law; and

(b) If You receive an Official Banning Notice You are banned from engaging in any of the Prohibited Activities for the Banned Period (as set out in the Official Banning Notice), and the Australian Football League may vary or re-issue the Official Banning Notice to You if it is satisfied it is reasonably appropriate to do so in the circumstances.

(c) If you receive an Official Banning Notice you also consent to the Australian Football League disclosing your Personal Information to third parties to take reasonable steps to enforce the Official Banning Notice.

16. That, in the event You are refused entry to the Venue for any reason in accordance with these conditions of entry, no refund will be paid in respect of the relevant ticket; and

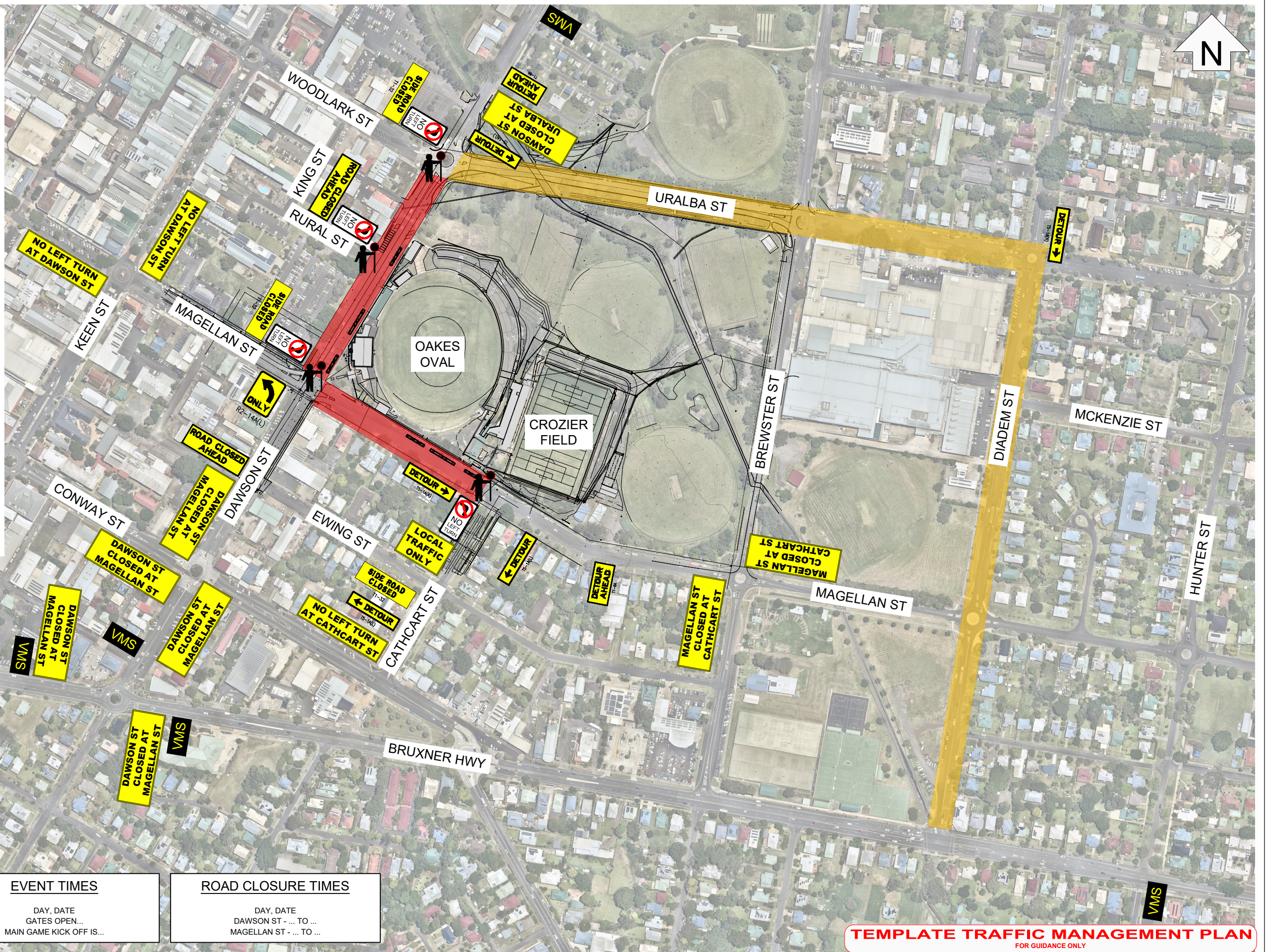
17. To abide by any terms of entry into the Venue prescribed by the Venue manager to the extent those terms of entry do not conflict with the conditions set out above.

Attachment 7 – Example Traffic Management Plan

NOTES

IT IS THE RESPONSIBILITY OF THE EVENT ORGANISERS/TRAFFIC CONTROLLERS TO:-

1. ASSUME THE ROLE OF THE WORKS SUPERVISOR IN ACCORDANCE WITH THE RMS TRAFFIC CONTROL AT WORKSITES MANUAL AND TO ENSURE APPROPRIATE TRAFFIC CONTROL IS IMPLEMENTED. THE REQUIRE CHECKS AND AUDITS ARE CARRIED OUT AND RECORDED ON FORMS AS SHOWN IN APPENDIX E OF THE SAID MANUAL.
2. INFORM THE RESIDENTS/BUSINESSES INSIDE THE TRAFFIC CONTROL AREA OF THE CHANGED CONDITIONS AND ASSIST WITH VEHICLE MOVEMENTS IN AND OUT OF DRIVEWAYS AND EVENT AREAS.
3. ROAD OCCUPANCY LICENCE (ROL) TO BE APPROVED BY TNSW TO CLOSE ROAD.
4. APPLY FOR PERMITS TO CLOSE ROADS AT LISMORE CITY COUNCIL AND GIVE NOTICE TO POLICE AND RELEVANT AUTHORITIES OF THE ROAD CLOSURES.
5. SECTION 138 APPLICATION TO BE SUBMITTED TO LISMORE CITY COUNCIL FOR APPROVAL FOR THE USE OF A MESSAGE VARIABLE BOARD ADVERTISING ROAD CLOSURES FOR THE EVENT.
6. BOLLARDS ARE TO BE PLACED ALONG URALBA ST (SOUTHERN SIDE) AND DAWSON ST (EASTERN SIDE).
7. ALL SIGNS ARE TO BE PLACED IN/ON MEDIANS AND/OR GARDENS AND MUST BE VISIBLE TO ALL TRAFFIC BUT CAUSE NO TRAFFIC OR PEDESTRIAN HAZARD.
8. ALL SIGNS ARE TO BE REMOVED ONCE EVENT IS COMPLETED.
9. ALL SIGNS ARE TO BE CLASS B SIGNS.
10. TRAFFIC CONTROLLERS ARE TO BE PLACED IN APPROPRIATE LOCATIONS WHERE ROADS ARE CLOSED. OVERSIZED TRUCKS ARE TO BE ALLOWED THROUGH DAWSON ST WHEN ROAD CLOSED UNDER TRAFFIC CONTROL GUIDANCE. VARIABLE MESSAGE SIGNS (VMS) ARE TO BE LOCATED IN APPROPRIATE LOCATIONS ADVISING OF ROAD CLOSURE. EXACT WORDING TO BE DETERMINED. APPROVAL FROM RMS MUST BE RECEIVED PRIOR TO PLACEMENT OF VMSS.
- 11.



LEGEND

- DETOUR ROUTE
- ROAD CLOSED
- VARIABLE MESSAGE SIGN
- TRAFFIC CONTROLLER

EVENT TIMES

DAY, DATE
GATES OPEN...
MAIN GAME KICK OFF IS...

ROAD CLOSURE TIMES

DAY, DATE
DAWSON ST - ... TO ...
MAGELLAN ST - ... TO ...

TEMPLATE TRAFFIC MANAGEMENT PLAN
FOR GUIDANCE ONLY

REV	DESCRIPTION	DATE	DRAWN	DESIGN	CHECK	APPROVED
A	ISSUED FOR INFORMATION	16.03.21	JB	JB	BG	BG

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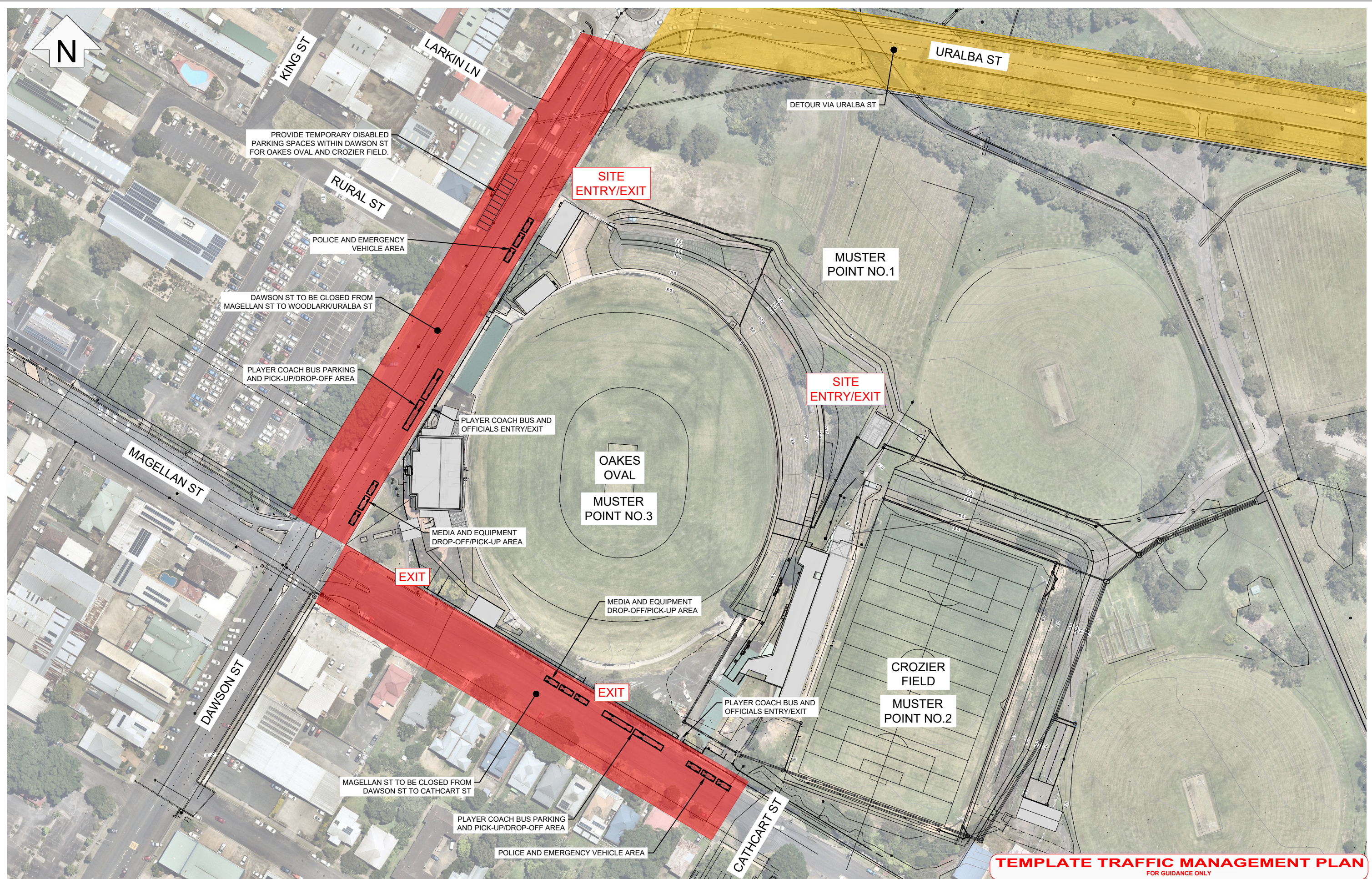
CLIENT:
LISMORE CITY COUNCIL

LOCAL GOVERNMENT AUTHORITY:
LISMORE CITY COUNCIL

PROJECT:
OAKS AND CROZIER OVAL - STAGE 1

DRAWING TITLE:
**TRAFFIC MANAGEMENT PLAN TEMPLATE
OAKS AND CROZIER OVAL EVENTS
SHEET 1**

ORIGINAL SIZE: A1
PLANIT JOB No.: J6331
DRAWING No.: TMP01
REV: A



TEMPLATE TRAFFIC MANAGEMENT PLAN
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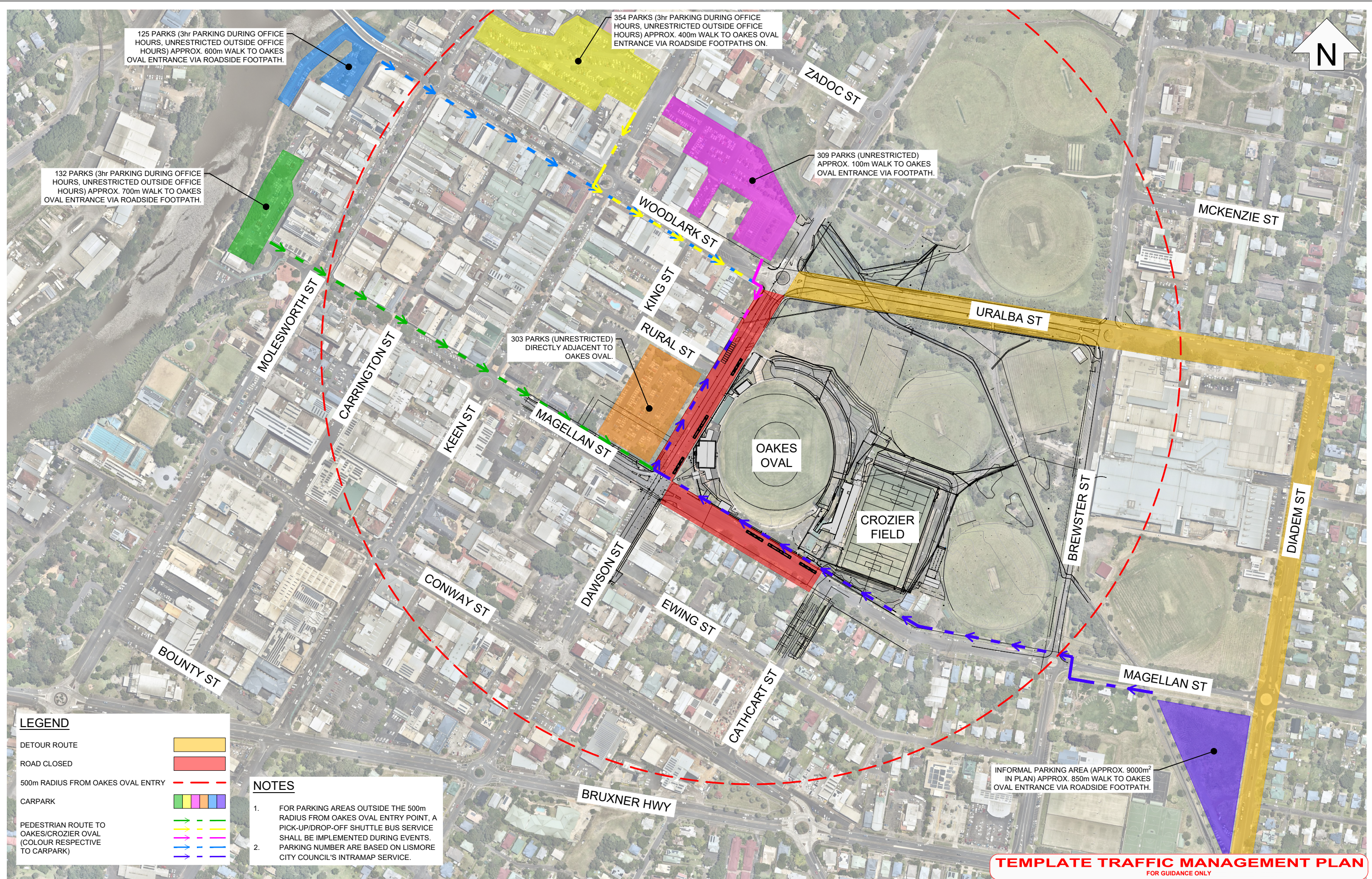
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LISMORE CITY COUNCIL

PROJECT:
OAKES AND CROZIER OVAL - STAGE 1

DRAWING TITLE:
**TRAFFIC MANAGEMENT PLAN TEMPLATE
OAKES AND CROZIER OVAL EVENTS
SHEET 2**

ORIGINAL SIZE: A1
PLANIT JOB No.: J6331
DRAWING No.: TMP02
REV: A

Attachment 8 – Car Parking Availability Plan



125 PARKS (3hr PARKING DURING OFFICE HOURS, UNRESTRICTED OUTSIDE OFFICE HOURS) APPROX. 600m WALK TO OAKES OVAL ENTRANCE VIA ROADSIDE FOOTPATH.

132 PARKS (3hr PARKING DURING OFFICE HOURS, UNRESTRICTED OUTSIDE OFFICE HOURS) APPROX. 700m WALK TO OAKES OVAL ENTRANCE VIA ROADSIDE FOOTPATH.

354 PARKS (3hr PARKING DURING OFFICE HOURS, UNRESTRICTED OUTSIDE OFFICE HOURS) APPROX. 400m WALK TO OAKES OVAL ENTRANCE VIA ROADSIDE FOOTPATHS ON.

309 PARKS (UNRESTRICTED) APPROX. 100m WALK TO OAKES OVAL ENTRANCE VIA FOOTPATH.

303 PARKS (UNRESTRICTED) DIRECTLY ADJACENT TO OAKES OVAL.

INFORMAL PARKING AREA (APPROX. 9000m² IN PLAN) APPROX. 850m WALK TO OAKES OVAL ENTRANCE VIA ROADSIDE FOOTPATH.

LEGEND

- DETOUR ROUTE
- ROAD CLOSED
- 500m RADIUS FROM OAKES OVAL ENTRY
- CARPARK
- PEDESTRIAN ROUTE TO OAKES/CROZIER OVAL (COLOUR RESPECTIVE TO CARPARK)

NOTES

- FOR PARKING AREAS OUTSIDE THE 500m RADIUS FROM OAKES OVAL ENTRY POINT, A PICK-UP/DROP-OFF SHUTTLE BUS SERVICE SHALL BE IMPLEMENTED DURING EVENTS.
- PARKING NUMBER ARE BASED ON LISMORE CITY COUNCIL'S INTRAMAP SERVICE.

TEMPLATE TRAFFIC MANAGEMENT PLAN
FOR GUIDANCE ONLY

REV	DESCRIPTION	DATE	DRAWN	DESIGN	CHECK	APPROVED
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LISMORE CITY COUNCIL

LOCAL GOVERNMENT AUTHORITY:
LISMORE CITY COUNCIL

PROJECT: OAKS AND CROZIER OVAL - STAGE 1			
DRAWING TITLE: TRAFFIC MANAGEMENT PLAN TEMPLATE OAKES AND CROZIER OVAL EVENTS SHEET 3			
ORIGINAL SIZE: A1	PLANIT JOB No.: J6331	DRAWING No.: TMP01	REV: A

