



FINSBURY PARK MUSIC EVENTS

Appendix F Medical Management Plan

**Version 1
October 2013**

Contents

Section	Sub Section	Element	Page
1.0		Overview	
1.0	1.1	Event Management	3
1.0	1.2	Medical Responsibilities	4
1.0	1.3	Medical Planning	4
1.0	1.4	Build and Break Medical Provision	4
2.0		Resources	
2.0	2.1	Table of Provision	4
2.0	2.2	First Aid Post Locations	5
2.0	2.3	Command & Control	5
2.0	2.4	Equipment	5
3.0		Records	
3.0	3.1	Patient Report Forms	6
3.0	3.2	RIDDOR Reporting	6
4.0		Major Incident	
4.0	4.1	Major Incident	6
Appendices		Medical Risk Assessment Matrix provided per event – not listed here currently	

Introduction

This document is an appendix of the main Event Management Plan and should be read in conjunction with that document.

The purpose of this document is to contain information relating to medical provision and management for the event.

Any queries relating to this document should be directed to:

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1.0 OVERVIEW

1.1 Event Management

The organisers of the event, Live Nation (Music) UK Ltd, have appointed a management team to manage all elements of the event. A detailed management flowchart is provided within the Event Management Plan.

For simplicity the principal persons responsible for the management of the site in relation to infrastructure and maintenance are:

Role	Name
Festival Director	John Probyn
Festival Manager	Hannah Farnham
Site Manager	Craig Becker
Health & Safety Manager	Paul Cook

1.2 Medical Responsibilities

Role	Name
Live Nation (Music) UK Ltd Medical Liaison	Paul Cook
Statutory Ambulance Service	London Ambulance Service NHS Trust
Statutory Ambulance Service Liaison Officer	TBC
Provision of on Site Medical Services	Events Medical Services Ltd

1.3 Medical Planning

During the course of planning events, medical planning will take place between all relevant agencies and companies. A medical planning meeting will agree a common working policy to ensure the co-operation of all parties in the delivery of high quality medical care.

1.4 Build and Break Medical Provision

During the build up and break down periods of the event, Live Nation (Music) UK Ltd (LN), will ensure suitable and sufficient medical provision is available for staff working on site as required under the HASAW Act. Staff will be made aware of on site provision at induction to the site and site signage.

First Aid Kits and Emergency Eye Wash Stations will be located:

- Site Office
- Safety Team
- Security Entrance gate X1

2.0 Resources

2.1 Staffing Levels

All cover levels will be agreed between the respective medical provider and Live Nation (Music) UK Ltd based on previous assessment and history of the events. The cover takes into consideration the guidance as provided in HSG195. Risk assessment tables are appended to this document.

All paramedics will be registered with the Health & Care Professions Council (HCPC) and all Nurses will be registered with the Nursing & Midwifery Council (NMC). All doctors will be registered as medical practitioners in their own particular area of skill with the UK General Medical Council (GMC).

All medical providers will hold appropriate levels of qualifications, with proof of medical qualification and competencies collated by their respective medical companies.

All medical provision on-site will be dedicated to the event and not form part of any core emergency cover for the surrounding area.

2.2 First Aid Post Location

First aid posts will be located strategically around the arena taking into account access and egress arrangements and event demographic. The locations will be documented within this plan.

2.3 Command & Control

All medical services will come under one central control facility provided by Live Nation (Music) UK Ltd. Close joint provider liaison will be maintained with regular meetings between them and the promoter Live Nation (Music) UK Ltd. The principal medical provider, Events Medical Services, will designate the lead medical officer.

Additionally representatives of the medical services will be located in the Event Control facility on site.

2.4 Equipment

Events Medical Services will provide or arrange for all equipment specific to medical treatment, including the provision of Advanced Life Support equipment and drugs.

Live Nation (Music) UK Ltd will provide tented structures; power; lighting; water; tables and chairs.

3.0 Records

3.1 Patient Report Forms

Events Medical Services will be the lead organisation in relation to the recording of patient data. This provision is on behalf of the promoter, Live Nation (Music) UK Ltd. Patient records will be retained by EMS for at least 10 years or at least 3 years beyond the age of 18 years of age in the case of a child.

3.2 Riddor Reports

Events Medical Services will ensure that any incident that may be reportable under the Reporting of Injuries, diseases and dangerous occurrence regulations are advised to the promoters Live Nation (Music) UK Ltd.

4.0 Major Incident

4.1 Major Incident

It is recognised that the potential for a major incident to develop is low, but the consequences are high. With this in mind, medical planning will take into account such an eventuality. This is based along existing guidance and working practice as laid down in current NHS guidance and locally agreed working practices between all the emergency services. In the absence of any such guidance the principles, as laid down in current Home Office guidance will apply.

This document also recognises that in the event of a major incident, the London Ambulance Service NHS Trust has the executive responsibility to manage the health aspects of the response as detailed in current guidance. In the event of a major incident at the event LAS will have executive control over **ALL** medical providers on-site.

In the initial stage of any major incident the on site medical teams will initiate triage and treatment as necessary utilising on site resources and facilities. The on site medical coordinator will ensure that a full handover is given on the arrival of LAS commanders who will then assume responsibility for the incident.

Rendezvous Points

Number	Location
RVP 1	To be agreed per event and listed here
RVP 2	To be agreed per event and listed here

Date	Description
1998-01-01	Initial investment
1998-01-01	Interest received



FINSBURY PARK MUSIC EVENTS

APPENDIX H WASTE MANAGEMENT PLAN

**Version 1
Issued 23-10-13**



Waste Management Plan

FINSBURY PARK MUSIC EVENTS

Introduction

This document provides information in relation to pre-event, concert day(s) and post-event cleaning. Timescales and teams are based on an event capacity of 45,000 people and will be adjusted in line with the anticipated attendance. This document will be updated on an event-by-event basis.

Organisation and Management

Overall Manager: Pat Ryan

Duties are to organise, collate all management areas together.

Safety Advisor: Donal Flannery

Duties are to prepare H&S information including Risk Assessments and Method Statements and be the main point of contact for safety advice in relation to the concerts cleaning operation.

Production Manager: Sinead Cleary

Duties are to organise and deploy cleaning teams to where necessary prior to, during and after concerts.

Concert Day Managers: Sinead Cleary and Gemma Callanan

Duties are to organise and deploy cleaning teams to where necessary during concerts.

Night Shift Managers: Lisa Frankovich and Alan Davis

Duties are to organise and deploy cleaning teams to where necessary during the nights, organise and supervise night clean up and liaise with waste company ensuring all waste is removed from site.

Office Manager: Aisling Ryan

Duties are to record all wages, agency number and hours, record all cleaning times and problems in all areas of concert arena and associated areas used by Live Nation.

Complete cleanup after concert Main Manager: Sinead Cleary assisted by Gemma Callanan, Lisa Frankovich, Alan Davis

Duties are to ensure all areas are left litter free and completed as per deadlines and site specifications.



Build Period

Build day one

Sinead Cleary and 2 operatives will arrive on site to commence organising and planning for the week ahead and outline any immediate jobs. Sinead will be in communication with production at all times. 1 / Roro, 10 / 1,100ltr bins and 20 / 240ltr bins to be delivered to site and placed by Ryan's.

Build day two to six

Sinead Cleary and 4 operatives to commence on site duties maintaining Production offices, toilets, showers and general litter picking of the site as required.

A further 90 / 1,100ltr bins and 180 / 240ltr bins to be delivered to site and placed by Ryan's.

2 / Roro's to be delivered to site on build day six and placed by Ryan's.

Build day seven to nine

Sinead Cleary and 10 operatives will continue with site duties and ensuring all associated areas including getting dressing rooms / VIP area's ready. Placements of bins will be completed and all waste removed to the designated area. 4 / RCV Lorries will arrive on site on build day nine and placed in their designated positions for the duration of the concert(s).

Concert Day(s)

Sinead Cleary will deploy operatives to the following areas:

External event site / public areas (areas and staffing levels to be agreed through pre-event planning)

Team 1 - 1 supervisor and 6 operatives will litter pick from 09:00 – 00.00

Team 2 - 1 supervisor and 6 operatives will litter pick from 09:00 – 00.00

Main Entrance: 1 supervisor and 12 operatives will litter pick this area and empty bins at check point to designated area.

VIP Nation / Disabled Entrance: 4 operatives will litter pick this area and empty bins at check point to designated area.

Dressing Rooms / Back Stage: 1 supervisor and 3 operatives will ensure all dressing rooms and associated areas are litter free and clean at all times, waste will be removed to the designated area.

VIP Nation Area: 1 supervisor and 3 operatives will ensure the VIP areas are litter free and clean at all times, monitor toilets and waste will be removed to the designated area.

Sponsors Hospitality: 1 supervisor and 4 operatives will ensure the areas are litter free and clean at all times, monitor toilets and waste will be removed to the designated area.

Bins in Arena: 1 supervisor and 8 operatives will continuously monitor and empty the bins within the concert arena and remove waste to the designated area.



Production Area:

2 operatives will ensure production offices, toilets and showers are maintained and waste removed to the designated area.

Litter Picking in Arena:

2 supervisors and 20 operatives split will litter pick the arena all day ensuring there is no build up of waste and remove waste to the designated area.

Concessions / Bars:

All concessions / bars will have bins behind and will be continuously monitored by operatives and waste removed to the designated area.

Concert Day(s) - Night Clean

Night Manager Lisa Frankovich, 4 supervisors and 60 operatives will commence a full clean of the arena and associated areas. 1 supervisor and 6 operatives will commence cleaning of Dressing Rooms, production offices, VIP Nation and Sponsors Hospitality. The tractor and trilo will commence once vehicle curfew is lifted. All bins and waste picked during the night shift will be removed to designated lorries. Associated roads will be litter picked during the night shift clean (areas to be agreed through pre-event planning).

Break Period

Break day one

Sinead Cleary and 20 operatives will litter pick and remove all waste to the designated areas.

Break day two to four

Sinead Cleary and 15 operatives will ensure all areas are litter free and waste is removed to the designated area.

Break day five

Sinead Cleary and 10 operatives will do a final pick and remove waste to designated lorry and do the final sign off with Live Nation. The last remaining waste equipment will be removed from site and site handed back to the council.

Waste Infrastructure:

3 / 40 yard Skips

200 / 240lt Bins

100 / 1100lt Bins

4 / RCV Waste Trucks

Live Nation Events
Finsbury Park, London
Noise Management Plan

VC-101499-NMP00

Rev 00

October 2013

Contents

1	Introduction.....	3
2	Noise Limits.....	5
3	Noise Management Plan.....	8
	Appendix A / Glossary of Terms.....	12

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Professional Associations:
Institute of Acoustics
The Association of Noise Consultants
The Audio Engineering Society
Institute of Engineering and Technology

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1 Introduction

- 1.1 Vanguardia Consulting has been commissioned by Live Nation to provide a Noise Management Plan as part of a license application and to assist in the control and monitoring of sound at music events to be held at Finsbury Park, London in 2014. The proposed dates for the events have yet to be confirmed.
- 1.2 The proposed events will range from single stage, stand alone concerts to multi stage festivals over a number of days but no more than five total event days per year. Each event day will finish by 2300hrs.
- 1.3 The purpose of this document is to describe the sound control and monitoring scheme that will be put in place to minimise the music noise levels at residential properties. The practical measures that should be adopted to achieve compliance with noise conditions are described in Section 3.
- 1.4 It is intended that this is considered a 'live' working document which may evolve further with ongoing liaison between the event promoter and the London Borough of Haringey.
- 1.5 A glossary of acoustic terms is shown in Appendix A.

Consultants' Experience

- 1.6 Vanguardia Consulting is an independent acoustic consultancy specialising in the field of sound, noise and acoustics related to entertainment venues. The team of consultants have many years experience dealing with some of the largest and most innovative sound and acoustic projects in the UK, including Wembley Stadium, the Millennium Dome, The Millennium Stadium, Wembley Arena and Earls Court.
- 1.7 The consultants have successfully provided sound management advice, including noise control, at over 1000 concerts during the past 25 years. These concerts have ranged from relatively small scale events at green field sites to major events staged at national stadia providing entertainment for tens of thousands of people.
- 1.8 The company directors of Vanguardia also sat on the UK Noise Council Working Party which prepared the Code of Practice on Environmental Noise Control at Concerts (1995). They have also managed Government research projects related to sound and noise aspects of the entertainment business.

- 1.9 As well as the provision of sound and acoustic design/management for entertainment venues, the company deals with the whole range of acoustic, noise and vibration issues and our staff have presented expert testimony at planning and licensing hearings, magistrates and high courts, Judicial Reviews and House of Commons and House of Lords Select Committees.

DRAFT

2 Noise Limits

- 2.1 The relevant conditions relating to noise levels at residential locations are based on the limits provided in the established guidance contained in the Noise Council's Code of Practice on Environmental Noise Control at Concerts (1995) and are reproduced below:

Sound Limits

An acoustic consultant shall be available to ensure that the Guidance for Control of Sound at Large Outdoor Events as outlined below is complied with.

Monitoring should be carried out throughout the event and records kept to confirm compliance with the sound limits.

Permanent monitoring at each location is not required but representative readings must be taken to demonstrate compliance.

Where complaints are received the nearest monitoring location should be established and in association with investigation at the complainant's home the sound limit at the nearest monitoring location should be checked.

DETAILS OF MONITORING SITES AROUND THE FINSBURY PARK AREA.

Guidance for Control of Sound at Large Outdoor Events

Approved locations representative of the noise sensitive premises likely to experience the greatest increase in noise levels as a result of events held in Finsbury Park N4.

Location	Background Noise Level [Hourly LA90] 19:00-23:00hrs	Notes
Seven Sisters Road, N4	63 dB(A)	Taken approx. mid-way along park length. Very busy main road-traffic predominates.
Adolphus Road, N4	51 dB(A)	Taken mid-way between Gloucester Drive & Alexandra Grove.

		Runs parallel to Seven Sisters Rd- minimal traffic- shielded by medium rise flats.
Woodstock Road, N4	47 dB(A) (was 43 dB(A))	Taken at North bend. Separated from park by busy railway line- rear bedrooms face park.
Stapleton Hall Road, N4	41 dB(A)	Taken 30m East of junction with Quemmore Rd. Residential- minimal traffic-located on a hill overlooking North side of park.
Lothair Road South, N4	46 dB(A)	Taken 30m East of junction with Alroy Rd. Parallel to Endymion Rd.
Rowley Gardens, N4	49 dB(A)	Taken centre of "quadrangle". On East side of park & in middle of high rise flats.

2.2 Therefore, taking the measured background noise levels provided above, the music noise limits at the locations representative of the nearest noise sensitive properties is as follows:

Location	Background Noise Level [Hourly LA90] 19:00-23:00hrs	Noise Limit (dBLAeq,5min)
Seven Sisters Road, N4	63 dB(A)	78 dB(A)
Adolphus Road, N4	51 dB(A)	66 dB(A)
Woodstock Road, N4	47 dB(A)	62 dB(A)
Stapleton Hall Road, N4	41 dB(A)	56 dB(A)
Lothair Road South, N4	46 dB(A)	61 dB(A)
Rowley Gardens, N4	49 dB(A)	64 dB(A)

DRAFT

3 Noise Management Plan

3.1 Careful consideration will be given to implementing and exercising a noise control programme during sound checks and events to control entertainment noise from the venue.

3.2 The sound control programme fundamentally follows the procedures that have been successfully adopted at outdoor concerts and festivals over the past 20 years throughout the UK and are detailed below:

Site / Sound System Design

3.3 Careful consideration will be made to find the most appropriate site layout for each event that would minimise the noise impact at off-site locations.

3.4 Careful and detailed alignment of the sound systems will be ensured to optimise the coverage throughout the audience areas and balance this against the off-site environmental noise impact.

3.5 The appointed sound system suppliers will be informed of the requirements of noise control and the location / orientation of their systems. Their contract of hire should also specify that the overall control of sound levels will be set by the event Promoter and/or their appointed agent (acoustic consultants).

Pre event information

3.6 Vanguardia will set up a direct means of communications with all parties. The event promoter will provide Vanguardia staff with site radios.

3.7 A dedicated radio channel will be provided for Vanguardia consultants.

3.8 A letter or newspaper advertisement will be circulated to local residents at least 2 weeks prior to each event, informing them of the details of the event and including start and finish times. The advertisement will also include a dedicated telephone number for noise complaints.

3.9 A telephone complaints line will be made available for the duration of each event. Should any noise complaints be received, the local authority will be informed and the complaint will be investigated. If noise levels are above those specified in the licence conditions, immediate action would be taken to reduce the levels at the noise source. A complaints log will be maintained throughout the event detailing addresses of complaints, times and actions.

- 3.10 The control communication protocol will be reviewed to ensure effective and responsive communication channels are established and maintained between all relevant parties throughout the duration of each event.
- 3.11 Vanguardia will review any other noise sources and work with the promoter and the council to minimise noise disturbance.
- 3.12 Vanguardia will undertake sound tests prior to each event to determine a correlation between inside and outside sound levels. The limits set will be agreed with the council's environmental health officer and the correlation checked at regular intervals throughout the event.
- 3.13 Permanent noise monitors will be provided at the mixer desk positions of each stage.
- 3.14 All noise meters will comply with the required standards and be calibrated.
- 3.15 The promoter will advise the environmental health department of the likely times of rehearsals and sound checks, although this is unlikely to be known until very near the production set up. The promoter will also agree timings for production set up.
- 3.16 Vanguardia will liaise with the Council and comply with their complaints procedure.
- 3.17 The event promoter and Vanguardia will comply with any reasonable instructions given by the licensing authority.
- 3.18 Vanguardia will provide consultants and technicians to monitor the internal and external noise levels.

Sound Control Procedures

Sound propagation and pre-event tests

- 3.19 Prior to each event, the production team will carry out short sound checks and as part of this process, acoustic consultants will undertake sound propagation tests to correlate the music noise levels at the mixing desk with those observed at the most sensitive sound control positions. The results of these tests will be used to 'fine tune' the sound systems in order to maximise the containment of music and set an appropriate sound limit at the mixer position. Sound propagation test times will be agreed with the local authority.
- 3.20 The local authority environmental health officers will be provided access to the results of the sound propagation tests.

Sound control within the venue

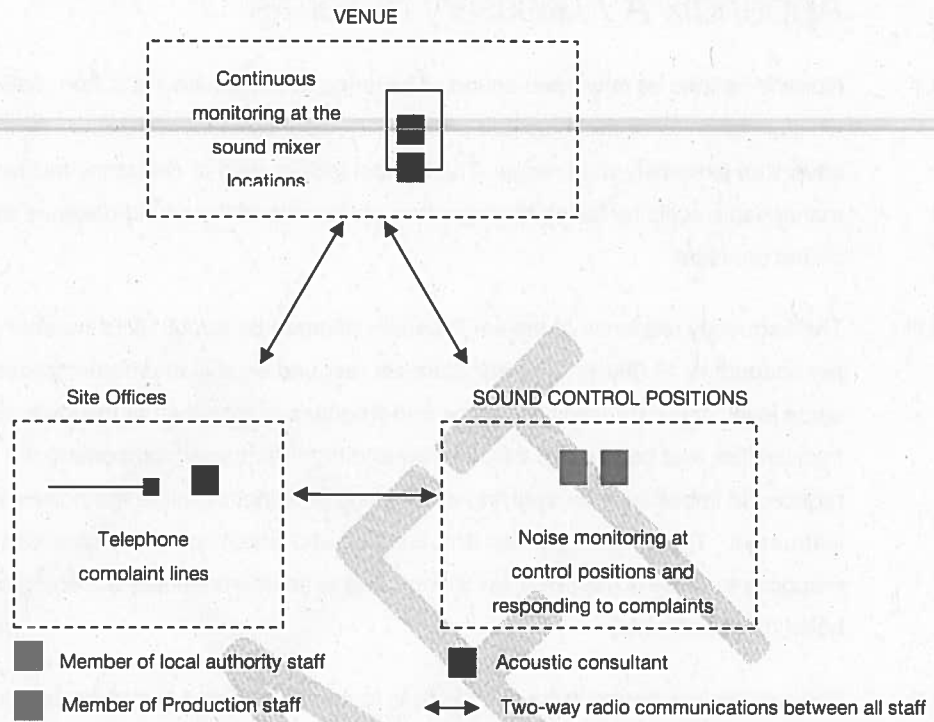
- 3.21 The music sound levels at the mixing desk positions will be continually monitored in terms of 15 minute and 1 minute L_{Aeq} values. The noise limit will be set in 15-minute intervals but the 1-minute values provide acoustic consultants with immediate information to ensure the limit is not exceeded. The sound engineers will be continually informed of the position of the music noise levels and immediate instructions will be issued to them if it appears that the limit may be exceeded at any point. The Acoustic consultants at the mixer desk positions will be in radio contact with colleagues at external monitoring positions.
- 3.22 As part of the managerial process, the sound engineer of each artiste appearing at events will be informed prior to arriving at the mixer of the need to adhere to the sound limits and instructions issued to them in relation to sound control.
- 3.23 A routine inspection of any peripheral activities associated with events will be carried out to ensure that any PA systems are turned off and remain off after the advertised finish time of the event each day.

Sound monitoring outside of the venue

- 3.24 Noise measurements outside of the site will be taken at the approved locations representative of the nearest noise sensitive premises and at other off-site locations in response to any complaints that may be received. Action necessary to ensure the noise limit is not exceeded will be transmitted by radio through to the acoustic consultant team at the mixer positions and immediate instructions issued to the sound engineers to resolve any potential problems.

Telephone Complaints Line

- 3.25 A telephone complaints line is yet to be confirmed.
- 3.26 A schematic of the control communication protocol is provided on the following page:

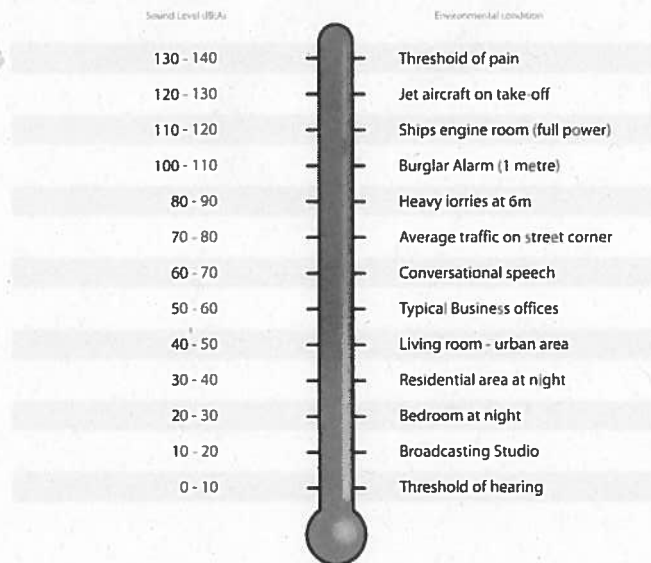


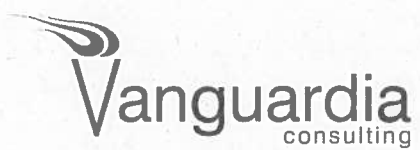
Summary Reporting

- 3.27 A summary report will be produced after each event which will include all the noise level measurements made at each position. This will be made available to the local authorities.

Appendix A / Glossary of Terms

- A.1 Noise is defined as unwanted sound. The range of audible sound is from 0dB to 140dB, which is taken to be the threshold of pain. The sound pressure detected by the human ear covers an extremely wide range. The decibel (dB) is used to condense this range into a manageable scale by taking the logarithm of the ratio of the sound pressure and a reference sound pressure.
- A.2 The frequency response of the ear is usually taken to be about 18Hz (number of oscillations per second) to 18,000Hz. The ear does not respond equally to different frequencies at the same level. It is more sensitive in the mid-frequency range than at the lower and higher frequencies, and because of this, the low and high frequency component of a sound are reduced in importance by applying a weighting (filtering) circuit to the noise measuring instrument. The weighting which is most used and which correlates best with the subjective response to noise is the dB(A) weighting. This is an internationally accepted standard for noise measurements.
- A.3 The ear can just distinguish a difference in loudness between two noise sources when there is a 3dB(A) difference between them. Also when two sound sources of the same noise level are combined the resultant level is 3dB(A) higher than the single source. When two sounds differ by 10dB(A) one is said to be twice as loud as the other.
- A.4 The subjective response to a noise is dependent not only upon the sound pressure level and its frequency, but also its intermittency. Various indices have been developed to try and correlate annoyances with the noise level and its fluctuations. The parameter used for this measure is Equivalent Continuous Sound Pressure Level (L_{Aeq}). The A-weighted sound pressure level of a steady sound that has, over a given period, the same energy as the fluctuating sound under investigation. It is in effect the energy average level over the specified measurement period (T) and is the most widely used indicator for environmental noise. A few examples of noise of various levels are given right:





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 **LIVE NATION**

FINSBURY PARK MUSIC EVENTS

APPENDIX J

SHOWSTOP PROCEDURE

Version 1
23-10-13

In the unlikely event that we have to stop the show, the procedures laid down in this document must apply. All persons who may have a role in this procedure **MUST** be familiar with the actions detailed in this document.

IMPORTANT

ALL PERSONS PERMITTED TO STOP THE SHOW WILL HOLD A RED SHOWSTOP LAMINATE. THESE ARE THE ONLY PERSONS PERMITTED TO STOP A SHOW.

There are two scenarios where the show may have to be stopped; the stop may only be temporary while a problem is resolved, or may be the first step in an evacuation of the site. The scenarios are:

Immediate due to risk to life:

- 1) The show may need to be stopped because of crowd related issues, either temporarily, or finally. This request will come from the individual pit managers, crowd spotters or a red showstop laminate holder to the stage manager.

Controlled show stop due to event related incident:

- 2) The show may need to be stopped on request of Event Management, because of structural collapse, off-site events, crowd issues, extreme weather conditions or any other occurrence. If this is the case either **EVENT DIRECTOR; EVENT H&S MANAGER** or **EVENT CONTROL** will contact the stage manager and request showstop.

Specific instructions for designated individuals are detailed below:

1. Stage Manager
2. House Sound Engineer
3. Guest Sound Engineer

EMERGENCY SHOWSTOP PROCEDURES STAGE MANAGER

IMMEDIATE SHOWSTOP.

If you are approached by a SHOW STOP LAMINATE holder and requested to stop the show you must immediately approach the artist on stage and request they stop their performance advising them that there is a crowd related emergency.

You must then ensure an appropriate message is relayed to the crowd via the emergency microphone or lead vocal. NB: *messages at back of this procedure.*

CONTROLLED SHOWSTOP.

If approached by a member of the Event Management Team (Event Director; Event H&S Manager; Head of Security or Event Control) to stop the performance in a controlled way due to an on site emergency:

- If time allows ideally stop the show following the specific artist set and make announcement to the crowd.
- If time does not allow then at a suitable break in the performance (end of a song) you must approach the artist and stop the performance and then make an announcement to the crowd

If you hear the event alert code from Event Control

"STAFF ANNOUNCEMENT CAN THE AMBER TEAM LEADER REPORT TO EVENT CONTROL"

- Listen to your radio
- Maintain radio silence
- Standby for further instructions

If you hear the event alert code from Event Control

"STAFF ANNOUNCEMENT CAN THE RED TEAM LEADER REPORT TO EVENT CONTROL"

- Turn to Emergency Channel – Ch 1
- Maintain radio silence unless you need to pass an emergency message.
- Be prepared to stop the performance and make announcement to crowd.
- When advised by Showstop laminate holder or Event Control stop the performance.
- Make appropriate announcement to crowd; repeat as necessary until arena cleared.

If the situation is resolved then Event Control will broadcast the following message

"STAFF ANNOUNCEMENT THE GREEN TEAM LEADER HAS ARRIVED AT EVENT CONTROL"

All personnel may then stand down unless otherwise instructed. Return to normal radio channel

EMERGENCY SHOWSTOP PROCEDURES HOUSE ENGINEER

If the Stage Manager or Production Manager inform you that an IMMEDIATE showstop is required:

1. You should take control of the mixing desk from the guest engineer as necessary.
2. Ensure that the emergency channel on the desk is turned up.
3. Ensure that the lead vocal channel is available.
4. Silence all other channels.

If the Stage Manager or Production Manager inform you that there will be a CONTROLLED showstop:

1. Be ready to take control of mixing desk from the guest engineer as necessary when indicated by Stage Manager.
2. When showstop initiated by Stage Manager turn up emergency channel.
3. Ensure lead vocal channel is available.
4. Silence all other channels.

If you hear the event alert code from Event Control

“STAFF ANNOUNCEMENT CAN THE AMBER TEAM LEADER REPORT TO EVENT CONTROL”

- Listen to your radio
- Maintain radio silence
- Standby for further instructions

If you hear the event alert code from Event Control

“STAFF ANNOUNCEMENT CAN THE RED TEAM LEADER REPORT TO EVENT CONTROL”

- Turn to Emergency Channel – Ch 1
- Maintain radio silence unless you need to pass an emergency message.
- Be prepared to stop the performance and make announcement to crowd.
- When advised by Showstop laminate holder or Event Control stop the performance.
- Make announcement to crowd; repeat as necessary until arena cleared.

If the situation is resolved then Event Control will broadcast the following message

“STAFF ANNOUNCEMENT THE GREEN TEAM LEADER HAS ARRIVED AT EVENT CONTROL”

All personnel may then stand down unless otherwise instructed. Return to normal radio channel.

EMERGENCY SHOWSTOP PROCEDURES GUEST ENGINEER

In the unlikely event of a concern for public safety and the need to stop the show the following procedure will apply:

You will be asked to hand control of the mixing desk to the house sound engineer as your artist will be stopping their performance.

**IT IS ESSENTIAL THAT YOU DO THIS IMMEDIATELY WITHOUT QUESTION A
PERSON OR PERSONS LIVES MAY DEPEND ON IT!**

At this point wait to see if the performance will restart, if not please vacate the arena by the nearest exit and follow the instructions of stewards for your safety.

EMERGENCY ANNOUNCEMENTS

In the event of an evacuation:

“DUE TO CIRCUMSTANCES BEYOND OUR CONTROL THE SHOW WILL HAVE TO BE STOPPED, WILL YOU PLEASE VACATE THE CONCERT ARENA BY WALKING TO ANY AVAILABLE EXIT AS QUICKLY AND QUIETLY AS POSSIBLE, FOLLOW THE INSTRUCTIONS OF STEWARDS”

In the event of a temporary stop:

“LADIES AND GENTLEMEN IT IS NECESSARY TO STOP THE SHOW FOR A FEW MINUTES; WE HOPE TO BE ABLE TO RE-START SHORTLY”

Or:

“LADIES AND GENTLEMEN IT IS NECESSARY TO STOP THE SHOW BECAUSE OF WE WILL GIVE YOU MORE INFORMATION AS SOON AS WE CAN”

For front of stage crowd congestion:

“LADIES AND GENTLEMEN, FOR THE SAFETY AND COMFORT OF THOSE NEAR THE STAGE, ON THE COUNT OF 3 PLEASE TAKE 3 STEPS BACKWARDS, THANK YOU”



FINSBURY PARK MUSIC EVENTS

APPENDIX L

HEALTH AND SAFETY SITE RULES

**Version 1
23-10-13**

**HEALTH & SAFETY
INFORMATION AND SITE RULES FOR
CONTRACTORS
ENGAGED IN WORK
FOR
LIVE NATION (Music) UK Ltd.**

IMPORTANT

This document is supplementary to Live Nation (Music) UK Ltd standard terms and conditions of trade which are issued to all contractors and further copies are available upon request.

Health & Safety Policy Statement

Live Nation (UK) is committed to ensure the Health, Safety and Welfare of all its Employees, Contractors, Visitors and Members of the Public
Health and Safety is a prominent and permanent feature of all its activities.
It is the intention of the Company to reduce accidents at all sites by the effective management of Health and Safety.

To help achieve this aim, Live Nation (UK) will provide adequate resources to achieve and maintain the following:

- Machinery, equipment and plant that is safe and without risk to health
- Safe systems of work for all activities
- Sufficient information, instruction, training and supervision for employees on all aspects of safety in the workplace
- A healthy and safe work-place and environment with sufficient welfare facilities

In order to discharge their H&S management responsibilities effectively, Senior Management and all Managers will make every effort to keep themselves informed and up to date with current and future H&S legislation.

Live Nation (UK) Employees (including Senior Management) must ensure the following:

- That reasonable care is taken to ensure their own H&S and that of any other person who may be affected by their work.
- That they support Live Nation in achieving and implementing the objectives outlined above together with following the appropriate control measures
- That all accidents and near misses are reported promptly, whether persons are injured or not.

All staff are encouraged to make suggestions to their Manager or Health & Safety Advisor for improving safety at the workplace.

This statement is supported by more detailed safety procedures in the Health and Safety Policy, a hard copy of which is available for examination at each Live Nation production/premises.

The Policy & Procedures Manual has been produced in loose-leaf format to allow for the inclusion of updates. All productions/premises will be informed of updates, which will be available from the Live Nation Intranet Health & Safety (UK) site

Paul Latham

Chief Operating Officer Live Nation International Music



Effective Date January 2009

CONTENTS

01	Introduction
02	Basic Regulations
03	Safety Policy
04	Insurance
05	Prior to work commencing
06	Electrical Work
07	Connection to Utilities and other Services
08	Housekeeping
09	Working at Height & Roof Work
10	Fences & Barriers
11	Emergency Services
12	Safety Clothing
13	Fire Precautions & Hot Work
14	Accident Reporting
15	Asbestos
16	Rigging & Suspension of Equipment
17	Noise
18	COSHH
19	Loading / Unloading Vehicles
20	Plant & Mechanical handling

01 INTRODUCTION

The following rules are made by Live Nation (Music) UK Ltd (hereinafter called the Company and shall apply to all works carried out at Company premises; venues hired or in use by the Company (hereinafter called the location) by third parties under contract to the Company. (hereinafter called the Contractor)

1. All persons engaged by the Contractor at the location shall be acquainted with these rules and their consent to abide by them shall be an essential condition of their authority to work at the location. The Company reserve right to stop the work at the Contractors expense in the event of any violation of these rules. Further guidance will be provided, as required, by Company staff authorised to order the execution of the work.
2. The Contractor will take all necessary precautions in connection with the works, so as to be entirely consistent with the Company's policy:
 - To protect the Health & Safety of its employees and any other persons affected
 - To conserve the environment
 - To avoid any damage to the property as a result of its activities

02 BASIC REGULATIONS

1. All work carried out at the location shall be in accordance with:
 - Statutory regulations and their amendments
 - Company regulations and their amendments
 - Relevant British and European standards and their amendments
2. The Contractor is responsible for acts and omissions of his employees, agents, sub-contractors and their employees (hereinafter called his 'invitees' while at the location and shall ensure that they comply with these rules.
3. It is essential that the invitees of the Contractor shall read, understand and comply with any conditions or precautions laid down in these rules or in any order placed by the Company.

03 SAFETY POLICY

1. The H&S at Work Act 1974 requires any company that employs five or more people to write and distribute a safety policy to staff, stating the Company's commitment to H&S along with the organisation and arrangements to carry out the Policy.
2. The Company reserves the right to examine the Contractors and his invitees Safety Policies.
3. The Company will supply, upon request, their own Policy to the Contractor or his Invitees.

04 INSURANCE

1. Contractors and his Invitees must provide evidence to the Company that they have insurance in place with a reputable Insurer in respect of the following:
 - Employers Liability in respect of personal injury or death of any person arising under a contract of service with the Contractor and/or arising out of an incident occurring during the course of such persons employment in compliance with the Employer's Liability (Compulsory Insurance) Act 1969, minimum limit of Indemnity £10,000,000 GBP
 - Public Liability in respect of their legal liability for accidental loss or damage to material property, minimum limit of Indemnity £5,000,000 GBP
2. Proof of insurance must be provided prior to commencement of the work.

05 PRIOR TO WORK COMMENCING

1. A signed copy of the Safe Working Agreement must be provided to the person who placed the order.
2. A copy of the Rules for Contractors document must be provided to all Invitees.
3. All site personnel must familiarise themselves with Emergency Procedures at the location.
4. All site personnel must sign into the venue/premises. Or wear appropriate accreditation as issued by the Company.
5. All site personnel must abide by any venue/premises specific guidelines.
6. **It is forbidden to drink alcohol or take drugs other than those prescribed by a doctor that do not affect the capacity of the person to work.**
7. The Company reserve the right to expel from the Location any person who is under the influence of drugs or alcohol.

06 ELECTRICAL WORK

1. The Contractor must ensure that all work undertaken is in accordance with BS7671:2008 and the Electricity at Work Regulations 1989.
2. Company regulations limit the voltage to a maximum of 110 volts for portable electrical equipment and temporary installations associated with all work carried out for the Company, where this is not practicable the electrical equipment/installation must be protected by a Residual Current Device. (RCD)
3. All electrical equipment must be isolated when not in use.
4. All Portable Electrical Equipment must be subject to a regular maintenance regime and the appropriate Portable Appliance Testing records must be available for inspection if required.
5. All temporary electrical installations must conform to BS7909:2008.
6. All temporary electrical works must have an appropriate electrical sign off certificate issued at the time of works to the Event Health & Safety Manager or in their absence the Site or Production Manager.

07 CONNECTION TO UTILITIES AND OTHER SERVICES

1. Connection or disconnection of any electrical, gas, steam, compressed air, water or any other service by the contractor is only permitted following the written permission of the Company, or by agreement of the relevant Site Manager.
2. The Contractor will ensure that appropriate measures are taken to guard against live overhead cables and services laid underground.
3. The Contractor will ensure that all invitees are familiar with Clauses 7.1 to 7.2 of this document.

08 HOUSEKEEPING

1. It is essential that good housekeeping is maintained throughout the period of work, both at the work area and in and around any temporary structures. The working area shall be kept tidy at all times, access and emergency exit ways kept clear, and surplus and/or scrap material removed daily. Cleaning up at the end of the job is not considered sufficient.
2. The Contractor shall make arrangements for disposal of waste and surplus materials and the daily disposal, of combustible and other refuse. Such disposal shall be carried out in accordance with statutory requirements as applicable.
3. The Contractor shall make arrangements for the storage and removal of any toxic waste. The arrangements will be in accordance with statutory regulations and Codes of Practice. Only licensed waste disposal companies shall be used.
4. The Contractor will ensure that any travel of materials/refuse from the Location shall be recovered and dealt with as in 8.1, 8.2 and 8.3.
5. Spillages of oil or chemicals shall be cleaned up immediately in view of the hazards from fire, slippery surfaces, toxicity etc. Appropriate safety precautions shall be taken during the cleaning up.
6. Storage of materials must be authorised by the venue/premises.
7. The Contractor will ensure that all invitees are familiar with Clauses 8.1, 8.2, 8.3, 8.4,8.5,8.6 of this document.

09 WORKING AT HEIGHT & ROOF WORK

1. Ensure that access to heights using ladders, scaffolding, edge protection, etc. is undertaken safely and all access equipment thoroughly checked before use.
2. Where overhead working is carried out, full regard must be given to the safety of the access to the working area and of the working area itself. All necessary safeguards shall be maintained to protect those working or passing beneath the working area, and if necessary, the area below should be cleared and access to it prevented by substantial barriers including appropriate warning signs.
3. Full and appropriate protection must be used in the vicinity of fragile roof coverings/ceilings etc. and at all exposed edges where a fall may result in injury.
4. Where there is a risk of head injury beneath a working area (to contractors, Live Nation employees, visitors or members of the public) the following steps must be taken in order of priority listed:
 - Segregate area below
 - Prevent access for the duration of the work posing the risk
 - Use hard hats for all remaining persons granted access
 - The Law requires hard hats to be worn by all persons to whom a risk of head injury exists during the course of construction work
5. It is strictly prohibited for any person to climb on makeshift objects, shelving, racking or any other structure, which is not designated for access purposes. Trestles should only be used as part of a working platform.
6. The erection, use and dismantling of scaffolding and mobile access towers will be carried out by Contractors within the provisions of BS EN 12811-1:2003. The Contractor must regularly update a scaffold register which will be available for inspection at all times.
7. All work at height MUST comply with the Work at Height Regulations 2005 – with particular regard to planning; use of alternative solutions or equipment; appropriate PPE and a rescue plan.
8. Where multi companies are employed consultation must take place with all parties in advance of works to ensure clear working arrangements.

10 FENCES & BARRIERS

1. When carrying out works at an operational location the Contractor will provide his invitees with safety barriers of a type and size suitable for the work area and bearing a message or symbol indicating the hazard.
2. When works are left incomplete and forming a hazard (e.g. trench works which are left open). Either a safety barrier of a type and size suitable for the work area, or the provision of level street bridging plates covering the entire area, or a combination of both will be provided by the Contractor and should be approved by the Company.
3. During construction work at a location and where no secure fence exists the Contractor will provide perimeter fencing of a see-through type, of a height and rigidity to deny access by pedestrians.

11 EMERGENCY SERVICES

1. The Contractor must obtain and be fully aware of the arrangement on each location to obtain first aid and fire services in the case of an emergency.
2. The Contractor is required to provide the statutory first aid requirements for his employees, and fire extinguishers of an approved type. This is in addition to any provision over and above that provided by the Company.
3. Free access to all fire extinguishing and safety equipment shall be maintained at all times.

12 SAFETY CLOTHING

1. During the course of work whether below, on, or above ground level, the Contractor will ensure that his invitees, wear safety footwear that conforms to BS1870.
2. The Contractor will ensure that his invitees wear hard hats. Safety hats must comply with the current British Standards EN397 in designated areas or as deemed necessary by risk assessment.
3. The Contractor will provide his invitees with correct protective overalls and recommend that they be worn at all times, if deemed necessary by risk assessment.
4. The Contractor will supply his invitees with correct industrial gloves to be worn as and where applicable.
5. The Contractor will supply his invitees with correct dust masks, appropriate to the materials being used or other breathing apparatus as deemed necessary.
6. The Contractor will provide his invitees with correct eye protection goggles or shields to be worn whenever works at a location or occasion give rise to grit, metal particles etc.
7. The Contractor will supply his invitees with Hi Visibility vests which must be worn at all times during the build and break periods, and additionally where specified by the Company.
8. The Contractor will advise all other invitees of the provisions of Clauses 12.3 to 12.7 inclusive and recommend similar measures.

13 FIRE PRECAUTIONS & HOT WORK

1. Fire exits, escape routes, associated signage, and fire defence equipment must be kept free from obstruction.
2. The venue/premises Smoking Policy must be strictly followed.
3. If required a Live Nation Hot Work Permit must be obtained from the responsible person on site and completed prior to any Hot Works commencing as appropriate from the Site Manager.
4. The Hot Work Permit conditions must be strictly followed.
5. All flammables such as solvents, paints etc must be stored appropriately.

14 ACCIDENT & NEAR MISS REPORTING

1. The Contractor shall in addition to any report required by statutory regulations, report immediately to the Event Health & Safety Manager all accidents or near misses occurring within the duration of the works which result in injury to persons or damage to property. The Contractor shall co-operate to the full in any subsequent investigation of the accident or near miss as required by the Company.
2. The Contractor shall keep his accident records in accordance with statutory regulations and shall make these records available to the Company. If the Company so request, the Contractor shall discuss his accident data with the Company.

15 ASBESTOS

1. Prior to carrying out any work the premises Asbestos Register must be checked and if the area has been covered in the register and No Asbestos Discovered (NAD) then work may proceed.
2. If the register has noted that there is asbestos in the area work must not continue if there is any potential of disturbing the Asbestos Containing Material (ACM), until the appropriate remedial action has been taken.
3. If the work area has not been covered in the asbestos register further investigation, including a type 3 asbestos survey, if appropriate, must be carried out to ensure that the area is asbestos free.
4. The Contractor and his invitees must sign the premises asbestos register form to acknowledge having consulted the document.
5. If ACM's are discovered or suspected during the course of the work all activity must cease, the area vacated and the responsible person on site informed to allow remedial procedures to be put in place.

16 RIGGING AND SUSPENSION OF EQUIPMENT

1. All work that requires suspension of any equipment from the fabric of a structure, temporary or permanent, by means of temporary wires, cords, slings, chains or lifting appliances shall be classed as rigging and shall comply with the LOLER Regulations 1998.
2. Live Nation (Music) UK Ltd reserves the right to inspect all rigging services and to prohibit its use if considered to be unstable, unsafe, unfit for use or not complying with the appropriate British or European standard.
3. All rigging operations will be planned and carried out by competent persons. The competent person must be capable of predicting potential hazards, eliminating potential hazards and certifying that the rigging is free from defect and suitable in every way for its use.
4. Risk Assessments for all rigging operations must be provided to the Company.
5. When rigging operations are in progress, hard hats must be worn by all personnel and if possible the area beneath the activity kept clear by the use of signage or barriers as appropriate.
6. A suitable fall protection system must be in use at all times where there is potential of a fall from height.
7. During rigging operations tools must be secured by a lanyard or other suitable means.
8. All lifting equipment shall be of sound material and construction and fit for the purpose for which it is to be used.
9. Only chains designed and approved for load carrying operations shall be used.
10. All lifting accessories will conform to the relevant British and European standards and be fit for their intended use.
11. All hoisting equipment will be marked with a Safe Working Load.
12. Motorised lifting operations will be planned & carried out by competent personnel.
13. All lifting equipment will have supporting documentation available on site in relation to the appropriate test and inspection requirements of LOLER Regulations 1998.

17 NOISE

1. Contractors must ensure that they comply with the relevant legislation in respect of the Control of Noise at Work Regulations 2005.
2. Suitable and sufficient hearing protection must be made available to invitees by their respective employers.
3. Hearing protection must be worn in areas that are clearly signed as mandatory hearing protection areas

18 COSHH

1. Contractors will ensure that all substances being used in the course of the activity or work process they are employed to undertake has the necessary Material Data Sheet and any associated risk assessment.
2. All substances will be stored in accordance with the manufacturers' recommendations and not left in such a way as to cause injury or harm to any person or animal or cause an impact on the environment.
3. Emergency equipment must be provided and available on site from the Contractor if deemed necessary by the manufacturers of the substance and by the Contractors own risk assessment

19 LOADING & UNLOADING VEHICLES

1. Contractors must ensure that invitees are competent and have been trained appropriately in the loading and unloading of vehicles to ensure compliance with the manual handling regulations.
2. The loading and unloading of vehicles must be supervised appropriately and during the reversing of vehicles or manoeuvring in public areas must have a banksman present directing the operation.
3. When unloading and loading vehicles ensure that a safe working area is established and invitees are visible to others by the use of Hi Visibility vests and sufficient lighting. This may include the use of hazard warning lights and or beacons.
4. Whilst loading or unloading vehicles due regard must be given to emergency exits or routes that must not be blocked or obstructed at any time.
5. All vehicles must observe the site speed limit at all times

20 PLANT & MECHANICAL HANDLING EQUIPMENT

1. Forklifts and other mechanical handling equipment or plant must only be operated by those persons and invitees who can demonstrate the appropriate degree of competence by production of a licence or other recognised certificate of competence.
2. All plant provided by the Company will only be released to persons who can provide a copy of the appropriate licence or other recognised certificate of competence which will then be kept on file by the Company.
3. All plant must be subject to an appropriate daily safety check prior to use. These must be kept for audit by statutory bodies and or the Company as appropriate.
4. The carrying of persons other than the allocated number of manufactured seating positions is prohibited.
5. Speed must not exceed the site speed limit or that appropriate to the load being carried.
6. Loads carried must be within the SWL of the vehicle. This must be displayed on the vehicle.
7. Any fitted safety device must not be disabled or interfered with, and any failure of a device must be reported to the appropriate person immediately.
8. The Company reserves the right to remove any contractor or invitee from site who operates plant or machinery in a dangerous manner that endangers the safety of others.



FINSBURY PARK MUSIC EVENTS

Appendix M Alcohol Management Plan

Version 1
23-10-13

Scope	3
Bars	3
• Volume bars	3
• Specialty bars	3
Bar Operations	4
Bar Management	4
Staff	4
Control of Illegal Sales	4
Drink and Drugs Policy	4
Right to Search	5
First Aid	5
Fire and Emergencies	5
Hazardous Substances	5
Compliance With Licencing Objectives	6
Protection Of Children From Harm	6
Prevention of Crime and Disorder	6
the prevention of public nuisance;	6
Public Safety	6
APPENDIX 1: Job Descriptions	7
Job Description LN DPS	7
Job Description Bar Management	7
APPENDIX 2: Risk Assessment	8
APPENDIX 3: Staff Introduction Letter	11
APPENDIX 4: Staff Appointment Letter	12
APPENDIX 5: Induction Checklist	13
APPENDIX 6: Bar Staff Disclaimer	15
APPENDIX 7: Premises Licence	17

Scope

This Alcohol Management Plan has been drafted in support of a licensing application by Live Nation (LN) for events at Finsbury Park and outlines how the supply of alcohol will be managed during any LN events under any such licence:

Although initially generic in nature, this plan will be updated for each event to encompass unfolding information about planned capacities, nature of event and audience, event partners etc, and its version number changed incrementally to ensure document control.

As one of the leading entertainment companies globally, LN is committed to presenting the best events and are mindful of their duties in the responsible sale of alcohol.

This plan aims to ensure that events at Finsbury Park are operated responsibly, safely and within the parameters of the licence, providing an environment for the sensible, controlled consumption of alcohol.

We are always mindful of our duty of care as a retailer of alcohol and, through appropriate training we are able to implement initiatives aimed at combating under age and irresponsible drinking and or promotions.

Bars

Each Bar on site will be referred to by name and number consistent with each event's site plans.

The intention is to continue to build on the service and quality demonstrated year on year at LN's London events.

Principally there will be two bar types:

- **Volume bars** that sell beer, cider, wine and premium packaged spirits in paper cups, PET bottles or cans; and
- **Specialty bars** selling cocktails, spirits, wine or champagne either in a public space or within a designated area.

Irrespective of bar type or indeed operator, there is one AMP that all operators abide with and this compliance will be monitored.

If necessary the DPS will close any third party structure serving alcohol if required, due to any serious breach of the licensing objectives or if so requested by any licensing official so empowered to do so under the licensing act.

Bar Operations

The bar operations will be controlled by third party operators and overseen by the LN Designated supervisor.

Appendix 1 contains the job descriptions for all management level roles, however some are explained further below

Bar Management

Each bar will have a dedicated Bar Manager and team who are conversant with the requirements and responsibilities for the sale of alcohol and will be given a written designation of their responsibilities.

They will directly instruct, monitor and support their staff in ensuring the requirements of the Licencing Act are adhered to at all times.

We will ensure that all Bar Managers are personal license holders.

Bar Managers are responsible for briefing all their staff before each trading day following Appendix 5.

The name and copy of license of each bar manager at each alcohol retail outlet within the licensed area will be kept by the Bars Office for inspection by Live Nation before and during the event.

Staff

No staff under 18 will be permitted employ any person under 18 years to sell alcohol.

All bar staff are briefed by the Bar Manager and complete Appendix 3 and Appendix 6. and these are kept on site for the duration of the event.

All staff will be instructed about the acceptable forms of ID for proof of age and will be fully aware of our Challenge 21 scheme.

Control of Illegal Sales

LN will inform all event traders and instruct the event security that all trader vehicles will be searched before entering a site to prevent large quantities of alcohol being brought onto site for illegal sale.

Bar operations teams will work closely with the site security, police and trading standards to ensure the best systems of prevention, detection and apprehension are maintained.

Drink and Drugs Policy

LN encourages those employees who drink alcohol outside of working hours to do so in sensible quantities. The abuse of drugs of any form will not be condoned.

Employees are expected to convey a professional image at all times and to refrain from drinking alcohol during the working day, including break times.

Managers should take responsibility for the welfare of their staff and must undertake to provide a trusting, confidential and supportive relationship.

Disciplinary action will be taken against any employee who uses, stores or supplies illicit drugs at the event. The Company may also refer the matter to the police who could bring criminal proceedings against an employee in these circumstances.

Right to Search

In the interests of security, staff are required to agree, on request from any authorised person (i.e. Manager or Senior Manager) to a search of their outer clothing, locker, bag, vehicle etc. Failure to give such permission may result in disciplinary action.

The employee can request that personal searches be carried out in private and that they may have an employee of the same sex in attendance on such occasions.

By carrying out a search, there is no implied accusation nor is there necessarily suspicion of dishonesty.

First Aid

All bars will have access to first aid kits and all staff will be advised of the location of the first aid posts on site.

Fire and Emergencies

In the event of an emergency the bar will be evacuated via the nearest emergency exit. The nominated person will raise the alarm in accordance with the site arrangements.

No flammable materials will be stored in the bars.

All bars are fitted with fire extinguishers; employees are only to operate the extinguisher if they consider that it is safe to do so and have been trained. In the event of a fire the preservation of life takes priority.

Hazardous Substances

All hazardous substances (cleaning chemicals etc) have been identified and material Safety Data Sheets obtained. Assessments for their use have been undertaken and employees have been made aware of the health risks associated with their use and the control measures necessary in accordance with the Control of Substances Hazardous to Health Regulations 1999 (COSHH).

Personal protective clothing will be provided where appropriate and staff will receive training in its use.

Compliance With Licencing Objectives

Protection Of Children From Harm

LN are committed to ensuring that Alcohol is not sold to anyone under 18 and the use of the Challenge 21 scheme builds upon the successes Live Nation have had implementing such schemes at events since 2008.

The Following notice will be posted at the entrance to the festival and at multiple locations on each bar:

If you are lucky enough to look under 21, it may be that we ask you to prove your age when entering the festival (under 16's must be accompanied by a parent or guardian) or when attempting to buy alcohol (The law of the land still applies in the festival grounds!).

Please don't be offended by this request, in fact take it as a compliment!

The **ONLY** accepted proof of age documents are:

- 1) Passport (Not a photocopy)
- 2) Photocard Driving License
- 3) Proof Of Age Card - The card must be part of the *PASS* scheme and carry their hologram.

All volume bars will have an SIA registered steward managing entrance to queuing lanes and their sole purpose is verify the age of all customers who appear to be under the age of 21.

Bar staff on the front line will also be required to check the id of any customer who appears to be under 21 and will reminded of this obligation at their daily briefing.

A log will be kept on each bar and by each security person detailing any customers who are refused service or entry to the queuing lanes as satisfactory ID has been requested but not been presented.

Prevention of Crime and Disorder

In addition to the action taken as part of the overall Event Management Plan, the bar operations will draw up plans for the safekeeping of staff belongings and provide systems of work for the effective management of cash on site to deter theft.

In addition, refusal of service of alcohol to intoxicated people will be promoted to staff in daily briefings and monitored by bar security, Bar Managers and the DPS.

the prevention of public nuisance;

Please refer to the Event Management Plan.

Public Safety

Please refer to the Event Management Plan.

APPENDIX 1: Job Descriptions

Job Description LN DPS

Responsible To: Live Nation

Responsible For Approval of Bar Alcohol Management Plans and ensuring that the Licensing Objectives are adhered to

Prevention of crime disorder
Public Safety
Prevention of public nuisance
Protection of children from harm

Main Duties

Agree operational plans with bar operator
Ensure plans are effectively carried out

Dated: 5th March 2013

Job Description Bar Management

Responsible To: LN-DPS

Responsible For Design and executing agreed Bar Alcohol Management Plans and ensuring that the Licensing Objectives are adhered to

Prevention of crime disorder
Public Safety
Prevention of public nuisance
Protection of children from harm

Main Duties

Effective management of staff in a bar
Ensure that sales are maximized
Minimize risk of loss of cash or tokens and ensure used tokens are counted and stored securely
Operate the Challenge 21 scheme and ensure staff are trained briefed and managed accordingly
Be a personal license holder
Comply with the Alcohol Management Plan

Dated: 5th March 2013

APPENDIX 2: Risk Assessment

Location	HEALTH & SAFETY Risk Assessment	
Finsbury Park		

Activity	Bar Construction through to alcohol supply
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Description of Job
All issues relating to above operation

Who is affected by this operation?

Employees	x	Contractors	x	Visiting Company	x	Public		Young people		Pregnant Women	
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Description of hazards & possible consequences	Likelihood	Severity	Risk Factor	Risk (before precautions have been taken)
Harm during vehicular movement	5	5	25	High
Usage of forklift/telehandler	5	5	25	High
Usage of HGV/Articulated units	5	5	25	High
General build dangers	4	3	12	Medium
Manual handling of building materials	4	3	12	Medium
Use of tools equipment	4	3	12	Medium
Risk of robbery	2	5	15	Low
Trips and falls due environment, cables, equipment	5	3	15	Medium
Gas usage in supply of alcohol	4	5	20	High
Electrocution due to usage of generated power	5	3	15	Medium
Manual handling by bar staff	4	6	24	High
Minor injury during work	4	4	16	Medium

<i>Recommended precautions</i>

Compliance with H and S Policy re vehicular movement inc prohibited periods. Briefing for drivers and staff.
 Compliance as at 1). Operatives to be competent and qualified. Escort where necessary.
 Compliance as at 1). Operatives to be competent and qualified. Escort where necessary
 Inherent dangers can be minimised by compliance to H and S policy consistent use of Personal Protective equipment.
 Awareness and briefing re H and S. Use of competent operatives. Confirmation of manual handling training from cscs card or similar
 Operatives to be briefed re H and S. Tool box talks re specifics. Battery operated electrical equipment. Mains to be 110v. Tool supply in accordance with PUWER
 Implementation of cash plan.
 Greatest risks during event period. Walk through to ID hazards and control measures to be implemented by risk assessment. Staff to be briefed re their duty to remove hazards
 Usage has clear and inherent risks. These are massively minimised by modern storage and control of usage legislation. Use and access will be restricted to Carlsberg technicians.
 Power supplied by competent and qualified engineers. Generators to be enclosed by fencing to restrict access. Cabling to be above head height and protected when at ground level
 Staff will only be required to lift medium weight manageable items. Managers to brief staff re manual handling, sharing loads and use of sack trucks etc. There will be role specific issues to manage such as carrying wet items from chilled vehicles etc.
 First aid points and staff at each bar, this to be communicated to all staff.
 All aspects of fire safety will be covered in specific detail in the H and S and Fire Safety plan.
 Evacuation plans and fire points etc will be communicated during briefings. The primary issue

<i>Description of hazards & possible consequences</i>	<i>Likelihood</i>	<i>Severity</i>	<i>Risk Factor</i>	<i>Risk (after precautions have been taken)</i>
1) Harm during vehicular movement	1	5	5	Low
2) Usage of forklift/telehandler	1	5	5	Low
Usage of HGV/Articulated units	1	5	5	Low
General build dangers	2	3	6	Low
Manual handling of building materials	2	3	6	Low
Use of tools equipment	1	3	3	Low
Risk of Robbery	1	5	5	Low
Trips and falls due environment, cables, equipment	2	3	6	Low
Gas usage in supply of alcohol	1	5	5	Low
Electrocution due to usage of generated power	1	5	5	Low
Manual handling by bar staff	2	3	6	Low
Manual handling by bar staff	3	2	6	Low
Minor injury during work	1	6	6	Low
Fire risk	1	4	4	Low

Details of further action required

Ensure Employees read the Risk Assessment. (Employee Read Risk Assessment records to be retained in Departmental Risk Assessment File)
 Review on an annual basis. (Reviewed Assessments to be recorded in the Master Risk Assessment File)

Assessed by		Position		Signe d		Date	
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Signed Line Manager		Print name		Date	
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Probability	1 Very unlikely	2 Unlikely	3 May occur	4 Likely	5 Very likely	6 Will occur
Severity	1 Very minor injury	2 Minor injury	3 Lost time to injury	4 Major injury	5 Single fatality	6 Multiple fatality
Risk Factor 0-6 Low			Risk Factor 7-17 Medium		Risk Factor 18-36 High	
Risk factor above 6 Improve if possible			Risk factor above 12 Further action required		Immediate action required	

Multiply Probability x Severity to obtain Risk Factor

APPENDIX 3: Staff Introduction Letter

Welcome

The following information outlines some do's and don't's for whilst you are onsite at Finsbury Park. You will be given a more detailed brief and training once you arrive onsite. Please take time to read all of the information carefully and sign at the bottom. This sheet will need to be returned with your other documents.

General Information

You will be given appropriate breaks throughout your shift, it is essential that you return from any breaks punctually to ensure smooth running on the bars.

Do's

- **Make sure you ask anyone for ID that you believe to be under 21, only accept recognised forms ID. If there is no ID to prove that they are over 18 years old refuse service and let your supervisor know. If you're not sure ask your supervisor. If you sell alcohol to anyone under 18 you may be fined.**
- Sell quickly, we aim to provide an efficient service.
- Be polite, friendly and helpful to all customers, contractors and staff.
- Make sure you wear the correct uniform, black trousers/skirt, comfortable black footwear socks and provided t-shirt.
- Make sure you wear your wristband at all times.
- Make sure you wear the provided ear plugs at all times during the show.

Don'ts

- Drink on duty, anyone found under the influence will be escorted from site and receive no pay
- Carry personal possessions, all cash and mobile phones should not be brought onto site.
- **Serve anyone you believe to be intoxicated.**

If you are unsure about anything please do not hesitate to ask your bar manager or a member of the bars management team.

.....
.....

I have read and understood all of the information contained within the Staff Introduction Letter;

<i>PRINT NAME</i>	
<i>SIGN</i>	
<i>DATE</i>	

APPENDIX 4: Staff Appointment Letter

Hours of Work

You must provide at least 72 hours notice if you are no longer available to work any of the agreed shifts.

In the event you are unable to work due to sickness, you must report this with at least 4 hours notice prior to the start time of your scheduled shift.

Please note – you are expected to be at your nominated bar and ready to commence your duties by the start time stated above.

Staff Uniform

- All bar staff will be provided with a t-shirt that needs to be worn each day of the event. In addition, all bar staff are required to wear **black trousers/skirt, black footwear and black socks.**
- Please pay particular attention to weather forecasts and wear sun screen if good weather is forecast or warm clothes for below the t-shirt.
- You will be supplied with hearing protection and this must be worn during all operational times or as directed by your supervisor on site.

Personal Possessions

The following rules will apply to all bar staff working at all events:

- The organiser will not be held responsible for any loss or damage to any personal belonging that you bring onto site
- Carrying cigarettes and lighters is permitted, however smoking is only permitted in designated smoking areas and only during your designated break.

(Please note – organiser reserves the right to search any member of staff at anytime)

Other Rules

- You are required by law to check the age of any customer purchasing alcohol who may be under 21. The only recognised Identification will be clearly displayed on your bar.
- Drinking of alcohol or the use of non-prescription drugs is not permitted on site. Any breach of this would result in immediate removal from site, and could lead to further disciplinary action being taken against you.
- Upon arrival you will sign in and issued with a wrist band. The wrist band must be worn at all times and surrendered when signing out at the staff entrance. Wristbands must NEVER be taken off site.

Please note – a full briefing to include health and safety and site rules will be given on site. Attendance for this is mandatory.

Please sign one copy of this letter and return to the following address:

In conclusion, we anticipate an extremely successful event and thank you in advance for your assistance. We also look forward to meeting you.

I confirm I have read and understood the above Terms and Conditions.

PRINT NAME	
SIGN	
DATE	

APPENDIX 5: Induction Checklist

Staff Induction Procedure

Please carry out your staff induction in the following order making sure all points are covered

Mission Statement
Efficient effective sale of drinks - speed of service
Customer Interaction - smile, polite/helpful, no abuse policy
Team Work

Bar Logistics - roles, product flow
Bar Operations Manager Introduction
Manager/Supervisor/Personal License Holder Introduction - Protocol
Cashiers
Security
Queuing Lanes
Opening Hours
Drinks Menu & Pricing
Challenge 21
Intoxicated Persons
Wastage
Till Training
Volume multiples
How to process a transaction
Fast Buttons/Department Keys
Location money in till - heads the right way, give coins out
Concentration on correct change
Mistakes/Refunds
No receipt

Health & Safety
Ear Plugs
Fire Evacuation - how to raise alarm
Fire Extinguisher Location
First Aid Kit
Accident Report Procedure
Hand Washing
Lifting Procedure

Staff Protocol
Theft & Consequences
Drinking on Duty
Staff Uniform
Wristband Importance
Personal Possessions - no cash, search policy, no mobiles
Name Badges

Breaks/Meals - punctuality of breaks/shifts
Smoking/Break Zone

Site Awareness & Walk round
Other Bars
Cash Office
Toilets
Stages

APPENDIX 6: Bar Staff Disclaimer

EVENT	
DATE	
<p>I (Employee Name) _____ agree and sign to confirm understanding of the following:</p> <ul style="list-style-type: none"> • I will at times action Challenge 21 – if the customer does not look older than 21, I will ask for 'Proof of Age Identification'. In doing so, I refuse to sell alcohol to anyone unable to supply adequate ID and assume they are not over 18 years old. I understand that anything other than refusal is breaching the Licensing Act 2003. • I understand that the only acceptable 'Proof of Age Identification' is a valid Photo card Driving Licence, a valid Passport or a valid Proof of Age ID Card, which has to have the "PASS" hologram on it. • I understand that I must not serve any persons, even if they are of the legal age if I think the alcohol being purchased is intended for consumption by someone under the age of 18. • I understand that I must not serve any persons that appear to be intoxicated (drunk). Equally, I must not serve someone if I think that the alcohol being purchased is intended for consumption by someone that appears to be intoxicated (drunk). • I have been briefed on the licensing Law and fully understand my responsibilities under the Licensing Act 2003 and the penalties faced for breach of those responsibilities. • I have been briefed on all products available for sale and how the products are to be dispensed. • I have been briefed upon the location of the First Aid and Fire Equipment and told which individuals to notify about injuries. I have been informed that it is my responsibility to record any injuries. • I have been made fully aware of all Fire Exits; Fire Evacuation Procedures, Fire Evacuation Points and how to raise the alarm. • I have been made fully aware of Noise at work and been given instructions on the use of hearing protection. • I have been given instruction and information on Manual Handling. • I have been introduced to the managers and supervisors responsible for members of staff, the Personal Drinks Licence Holder and security staff. • I have been made fully aware of how to operate the till and token system and been given information regarding the refusal of counterfeit notes. • I have been made fully aware of the location of hand washing facilities, toilets, rest area and where to redeem a staff meal voucher. 	

Authorising the Sale of Alcohol at _____ (Bar
Name/Location)

Employee Name:	Signed:
Date:	Date of Birth:
Manager/Supervisor providing induction:	
Signed:	Date:

APPENDIX 7: Premises Licence

To be inserted.

APPENDIX 1: THEORETICAL FRAMEWORK

Page 10