

JOURNEY MAP POLICE – ILLUSTRATIVE SCENARIO (Hypothetical)

The following scenario is hypothetical only and is meant to reflect the typical issues faced by the Police in any jurisdiction across Australia for this type of incident. The actual practices and devices used by the Police Force in individual jurisdictions in a similar situation may vary according to the jurisdiction.

Music Festival In Regional Town impacted unexpectedly by severe weather

There is a planned music festival attracting approximately 35,000 -50,000 people over three days. People camp onsite over numerous geographically disperse camp sites. The Policing response includes a full Incident Management Team and is supported by other PSAs, local government and health/medical contractors. During the Festival there is a major local weather event, which results in the event needing to be shut down.

Event
Event type: Pre-Planned Event with unexpected weather
Duration: 3 days
City/State: 35,000 – 50,000 people attending (25,000 camping on site)
Location: Regional town
Environment: Location is susceptible to extreme weather events.
Access: Unrestricted

Coverage
Reason for Temporary Coverage solution: At first it is content network, then transitions to PNO coverage outage
Agencies: Police and Ambulance initially, Supported by Emergency and Rescue services as the event progresses.
Capability range: 3km festival site with additional enforcement activities up to 15km
Connections required: 150 for first responders

Acronyms

BAU Business as usual
Call Call on Wireless
IC In-building coverage
IMT Incident Management Team
LMR Land Mobile Radio
MNO Mobile Network Operator
OC Operational Communications
PSMA Public Safety Mobile Broadband

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SETTING THE SCENE

SEVERAL MONTHS BEFORE EVENT

"Police – particularly in the events space – are working very closely with event producers...we're working with creative, we're working with a wide range of people."

Event Organisers put in a local DA for an upcoming Music Festival in a Regional Town. The application triggers a notification to the local Police Area Command, and a Police Commander is then appointed to manage the planning and to oversee all the Police activity for the festival.

As part of identifying what type of response is required from Police, an Incident Management Team (IMT) is formed which includes a delegate from the Police Operational Centre team (Op Comms). Op Comms is engaged to discuss what is needed in relation to Mobile Broadband connectivity and other on-site communications needs.

The Incident management team are developing a plan for the entire event working with Operational Centre.

Operational Communications identify what assets are needed, test them to ensure they are suitable for the specific event, work out the logistics of getting them from where they are stockpiled. Where appropriate they begin to move them into pre- staged locations for the event.

"Congestion is often an issue in regional areas for these types of events, which can make it challenging to test prior to the event as there's nobody there using the network. So everything can look like it's going to work fine during the testing phase – but then, once the event starts, the congestion and utilisation just goes through the roof. In regional areas, you just need more than in the city where you have additional cells. We need to factor this into our planning."

THE WEEK BEFORE THE EVENT



As the date of the Music Festival approaches, the Operational Centre team work on getting all the gear from the pre-staged location to the Festival location so that it's ready for the event start. At this stage they are also managing the security of the infrastructure to be set-up on the site (critical as it may be three days ahead). Once all the temporary coverage assets have arrived at the event location the team implement the plan and set everything up on site. They then run further tests.

The team take with Incident Management Team throughout the setup and testing stage to make sure all the requirements for the event have been identified and are met.

There are a lot of different stakeholders to engage with during this time – to make sure that everyone is across what is happening.

"We're linking with the Incident Management Team at this stage just to make sure that there's no changes to the initial plans. So this is where you start to make some tactical decisions that might be outside of what was originally planned, so there are often last minute changes. We work closely with other agencies – and if some customers will borrow temporary coverage assets from them."

3 DAYS OF THE FESTIVAL (+ additional days Augmented Coverage is required after the escalation)



At this point, police teams on the ground at the festival are undertaking crowd control, licensing, drug detection and traffic management/traffic enforcement operations.

The Ops Centre team continue to maintain the solution and respond to changing needs.

The festival has been taking along fine, but half way through the second day extreme weather with heavy rain begins. This leads to the local exchange being flooded and a loss of power.

Local PNO networks go down first due to limited power resilience. It is essential that voice remains up – so local LMR assets that support coverage in the operational footprint need to be mobilised with generators.

Police teams on the ground are working with event organisers to facilitate the safe and efficient evacuation of attendees from the site. They are also responding to calls for assistance and broader community trapped by floodwaters or concerns for welfare of vulnerable community members. In addition they are managing hazards associated with the weather or event including damaged roads, downed trees and power lines and subsequent traffic and transport impacts.

The festival is forced to end early and more vulnerable people are evacuated to temporary accommodation in an evacuation centre.

POST-INCIDENT ACTIVITIES



As the event closes down and infrastructure is restored, the Ops Centre team gets advice from Police Command that they are no longer needed. They make a plan to bump-out Temporary Coverage assets and equipment. All assets are accounted for, then packed down and transported from the scene back to their storage locations.

After an after report is created to look at what went well and what can improve next time.

"During the operation we're always looking for feedback, particularly from a technical perspective, so that we don't have any surprises in the debriefing and after action report process that there was a gap that wasn't met."

PRESSURE LEVELS ON OPS COMMS TEAM



WHAT OPERATIONAL COMMS ARE DOING

- 1. NOTIFICATION AND DIAGNOSTICS**
Respond to request for Op Comms support at an upcoming pre-planned event. Gather and assess info about what the potential problems/needs are to determine the factors that will impact the response needed.
- 2. SOLUTIONING**
Review diagnosis, formulate an initial response, get sign-off/agreement on the plan.
- 3. GETTING TO EVENT WHEN AND WHERE NEEDED**
Gather assets and required in-field deployment resources - and transport all to setup site.
- 4. INITIAL SETUP**
Set up and activate solution.
- 5. VALIDATE SOLUTION WORKS**
Ensure solution works, in-field users know how to connect and are able to do so.
- 6. MONITOR AND MAINTAIN**
Keep equipment up and running.
- 7. ADJUST SOLUTION TO RESPOND TO SEVERE WEATHER CONDITIONS**
Monitor conditions and make adjustments as required.
- 8. CONTINUAL MONITORING OF CHANGES AT EVENT**
Continue liaison with in-field teams to ensure that requirements are met.
- 9. DEMOBILISE / BUMP-OUT PROCESS**
Pack up assets and transport them back to their storage locations.
- 10. READINESS REVIEW**
Maintain and store assets so that they are ready to go again.
- 11. INCIDENT REVIEW / AFTER ACTION REPORT**
Debrief and identify opportunities to improve.

SUCCESS FACTORS AND CHALLENGES

Success factors:
- Planning operations of the wide range of people and mobile network.
- Comprehensive understanding of the potential issues/problems.
- We need to be able to anticipate and plan for any potential issues/problems - anticipate how any potential emergency conditions will be managed by the Police and other agencies.
- Plan for the specific.
- Factors that drive a successful outcome.

Identifying and testing Temporary Coverage assets
- Temporary Coverage assets are placed across the wide area which means the highest level of utilisation of what they are located and how they are accessed from the public.
- Being able to identify what assets are needed and how they are accessed is a prerequisite to be able to respond to emergency situation effectively.

Verifiability and security of asset locations
- We need to be able to verify the location of the assets. Police need to be prepared for all situations that could arise. Even though there is a PNO coverage at the event site, contingency plans need to be in place for contingency and other for coverage.

Transport methods
- All equipment and mobile devices are transported in a way that ensures they are secure and protected from damage.
- Equipment needs to be located in hard-to-reach locations to ensure they are not easily accessed by the public.
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Base of set up
- Base sites require specialist vehicles to them up - and ensuring that the right resources are available in the right location and at the right time.
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Base of operations for network
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Resource identification and support
- The right challenge at the event is resource identification due to the operational weather assets.
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Powering assets to different locations
- The right challenge at the event is resource identification due to the operational weather assets.
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Accountability
- The right challenge at the event is resource identification due to the operational weather assets.
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Continuity of operations
- The right challenge at the event is resource identification due to the operational weather assets.
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