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Arena Operations Manual

OM S36 Incident Management Overview

Coop Live Document Review and Approvals Record

Name	Action	Date	Comments
Dean Meehan	Uploaded document for review	December 23	
Steve Gotkine			
Sarah Roberts			
Ela Greatorex			
Gary Roden			

Responsible Authorities: Document Review and Approvals Record

Name	Organisation	Date	Comments
GMP			
NWAS			
Greater Manchester Fire and Rescue Service			
MCC			

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1.0. Introduction

This document details how the management team of Co-op Live will respond to incidents in the venue and respond to emergency situations in its various modes – event, non-event and dark days.

This document should be read in conjunction with:

Refer to:

OM S01 Operations Manual Overview v2 dated January 2024

OM S05 Contingency Plans (including emergency evacuation, Invacution & lockdown)

OM S06 Fire Safety and Contingency Plans for Fire Incidents

OM S10.1 Risk based Pre-Event Briefing and Debriefs

OM S13 Fan Safety and Security Plan v2 dated January 2024

OM S17 Etihad Campus Management Plan

OM S18 Emergency Announcements and Coded Messages

2.0 Risk Management

The use of the traffic light system principles, Red (high risk), amber/yellow (moderate risk), green (low risk), is used to inform managers and supervisors decision making process by enabling them to prioritise the order in which issues should be dealt with.

These principles align with those used by Manchester City Football Club for consistency across the campus.

Refer to:

Operations Manual Overview v2, s4.1 Traffic Light Principles

OM S10 Generic Risk Register

3.0 Operational Status

Co-op Live has implemented three (3) levels:

Green State: the normal operational status

Amber State: to reflect minor deviations from the Guide to Safety at Sports Grounds / Co-op Live Terms and Conditions that may require the implementation of an appropriate contingency plan.

Red State: i.e. the DVM declares a Significant or Significant Fire Incident requiring the attendance of the emergency services.

Refer to Operations Manual Overview v2, s4.3 Operational Status

4.0 Graduated Management Response (GMR)

The GMR has been implemented to provide a structured and progressive response i.e. Green, Amber, Red, to any incident likely to affect safety inside or in the immediate environment of Co-op Live.

Refer to Operations Manual Overview v2, s4.6 Graduated Management Response (GMR)

5.0 Contingency Plans including emergency evacuation, invacuation and lockdown

Contingency plans have been developed in response to significant deviations from the Green State.

Refer to

OM S05 Contingency Plans including emergency evacuation, invacuation and lockdown

OM S06 Fire Safety Management and Contingency Plans

6.0 National/Local Terrorist Threats and Attacks

A number of risk-based responses have been developed in response to the National Threat Level or an escalation of the threat level at a national or local level, or an attack at Co-op Live and/or any other Etihad Campus entity.

Refer to:

OM S04: Actions Counters Terrorism Plan (RESTRICTED DOCUMENT)

OM S22 Terrorist Escalation Plan (RESTRICTED DOCUMENT)

7.0. JESIP Principles for Joint Working

Co-op Live has adopted the JESIP principles in the development of its management systems and procedures

Refer to OM S01 Operations Manual Overview v2, s5.0 JESIP Principles

7.1 Joint Decision Model

Co-op Live has adopted the Joint Decision Model for incident management and reporting adopted by the emergency services:

Refer to OM S01 Operations Manual Overview v2, s5.1 Joint Decision Making Model

7.2 M/ETHANE Reporting

The mnemonic M/ETHANE should be used when passing information, in the initial stages, between emergency responders to enable the establishment of shared situational awareness.

Refer to OM S01 Operations Manual Overview v2, s 7.2: M/ETHANE

8.0 Event Control Room (ECR)

The ECR under the management of the DVM will maintain overall control of an Event and after they have instructed that automatic fire detection system can be switched to its Event Mode to enable a managed emergency evacuation of the Arena.

As the Event Mode also isolates the Bowl aspirating system an uninterrupted 'fire watch' will be undertaken from the purpose made Bowl fire observation window located in the ECR.

The ECR will maintain the Event Incident Report.

Refer to OM S01 Operations Manual Overview v2, s6.2 Incident Logs

9.0 Security Control Room (SCR)

In the event of the Significant Fire Incident being declared by the DVM, GMFRS will manage the fire control and communication systems located within the SCR to coordinate the use of the fire-fighting stairs and lifts (which may also extend to coordinating the evacuation of wheelchair users who would have been directed to the refuge areas adjacent to the fire-fighting lifts).

Refer to OM S01 Operations Manual Overview V2, s6.2 Incident Logs

10.0 Incident Response Team (IRT)

The IRT will be deployed by the ECR to carry out the initial investigations of deviations from the Green State..

Refer to OM S01 Operations Manual Overview v2, s6.3 Incident Report Team

11.0 Incident Grab Bags

The IRT will retrieve or be supplied with an Incident Grabs.

Refer to OM S01 Operations Manual Overview v2, s6.5 Incident Grab Bags

12.0 Investigation Period

The Investigation Period for all incidents being investigated by the IRT is a maximum of 5 minutes (with the exception to certain fire related scenarios) however, this may be increased or decreased by the DVM having conducted a dynamic risk assessment.

Refer to:

OM S01 Operations Manual Overview v2, s6.4 Investigation Period
OM S05 Contingency Plans including emergency evacuation, invacuation and lockdown
OM S06 Fire Safety and Contingency Plans for Fire Incidents
OM S06.1 Fire Safety Design Principles

13.0 Code Words

Code Words + the location, messages are used as a discreet form of communicating important information about developing incidents and scenarios of serious nature between the ECR, SCR, IRT and Workers without raising Fans awareness or concern.

The Code Words align with those used at Etihad Stadium and at the Campus Management Suite.

Refer to OM S01 Operations Manual Overview v2, s6.5 Code Words

14.0 Alert Messages

The DVM will issue instructions for the following message to be broadcast over the public address system, preceded by the emergency chimes: *'Will the Duty Manager please report to Reception'* to raise staff awareness of an evolving incident that may lead to the implementation of contingency or emergency evacuation plans however, they should continue to operate normally.

The stand down message broadcast over the public address system will be: *'The previous message for the Duty Manager to report to Reception is cancelled'*.

Refer to:

Refer to OM S01 Operations Manual Overview v2, s6.5 Code Words
Refer to OM S01 Operations Manual Overview v2, s6.6 Alert Messages
OM S18 Emergency Announcements and Coded Messages

15.0 Emergency and Coded Messages

Refer to: OM S18 Emergency Announcements and Coded Messages

16.0 Command, Control Structure

The Command and Control Gold, Silver, Bronze Structure will be implemented in the event of Significant Incidents, Significant Fire Incidents being declared by the DVM to align directly with the emergency services command and control attending the incident.

Refer to OM S0 Operations Overview v2, sections:

6.0 Co-op Live Command and Control Management Team for Significant and Major Incidents
Appendix 2: Co-op Live Command & Control Structure

17.0 Crisis Group

The DVM is the chair of the Crisis Group which may or may not be convened in the initial stages of an incident due to time constraints.

Refer to OM S01 Operations Manual Overview, sections:
6.1 Crisis Group Meeting
Appendix 2:1 Co-op Live Command and Control Structure

18.0 Senior Management Representative (SMR)

On a rota basis, members of the SLT will represent the organisation at Events and during general opening hours as required.

Refer to Operations Manual Overview, sections:

Appendix 2.0: Co-op Live Event Day Management Structures
Appendix 3.0
2.1 Co-op Live Command & Control Structure
Appendix 3.4: Senior Management Representative (SMR)

19.0 Incapacitation of Key Personnel

The DVM will undertake a dynamic risk-assessment to determine the risk mitigation measures to implement in the event of any of the Fan safety or security teams are unavailable or become incapacitated during an Event for example:

Role	Nominated Deputy
Duty Gold Command	Executive Director /General Manager, Assistant General Manager/ Operations Director, DPS
Duty Venue Manager	Duty Front of House Manager Duty Security Manager
Duty Front of House Manager	Duty Level Manager
Duty Level Manager	Duty Supervisor
Duty Security Manager	Senior member of the security and stewarding team

Refer to:

OM S01 Operations Manual Overview, s4.6 Graduated Management Response

OM S05 Contingency Plans, s 29.0 Absence of Key Personnel / Shortage of Fan Safety Stewards and/or Door Supervisors

20.0 Training and Testing

All staff with responsibilities in the venue Incident Management Plan will undertake training with internal and external stakeholders to be fully versed on the role particularly during an incident.

Prior to being deployed for an Event all personnel will have completed the Co-op Live Induction Training and attained the ACT-Actions Counters Terrorism e-learning certificate.

Co-op Live's management and crowd safety and security service providers staff will partake periodically in a simulated exercise to review operational procedures, emergency procedures and to test both their knowledge and competence in their role but also to ensure the procedures are robust.

Training exercises will take the form of tabletop exercises or full venue-wide simulated events. A series of test events are scheduled to take place prior to the venue opening which will enable staff to test building and operational procedures in a controlled environment.

Refer to:

OM S08 Training Plan

OM S13 Fan Safety and Security Plan v2

21.0 Indicative/Generic GMR to Escalating Incidents

The Operations Manual provides details of the general principles for a graduated and structured management response (GMR) to deviations from the Green (normal operational status) which may or may not ultimately attain the Red Status requiring the intervention of the emergency services.

However, it should be noted that in some instances such as during a terrorist attack or a Fan led evacuation, in response to a serious incident, it may not be possible to implement a graduated and structured response as an immediate response will be required.

Only the DVM will ultimately determine the response to an incident/deviation by undertaking dynamic risk assessments to identify risk control/mitigation measures.

The following indicative GMR response is not intended to be prescriptive but to highlight the complexity of managing the response to any incident irrespective of whether it presents a significant risk to the health, safety and welfare of Fans and Workers under the DVM's charge during Events.

The dynamic risk assessment process is key to ensuring that risk mitigation measures and residual risks are identified which should be recorded as soon as is reasonably practicable.

Phase	Who	Indicative GMR Action Plan without GMP in attendance
1	ECR	ECR is notified of an Incident: • An AFD activation • Fire incident in the Bowl observed from the ECR Observation Window • Incident observed through CCTV surveillance • A Coded Message over the two-way radio system • Coded message form Etihad Stadium or the Campus Management Suite • Notification by GMP • An escalating of an existing incident
2	DVM	Immediate actions: • Deploy the IRT by transmitting the following message over the two-way radio system: <i>'Will the IRT please proceed immediately to (location) + Code Word'</i> • Implements the Command Channel to establish direct communications with the IRT • Initiate and monitor the 5 minutes Investigation Period • Deploys a number of Response Teams to assist the IRT • Undertakes continuous CCTV surveillance of the incident • Ensures that a record of the Incident and dynamic risk assessment are maintained in the Incident Log Further Considerations/ actions: (dependent upon circumstances): • Reduce or extend the IP having undertaken a dynamic risk assessment. • In the most serious of cases, the DVM will, subject to a dynamic risk assessment being undertaken, immediately raise the Operational Status from the Green State to either the Amber or Red State • Notify the Etihad Stadium and Campus Management Suite
3	IRT Lead/ Team	Immediate actions: • Implement the Command Channel to establish direct communications with the DVM • Attend the scene • Liaise with, and gather information from, witnesses With other IRT Members: • Assess the cause and effect of the incident • Provide an initial SITREP to the DVM • Undertake and record a dynamic risk assessment • Implement an immediate remedial action plan i.e. place cordon / secure the area/direct Fans away from immediate risk as required • Provide the DVM with M/ETHANE Report within the Investigation Period of 5 minutes

Phase	Who	Indicative GMR Action Plan without GMP in attendance
		(A record of the dynamic risk assessment and remedial action plan must be recorded at the earliest opportunity)
	DVM	Further Considerations / actions: (dependent upon circumstances) - Alert the Event Owner / promoter of the incident that may lead to the Event being stopped. - Escalate the Alert Level from Green to Amber, or Red, as deemed appropriate - Issue an instruction for the Alert Message to be broadcast over the public address and two-way radio systems: <i>'Will the duty manager please report to Reception'</i> to alert staff the an incident but to continue with normal operations. (it should be noted however that the message may not be heard by all Fan Safety and security personnel so supervisors with two-way radios must be asked to confirm. - Convene and brief the Crisis Group Meeting
4	DVM	Immediate actions: - Undertake and record a dynamic risk assessment based on the M/ETHANE Report and other relevant information (CCTV etc.) - Develop, record and implement a remedial action plan
5	IRT Lead/ Team	Immediate actions: - Implement the remedial action plan - Maintain contact with the DVM / ECR
	DVM	Immediate actions: - Monitors the efficacy of the remedial action plan - Undertake and record a further dynamic risk assessment if the incident hasn't been brought under control - Implement an escalating remedial action plan as appropriate or Implement a containment / de-escalation action plan if the incident has been brought under control. (This may result in the Event continuing at a higher Alert Level) Further Considerations / actions - Raise or lower the Operational Status as appropriate - Issues instructions for the appropriate/corresponding Alert Message to be broadcast over the two-way radio and public address systems. - Declares a Significant or Significant Fire Incident if appropriate - Makes contact with the emergency services (999) using the M/ETHANE Report information along with and further /relevant information (as circumstances are likely to be continually changing). - The DFoHM will makes an public address announcement utilising the concert sound system (if available) from the stage right position

Phase	Who	Indicative GMR Action Plan without GMP in attendance
6	DMV	Declaration of a Significant or Fire Incident: • Raise the Alert Level to Red Alert • Assume the role of Silver Command • Brief the Crisis Group if time permits. • Issue instructions for the appropriate Emergency Message (Pre-evacuation, partial evacuation, invacuation or lockdown) to be broadcast over the two-way radio and public address systems using the appropriate Code Words. • Notify the Etihad Stadium and Campus Management Suite • Prepare for the arrival of the Emergency Services • Issue instructions to stop the Event performance • Monitor the preparations for the relevant course of action (emergency evacuation, partial evacuation, invacuation, lockdown. • Prepare for the official handover of the Arena to one of the emergency services (who are responsible for declaring a Major Incident • Keep Fans and Workers informed by broadcasting information messages over the two-way radio and public address systems. • Non-safety related Workers to be sent the an appropriate Assembly Point in a place of safety • Ensure any scene of crime is protected
	DVM	Post Incident consideration / actions Ensure: • Any scene of crime is protected • That the Arena is secured / access controlled • Workers are accounted for • Incident Logs are up to date and CCTV recordings are maintained • Hot debriefs are undertaken • Senior EAL Management and Etihad Campus Partners are apprised of the current situation and of the remedial action plan agreed with the emergency services.

22.0 Risk-based Pre Event Briefings

The DVM will issue an Event specific risk-based briefing document which will contain details of the relevant details regarding the GMR, Code words and other important information relating to responding to deviations from the Green State.

Refer to OM S10.1 Risk-based Pre-Event Briefing Document

23.0 Hot Debriefs

It is essential that all crowd safety and security personnel attend a debrief meeting with their supervisor prior to leaving site as these will be reviewed and any measures taken to mitigate any future issues so far as is reasonably practicable. A record of the debrief will be taken and provided to the DVM.

It is anticipated that GMP may want to interview witnesses following a significant or major incident.

24.0 Business Continuity Group (BSG)

It is the responsibility of the Gold Commander following the resolution of a Major Incident to convene the Business Continuity Group (BSG) which comprises:

- Chair: Executive Director/ General Manager
- Assistant General Manager & Operations Director/DPS
- All members of the SLT
- Head of Security
- Head of Venue Management
- Head of Digital and Communications
- Head of Media

The Business Continuity Group (BCG) will implement the Business Continuity Plan (BCP).

Key considerations for the BCG on when to enact the BCP include but not limited to:

- A Significant Incident, Significant Fire Incident or Major Incident being declared
- Prohibition Notice or suspension of the Premises Licence
- The loss of life or serious injury
- The scale of the disruption
- The need to protect the organisation's reputation
- The cancellation of Events due to significant issues arising or a Major Incident being declared on the Etihad Campus