

 **LIVE NATION**

Jamaica Village 2012

**Finsbury Park
London**

3rd – 12th August 2012

EVENT MANAGEMENT PLAN

**Version 2
10th November 2011**

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Introduction

Jamaica Village 2012 is promoted by Jamaica Village Ltd, and project managed by Live Nation (Music) UK Ltd who have extensive experience in staging similar events throughout the UK and worldwide.

In the heart of London, Jamaica Village 2012 will be the premier destination for fans of Jamaica, the lifestyle and the Jamaica 2012 Olympic Team.

For ten consecutive days in August, Jamaica Village 2012 will provide a dynamic music and entertainment schedule, providing authentic Jamaican culture to people of all ages.

The event will be staged at Finsbury Park, London and Jamaica Village Ltd will be the licence holders for the venue.

Event Management Plan

This document is intended to provide general information about the event, and also to detail the management plans and actions of the organisers with regard to public and worker safety.

Live Nation (Music) UK Ltd will make every effort to ensure that all information contained in this document is correct and circulated amongst the relevant organisations and authorities on a regular basis

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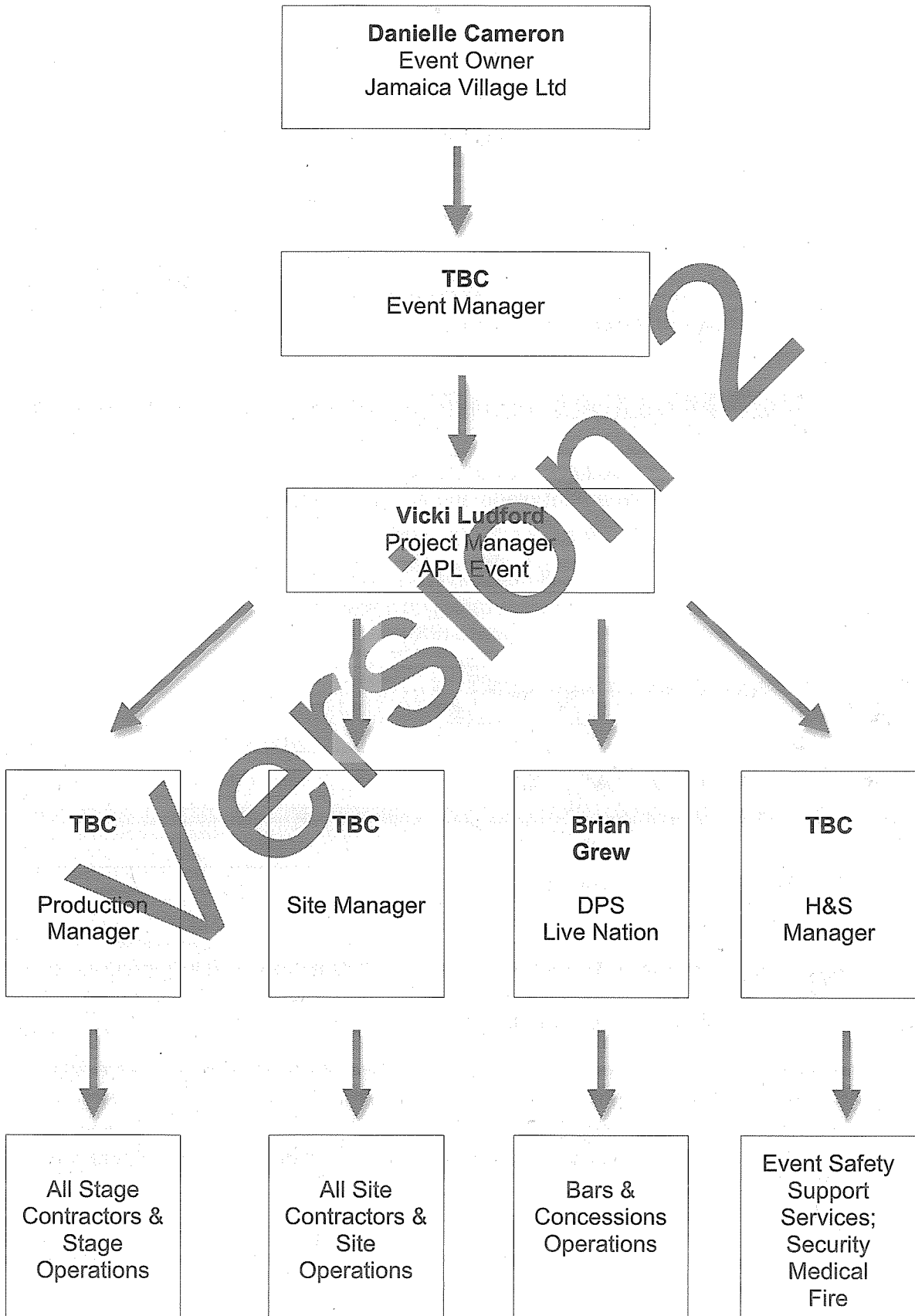
Section 1 - Planning & Management

Management of the event

Live Nation (Music) UK Ltd takes very seriously its responsibilities with regards to the safety of its staff, contractors and customers. It will ensure, so far as is reasonably practicable, that at no time is any party put at unnecessary risk due to its actions.

To that end an experienced management team has been formed and these people are detailed along with their responsibilities. Additionally Live Nation (Music) UK Ltd undertakes to have detailed liaison with appropriate agencies including, but not limited to; the London Borough of Haringey Council and the Statutory Emergency Services.

Event Management Structure



Event Manager (TBC)

Responsible for overall strategic decisions concerning the management and control of the event and will assume control on behalf of the Event Owner for safety and security. It shall be the Event Manager, or in his/her absence the Health and Safety Manager, who has the ultimate responsibility during an event for initiating any emergency action procedures and assuming control of the incident until either relieved by a senior police officer, or until the incident has reached a safe conclusion. In all circumstances, other than a major incident, the final decision is that of the Event Manager.

Project Manager (Vicki Ludford – APL Event)

Responsible for project co-ordination and liaison between the event owner and all departments and agencies to ensure delivery of the event. Responsible for the day to day operation of the event and its pre planning, including liaison with Site Manager; contractors and suppliers.

Head of Security (TBC – Showsec International)

Responsible for the overall management of the arena security operation, and for strategic decision making with regard to security deployment. The Head of Security will liaise with the Event Manager, the Health & Safety Manager with regard to decisions affecting crowd management and safety.

Site Manager (TBC)

To ensure that all aspects of the site infrastructure are built to the correct specifications and that during the event all site infrastructure remains in place following local authority inspections and to deal with any site related problems that may occur during the event.

Health & Safety Manager (TBC)

The Health & Safety Manager will be responsible for ensuring the implementation and operation of all health & safety matters for the event; including the planning; build; break and event periods of the Event. This includes advising the Event Manager of any issues, which are likely to affect the safety of staff; contractors and customers.

Production Manager (TBC)

To ensure that all stage activity is run to schedule and within the limitations set by the local authority.

Designated Premises Supervisor (Brian Grew – Live Nation (Music) UK Ltd)

To act as the on site Designated Premises Supervisor (DPS). To co-ordinate and organise all bars and concessions on site ensuring that they follow respective statutory and licensing requirements.

Crowd Capacity

| Area | Number |
|------------------|--------|
| Audience | 13,000 |
| Guests and VIP's | 2,000 |
| Staff | 1,500 |

Site Build and Break periods

The Site Manager, **TBC**, is responsible for all aspects of the site plan and site management. The Site Manager will ensure that a full build and break schedule will be available; this will be placed at **appendix B** of this document.

| Site Build | Site Break |
|-----------------------------------|---------------------------------------|
| Monday 23 rd July 2012 | Saturday 18 th August 2012 |

Site Plans

The Site Manager will ensure that scaled plans of the event site are available clearly showing all structures, access and egress routes; audience areas and facilities. The plan will have a grid reference system and be made available in sizes dictated by the scale of the drawing. A copy of the site plan is available at **appendix B** of this document.

Main Stage

The main stage for the event will be located towards the south corner of the park facing North East. The main stage will also contain structures to support the PA and the screens.

The available audience viewing areas will be agreed prior to the event by the London Borough of Haringey Council and London Fire Brigade, to meet the audience capacities as indicated in this document.

The stage will be faced with a primary pit barrier of standard A-frame construction that is able to withstand a minimum crowd pressure of 5Kn/m. The barrier system design will be decided following an assessment of the expected crowd profile and following confirmation of artist(s).

Opening Times

| | |
|---|---------|
| Event Open to Public | 1100hrs |
| Bars Open | 1100hrs |
| Main Stage Concert Entertainment Finishes | 2000hrs |
| Bars Close | 2230hrs |
| All Entertainment Finishes | 2300hrs |
| Curfew | 2300hrs |

Section 3 - Fire Safety

Fire Risk Assessment

A full fire risk assessment in line with the Regulatory Reform (Fire Safety) Order 2005 will be carried out and appended at **appendix D** of this document, including a fire fighting equipment (FFE) deployment schedule.

Build & Break Periods

During the build and break periods, the Site Manager in conjunction with the Health & Safety Manager will ensure that there is sufficient FFE in designated areas along with appropriate signage. Additionally all persons on site will be briefed as to the action to be taken in the event of fire and be advised of the site assembly point. The Health & Safety Manager will be responsible for calling the fire brigade as necessary.

Event Arrangements

During the event, fire cover will be provided by the on site crowd management team who have staff trained in the use of portable FFE. Responding fire crews will be met at the designated RVP and escorted to the affected area.

London Fire Brigade (LFB) will be invited to maintain a presence in Event Control during the main event days if they feel appropriate.

Security will ensure that the responding units from the fire brigade are met at the appropriate rendezvous point (RVP). The RVP will be decided by the Event Control Manager.

RVP points are as follows:

| | |
|-------------|------------|
| RVP1 | TBC |
| RVP2 | TBC |

LFB will be invited to undertake familiarisation visits to site with local attending crews and officers for the purpose of understanding, the layout and access / egress routes on site.

SECTION 4 - Major Incident & Emergency Planning

Purpose of Emergency Plan

It is recognised that whilst the potential for a major incident to develop at a well-managed music event is low, the consequences of such an incident are high. With this in mind, the organiser and the emergency services recognise that pre event planning will need to take into account such an eventuality.

Based along existing major incident guidance and working practice, and taking into account other relevant experiences, this document is designed to comprehensively detail the roles, responsibilities and actions which are to be taken by relevant parties involved in the management of Jamaica Village 2012.

Operation of Emergency Plan

Should an occurrence develop into a serious emergency or major incident, the initial response will be coordinated from Event Control under the command of the senior police officer present until the formulation of the Emergency Liaison Team (ELT). Should the incident be fire or medically related, the senior officer of the appropriate service shall assume command.

Transfer of Command

In the event of a major incident occurring at Jamaica Village 2012 it is recognised that the management of the event will pass from the promoter/production company to a suitable statutory authority (principally the police). Under such circumstances, the handover of responsibility will be documented by the Event Control Manager, who will then place at the disposal of the statutory authority, all the resources available on site in consultation with the Event Manager. An event handover form will be completed and signed by both parties.

Definition of a Major Incident

Paragraph 192 of HSG 195 – A guide to health, safety and welfare at music and similar events states:

“A major incident is any emergency that requires the implementation of special arrangements by one or more of the emergency services, the NHS or the local authority for:

- The initial treatment, rescue, and transport of large number of casualties;
- The involvement either directly or indirectly of large numbers of people;
- The handling of a large number of enquiries likely to be generated both from the public and the news media, usually to the police;
- The need for the large scale combined resources of two or more of the emergency services;
- The mobilisation and organisation of the emergency services and supporting organisations, e.g. local authority, to cater for the threat of death, serious injury or homelessness to a large number of people.”

In addition to the above, the major incident plan also recognises that external major incidents, beyond the control of the event management team, may result in special arrangements being implemented within the event site by the event team. Examples of these types of incidents are: -

- Off site major incident
- Major transport disruption
- Extremes of weather
- Crowd disturbance not attributed to the event.
- CBRN Incident

Declaration of a Major Incident.

Whilst every organisation has to assess the impact of every incident on their own organisation and resources, with this event, a common agreement will be reached as to who has the authority to declare a major incident which effects the show in general.

The common aims of all organisations represented in Event Control and reinforced in the major incident plan are: -

- Preserve life
- Protect Property
- Safeguard the wider environment
- Ensure the safety of all staff and attendees at the event
- Respond effectively to any given emergency
- Reduce the impact on the local community
- Ensure a high degree of public confidence through professional conduct of all staff.
- Restore normality

Event Alert State

To assist the Event Control to monitor the site, it is intended to operate a simple three-tier system. On raising the alert state ELT will be formed.

When raising the Alert State Event Control will use the relevant internal code word to notify all radio holders.

GREEN indicates

There is a free flow of public both inside and outside the site. No problems reported.

AMBER indicates

Unusually heavy pressure on gates with no free flow and areas of crowd density greater than 0.3m² per person in large areas or;

The site is full to capacity or;

There is a bomb threat, threat of fire or threat of crowd disorder

RED indicates

On advice from the Security Manager or Health & Safety Manager in consultation with the police that the situation warrants a red grading examples: a suspected explosive device or confirmed serious fire, serious crowd disorder or structural collapse.

The evacuation of the site would depend upon the area and the information available.

Operational Method Condition Amber

In the event that Condition Amber is declared, the Event Control Manager will activate the following plan.

1. Event Control Manager will confirm with Police that they are aware of the situation.
2. Event Control will advise the Security Manager, Health & Safety Manager, Event Manager and Heads of Department
3. The relevant Area Security Manager and the Event Safety Officer will immediately go to the location as directed by Event Control and co-ordinate the incident. Resources will be deployed as requested.
4. The Security Manager; Event Manager; Health & Safety Manager and Silver Commanders of respective agencies will go directly to the ELT Office and co-ordinate the operation.
5. All Supervisors on the Command Channel are to maintain radio silence until contacted by Control. All radio holders on the Site Channel are to maintain radio silence and await instruction from Control.
6. All parties will be advised of the exact area of the threat by reference to a common grid map.
7. All Exit & Entry gates to be prepared for evacuation of the site. Dependent on the circumstances, at this stage the public will not be informed of any preparations, any delay in admission will be explained as production problems.
8. Any cars parked in any area on site, or cars parked on Site should be prevented from exiting onto public roads.
9. The R.V. Points for Emergency Vehicles are to be manned and secured. Where the incident is contained, "Condition Green" will be declared and all parties will be advised using the "Stand-Down" code. Where the situation could become serious, a "Stand-By" for condition Red will be issued.

Operational Method Condition Red

Where the incident is considered as so serious as to force the cancellation of all or part of the event, the ELT will make this decision and assume command of all resources on site and direct Event Control as appropriate. Heads of Department will be informed and will direct all event staff to assist the Emergency Services as requested whilst the situation exists. The Security Manager will ensure the following:

1. All Exit and Entry gates to be prepared for evacuation of the site.
2. Designated R.V. Points to be secured for Emergency Services and Emergency routes to be cleared.
3. Cordon to be established around the effective area, cordon boundaries will be decided by ELT
4. Decisions made on available exit routes. Pedestrians to be directed away from the threat and the Incident area to be secured.
5. Designated stewards to be positioned in evacuation control areas to inform and manage audience.
6. Car parks to be secured to prevent exit onto the public roads.
7. Helicopter landing areas (if applicable) to be secured.
8. Designated person to halt the show.
9. All staff to maintain radio silence until further notice.

DUE TO THE TYPE OF INCIDENT, THERE MAY BE A NEED TO DYNAMICALLY AMEND THE ABOVE LIST OF ACTIONS. UNDER SUCH CIRCUMSTANCES, THIS WILL BE DONE UNDER GUIDANCE OR LEADERSHIP FROM THE METROPOLITAN POLICE SERVICE.

Kilo Codes

Should the alert state rise, then the Event Control will notify all contractors and radio holders with a location and one of the following Kilo Codes: -

| | | |
|---|----------------|-------------------------|
| ▪ | Kilo 1 | MEDICAL EMERGENCY |
| ▪ | Kilo 2 | STRUCTURAL PROBLEM |
| ▪ | Kilo 3 | EXTREME WEATHER |
| ▪ | Kilo 4 | FIRE |
| ▪ | Kilo 5 | STAGE INVASION BY CROWD |
| ▪ | Kilo 6 | MAJOR CROWD PROBLEM |
| ▪ | Kilo 7 | MINOR CROWD PROBLEM |
| ▪ | Kilo 8 | SUSPECT PACKAGE FOUND |
| ▪ | Kilo 9 | BOMB THREAT |
| ▪ | Kilo 10 | LOST CHILD |

Depending on the type of incident, certain crew and contractors, may start to make preliminary action ready to assist, should they be needed. For example, if there is an amber alert due to a structural problem (Kilo 2), then the rigging team, under the direction of their crew boss, may assemble in one location, and don on their climbing PPE to be ready for deployment if required.

Emergency Announcements

In order for all event staff to effectively carry out their duties in the event of a major incident it is essential that all parties are aware when the alert state is raised. In the event of a situation or incident that could lead to a major incident or evacuation, the following message will be broadcast over the event PA and radio 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 – Channel 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 area cleared

Emergency Evacuation Announcement

If a full evacuation is to be carried out the following announcement will be made over the all stage PA systems:

“LADIES AND GENTLEMAN THIS IS A SAFETY ANNOUNCEMENT. DUE TO CIRCUMSTANCES BEYOND OUR CONTROL WILL YOU PLEASE VACATE THE CONCERT ARENA BY WALKING TO THE NEAREST AVIALABLE EXIT AS QUICKLY AND QUIETLY AS POSSIBLE”.

If the evacuation is to be contained to a specific area of the site. A local evacuation of the site will take place, under the control of the head of security.

Stand Down

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.

Emergency Evacuation Procedures

Depending on the type and size of the incident, a decision may be taken to evacuate all or part of the event arena. In order for this to take place in a controlled manner, pre existing authority to call an evacuation must be clearly understood by all concerned. This authority does not replace any statutory duty held by any one organisation, however it is designed to avoid confusion and duplication of any decision. The evacuation therefore may be: -

- Small scale and localised only
- Full scale and affect the entire site

Authority to evacuate

The responsibility for crowd management on site is under the direction of the Head of Security and Area Security Managers. If a situation escalates to a full or part evacuation of the venue, all production crew will be advised by their supervisors as to the action to be taken. The decision to evacuate will be taken by the ELT Team, unless an immediate decision is required in which case this will be the responsibility of the Event Manager or in his absence the Event Control Manager this will be done in consultation with emergency services and other agencies via the Event Control time allowing. Specific attention should be drawn to the following:

Show Stop Procedure

Stopping a show in the middle of a performance can some times create unexpected problems such as crowd surges, violent behavior and confusion

and should only be used as a last resort if a situation or incident can not be resolved whilst the show continues (a copy of the show-stop procedure is appended to this document **appendix J**).

The Event will operate two types of show stop as follows;

Change in Operational State

If a situation or incident develops to the point where the operational condition for the Event is changed to Amber and the ELT have consulted with all parties and feel that the show should stop, the person designated by the event owner as being responsible for stopping the show is the Event Manager and in his absence, the Health & Safety Manager. Stopping the entertainment on any stage may not mean that the whole site is to be evacuated as the incident may only be contained to the area around that stage. However, if any part of the Event activity is stopped then the whole site is to be put on to Amber alert as a precaution.

Immediate Stop required by Security

Each stage will have a pit supervisor who is in charge of the pit area in front of the stage and at least one crowd spotter who is responsible for observing the audience in the densest areas and looking for anyone who may be distressed, injured or have fallen down and not resurfaced. If for any reason either the pit supervisor or the spotter feels that someone's life is in immediate danger they will activate a pre arranged show stop call with the stage manager for that stage. Once this has been completed the Health & Safety Manager and Area Security Manager will attend the incident and the Event Control will assess the situation and decide what steps are to be taken next.

The show may only need to be stopped on a temporary basis and all efforts will be made to re start it as soon as possible following consultation by the Health & Safety Manager and Security Manager with Event Control.

If the show is to be cancelled then this decision must be a joint one made by the Event Manager, the Health & Safety Manager, the Security Manager and the Senior Police Officer on site at the event. If the show has to be cancelled, particular attention should be paid to the following:

Isolation of power supplies

Ensure that the event PA systems are not required to assist with the evacuation of the venue before isolating supply.

Evacuation of Artist & VIP's

The evacuation of artists and VIP's and their entourage into a public area can be a hazard in itself. The security team working in that area will handle movement of the artists to a safe place in accordance with standing instructions.

Evacuation Methodology

The Regulatory Reform (Fire Safety) order 2005 has introduced timings for the clearing of an area to a place of relative safety in approximately 10 minutes using escape routes or open areas for this event. The event is structured in such a way to provide a level of stewarding to clear an area of risk in this time period. Persons would be cleared to areas outside of the area of risk using exits and clear zones on the main arena as required.

Following the clearing of an area of risk, if it was deemed necessary to clear the site then the evacuation of the site is detailed using the evacuation timing of 10 minutes.

Given the size of the site, and the likely spread of customers through the site once the event is underway, it is considered extremely unlikely that this sort of evacuation could be completed without incident.

To counter this, the site has been sub-divided into evacuation zones, This gives the organisers the opportunity to evacuate all or part of the site in a controlled manner; should there be a need to evacuate the entire site, the process will begin with the zone in which the incident is based and continue through the following zones as required.

Evacuation Operational Method

Evacuation will only be instigated on the request of ELT to Event Control, utilising the pre agreed alert codes.

Site Zoning

Site zoning has been decided based upon ease of control and location. The zones are:

| Zone | Area |
|------|--------------------------------|
| 1 | Arena and Front of House Areas |
| 2 | Backstage / Production Areas |
| 3 | VIP and Artist Parking |
| 4 | Guest Area |

Arena Emergency Exit Calculations

| Exit Name | Width |
|---|-----------------------|
| Main Entrance (South) X1 | 20 metres |
| Arena West X2 | 10 metres |
| Arena North X4 | 10 metres |
| Arena North East X5 | 10 metres |
| | |
| Total exit width available | 50 metres |
| Discounting largest exit | 20 metres |
| Usable Exit width for calculation purposes | 30 metres |
| EXIT CAPACITY OVER 10 MINUTES @ 90 persons per metre per minute. | 27,000 persons |

It should be noted that the Regulatory Reform (Fire Safety) Order 2005 states that people should be able to get to a place of relative safety in 10 minutes. This is an outdoor Event and as such persons can move to a place of relative safety in this time period. The exit calculations are based on all persons leaving the site in a nominal time period to a place of ultimate safety. There are multiple available exit gates around the arena. Each double set of gates are 5 metres in width. The arena because of its open air nature with temporary structures is deemed as normal in risk and exit calculations are based on clearing all persons in 10 minutes.

FULL EVACUATION

Once the Emergency Liaison Team have advised that a full evacuation is necessary, it will be carried out as per Standing Instructions. Further instructions will be given by the Security Manager or Event Control Manager as follows.

1. Decide on appropriate evacuation routes.
2. Place all radios and operators under the direction of the Event Control
3. Advise site medical staff.
4. Set-up information point to advise the public.
5. Direct any enquiries for casualty information to Police Control.
6. Direct any press or media to Police Control.
7. Arrange for electricians to supply additional emergency incident lighting where possible.
8. Vendors not in the immediate danger will be instructed to remain with their units in position.
9. No vehicle movement, other than emergency services, will be permitted.
10. The decision on which way to clear the site will be dependant on the location of the incident. Staff will be deployed sweeping the site in one direction to the outer boundary of the event. Grid refs will be provided.
11. Disabled patrons to be held in a place of safety until evacuation of the site is complete by others.
12. Once the site has been evacuated, all gates will be closed and staffed by security. All other staff will be instructed to report to their R.V. Points for accountability.

Emergency Plan Significant Locations

Incident Control Point

The incident will be managed from the Event Control facility. If this position becomes unsuitable or untenable the ELT will relocate to an alternative location to be decided.

Forward Control Point

This will be established dependent on the location and nature of the incident.

Rendezvous Points

Rendezvous Points (RVP) have been identified as:

| | |
|-------------|------------|
| RVP1 | TBC |
| RVP2 | TBC |

Inner Cordon

An inner cordon will be established around the immediate scene. The cordon will be used to protect the initial area, taking into consideration of any hazards, the protection of the responding agencies and preservation of any crime scene. It will also ensure access is restricted to non-authorised persons. The inner cordon will initially be maintained by security until LFB are onsite.

Outer Cordon

Metropolitan Police will establish an outer cordon to facilitate the effective flow of emergency vehicles to and from the scene. Whilst this will primarily be a Police role, assistance may be sort from the Showsec personnel and other stewards, who will be on site. This request will be made via the ELT.

Media Briefing Centre

The on site briefing area will be agreed upon on site if possible dependent upon location of the incident and infrastructure available.

If no facilities are available due to the nature of the incident then the Metropolitan Police will coordinate this.

Designated Hospital

The Ambulance Incident Officer from the London Ambulance Service (LAS) will determine the hospital(s) to be used dependant upon local protocol and availability.

For Finsbury Park the main receiving hospital would be TBC. Should this venue be unavailable for whatever reason, the senior Ambulance officer will determine the next alternatively available hospital and route to it.

Body Holding Area

If a body holding area is required this will be determined via the relevant on-site agencies. Initially a temporary body holding area may be used until arrangements can be made to activate the Resilience Forum Temporary Mortuary Arrangements.

Temporary Mortuary

If a temporary mortuary is required, London Borough of Haringey Council will establish this in consultation with the Coroner and the Metropolitan Police. It will be established on the authority of the Chief Executive Officer as per the Resilience Forum Arrangements.

Friends & Relatives Reception Centre

A Friends & Relatives Reception Centre would be established by the Metropolitan Police in consultation with London Borough of Haringey Council and staffed by these organisations and suitably trained voluntary organisations. In the event of a Friends & Relatives Reception Centre being established a dynamic decision will be made as to a suitable venue.

Casualty Clearing Station and Ambulance Circuit

The primary area for the management of casualties will be the on-site medical centre which will be resourced by a team of first aiders, medical team and ambulance staff, with a number of other first aid posts identified around the site. In the event of a major incident the on-site medical centre will be nominated as the "Casualty Clearing Station" (CCS) and the normal ambulance loading circuit used for the safe and rapid extraction of casualties. In the event that the on-site medical centre is not available to be used as the CCS then an alternative location and facility will be nominated by the Ambulance Silver Commander. Due to the wide spread and open nature of the venue no specific location has been identified as a dynamic decision will be made which could draw upon an alternative on-site location, an alternative off-site location or an ambulance service facility specifically designed for this purpose.

Survivor Reception Centre

A Survivor Reception Centre might be established and run initially by the emergency services until London Borough of Haringey Council becomes engaged in the response, and assumes the lead role. In the event of a Survivor Reception Centre being established a dynamic decision will be made as to the suitable venue.

Emergency Plan Roles & Responsibilities

London Borough of Haringey Council

London Borough of Haringey Council (LBHC) as a Category 1 responder under the Civil Contingencies Act (CCA) 2004; local authorities have responsibilities to:

- Co-operate with the emergency services.
- Provide resources and advice in line with their statutory responsibility.
- Manage and enforce environmental issues associated with the event / site.
- Co-ordinate the restoration of normality and recovery within the local Community.

Whilst the Local Authorities are unable to respond as quickly as the blue light services, under the CCA they are an essential part of the integrated management framework, bringing access to many voluntary agencies and groups. In the event of a major incident an early call to the local authority is important for a quick and efficient response.

Event Stewards

Event Stewards in responding to an incident at the event will assume the general responsibilities as follows: -

- Save life in association with the emergency service.
- Alert the Security Manager and the Health & Safety Manager of actual or potential major incidents.
- Manage the evacuation of the venue under direction of the Security manager and the Event Control.
- Collate and provide accurate incident information to Event Management and the Event Control.

- Continue to provide stewarding staff after the evacuation under the command of the police providing it is safe to do so.
- Assist the police if appropriate in maintaining any cordon around the incident.

Certain stewards will be assigned specific tasks during the event, which are vital to the overall safe management of an incident. Whilst not deviating from the principle of saving life, stewards with specific tasks must not become involved with other tasks to the detriment of the wider event safety role. An example of this would be the treatment of a member of the crowd, to the detriment of maintaining the flow of persons through an emergency exit.

Role of the Metropolitan Police (MET)

- Prevention and detection of crime.
- Preventing or stopping breaches of the Peace.
- Activation of a contingency plan where there is an immediate threat to life and co-ordination of resultant emergency service activities.

In addition to the above, the Police will co-ordinate the press and any news releases, which need to be issued. This will be undertaken by a joint press and media team which will include the organiser and all emergency services to ensure a joined up and coordinated media management strategy.

Role of London Fire Brigade (LFB)

- Saving of life.
- Tackling of fires, containment of chemical spillages, and hazardous occurrences.
- In conjunction with the ambulance service, rescue trapped casualties.
- Health & Safety advice to emergency services and others present at the scene and management of the inner cordon.
- Assist the ambulance service at Casualty Loading Points.
- Assist the police with the recovery of bodies.
- Restoration of normality.

If the evacuation has resulted from fire, then the fire brigade are to respond with a pre-determined attendance of fire appliances and resources. These resources will, in most cases result in a significant number of personnel arriving on scene. The first officer on scene will require significant amounts of information. The ability to provide site plans and drawings would assist in the effective management of the incident. Copies of site plans and drawings and a full briefing will be made available by the on site fire safety team.

Role of London Ambulance Service (LAS)

- Saving of life.
- To provide a focal point for the NHS and other medical resources.
- The treatment and care of the injured.
- In conjunction with the fire service, rescue of trapped persons.
- Determine the priority of evacuation of the injured.
- Establish receiving hospitals.
- Transport of the sick and injured.
- Decontamination of patients affected by chemical or toxic release.
- Restoration of normality.

As part of the event medical arrangements, LAS will already have various resources at the event. In addition to this, EMS will also be in attendance at the event with various grades of medical staff and considerable resources.

IF A MAJOR INCIDENT IS DECLARED FOR WHATEVER REASON, LAS WILL AUTOMATICALLY ASSUME CONTROL OF ALL MEDICAL RESOURCES AT THE EVENT.

In association with the Metropolitan Police release relevant casualty information to the media.

Role of the Event Organiser and Production Crew

The event organiser and any contractors engaged by them, whilst not an emergency service, may have skills and expertise they can offer to the responding agencies. This could be especially true at incidents involving structural collapse, or with special resources on site. Whilst not placing any member of staff in any danger, the responsibilities of production are:-

- To save life in association with the emergency services.
- Provide site-specific information especially relating to temporary structures.
- Under the direction of the Police, assist in the evacuation of the ground where possible.
- Provide media spokesperson to work in conjunction with the Police Press Officer, and assist with any information broadcasts.
- Assist the event management with the restoration to normality.

SECTION 5 - Communications

Telephones

The organisers will install a telephone system enabling internal and external landline communications at all times.

A list of site contact numbers will be provided at each telephone, and will be provided to relevant agencies prior to the event.

Two Way Radio

A two-way radio system will be installed for communications during the build / break and the event. Radio channel lists will be made available to all radio users on-site.

Because of the volume of mobile telephone traffic experienced during large events, mobile phones are not expected to be a reliable form of communication, therefore **ALL KEY PERSONNEL ARE EXPECTED TO COLLECT AN EVENT RADIO ON SHOWDAY.**

A robust communications system with dedicated telephone lines and internet connections will operate from Event Control throughout the show; radio communications will also be managed and logged at this facility.

An event log will be maintained by Event Control during the show and will provide a formal record of the day's events and key decisions.

Event Control

During the event it is proposed that an Event Control will be operational with representatives of each statutory emergency service, on site medical team and LBHC.

The Event Control will be located within a portacabin on the Event Site. The Event Control will have a designated manager throughout the duration of the event. The Event Control will also be responsible for the co-ordination of the represented organisations during the event and maintenance of the event log. Should an escalation of the event alert state be raised to Amber or above, or on the declaration of a major incident, then the Emergency Liaison Team (ELT) will be formed in the meeting area of Event Control. Tactical level decisions will be made by this team and passed to event control for action.

Heads of Departments represented in Event Control will at predetermined intervals for a brief discussion and update so that all parties are kept fully informed. These meetings shall be minuted.

An event log will be maintained in Event Control where all occurrences and actions reported to the team will be noted along with the time.

The membership of Event Control and roles are as follows.

Event Control Manager

The Event Control Manager is the Event Manager's representative and is in communication with the Health & Safety Manager; Security Managers and Site Manager. The Event Control Manager will ensure that requests regarding the event infrastructure are recorded and appropriate action taken to ensure the rectification of any fault or issue. The Event Control Manager is also responsible for the maintenance of the event log and coordinating the activities of the other Event Control members as appropriate.

Metropolitan Police

The Police will assume their statutory role outside the site perimeter as well as supporting the event security and management with various crime and disorder functions within the site. The police representative in Event control will be responsible for passing relevant information to the police commander.

Medical Services

Representatives from London Ambulance Service will control and co-ordinate the deployment of medical resources around the event, including responding to reports and evacuating casualties from the site.

London Fire Brigade

London Fire Brigade will co-ordinate the response to any fire incident on-site that cannot be managed by the on-site fire company, Event Control will deploy the on-site response as necessary.

Traffic Management

Docklands Traffic Management will co-ordinate traffic management and liaise with the Metropolitan Police as appropriate. The Police have an advisory capacity and have no direct management responsibility for traffic management.

Security Controllers

The Security Manager via the controllers located in Event Control will direct on-site security resources. Security will liaise with medical controllers and other agencies to provide a swift and suitable response to reported incidents.

SECTION 6 - Crowd Management

Showsec International will manage security and crowd management. Showsec have extensive experience in managing similar previous events and Live Nation (Music) UK Ltd have gone to great lengths to ensure that the security and crowd management at this event will be of the highest standard. A security method statement is appended to this document as well as a security deployment schedule, **Appendix E**.

The security liaison manager in Event Control will also be responsible for passing information to the Event Control, coordinating assistance between the security supervisors and for making tactical decisions with regard to security matters.

In addition to the control exercised by the various Heads of Department the Event Manager and the Health & Safety Manager will have the authority to direct any member of the security staff to perform any duty in the interest of event safety.

Arena Operational Method

Ingress

Public ingress to the arena will be through the designated main entrance. The area will be monitored by security managers to ensure smooth operation for all customers and to prevent overcrowding. Stewards will deploy barrier lines to ensure that the audience enter the arena in an orderly manner, and so that tickets can be checked.

A dedicated disabled entrance will be available at TBC, along with an entrance for guest and VIP ticket holders at gate X3.

General ingress operational methodology

On arrival at the queuing lanes, each person must produce a valid ticket. No money will be taken on the gates. Customers will then proceed to a search area where prohibited items such as glass bottles, cans, visual and sound recording equipment will be rejected. Items which are deemed to be offensive or restricted items will be refused entry. Valuable items should be returned to their owners and advised to be locked away appropriately; non valuable items will be discarded into bins provided.

Sufficient and appropriate signage will clearly indicate the entry route to the arena. Stewards will be pro-active in assisting members of the public.

Pedestrian Flow rates and queues will be monitored throughout ingress by senior supervisors to establish attendance. This will be monitored via the security control room, within the Event Control. Once the event site is

approximately at 75% of its capacity entry lanes will then be progressively closed and barriers cleared to allow additional egress routes. The staff on entrance gates will then be re-deployed into the site where there is considered to be the most need. Provision will be made for late arrival at the entry locations and the continuous flow of public to and from the site.

10 entry lanes will be provided at the main entrance allowing a flow rate of approximately 8 persons per lane per minute. This will allow for 4,800 people over 60 minutes gaining entry.

INGRESS CONDITIONS

- Admission will be by ticket.
- All production and working staff will be in possession of valid accreditation and enter only through designated entry points.
- No cash should change hands at the gates.
- No professional cameras, video, or sound recording equipment will be allowed. No responsibility will be accepted by security for any item left in their care.
- Rucksacks / baggage will be deterred from being allowed into the arena. Random bag searches will be undertaken at point of entry. A search area will be available at each entrance gate for ease of searching.
- The event organisers will provide correct pattern channel barriers to construct the appropriate number of entry lanes.
- Bins will be provided by the event organiser for the collection of any items that are refused entry into the concert arena. Regular emptying of bins, in addition to general cleaning around entrance gates will be undertaken during the course of the day to ensure good housekeeping practice, maintain clear exit routes and to maintain a sterile environment for security purposes.
- No vehicles will be allowed access or exit via public entry route whilst members of the public occupy the event arena. A vehicle curfew will be imposed 1 hour before the public are allowed into the arena.
- Staff on entrances will give a very positive customer friendly service. They will be solution driven. Complaints will be dealt with at the time. Any negative messages should be given with an explanation.

CONCERT ARENA CONTROL METHOD

- Admission to mixer and backstage and production facilities will be by pass only. Accreditation points will be specified prior to the event opening.
- Staff will be positioned at key areas to protect equipment, maintain exit routes, maintain emergency routes and monitor and control pedestrian flow and provide continuous update of events around the site.
- Admission to the Front of Stage Barriers will be restricted to the front of stage security team and medical teams essential to public safety. Photographers shall be escorted in and out of the pit by Security, and a designated press liaison person.
- The Front of Stage Barrier system will be of a demountable type with a minimum loading of 5 K/n per metre run at a height of 1.2 metres. Staff designated to the wheelchair users platform will be clearly instructed on evacuation procedures for disabled customers. Access policy is to be one wheelchair plus one helper.
- All delay towers, camera positions, and structures etc located within the arena will be clad or otherwise protected to prevent climbing.

- The Security Manager will maintain liaison and contact with the Event Manager and Health & Safety Manager throughout the event. The security operational managers will be directed by the Security Manager as to the deployment of their resources in response to intelligence received by Event Control.

Egress

This section deals with routine egress only; emergency egress is discussed in the document under the heading Emergency Procedures.

Once the entertainment in the arena has finished, audience members will be encouraged to leave the main part of the arena; house lights (a combination of towers and stage working lights) will be switched on to offer additional illumination and audience members will be guided to the appropriate exits, stewards with loudhailers will assist this process as necessary.

General egress operational methodology

Once the entertainment has finished, stewards will direct members of the public to the appropriate egress point by the use of loudhailers. The egress from the main arena will be via the main entrance to local train, tube and bus services.

Crime Prevention

The organisers are committed to reducing the potential for crime and criminal activity itself. Measures will be taken to ensure that opportunist criminals and organised groups do not have the opportunity to spoil the event for the majority of customers.

Any persons apprehended by security staff in the commission of a criminal offence will be passed to the Metropolitan Police before being ejected from the site. Security staff will also assist, where possible, in the identification and apprehension of offenders and the prevention of crimes.

Security Officers detaining persons to be handed to police for further processing will be instructed to ensure that they stay with their detainee and be prepared to provide statements immediately where possible. Additionally witness details should also be obtained both of the aggrieved and any independent witnesses.

Glass or Cans

No glass or cans will be allowed within the arena. Any glass or cans either not surrendered or found during searching will be disposed of at the point of entry. Stewards and cleaning staff will be especially observant for discarded glass within the event. No glass or cans will be sold at any concession outlet or bar, any trader found selling glass containers will be asked to remove them from sale or face closure.

Acceptable Behaviour

The organisers will not accept racist or aggressive behaviour amongst audience members, any reports of such incidents will be fully investigated and the perpetrators, if apprehended, ejected from the event. The organisers are also committed to reducing audience injuries through crowd surfing and moshing and will implement a two strikes policy, leading to ejection for those persons who persist in this activity.

Show Stop Procedure

Stopping a show in the middle of a performance can some times create unexpected problems such as crowd surges, violent behaviour and confusion and should only be used as a last resort if a situation or incident can not be resolved whilst the show continues. The organisers have developed a robust show-stop procedure which is appended to this document. All personnel involved in the stopping of the show at any point will be fully briefed as to their respective roles. **See Appendix J.**

SECTION 7 - Traffic Management

Build & Break

During the construction period, event traffic on site will be managed by Showsec International via radio contact with the Site Manager and Event Production. Suitable signage will be placed externally to ensure event and production traffic have sufficient directions to the site and to correct entrances.

Event

Live Nation have responsibility for the provision of a Traffic Management Plan and the employment of a suitable traffic management company. The designated contractor for this event will be Docklands Traffic Management (DTM).

SECTION 8 - Structures

Stages

All stage and tower structures will be supplied by competent contractors who will issue full structural plans and calculations to the Site Manager and relevant authorities.

All built structures will have a completion certificate issued by a competent person from the supplying company. This will be collated by the Health & Safety Manager.

A stand by team from the supplying company will be on site for the duration of the Event to deal with any problems that may occur relating to structural integrity and weather conditions.

Tents

All tents and marquees will be supplied and erected by competent contractors and will be accompanied by appropriate fire retardancy certification.

All built structures will have a completion certificate issued by a competent person from the supplying company. This will be collated by the Health & Safety Manager.

SECTION 9 - Barriers

Barriers

Two types of barrier will be used at this event:

Bike Rack Barrier

This is the traditional galvanised barrier used as a way of creating sterile areas or restricted access points at locations that will only experience low-density crowd movement.

Pit Barrier

Traditional A-frame load bearing barrier to a rating of at least 5Kn/m that will be used in areas of high crowd density such as in front of the stage and around structures in close proximity to the stage.

Fencing

Two types of fencing will be used at this event:

Heras

2.5m high block and mesh fencing, used to segregate areas, can be used braced or with 'triangles' to provide a load bearing barrier; will only resist light crowd pressure.

Steelshield

Pressed steel sheeting, 3m high and pinned to the ground; the panels are also braced and able to absorb light to moderate crowd pressure.

SECTION 10 - Electrical Installations & Lighting

Power

Temporary electrical supplies, including all generators, distribution cabling and end connection for the whole site will be installed by TBC, in accordance with the site plan and power specifications (which are available from the site manager).

All temporary power supplies will be installed to BS 7909:2008 and fitted with RCD/RCBO protection where necessary, and suitably earthed. The electrical contractor will sign off all installations as correctly fitted before use. These will be collated by the Health & Safety Manager.

Lighting

Lighting in the main arena will be provided via mix of festoon lighting, flood lights and lighting towers.

SECTION 11 – Food, Drink & Water

The Designated Premises Supervisor for this event will be Brian Grew of Live Nation (music) UK Ltd.

Food Concessions

Food concessions, managed by TBC will be located around the site, offering a wide variety of hot and cold food and drinks.

All concessions will have suitable fire fighting equipment and sanitary and washing facilities for staff.

All drinks will be sold in plastic cups or PET containers.

NO GLASS OR CANS ARE TO BE SOLD AT ANY BAR OR CONCESSION.

LPG will be in use by concessions but will be managed on the basis of one cylinder in use per individual gas appliance outlet on the vending unit plus one spare. A suitable storage area will be established and indicated on the site plan. The area will have appropriate signage affixed.

Bars

Bars will be operated and managed by TBC and will open at 1200 hrs. All bars will have sufficient lighting and fire fighting equipment as well as sanitary and hand washing facilities for staff.

Bar fronts will be faced with plastic bar control barrier or other similar frontage to assist with maintaining good order and safety and are subject to closure by the Health & Safety Manager or Event Control if the situation demands.

Bar managers will ensure that persons under 18 are not served with alcohol and that all drinks are dispensed in plastic cups or PET containers.

NO GLASS OR CANS ARE TO BE SOLD AT ANY BAR OR CONCESSION.

Water

Mains supply

Drinking water will be available at all times the event is open to the public. Suitable dispensing units will be distributed at various locations around the Arena. The water points are suitably signed to ensure members of the public are aware of their position.

Live Nation (Music) UK Ltd will ensure that the water points are tested prior to opening to the public to confirm potability of the water supply.

A competent contractor will be appointed to ensure that all supplies and delivery meet with the statutory requirements.

Bottled Water

A reserve of bottled water will also be maintained by the organisers in the event of water supply failure or extremes of weather.

Pit Water

Water will be available at the main stage pit and will be dispensed to members of the audience by security staff.

SECTION 12 - Merchandising

Merchandising units selling authorised event, sports and band merchandise will be located around the arena and are identified on the site plan.

SECTION 13 - Demonstrations, Activities and Attractions

Various activities will be on site to entertain members of the public attending the event.

Jamaican lifestyle and culture will form the basis of attractions at the event, this will include Jamaican related musical performances, food, drink and arts. There will also be a sports museum displaying a 50 year history of Jamaican athlete performance with meet and greet opportunities from international athletes.

SECTION 14 - Sanitary Facilities

Toilets will be located throughout the arena in 3 sanitation compounds. The numbers provided will be inline with those stated in the Event Safety Guide - HSG195. In addition to the toilets provided in the main arena, toilets will also be provided in the guest area and staff work/rest areas. The figures stated will be the minimum available and will be amended pro-rata in line with the expected attendance.

Sanitation areas will be cleaned and replenished during the event.

HSG195

| | | | |
|--------|---|------------|-----|
| Female | 1 | Toilet per | 100 |
| Male | 1 | Toilet per | 500 |
| Male | 1 | Urinal per | 150 |

Attendance 13,000

Ratio Split Male/Female = 50% Female / 50% Male

| Type | Number |
|----------------------|--------|
| Total Females | 6,500 |
| Total Males | 6,500 |
| HSG195 | |
| Total Female Toilets | 65 |
| Total Male Toilets | 13 |
| Total Urinals | 44 |
| Total Seats Needed | |
| | 78 |

Facilities for Disabled

Accessible toilets will be provided at the following locations; arena sanitation compounds, wheelchair users platform, disabled entrance, first aid points, guest area, backstage production village.

The numbers provided will be in line with the anticipated attendance.

SECTION 15 - Waste Management

Live Nation (Music) UK Ltd will make every endeavour to reduce waste to a minimum and will actively encourage all contractors, customers and staff to recycle where possible.

Bulk Waste

All waste management including litter-picking activity will be arranged through TBC. The cleaning schedule is appended to this document at **Appendix H**.

Liquid Waste

All grey water and waste and toilet effluent will be the responsibility of Live Nation (Music) UK Ltd contractor TBC.

SECTION 16 - Noise

The sound levels for the event have been set each day in accordance with the code of practice for sound control of open air concerts and licence conditions.

Due regard is made to contractors of the Control of Noise at Work Regulations 2005 which applied to the Entertainment Industry from April 2008. These regulations relate to employees and workers and not members of the public, although hearing protection notices will be displayed; it is advised on ticket conditions and the Live Nation website. Hearing protection will be available for members of the public to purchase whilst on site if required.

Live Nation (Music) UK Ltd have appointed Vanguardia Consulting to monitor noise levels in the surrounding area and investigate any complaints. The sound monitoring team will be in contact with Event Control should any action need to be taken during the event.

Sound checks will be arranged in consultation with London Borough of Haringey Council.

A noise management plan is appended to this document at **Appendix I**.

SECTION 17 - Special Effects / Fireworks / Pyrotechnics

Pyrotechnics if used during the event will have the necessary risk assessments and method statements provided in reasonable time.

SECTION 18 - Camping

There will not be any camping associated with this event.

SECTION 19 - Facilities for Disabled Customers

Due to the green-field nature of this event, the supplying of facilities for special needs customers may be difficult. However, Live Nation (Music) UK Ltd accept their responsibility to take all reasonably practicable steps to

ensure that people with special needs are catered for, and as such will have a dedicated disability manager on site to assist with access and facility requirements. Bookings will be pre-arranged, and information given to those persons needing assistance on where to park, how to access the site, and the facilities available.

A dedicated wheelchair users platform will be located within the arena providing an unobstructed view of the stage; suitable toilets will be located at this platform and at the sanitation compounds.

A dedicated disabled entrance will be positioned at TBC.

SECTION 20 - Medical Provision

TBC will provide medical management for this event in consultation with Live Nation (Music) UK Ltd. It is intended that the event will strive to reduce any unnecessary additional pressure on NHS services or infrastructure in the wider area to that end a medical risk assessment has been undertaken in accordance with HSG195 and levels of provision will be agreed by all parties.

First aid posts will be located strategically at the event site. The FAP's will receive casualties from the stage area and the rest of the arena.

Locations:

| | | |
|---------------------|------------------|-----------|
| Adjacent to Gate X5 | Tented Structure | 15m x 12m |
| Main Stage Left | Tented Structure | 12m x 6m |

Each post will have flooring; lighting; power and a water supply. The arena post will be accessible directly from the arena floor for event goers. The stage left FAP is located in a back stage area and is for the treatment of persons who may be taken over the crowd pit barriers.

Additionally, medical response teams will patrol the arena and respond to incidents reported to Event Control. Full details of medical deployment can be found in the medical plan at **appendix F**.

SECTION 21 - Information & Welfare

An arena Information and Welfare unit will be available where members of the public will be able to obtain advice and assistance from counsellors and experienced welfare staff.

The welfare operation is to be confidential and other agencies should only become involved when the welfare staff requests assistance. This facility will be available while the arena is open to the public.

SECTION 22 - Children

Due to the nature of this event, a lost children service will be in operation. Information and Welfare will be equipped and staffed to deal with this situation should it arise. The staff at this location will have personnel who are CRB checked.

Any children who have been lost or found after a period of more than 15 minutes will be advised to ELT.

Police assistance may be sought if and when appropriate.

SECTION 23 - Artists & Show Times

A full line up and running order will be available to those who require it at the event.

SECTION 24 - Television & Radio

Various media companies will be attendance at this event, further details TBC.

SECTION 25 - Health & Safety / Legislation & Guidance

Health & Safety Policy

It is the policy of Live Nation (Music) UK Ltd to achieve high standards of Health and Safety in all parts of the group and to provide efficient management and resources to improve our performance in this function.

To that end Live Nation (Music) UK Ltd will ensure the maintenance and monitoring of safe systems of work which comply with or exceed current legislation for the protection of our employees, others working on our sites and its customers and clients alike.

Live Nation (Music) UK Ltd also undertakes to demonstrate company wide commitment to Health & Safety utilising the following model 'Successful Health and Safety Management', HSG 65; Health, Safety and Welfare ranks in equal priority with the commercial objectives of Live Nation (Music) UK Ltd.

The organiser of this event recognises that a number of activities which are undertaken, or are undertaken on their behalf, could potentially involve risk to the health, safety and welfare of it's employees, contractors, agents, guests, members of the public and others, together with the risk of damage to and loss of equipment, or property.

It is the policy of the organiser of this event to seek, as far as is reasonably practicable, safe working conditions for employees and all other personnel working on behalf of the event, and to ensure that any activity undertaken by the event does not adversely affect the health and safety of other persons.

The Production Health & Safety Policy is available at **appendix L**.

Contractors

All contractors will be required to demonstrate their competence and present relevant method statements, risk assessments, structural calculations and insurance details relating to the work they are contracted to carry out at this event before being allowed to commence work on site. Contractors' details will be maintained by the Health & Safety Manager in the Contractors H&S file.

Legislation & Guidance

The following legislation and guidance has been taken into account during compilation of the site Health & Safety policy.

- Health & Safety at Work etc. Act 1974
- The Health & Safety (First-Aid) Regulations 1981
- The Control of Substances Hazardous to Health Regulations 2002
- The Noise at Work Regulations 2005
- The Construction (Head Protection) Regulations 1989
- The Manual Handling Operations Regulations 1992
- The Personal Protective Equipment Regulations 1992
- The Construction (Design and Management) Regulations 1997
- The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995
- The Health & Safety (Safety Signs & Signals) Regulations 1996
- The Regulatory Reform (Fire Safety) Order 2005
- The Provision and Use of Work Equipment Regulations 1998
- The Lifting Operations and Lifting Equipment Regulations 1998
- The Management of Health and Safety at Work Regulations 1999
- The Workplace Regulations 1992
- The Working at Height Regulations 2007
- The Event Safety Guide - HSG195 Health and Safety Executive
- Managing Crowds Safely - HSG154 Health and Safety Executive
- Facts for Freelancers - HSE Guidance IND(G)217L 5/00
- Working at heights in the broadcasting and entertainment industries - HSE Guidance Entertainment Sheet No. 6
- Working with VDUs - INDG36 (rev1) Health & Safety Executive
- Emergency Preparedness, Guidance on Part 1 of the CCA 2004 and Emergency Response and Recovery, non statutory guidance to complement Emergency Preparedness.

