



Arena Operations Manual

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OM 06: Fire Safety & Contingency Plans

(Green Guide Reference 3.15)

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1.0 Introduction

This document should be read in conjunction with:

- The Operations Manual Overview document which comprises the meaning of definition and management systems and procedures that are referred to in this document.
- Buro Happold's Fire Safety Strategy Revision P08 dated 26 March 2021
- Co-op Live's Buro Happold Fire Safety Design Principles
- Etihad Campus Management Plan (TBA) which will detail the coordinated operations in the Green State and the implementation of contingency and emergency evacuation plans.

2.0 Key Design Principles

It is vitally important that the Co-op Live management team are fully apprised of the fire safety arrangements incorporated into the design and functionality of Co-op Live as these will have a bearing on the decision making process.

The key design principles highlighted in the BH Fire Safety Strategy document include but are not limited to:

'The basis of their design is a single seat of fire with 90 minute compartmentation between zones so for escape, only a single zone is anticipated be affected by fire.'

'The sprinkler system is a fundamental aspect in maintaining the fire safety within the arena and justifying the open concessions on concourses. The sprinkler system will function to limit fire growth and spread.'

3.0 Key Management Principles

The key management principles highlighted in the BH Fire Safety Strategy document that have been taken into account in the management of fire incidents include, but are not limited to:

- Management will implement an appropriate training scheme so that staff are aware of any fire safety management points that relate to their area of work.
- Areas requiring 'priority evacuation' in case of fire are highlighted depending on where the fire is located. These are occupants who need to leave the fire zone or pass through the fire zone. Other public areas are a place of relative safety- occupants are evacuated at the same time but stewards should not direct occupants into the fire zone.
- The proposed means of escape for wheelchair and mobility impaired occupants (where required) is via the four firefighting lifts located in the corners of the building. These will act as evacuation lifts.
- Refuge points are located in close proximity to these and are provided with a communication facility linked directly to the SCR for the coordination of evacuation. Stewards will manage evacuations during highly managed events.
- Occupants in back of house spaces are anticipated to be familiar or accompanied occupants. Where external contractors or technicians (such as touring crew) are required to work in these areas unsupervised, a suitable induction will be completed to ensure they understand means of escape and fire safety measures.

- The SCR becomes the primary control room for fire-related incidents as it comprises the GMFRS Fire Control Centre.
- Simultaneous emergency evacuation of Co-op Live is implemented on non-Event Days.
- A 'managed' emergency evacuation of the Arena will be implemented in a majority of FOH fire related scenarios, with no automatic messages being broadcast on Event days.

Emergency evacuation messaging will be broadcast in the following areas:

- The West Atrium: All levels
 - North Concourse Level 3 levels
 - East Concourse Level 3
 - South Concourse Level 3
 - Bowl
- In a majority of cases a five (5) minutes investigation period will be undertaken the IRT and following a dynamic risk assessment the DVM will issue instructions to mitigate the risk to Fans and Workers.

Plans will be located in the ECR and SCR which highlighting the following areas:

- The West Atrium: All levels (currently 3 minutes, 60 seconds for large bar fire)
 - North Concourse Level 3 levels (currently 2.5 minutes)
 - East Concourse Level 3 (currently 3 minutes)
 - South Concourse Level 3 (currently 2.5 minutes)
 - Bowl (currently 3 minutes, 90 seconds for fast growing fire)
- If a first knock activation of the AFD system has not been acknowledged within the Investigation Period the pre-recorded emergency evacuation message is triggered automatically.
- ECR and SCR CCTV operators will receive training and briefed on Event days to immediately carry out surveillance of these areas if the AFD system is activated. The IRT team will be immediately deployed.
- Fan Safety and security supervisors deployed in these areas will be issued with two-way radios, trained and briefed on Event Days to the effect that in the event of an activation of the AFD system they will be instructed immediately by the ECR to implement a cordon to clear the area whilst the IRT carry out an urgent assessment.
- The DVM will monitor the situation closely, carry out a dynamic risk assessment to ascertain whether the IP can be extended and whether additional risk mitigation measures should be implemented.
- The Bowl aspirating system is disabled during Event Days and fire observation windows are provided in the ECR to be used in conjunction with the CCTV system to monitor for any fire related incidents that may occur.

4.0 Regulatory Reform (Fire Safety Order) 2005

The Co-op Live Responsible Person is Mr Gary Roden: Executive Director and General Manager.

For more information refer to OM S01 Operations Manual Overview:
Appendix 1: Co-op Live Corporate Management Structure
Appendix 3.2: Executive Director / General Manager's Role Profile

4.1 Delegated Responsibilities for the Implementation of the Contingency Plans for Fire Incidents

Non-event days ; Duty Security Manager / SCR security personnel
Event Days: Duty Venue Manager (DVM)

4.2 Fire Risk Assessment

The Responsible Person will ensure that the initial Fire Risk Assessment will be carried prior to the opening of Co-op Live and reviewed periodically particularly following a fire related incident, but at least annually, by a Competent Person.

Remedial action points identified during the FRA process are to be implemented as soon as reasonably practicable.

5.0 Premises Licence and Stakeholder Guidance

This Contingency Plan will reflect the requirements placed on the organisation by the Premises Licence by MCC, GMP, GMF&RS, NWS and other guidance such as that issued by CPNI, NaCTSO etc.

Refer to OM S01 Operations Manual Overview, section 2.0 Premises Licence Compliance Reference Record for further information.

6.0 Objectives of the Contingency Plans for Fire Incidents

The objectives of the FMP, so far as reasonably practicable, are to:

- Ensure the safety of all Fans and Workers at all times.
- Minimise any damage to the fabric of the Arena.
- Maintain public order and prevent crime.
- Implement the GMR to any potential Fan safety risk(s) and any subsequent actions.
- Work with Campus partners to ensure a combined Emergency Evacuation Plan and other relevant contingency plans are implemented to enable safety all persons at each venue.
- Implement contingency and emergency evacuation plans of the Arena as required.
- Assist and work with the Emergency Services in their response to any Significant Fire Incident or declared Major Incident.

7.0 Risk Management

7.1 Risk Mitigation Design Considerations

As noted in the Fire Engineers' design report the following risk reduction measures have been contemplated into the design:

- The sprinkler system is a fundamental aspect in maintaining the fire safety within the Arena and justifying the open concessions on concourses. The sprinkler system will function to limit fire growth and spread.'
- Sprinklers typically reduce the growth rate i.e. from medium growth rate (2) to slow (1).

- This allowance has not been taken to reflect the highly engineered nature of the arena, extended evacuation time and lack of sprinkler provision in the bowl. The use of sprinklers has been considered elsewhere in the fire strategy by limiting fire size, reducing smoke temperatures and increasing the overall level of fire safety in the building.

7.2 Dynamic risk assessment

Managing the risks and effects of a fire related incident on Fans and Workers is complex as many considerations need to be made by the DVM during the dynamic risk assessment process undertaken after a maximum of 5 minute investigation period and prior to implementing a simultaneous emergency evacuation or other GMR measures.

Risk mitigation measures that should be considered by the DVM in making an informed decision on the appropriate course of action are:

- A majority of the Arena, except for the Bowl, comprises extensive sprinklers zones which, when activated will typically reduce the rate of growth and spread of fire.
- Portable fire-fighting appliances are also provided in key locations to be used by the Fire Safety Teams if it is safe to.
- Fire compartments comprise a ninety (90) minute fire separation,
- The ECR and SCR comprises one hundred and twenty (120) minute fire separation to maintain occupancy,
- A fire incident in a BOH area will not impact the safety of Fans and Workers in FOH areas.
- The simultaneous emergency evacuation time for the Arena is eight (8) minutes to a Place of Relative Safety or a Place of Safety.
- GMFRS response time is approximately 10 minutes.
- Refuges providing Places of Relative Safety for wheelchair users are located adjacent to the four (4) fire-fighting lifts, alternatively, fire compartments unaffected by the fire incident will also serve as places of Relative Safety. Communication facilities are provided between the Refuges and the SCR.
- A zoned PAVA system is provided in order so that safety messages can be 'tailored' and targeted.

In addition, Event specific fire risk management considerations include but are not limited to:

- The inherent risks associated with carrying out a simultaneous emergency evacuation, i.e. pushing, crushing, slips, trips and falls, etc. particularly under emergency lighting conditions if the primary lighting has failed.
- Fans may not be familiar with the Arena layout and may not have experienced being evacuated from a venue.
- Fans live streaming the incident, refusing to follow safety instructions.
- Has there been an audience led evacuation i.e. into another fire compartment or from the Arena.
- The number and location of Fans and Workers at risk v the number of Fans and Workers not at risk, can the Fans and Workers at risk be relocated without compromising their and others safety.
- Phased, horizontal or simultaneous emergency evacuation.
- Fans refusing to follow safety instructions.
- Fans wanting to leave along the route that they arrived in.
- Potential arson or malicious activations of the AFD system (call points, smoke etc.) causing a distraction prior to launching a terrorist attack.
- Is there likely to be any structural damage?

- The likelihood that the fire will develop beyond control over a short period of time (given that the extensive sprinkler systems installed)
- The risk of public order breaking out if the Event was stopped.
- The risks carrying out a simultaneous emergency evacuation when for example, a number of Fans have entered the Arena and others are queuing to enter.
- The remaining time until the end of the Event
- The extent that the fire compartment has affected by the fire incident, (has the fire incident been brought under control and neutralised), can some of the area still be used safely?
- Can alternative measures, such as a horizontal evacuation into adjoining fire compartments be implemented to avoid a full simultaneous emergency evacuation of the Arena?

7.3 Risk Management Traffic light system

Red (high risk), amber (moderate risk), green (low risk), are used in the risk management process to emphasise the initial risk level and the residual risk level once risk mitigation / control measures have been identified.

Refer to the OM S01 Operations Manual Overview section 6.1 Traffic Light Principles for more information.

7.4 Risk Profiling: venue areas, rooms, MEP systems

To assist EAL Management, in particular the DVM on Event days, to prioritise the intervention of GMR in response to damage, failure, malfunction to services, systems and infrastructure etc., the Traffic Light System has been applied.

Refer to the OM S01 Operations Manual Overview, section 6.4, Co-op Live Rooms and Areas: Risk Profiles form more information.

7.5 Potential Risk Control Measures to be Implemented

- Show Stop procedures will implemented and a simultaneous emergency evacuation of Co-op Live will be undertaken.
- The fire incident is contained, there is no risk to Fans and Workers and the Event continues.
- The fire incident is contained but Fans and Workers in the fire compartment affected are moved to an adjacent fire compartment not affected by the fire, if there is adequate space and the risk to Workers and Fans is low. The Event continues.

8.0 JESIP Principles

The JESIP Principles have been adopted in the development of contingency and emergency evacuation, invacuation and lockdown plans.

Refer to the OM S01 Operations Manual Overview, Section 7.0 JESIP Principles

8.1 M/ETHANE

The M/ETHANE Principles have been adopted by Co-op Live's management to ensure the exchange of critical information with the emergency services is to a consistent standard and without jargon.

Refer to OM S01 Operations Manual Overview, section 7.2 M/ETHANE

8.2 Significant Fire Incident

The DVM will designate any fire incident as a Significant Fire Incident requiring the attendance of GMFRS irrespective of whether the fire has been contained / extinguished or is spreading.

For more information refer to OM S01 Operations Manual Overview:

Section 6.3 Operational Status

Section 8.0 Co-op Live Command and Control Management Team for Significant and Major Incidents

9.0 ECR

The ECR will:

- Be the primary control room on Event Days managed by the DVM with the exception of Significant Fire Incidents when the DVM will relocate to the SCR if and when it is practicable to relocate. (During an emergency evacuation the concourses and stairs will be at full capacity being used by Fans, Lifts, with the exception of fire-fighting lifts that will be used to evacuate wheelchair users will be unavailable and others grounded.)
- Maintain contact with the Etihad Campus, Tennis Court and Etihad Stadium Control Centres if they are operating during an Event at Co-op Live.
- Coordinate the implementation of the GMR to incidents that may arise including contingency and emergency evacuation plans.
- Coordinate the attendance of the emergency services in response to Significant Incidents and Significant Fire Incidents as required.
- Make staff coded emergency messages over the PAVA system and two-way radio system to inform relevant safety personnel of actions to be taken in response to the emergency situation.

9.1 SCR

The SCR is the secondary control room on Event Days except on occasions when fire incidents occur and it becomes the primary control room if it is practicable.

10.0 Graduated Management Response (GMR)

The GMR has been devised to provide a structured and progressive response to any incident likely to affect safety inside or in the immediate environment of Co-op Live.

Refer to the OM S01 Operations Manual Overview section 6.6 Graduated Management Response for more information.

10.1 Crisis Group Meetings

The initial Crisis Group Meeting, if time permits, will be chaired by the DVM in the L4 ECR

A Significant Incident relating to an outbreak of fire will necessitate the ECR operations to relocate to the GF SCR where the fire fighting control panel is located if it is practicable.

Refer to the OM S01 Operations Manual Overview, Section 8.1 Crisis Group Meeting for more information.

10.2 Incident Response Team (IRT)

On the activation of the AFD system or on receiving a report the ECR will deploy immediately deploy the IRT to carry out an initial investigation reporting to the ECR using the M/ETHANE Principles during or at the end of the investigation period.

If not already implemented the IRT will issue instructions, if there is a fire incident, to Fan Safety Supervisors and Stewards to move Fans a safe distance away forming a cordon from the seat of the fire and associated smoke, activated sprinklers etc.

Fire Safety Supervisors and Fire Safety Stewards will use portable fire-fighting appliances to tackle the fire if it is safe to.

Refer to the OM S01 Operations Manual Overview, section 8.3 Incident Report Team (IRT) for further information.

10.3 Incident Log

All activation of the AFD, reports of fire incidents, the disabling of fire detectors, M/ETHANE reports and actions taken will be recorded on the Incident Log.

10.4 Fire Safety Teams

An appropriate number of trained Fire Safety Supervisors and Fire Safety Stewards, determined by risk assessment, will be on site, from load-in to load-out, and will be on radio communications directly with the SCR on non-Event Days and the ECR on Event Days.

The Fire Safety team will undertake pre Event checks to mitigate the risk of a fire incident occurring and to ensure emergency egress route remain immediately available to include but not limited to:

- Ensuring that all final exits doors are in good working order, clear from obstructions, with all door furniture, signage and lighting in place and in good working order.
- Emergency egress routes are free from obstructions, fire and trip hazards.
- There is no build-up/storage of flammable or combustible materials in public areas
- Portable fire-fighting equipment has been positioned around temporary structure such as the stage, mixer tower, temporary concession units etc.
- Approved firefighting equipment is in its correct location.

The Fire Safety Teams will continue to carry out patrols around their designated areas reporting any fire safety issues immediately to the ECR.

The relevant of Fire Safety Supervisor(s) and Fire Safety Steward(s) deployed in the fire compartment affected by the fire incident be deployed by the ECR as part of the IRT.

In the event of attending a fire related incident, the Fire Safety Team will only operate fire safety equipment for the preservation of life if it is safe to do so.

For further information refer to OM S01 Operations Manual Overview:

Appendix 3.15 Fire Safety Lead

Appendix 2.16: Fire and Safety Officers

10.5 Investigation Period

The IRT will be immediately deployed to the location of the alarm / reported incident and CCTV surveillance will be undertaken during a maximum of 5 minutes Investigation period.

The Investigation Period may be extended or shortened by the DVM following a dynamic risk assessment.

It should also be noted that there will be a plan located in the ECR and SCR which highlights a small number of areas within the Arena where in a fire scenario condition the IP is below the 5 minutes norm.

Refer to the OM S01 Operations Manual Overview, section 8.4 Investigation Period

10.6 Code Words and Priority Messages

Code words, based on the Operational Status, are used as a means of discreetly communicating important information of a serious nature between the ECR, SCR, IRT and Workers without raising Fans attention.

Refer to OM S01 Operations Manual Overview, section 8.5 Code Words and Priority Messages for further information.

10.7 Alert Codes

Refer to OM S01 Operations Manual Overview, section 8.6 Alert Codes for further information.

11.0 Fire Risk Management

11.1 Combustible and flammable materials

- Co-op Live, along with other stakeholders, will ensure that there is no build-up of combustible or flammable waste in public area, attention will be given to beneath any temporary structures.
- All marquees, banners, drapes, and other materials used at the event will carry an independent (other than the manufacturer) flame retardancy or inherently flame retardancy certification.

11.2 PEAPs

Prior to each Event commencing, PEAPs will be carried out to ensure the Arena is safe, so far as is reasonably practicable to welcome Fans.

Refer to the OM S01 Operations Manual Overview section TBA.

11.3 During Event Cleaning and Waste Disposal

Cleaning teams will be deployed to regularly patrol the GA areas to clear discarded food and drinks receptacles from floor areas, Bar counters etc., and empty waste bins.

12.0 Monitoring the AFD System

Co-op Live's 24/7 security team will be responsible for continually monitoring and the management of the AFD system and CCTV system in the ECR at all times on Event and the SCR on non-event days.

13.0 Etihad Campus Contingency Plans

The Arena's position in the Etihad Campus will be reflected within these plans.
For details regarding the contingency plans for the Campus please refer to the Campus's contingency documentation within the Campus Operations Manual (TBA).

14.0 Disabling Fire Detectors

On Event days the disabling of any detectors or call points temporarily will only be undertaken, following a dynamic risk assessment, from the ECR under the specific instruction of the DVM.

15.0 First (1st) and Second (2nd) Knock Activations

The configuration of the AFD system activation has taken account of any malicious activations of call points or false alarms arising from smoke detector activations (particularly immediately after opening).

The single activation of a call point or smoke detector will be treated as first (1st knock) and second activation or combination thereof within will result in a Second (2nd) Knock activation which will indicate a confirmed fire.

During Events the Bowl will be monitored from fire observation windows in the ECR.

Any reports of fire incidents directly from Workers (two-way radios, telephone or in person) or Fans will be treated as second (2nd) Knock i.e. a confirmed fire.

Refer to Appendix 1 First(1st) and Second (2nd) Knock Protocols below.

15.1 Cause and Effect Activation

Smoke curtains/ shutters, smoke ventilation, electronic door release, door open devices etc. are deployed on 2nd Knock activations but there may be some manual interventions opening exit doors etc.

15.2 Resetting the AFD System

The DVM will authorise the reset of the AFD System (and related sub systems) once it has been determined that a false alarm has occurred or a fire incident has been brought under control and the GMF&RS have been notified.

16.0 Emergency Services Major Incident Plan

The DMV will inform the emergency services of the Significant Fire Incident by calling 999.

The information provided to the emergency services will be provided in the M/ETHANE format.

Hand-over protocols will be detailed the MOU or MIP agreed with the emergency services.

Refer to Operations Manual Overview:

Appendix 4 M/ETHANE Report Form

Appendix 5 Emergency Services Formal Hand-over of Co-op Live Form for further information

16.1 Emergency Services RVPs

The ECR will direct the emergency services to the RVP closest to fire-fighting shaft access to the fire incident.

17.0 Emergency Evacuation

17.1 Emergency Evacuation Procedures

The evacuation message will be automatically broadcast via the PAVA system. Other amplification equipment will be suitably interconnected to allow it to be silenced in the event that the alarm system is triggered.

In public areas issue of an alert signal will be restricted to Workers or, by radio or coded message(s) announced over the PAVA system. (Staff only areas will remain on audible alert).

The DVM will:

- Ensure the GMF&RS have been alerted via the '999' system.
- Initiate the "Code Red" message, at which point all exit gates will be opened.
- Advise Fire Safety Supervisors and Stewards in the location that if it is possible and safe to do so (and they have received training) to tackle the fire with portable extinguishing equipment.
- Advise Fire Safety Supervisors and Stewards to evacuate everyone from the vicinity of the fire and to prevent re-entry.
- Advise Fan Safety Supervisors and Stewards that if the situation in any way threatens their safety to leave to a safe area closing doors behind them if possible.
- Direct a Fire Safety Supervisor to meet the Fire Service at the forward RVP at the complex entrance.

17.2 The Emergency Evacuation of Wheelchair Users

On upper levels, wheelchair users will be directed to refuges located adjacent to the four (4) firefighting lifts or to an alternative fire compartment that is unaffected by the fire incident.

17.3 Non-Essential Workers Emergency Evacuation

Non-essential safety related Workers such as Bar Staff, cleaners etc. who do not have a specific role to carry out during an emergency evacuation of Co-op Live will leave at the same time and disperse outside in the same way as Fans.

17.4 Essential Safety Related Workers Emergency Evacuation

Workers who have a specific role to carry out during or in the aftermath of an emergency evacuation will be advised of the Assembly Point once all Fans have left the Arena.

18.0 Fires Identified Outside of the Arena

In the event a fire is identified outside of the arena, on Etihad Campus property or at private properties or land in the locality of the arena, either by a member of the public, and Co-op Live employee or contractor, or by the CCTV operators located in the ECR or SCC, the emergency services will be contacted immediately by calling 999.

The ECR will be informed and they will consider a contingency plan should the location of the external fire potentially impact the arenas ability to safely disperse fans once the event has been completed. This decision will be made in conjunction with the emergency services.

An evacuation may be considered should the prospect of opening the arena exits on completion of an event potentially put the occupants of the arena at risk of smoke inhalation or interaction with an active fire situation.

An arena Fire Safety Officer may be requested to attend the ECR or SCC to provide advice and support in relation to providing the emergency services with information.

No member of staff shall return to the building unless authorised by the senior member of staff in the building or the Senior Fire Officer at the scene should they be in attendance.

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Appendix 1: AFD activation scenarios: Event Days Managed Emergency Evacuation

Activation scenarios	1 st Knock	Second Knock
Smoke detector	5 minutes investigation period except certain areas	Confirmed fire incident
Heat detector	5 minutes investigation period except certain areas	Confirmed fire incident
Aspirating system (Bowl): Non-event days	Confirmed fire incident	
Aspirating system (Bowl): Event days	➤ Switched to Event Mode in ECR (disabled) ➤ The Bowl is monitored from the ECR's observation window and from internal reports	
Sprinkler control valve alarm		Confirmed fire incident
Manual Call Point	Investigate	Confirmed fire incident
Simultaneous activation of a manual call Point + heat or smoke detector in close proximity, in the same fire compartment.		Confirmed fire incident
Simultaneous activation of 2 x smoke or heat detectors in close proximity in the same fire compartment		Confirmed fire incident
Simultaneous activation of 1 x smoke and 1 x heat detectors in close proximity in the same fire compartment		Confirmed fire incident
Simultaneous activation of 2 x manual call points in close proximity, in the same fire compartment.		Confirmed fire incident
Worker reported fire incident		Confirmed fire incident

Appendix 2: Event Mode: Cause and Effect: System Activations

Equipment	Location	Action	When
AFD Repeater Panel	ECR: Non fire related scenarios:	The ECR is the primary Control Room. AFD Repeater Panel is switched to 'Event Mode'	At all times other than for a fire related scenario (s)
AFD Main Panel	SCR: fire related scenarios	The SCR becomes the primary Control Room which comprises the fire control panel.	For a fire related scenario attended by GMF&RS
PAVA System		Switched to Event Mode: Automatic PAVA announcements are disabled except in the West Atrium L3 North, East & South Concourse.	Before opening
		'Manual' broadcast coded messages 'Be aware'	1 st Knock
		'Manual' broadcast coded messages 'Standby' for an emergency evacuation	2 nd Knock
		'Manual' broadcast coded message to implement an emergency evacuation	If emergency evacuation procedures are to be implemented
		Switched to Non-Event Day Mode: PAVA re-enabled	When ECR closed down
Bowl Aspirating smoke detection system	ECR: will be disabled during Events	- The BASDS will be disabled during Events - The bowl will be monitored from the ECR viewing panel on Level 4. This will enable any fire to be visually detected and the fire alarm system activated in the early stages of a fire.	Prior to opening and until after Fans have left the Arena

Equipment	Location	Action	When
Hold open fire doors			TBC: C & E activation is on 2 nd knock
Automatic opening doors and shutters (open in the opposite direction to the emergency egress)	➤ GF: between the Atrium & Bowl ➤ GF: doors from the Atrium to the external area (Place of Safety) ➤ L1: doors from the Atrium to the external area (Place of Safety) ➤ Exit doors from the bowl to the loading bay	Open	TBC: C & E
Flashing beacons	Where installed	Activate	1 st Knock
Gas supplies	Main gas intake room	Shut	TBC: C & E
Air handling units (not associated with smoke ventilation)		Shut down	TBC: C & E
Lifts		Send to Ground Level	TBC: C & E
Escalators			TBC: C & E
Smoke vents: firefighting lobbies		Open	2 nd Knock
Fire curtains /shutters		Activate	2 nd Knock
Magnetic door locks (on emergency egress routes)		Release	2 nd Knock
Other plant shut down	TBC		TBC: C & E