SydneyOlympicPark

Event Operational Readiness Framework

Sydney Olympic Park Authority (SOPA)
As at December 2023

NSW GOVERNMENT

About this Framework

The Operational Readiness Framework is a guide for Event Owners/Organisers delivering events within Sydney Olympic Park (SOPA) precincts.

The framework outlines best practice event management documentation to assist SOPA in reviewing the viability and operational capability of your Event/Activity in our Precincts. These documents assist us, in working across agencies, to deliver safe and successful events.

Below is a guide and criteria that Event Owners/ Organisers need to submit to SOPA, to demonstrate the planning and resources allocated for their event. If your working documents utilise different titles, please use the table below to indicate the title of your planning document that addresses the criteria.
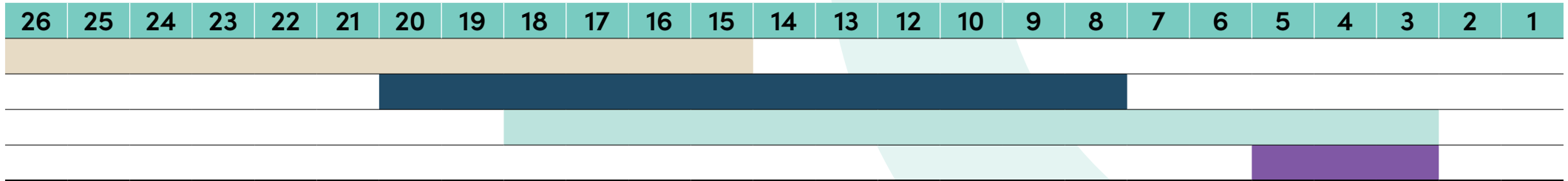
Based on the requirements and scale of your event additional information may be required. We also acknowledge that some listed requirements may not be relevant to your event. Please work with your SOPA representative to define the planning criteria.

We have indicated four working stages for the submission of documentation. Please note that the below timeframe does not consider other agencies' requirements or timeframes for approvals.

SOPA view these timelines as a guide and encourages event owners/organisers to communicate as early as possible, a workable timeline with SOPA, for approval.

The Planning & Documentation Process

26	25	24	23	22	21	20	19	18	17	16	15	14	13	12	10	9	8	7	6	5	4	3	2	1

Stage	Details
Consultation/ Concept Meeting (26 weeks – 15 weeks)	• Planning meeting for Event Owner to present event concept, size and scope to SOPA. • Planning timelines, as well as roles and responsibilities to be discussed. • This meeting is the start of the consultation process. • Event Owner to consider SOPA Event Profile Layouts. • Stage One Event Approval Documentation given to Event Owner.
Stage 1 (20 weeks – 8 weeks)	• Event Profile Layout locked in with SOPA. • Stage One Event approval Documentation completed and submitted. • Documents will be reviewed, and feedback given within two (2) weeks. If documents require review from any third party contractors' feedback may exceed two (2) weeks. • Stage Two Event Approval Documentation given to Event Owner.
Stage 2 (18 weeks – 3 weeks)	• Detailed planning documents, to reflect feedback and advanced planning. • Invoice Requisition Payments: 50% at 8weeks and Full payment 3weeks out. • Stage 3-4 of Event Approval Documentation given to Event Owner. • Stage 3-4 Documentation to be completed and returned to SOPA.
Stage 3 (5 weeks – 3 weeks)	• Final operational plans Submitted to SOPA minimum three (3) weeks prior to the event. • These documents are to reflect the working information of the event planning. • These documents help SOPA provide the right resources to your event.

Documentation & Criteria

Below is the list of documents required along with the criteria. Please address all criteria or clearly indicate where it is not applicable.

1. Event Management Plan

a. Event summary including key times, event stakeholders and their relationship to the event

b. Contact list including third party suppliers/contractors.

c. Event processes and policies. Including: cancellation; weather; lost children; etc

d. Command, control, and communication structure in normal and emergency situations. Include radio channel listing, key personnel, and titles

e. Event workforce roster

f. Accessibility considerations

g. Noise Management Plan for events with amplified music or speeches. The plan is to cover Preventative Management, reactive management, review, and notification process.

2. Site Plan/s

a. All plans must be submitted to scale outlined on current SOPA precinct base plans (e.g., CAD / DWG) with a legend

   i. A single plan showing the entire event site where practicable

   ii. Section plans showing detail of event site with a scale no greater than 1:400 on A3 paper

c. Include all event infrastructure such as structures, generators, toilets, VMS, cool rooms, and fencing

d. Must have clear layout, and be developed to minimise risks around crowd crush, congestion, and environmental impacts.

e. Emergency assembly points

f. SOPA services to be used (e.g., water, power)

g. Location of event office / operations centre/s

h. First Aid locations

i. Target hardening locations

3. Production Schedule

a. Precinct access times: start time and finishtime each day

b. Type and numbers of vehicles that requireaccess to public areasc. Vehicle access locations (subject to review and approval by SOPA)

c. Information should include location of activity

d. Contact name and details of responsible parties, contractors, and suppliers

4. Risk Assessment & Register

a. Summary page detailing specifics of the event including times and responsibilities for implementing Risk Assessment

b. A risk register

   » With a consequence and likelihood table used to rate the risks

   » The risk owner for all noted risks

   » All risks numbered for clear identification

c. Risk controls for the following risks outlined addition to all other identified risks

   » Bomb threat

   » Active armed offender

   » Persons falling into water/drowning

   » Target hardening (Where applicable)

   » Crowd crush

5. Security & Crowd Management Plan

a. Capacity of the event site/s and methodology used

b. Expected crowd numbers, including peak numbers and timings

c. Crowd monitoring and management processes (e.g., gates, capacity reporting) used to manage capacity

d. Crowd demographic / Expected crowd behaviour

e. Infrastructure inclusions and locations used for crowd management: e.g., VMS, CCB, water filled barricades

f. Security roster and roles including Security Supervisor contact details

g. Crowd flow rates and diagrams for ingress, egress, and circulation

h. Other agency (e.g., Police, TMC, GCCC, Sydney Trains) integration

i. Evidence of consultation with Police regarding the current National Threat Assessment Level

6. Emergency Management & Medical Plan

a. Emergency Procedures

b. Command, Control & Communication structure for emergency situations

c. Chief and Deputy Warden contacts and responsibilities

d. Evacuation corridors

e. Emergency assembly locations

f. First Aid locations, roster and management plan

g. Stop show procedure/s (where relevant)

7. Weather Management Plan

a. Impact to Bump in/out and action plan

b. Impacts to the Event and action plan

c. Who is responsible for making the decisions (Command and Control structure)

   » i. What are the weather event thresholds for, postponement or cancellation?

d. d. What are the actions to be taken?

   » i. I.e., Wind: 45km/hr to 60km/hr gusts – 1. Secure loose items….

e. e. Who is responsible for monitoring and reporting on weather events?

f. What is the events cancelation/postponement communications plan?

8. Engineering documentation

a. For all structures onsite. This may include (but is not limited to): bespoke structures; truss arches; set pieces and marquees

   » Design Certificate which must include (required prior to any part of the structure being built)

      1. Relevant qualifications of a certified structural engineer or engineering firm

      2. Design limitations and requirements (including ballast plan if applicable)

      3. Technical drawings of any structures

      4. Wind Management Plan

   » Onsite Engineer sign off (Required post installation and prior to removal of safe working area)

9. Noise Management Plan

a. Assessment of environment, background noise levels and location of sensitive receivers

b. Design of the event, audio system and timings of potential noise impacts.

c. Noise mitigation strategies, complaints management process and resident notification

   » Resident notification

      1. Including contact hotline

10. Traffic Management Plan

(Required if road closures are needed)

Must be produced by licensed Traffic Control Provider.

a. Partial road closures where access is not restricted to stakeholders on Place Management NSW managed roads can be approved by Place Management NSW subject to a review of the following items:

   i. Detailed Traffic Control Plans contained within the TMP

   ii. Qualified Traffic controller and User Pay Police requirements and roster

   iii. Other agencies (e.g. Police, TMC etc.) consultation and notification schedule

   iv. Road closure and clearway timings

   v. Communication strategy for SOPA tenants and other affected stakeholders. Detour maps for SOPA stakeholders (e.g. Sydney Showgrounds) may be requested

   vi. Anticipated impacts to precinct operations and strategies to mitigate

   vii. Infrastructure requirements (e.g. VMS, CCB) and placement

   viii. Detour access maps may be requested for stakeholders such as markets, residents etc.

b. A clear passageway at least 4 meters wide shall always be maintained within the road closures for emergency access and all services (e.g.. fire hydrants) shall be kept free of any obstruction

11. Waste Management Plan

a. Service provider contact list including supervisors, and key contact for issues escalation

b. Roles and responsibilities for cleaning operations

c. Estimates on amount and type of waste generated

d. Cleaning roster and contacts

e. Waste infrastructure list and locations: including general waste, hook lift, liquid waste, and glass bins

f. Compactor truck delivery schedule

g. Strategies to manage waste specifics: e.g., glass, recycling, liquid waste

h. Map of cleaning areas to be managed by the Event Owners/Organisers

i. Site inspection schedule for pre & post-event

j. Strategies used for environmental spills / impacts: e.g., cooking oil spills

12. Alcohol Management Plan

(Required if Alcohol will be served at the event, must be produced by Licensee. All Licensed Area proposals on SOPA land are subject to approval by Liquor & Gaming NSW and NSW Licensing Police and will require a formal Place Management NSW Landowner's consent.)

a. Key contact list including Licensee; Supervisor: Security provider

b. Security roster and management plan

c. Bar operating times including final alcohol service

d. Capacity of licensed area

e. Control measures used to manage access / capacity to the licensed area

f. Responsible Service of Alcohol Measures

13. WHS/Contractor Management/ Safety information

a. Safe work processes to be used (safe work zones, gas storage, working at heights)

b. Safe work method statements for Principal Organisation and all third-party contractors, including how safe work zones will be implemented

c. Certificates of Currency for Workers Compensation and Public Liability (min 20M) for Principal Organisation and all third-party contractors

14. Communication/ Marketing Plan including Crisis Communications

a. Communication plan

b. Signage plan: including way-finding signage locations and artwork examples for all signage being used on-site

c. Communication strategy for Place Management NSW tenants

d. Marketing, PR, and Social Media Plan including key contacts for event information and on event day

e. Crisis communications plan including targeted responses for key identified risks

f. Event cancellation/postponement communication plan

For more information

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