




Business Continuity Manual

Business Continuity Plan: I2

Major Event Risk Assessment and Crowd Management Plan

		Signature	Revision	Effective Date
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Major Event Risk Assessment and Crowd Management Plan

1. This is a crowd management planning template to be used for an anticipated major event to be held either Landside or Airside that may attract a large number of participants and/or onlookers.
2. Along with other procedures contained in this manual, this planning template will help in the crowd management planning and coordination needed amongst all relevant parties.
3. The planning template is divided into 2 parts;
 - a. Part A asks for a brief description of the anticipated major event including :
 - i. Its nature e.g. a protest or demonstration, or the arrival / departure of famous movie stars/singers/rock bands/particular individual(s) that may attract large number of people to the airport.
 - ii. The date, timings, duration, location(s) and movements of the participants of the event.
 - iii. The type of participants and/or onlookers anticipated e.g. young, old, handicapped, boisterous, confrontational, etc.
 - b. Part B asks for the nature and location of potential problems or hazards that are anticipated, along with their mitigation or risk control measures that are to be implemented.
4. An example of a completed template is also shown for illustrative purposes.
5. Included are some general questions to help in the risk assessment at the site(s).
6. Risk assessment matrix to be used in Part B is shown below.

Risk Assessment Matrix		Consequences (1=Lowest; 5=Highest)				
		1	2	3	4	5
Likelihood (1=Lowest; 5=Highest)	1	C	C	C	C	B2
	2	C	C	C	B2	B1
	3	C	C	B2	B1	A
	4	C	B2	B1	A	A
	5	B2	B1	A	A	A

7. The Risk Priority will be assigned from the number 1 to the last identified risk where the smaller the number, the higher the priority of the perceived risk and hence, the sooner to be addressed by appropriate contingency plans.

8. Major Event Risk Assessment and Crowd Management Planning Template

Major Event Risk Assessment and Crowd Management Planning Template				
Part A : Major Event Description			Information Supplied By	Involved Parties
1	Name of the Event :			
2	Short Description of the Event :			
3	Date of the Event :			
4	Time and Anticipated Duration of the Event :			
5	Anticipated Route of the Event with relevant timings :			
6	Number of Anticipated Participants & Onlookers :			
7	Anticipated type(s) of participants and/or onlookers e.g. young, old, handicapped, boisterous, confrontational, etc.			

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Part B : Assessment & Planning							
	Nature & Location of Potential Problems or Hazards	Risk Assessment			Risk Control Measures to be Implemented	Action by	Drills to be Held
		Likelihood	Consequences	Risk Priority			
1							
2							
3							
4							
5							
6							

9. An example of a completed template for illustrative purposes is shown.

Major Event Risk Assessment and Crowd Management Planning Template				
Part A : Major Event Description			Information Supplied By	Involved Parties
1	Name of the Event :	Shatin New Town Plaza New Year Countdown Carnival	• Shatin New Town Plaza	
2	Short Description of the Event :	The Shatin New Town Plaza will organize a New Year Countdown Carnival which expects a total of 30,000 participants to gather at the Stage Area G Level on East Entrance before midnight on Saturday 31 st December 2010. Following the Countdown, there will be a series of performances played by famous pop-stars and participants are invited to dance on stage.	• Shatin New Town Plaza	
3	Date of the Event :	Saturday 31 st December 2010.	• Shatin New Town Plaza	Police, FSD, CAS, AMS, MTR
4	Time and Anticipated Duration of the Event :	From 2000hrs Saturday 31 st December 2010 to about 0600hrs Sunday 01 st January 2011.	• Shatin New Town Plaza	
5	Anticipated Route of the Event with relevant timings :			
6	Number of Anticipated Participants & Onlookers :	From between 30,000 to 40,000 participants.	• Shatin New Town Plaza • Previous years' Police reports	
7	Anticipated type(s) of participants and/or onlookers e.g. young, old, handicapped, boisterous, confrontational, etc.	<ul style="list-style-type: none"> • All age groups anticipated • Mostly, however, in their 20's to 30's • Anticipate to be very boisterous, very much in the party mood and with individuals who may be drinking alcohol 	<ul style="list-style-type: none"> • Shatin New Town Plaza • Previous years' Police reports 	

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Part B : Assessment & Planning							
	Nature & Location of Potential Problems or Hazards	Risk Assessment			Risk Control Measures to be Implemented	Action by	Drills to be Held
		Likelihood	Consequences	Risk Priority			
1	Around 10,000 people expected to arrive by MTR to squeeze into the existing 10,000 (crowd) thro' main concourse at Stage Area. They will use two narrow escalators and push forward causing severe / massive injuries by pushing, falling and stepping. Only 1 security staff deployed on each escalator and two on main concourse. The narrow escalator can accommodate 1 person on each step and 15 people on whole length. People keep pushing in for better standing point / view. No flow control in between concourse and escalators. Five people injured last year while several unreported.	4	5	1	<ul style="list-style-type: none">• Tide-wave technique by check line to be employed in the middle of concourse (between Shop No. 123 & 244) starting at 2300 hrs until stand-down by 6 staff evenly placed on the line.• The escalators will be suspended once the stage area is full with no more people being allowed to enter the area.• Broadcast to this effect in MTR counter at the same time.• Tight communication amongst check line, Stage Area and Command Post maintained.	Ops Mgr	<ul style="list-style-type: none">• Crowd mgmt desktop with MTR, Police• Set-up drill with Ops Dept• Internal comms drill
2	If participants mentioned in No.1 are invited to go on stage without limitation during pop stars' performances after the countdown, the stage may not be able to support the crowd and collapse causing many severe injuries.	3	5	3	<ul style="list-style-type: none">• Inform Engineering Department to build the stage strong enough to take xxx people plus 20% dynamic loading• Position security guards with instructions to limit the number of people allowed onstage at any one time to xxx numbers• Work with stage production team to ensure MC's do not invite more than xxx people onstage at any one time	Ops Mgr	<ul style="list-style-type: none">• Dynamic load tests on the stage
3	If MTR is unable to accommodate all departing people at the end of all events (around 0100 onwards), the waiting area will be congested and extreme crowding conditions may exist with attendant crowd management problems occurring.	4	5	2	<ul style="list-style-type: none">• Coordination with MTR on extension of train services to ensure sufficient trains available to efficiently disperse waiting passengers	Ops Mgr	<ul style="list-style-type: none">• Waiting area mills barriers set-up drill

10. Site Assessment : General guiding questions to assist risk assessment at the site(s).

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Part A	
Assessing Staff :	Date and Time of Assessment :
Brief Description of Event :	

Part B				
Questions		Yes	No	Points to Note
1	Site / Venue			
a	Venue spacious enough to accommodate the expected number of people?			
b	Sufficient entrances and exits to/from the venue to ensure safe and orderly crowd arrival and departure?			
c	Transportation link(s) to and from the venue sufficient for the anticipated numbers of participants?			
d	Any conflicting or misleading direction signage in the venue or immediate vicinity?			
e	Any fixed or movable barriers, fences or glass doors / windows that have potential to break or collapse under the pressure / push by crowd?			
f	Any temporary features like info booths, F&B booths, displays/etc. that may cause obstructions and/or blockages to crowd movement?			
g	Any slippery / steep stairs and/or slopes containing problems like uneven surfaces, uncovered holes?			
h	Fire escape signages within the venue in compliance with fire safety ordinances?			
i	Fire alerting systems and firefighting equipment in compliance with fire safety ordinances?			
j	Are there any elevated walkways or platforms within the venue from which people may fall, e.g. because of a lack of adequate railings?			

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k	Any potential bottlenecks on routes expected to cause crowding / crushing dangers including buffer area, stairs, passages and escalators?			
l	Any conflicting points of cross junction between vehicular and pedestrian routes?			
m	Any fire / explosive hazards / inflammable and other DG materials that requires license and/or specific arrangements?			
n	Others matters to note			
2	Participants			
a	The nature of the crowd likely to cause concerns e.g. young kids, elderly or disabled people?			
b	The purpose of the crowd likely to cause problems, e.g. opposites parties meetings?			
c	Any misconduct expected from alcohol induced, incident aroused groups?			
d	Any dangerous activities that crowd may be involved in by either intent or brought on by circumstances (speakers with inflammatory speeches, appearances by mega-stars/etc.?			
e	Adverse weather conditions expected to cause messy situation?			
f	Any other activities at the same time and/or location that may suddenly increase the number of people in the venue to cause crowding/crushing situations?			
g	Other matters to note			
3	Crowd Management Factors			
a	Sufficient manpower for crowd management?			
b	Staff familiar with the venue as well as with people movements, evacuation routes/plans, fire assembly points, etc.			
c	Staff have enough equipment and adequate training with the equipment to be used?			
d	Staff adequately briefed and trained for the event?			

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e	Staff suitably dressed/uniformed?			
f	Adequate communication amongst deployed staff at all levels?			
g	Adequate communications with other departments involved in this event e.g. police, MTR, bus franchisees, etc.?			
h	Appropriate CCTV coverage?			
i	Can we alter all layouts easily?			
j	Is there a joint coordination point at the site?			
k	Is there a joint control center staffed by all involved parties including Police and business partners?			
l	Any immediately available staff for ad hoc / emergency deployments if necessary?			
m	Others matters to note			

End of BCP – I2