LICENSING SUB-COMMITTEE
SUPPLEMENTARY PACK: LIVE NATION

Date and Time: Thursday 9 January 2014 7.00 pm

Venue: Room 8, Lambeth Town Hall, Brixton Hill, SW2 1RW

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Despatched: Tuesday 31 December 2013

Website: www.lambeth.gov.uk/committee
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COMMITTEE MEMBERS: Councillors M P BENNETT, MCGLONE, TARGETT-PARKER,
WALKER, BRAITHWAITE, PALMER, BIGHAM, HARRISON, COSGRAVE and NOSEGBE

SUBSTITUTE MEMBERS: Councillors J.WHELAN, SABHARWAL and TIEDEMANN

Members required for this meeting will be:

Councillors TARGETT-PARKER, WALKER and BRAITHWAITE
a) Live Nation, Clapham Common Event Site, Clapham Common, London (Clapham Common ward)
CLAPHAM COMMON MUSIC EVENTS

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“CALLING”
28th & 29th June 2014

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Clapham Common
Clapham
London SW4 9DE

EVENT MANAGEMENT PLAN

Version 1.2
Issued 08-12-13

Live Nation (Music) UK Ltd
Regent Arcade House, 19-25 Argyll St, London, W1F 7TS
0207 009 3333
www.livenation.co.uk
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<td>Issued at time of event</td>
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Introduction

The Clapham Common music events premises licence application, will be promoted and organised by Live Nation (Music) UK Ltd (LN) who have extensive experience in staging similar events throughout the UK and worldwide.

Events will consist of single-stage and multi-stage focus attracting a capacity up to 45,000 customers per day not exceeding 3 days within a calendar year and the licence application is for a continuing licence.

The event proposed for 2014, subject to a premises licence being granted, is “Calling”. The event will consist of up to a maximum of 3 days although currently is scheduled for 2.

This Event Management Plan has been provided as a supporting document to the Premises Licence Application and will be continually developed as planning for the events progresses through the Licensing Safety Advisory Group (LSAG). This document is a living document and is subject to ongoing and continuous update with a final plan issued no later than 28 calendar days before any event.

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. The plan is a living document and as such will be developed and detail agreed during the planning stages with all relevant agencies or authorities.

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.

For further information please contact:

Paul Cook
Group Head of Health, Safety and Security
Live Nation (Music) UK Ltd
+44 (0) 207 009 3333
paul.cook@livenation.co.uk

SECTION 1 – Planning & Management

Management of the event

Live Nation (Music) UK Ltd (LN) 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, 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 Lambeth and the Statutory Emergency Services.

**Event Management Structure**

- **John Probyn**
  Event Director
  Live Nation (Music) UK Ltd
- **Hannah Farnham**
  Event Manager
  Live Nation (Music) UK Ltd
- **Jen-e Jones**
  Project Manager
  Live Nation (Music) UK Ltd
- **Brian Grew**
  DPS
- **Paul Cook**
  H&S Manager
- **Production Manager**
- **Site Manager**
- **All Site Contractors & Site Operations**
- **All Stage Contractors & Stage Operations**
- **Bars & Concessions Operations**
- **Event Safety Support Services; Security; Medical Fire**
Event Management Responsibilities

Event Director (John Probyn – Live Nation (Music) UK Ltd)
Responsible for overall strategic decisions concerning the management and operation of the event including decisions concerning security and crowd management matters. In all circumstances other than a major incident, the final decision is that of the Event Director.

Event Manager (Hannah Farnham – Live Nation (Music) UK Ltd)
Responsible for the overall effective delivery of the event. Also deputises in the absence of the Event Director.

Project Manager (Jen-e Jones – Live Nation (Music) UK Ltd)
Responsible for the day to day operation of the event and its pre planning, including liaison with Site Manager; contractors and suppliers. Also deputises in the absence of the Event Director.

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

Site Manager
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 (Paul Cook – Live Nation (Music) UK Ltd)
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 Director of any issues, which are likely to affect the safety of staff; contractors and customers.

Production Manager
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.
SECTION 2 - Venue & Site Design

Crowd Capacity

<table>
<thead>
<tr>
<th>Area</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Audience (including guest and VIPs)</td>
<td>45,000</td>
</tr>
<tr>
<td>Staff</td>
<td>1,000</td>
</tr>
</tbody>
</table>

Site Build and Break periods

The Site Manager will be responsible for all aspects of the site plan and site management. They will ensure that a full build and break schedule will be available for each event; this will be placed at Appendix B of this document.

<table>
<thead>
<tr>
<th>Site Build</th>
<th>Site Break</th>
</tr>
</thead>
<tbody>
<tr>
<td>18th June 2014</td>
<td>4th July 2014</td>
</tr>
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</table>

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.

Stages

Full details of stage structures at the events will be detailed in planning documentation on the lead-up to the event.

All stages will be of standard construction with supports for lighting, sound and video screens and faced with a primary pit barrier of standard A-Frame construction that is able to withstand a minimum crowd pressure of 5 kN/m$^2$. The barrier system designs will be decided following an assessment of the expected crowd profile and following confirmation of artists.

Where used, smaller stages may be positioned under cover within big-top style tents. The available audience viewing areas will be agreed prior to the event by the London Borough of Lambeth and London Fire Brigade (LFB) to meet the audience capacities stated in this document.
Proposed Opening Times

<table>
<thead>
<tr>
<th>Event Open to Public</th>
<th>1200hrs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bars Open</td>
<td>1200hrs</td>
</tr>
<tr>
<td>Main Stage Entertainment Finishes</td>
<td>2230hrs</td>
</tr>
<tr>
<td>Bars Close</td>
<td>2230hrs</td>
</tr>
<tr>
<td>All Entertainment Finishes</td>
<td>2230hrs</td>
</tr>
<tr>
<td>Venue Clear</td>
<td>2300hrs</td>
</tr>
</tbody>
</table>

SECTION 3 - Fire Safety

Fire Risk Assessment
A full fire risk assessment in line with the Regulatory Reform (Fire Safety) Order 2005 has been carried out and appended at Appendix D of this document.

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 events, specialist fire cover will be provided by the event organiser, this will be supported by the onsite crowd management team who have staff trained in the use of portable FFE. Minor outbreaks of fire will be dealt with by the on-site team while any fire involving a vehicle, concession unit or structure will be reported to London Fire Brigade immediately. Responding fire crews will be met at the designated RVP and escorted to the affected area. The on-site service will be deployed by the ECR Manager and they will remain under his/her direct control.

Security will ensure that the responding units from the fire brigade are met at the rendezvous point (RVP).

<table>
<thead>
<tr>
<th>Number</th>
<th>Grid Reference</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>RVP 1</td>
<td>TBC</td>
<td>To be agreed</td>
</tr>
<tr>
<td>RVP 2</td>
<td>TBC</td>
<td>To be agreed</td>
</tr>
</tbody>
</table>

London Fire Brigade 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.
Emergency Exit Calculations

Flow rates are based on Guide 9 of the Regulatory Reform (Fire Safety) Order 2005 of 109 persons per minute per metre moving through unobstructed exits over level ground. The flow rates detailed below are specific to the licence plan and will be adjusted in line with the capacity and layout of each event.

EMERGENCY EXITS

<table>
<thead>
<tr>
<th>Gate No</th>
<th>Grid Ref</th>
<th>Location</th>
<th>Width</th>
</tr>
</thead>
<tbody>
<tr>
<td>X3</td>
<td>TBC</td>
<td>South-East</td>
<td>5 Metres</td>
</tr>
<tr>
<td>X4</td>
<td>TBC</td>
<td>South-East</td>
<td>15 Metres</td>
</tr>
<tr>
<td>X5</td>
<td>TBC</td>
<td>South</td>
<td>15 Metres</td>
</tr>
<tr>
<td>X6</td>
<td>TBC</td>
<td>South-West – Main Entrance</td>
<td>45 Metres</td>
</tr>
<tr>
<td>X7</td>
<td>TBC</td>
<td>North-West</td>
<td>15 Metres</td>
</tr>
<tr>
<td>X8</td>
<td>TBC</td>
<td>North</td>
<td>10 Metres</td>
</tr>
</tbody>
</table>

Total Exit Width Available | 105 Metres
Discounting Largest Exit | 45 Metres
Remaining Exit Width | 60 Metres

**EXIT CAPACITY OVER 10 MINUTES @ 109 persons per metre per minute** | 65,400 persons

Total Emergency Exit Capacity = 114,450 in 10 minutes  
(105 metres x 109 persons per minute x 10 minutes)

Less largest exit (X6 45 metres) = 65,400 in 10 minutes  
(60 metres x 109 persons per minute x 10 minutes)

Even at a reduced crowd flow of 82 persons per metre per minute  
60 metres = 49,200 persons in 10 minutes  
(60 metres x 82 persons per minute x 10 minutes)

Exit capacities stated above are for the event site. Exit and egress strategy form the event site will developed through the Licensing Safety Advisory Group.
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 the Clapham Common Music Events.

Operation of Emergency Plan
Should an occurrence develop into a serious emergency or major incident, the initial response will be coordinated from the Event Control Room (ECR) facility under the command of the senior police officer present. Should the incident be fire or medically related, the senior officer of the appropriate service shall assume command.

Transfer of Command
Once a major incident has been declared by any of the three Statutory Emergency Services, or the site alert state has reached condition red (see below), the Event Director or his agent will hand over control of the event to the appropriate agency, this fact will be documented in the event log and an event handover form completed.

Definition of a Major Incident
A major incident is any emergency that requires the implementation of special arrangements by one, or all of the organisations represented in the ECR. It will in general include the involvement either directly or indirectly of large numbers of people, but in general the risk of a major incident at the Clapham Common Music Events has been identified as:

- Fire
- Serious medical emergency
- Controlled evacuation due to suspected incidents (i.e. fire, bomb warnings etc.)
- Overcrowding
- Collapse of temporary structures
- Catastrophic failure of permanent structures

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. 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 the ECR 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 ECR to monitor the site, it is intended to operate a simple three-tier system.

When raising the Alert State the ECR 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 over 0.3m\(^2\) per person in large areas or; there is a bomb threat, threat of fire or threat of crowd disorder.

RED indicates
On advice from the Head of Security or Health & Safety Manager in consultation with the police that the situation warrants a red grading or a suspected explosive device or confirmed serious fire, 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 ECR Manager will activate the following plan:

1. ECR Manager will confirm with Police that they are aware of the situation.
2. ECR Manager will advise the Event Director, H&S Manager, Head of Security, Event Manager and Heads of Department.
3. The relevant area Security Manager will immediately go to the location as directed by the ECR and co-ordinate the incident. Resources will be deployed as requested.
4. The Head of Security, Event Manager and Silver Commanders of respective agencies will go directly to the ECR facility and co-ordinate the operation.
5. All Supervisors on the Command Channel are to maintain radio silence until contacted by the ECR. All radio holders on the Site Channel are to maintain radio silence and await instruction from the ECR.
6. All parties will be advised of the exact area of the incident by reference to a common grid map.
7. Evacuation "Stand By" for all teams will be as per Standing Instructions.
8. All Exit & Entry gates 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.
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 ECR will make this decision and assume command of all resources on site. Heads of Department will be informed and will direct all event staff to assist the Emergency Services as requested whilst the situation exists. The Head of Security will ensure the following:

1. All Exit and Entry gates 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 the Head of Security.
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. Designated person to halt the show.
7. 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 OF THE METROPOLITAN POLICE.

**Kilo Codes**

Should the alert state rise, then the ECR 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
- **Kilo 11** POSSIBLE PERSONAL ASSAULT
- **Kilo 12** SECURITY REQUIRED URGENTLY
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.

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

This is a warning that the alert state has been raised to **AMBER**. If the situation or incident is likely to result in a part or full evacuation of the site, the following message will be broadcast, following confirmation from the ECR.

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

This is a warning that the alert state has been upgraded to **RED**. All personnel should stand by for further instructions on an evacuation of the site.

**Emergency Evacuation Announcement**

If a full evacuation is to be carried out the following announcement will be made over 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 ANY AVAILABLE 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 CONTAINED THE FOLLOWING MESSAGE WILL BE BROADCAST.**

**“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 Operational 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 Event Manager or in her absence the Health & Safety Manager. This will be done in consultation with emergency services and other agencies via the ECR time allowing. Specific attention should be drawn to the following:

Show Stop Procedure
Stopping a show in the middle of a performance can sometimes create unexpected problems such as crowd surges, violent behaviour or confusion and should only be used as a last resort if a situation or incident cannot 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 ECR have consulted with all parties and feel that the show should stop, the person designated by the organiser as being responsible for stopping the show is the Event Manager and in her 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. In addition to this a crowd spotter may be positioned to observe the audience in the densest areas and monitor 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 happened, the Health & Safety Manager and Head of Security will attend the incident and the ECR 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 restart it as soon as possible following consultation by the Health & Safety Manager with the ECR.

If the show is to be cancelled then this decision must be a joint one made by the Event Director; Event Manager; Health & Safety Manager; Head of Security 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 the 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.

**Evacuation Methodology**
The generally acceptable standard is that customers in a greenfield event site should be able to be evacuated either completely, or to a place of safety within 10 minutes of a decision to evacuate being made.

**FULL EVACUATION**
Once the ECR have advised that a full evacuation is necessary, it will be carried out as per Standing Instructions. Further instructions will be given by the Head of Security or ECR Manager as follows.

1. Decide on appropriate evacuation routes.
2. Place all radios and operators under the direction of the ECR.
3. Advise site medical staff.
4. Direct any enquiries for casualty information to Police Control.
5. Direct any press or media to Police Control.
6. Arrange for electricians to supply emergency incident lighting [as required].
7. Vendors not in the immediate danger zone will be instructed to remain with their units in position.
8. No vehicle movement, other than emergency services, will be permitted.
9. The decision on which way to clear the site will be dependent 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.
10. Disabled patrons to be held in a place of safety until evacuation of the site is complete by others.
11. 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 ECR facility. If this position becomes unsuitable or untenable the ECR 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

<table>
<thead>
<tr>
<th>Number</th>
<th>Grid Reference</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>RVP 1</td>
<td>TBC</td>
<td>To be agreed</td>
</tr>
<tr>
<td>RVP 2</td>
<td>TBC</td>
<td>To be agreed</td>
</tr>
</tbody>
</table>

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 event security until the London Fire Brigade are onsite.

Outer Cordon
The 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 sought from event security personnel and stewards. This request will be made via the ECR.

Media Briefing Centre
The onsite 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 dependent upon local protocol and availability.

For Clapham Common the main receiving hospital would be Kings College Hospital (Denmark Hill). Should this hospital be unavailable for whatever reason, the Senior Ambulance Officer will determine an alternative 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, The London Borough of Lambeth 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 and Relatives Reception Centre
A Friends & Relatives Reception Centre would be established by the Metropolitan Police in consultation with the London Borough of Lambeth Council and staffed by these organisations and suitably trained voluntary organisations. In the event of a Friends and 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 medical team including first aiders 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 the London Borough of Lambeth 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 Lambeth (LBL)
The Local Authority has the responsibility to:

- Support the emergency services.
- Provide technical advice and resources.
- Manage Environmental Health.
- Long-term co-ordination of the restoration of normality.

It must be remembered that the Local Authority is not a 24-hour emergency service and as such may require a long period of notification to respond to an incident.

If any organisation at the event feels that the local authority will be able to provide or support part of the response to an incident, this request should be made via Emergency Liaison Team who in turn should consider facilitating the request.
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 Head of Security and the Health & Safety Manager of actual or potential major incidents.
- Manage the evacuation of the venue under direction of the Head of Security and the ECR.
- Collate and provide accurate incident information to Event Management and the ECR.
- 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 determent of the wider event safety role. An example of this would be the treatment of a member of the crowd, to the determent of maintaining the flow of persons through an emergency exit.

Role of Metropolitan Police (MPS)
- The saving of life in conjunction with the other emergency services.
- Co-ordination of the emergency services and other organisations on scene during the immediate response phase.
- Protection and preservation of the scene through the establishment of cordons.
- Investigation of the incident in conjunction with other investigating bodies.
- In association with the NHS/medical service collate and then disseminate casualty information.
- Identification of victims and the deceased.
- Restoration of normality.

In addition to the above, the police will co-ordinate the press and any news releases, which need to be issued. However, this does not mean that the police will deal with all press matters and the Production Team should appoint a media spokesperson as soon as possible to assist the police in this matter.

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 officers at the event. In addition to this, a dedicated event medical service will also be in attendance at the event with various grades of medical staff and considerable resources.

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 LBL and 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 to the relevant agencies prior to the event and at each telephone position.
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 the ECR throughout the show; radio communications will also be managed and logged at this facility.

Event Control Room (ECR)
During the event it is proposed that an ECR will be operational with representatives of each statutory emergency service, on site medical team, and the London Borough of Lambeth Council.

The ECR will be located within a dedicated facility. Additionally, a separate area will be available adjacent to the ECR for multi agency meetings. The ECR will have a designated manager throughout the duration of the event. The ECR will also be responsible for the coordination of the represented organisations during the event and maintenance of the event log.

Heads of Departments represented in the ECR will meet 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 the ECR where all occurrences and actions reported to the team will be noted along with the time.

The membership of ECR and roles are as follows:

ECR Manager
The ECR Manager is the Event Directors representative and is in communication with the Event Manager; Health & Safety Manager; Head of Security and Site Manager. The ECR 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 ECR Manager is also responsible for the maintenance of the event log and coordinating the activities of the other ECR 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 functions within the site if required and as agreed during the planning stages of the event. The police representative in the ECR will be responsible for coordinating police actions including those of traffic police.

Medical Services
Representatives from the London Ambulance Service and the event medical provider – Events Medical 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 event organiser. The ECR will deploy on-site response as appropriate and provide coordinated security and medical support if required.

CCTV
CCTV cameras will be monitored and operated from the dedicated facility in the ECR. Intelligence from CCTV will be relayed to any agency which requires it, CCTV images will be treated as data under the Data Protection Act and appropriate safeguards will be taken.

Security Controllers
On-site security resources will be directed by the Head of Security via the controllers located in their respective control facilities. The security company will have a specific liaison manager within the ECR to ensure immediate contact. Security liaison managers will liaise with medical controllers and other agencies to provide a swift and suitable response to reported incidents.

SECTION 6 - Crowd Management

Under normal circumstances executive control for ALL operational security matters will rest with the Head of Security, with operational decisions taken by the various Security Managers.

<table>
<thead>
<tr>
<th>Backstage &amp; Pit</th>
<th>Showsec</th>
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</thead>
<tbody>
<tr>
<td>Arena</td>
<td>Showsec</td>
</tr>
<tr>
<td>Perimeter</td>
<td>Showsec</td>
</tr>
</tbody>
</table>

Showsec International will supply a liaison officer in the ECR who has radio contact back to security control; responsibility for co-ordination of the security through the ECR will be that of the ECR Manager.

In addition to the control exercised by the various Heads of Department the Event Director 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. This authority will be confirmed by the production of a photo pass.

Roles and Responsibilities

Within the event there will be three separate areas of responsibility. Stewarding numbers and deployment along with method statements are appended to this document (see Appendix E).
**Backstage & Pit Duties**
Are responsible for all security matters relating to the backstage, pit and hospitality areas. This includes:
- Management of the hospitality areas.
- Control of the pit barrier including bringing customers over should they be in distress, or in need of medical attention.
- Artist security in conjunction with the artist security team.
- Control of stage access.
- Management of vehicle movement in the backstage area.
- Staffing of backstage emergency exit gates.
- Evacuating the backstage and pit areas in the event of an incident requiring this action.

**Arena Duties**
Are responsible for all security matters relating to the arena. This includes:
- Management of audience members within the main arena.
- Control of vehicle movement within the arena outside curfew times.
- Control of non-public areas within the arena i.e. rear of concessions and delay towers.
- Control of emergency exit gates within the main arena.
- Evacuating the main arena in the event of an incident requiring this action.

**Perimeter Duties**
Are responsible for all security matters relating to the event perimeter. This includes:
- Maintaining the integrity of the venue perimeter.
- Management of the queuing lanes at the main entrance, pit entrance and ambulance gate.
- Provision of incident response.
- Maintenance of emergency egress routes outside the perimeter during the event.
- Assisting with the evacuation of the audience should this become necessary.

**Arena Operational Method**

**Ingress**
Public ingress to the arena will be through the main entrance. Barrier lines will be formed outside the entrances to manage the crowd flows; customers arriving early will be held in the barrier lanes.

Queues will be managed by stewards and spotters will be stationed in strategic points to monitor crowd flow. Additional monitoring will be provided by CCTV and relayed to the ECR.

Dedicated lanes will be provided at the main entrance for Press, VIP and Media. A dedicated disabled entrance will also be provided.
**General ingress operational methodology**

On arrival at the queuing lanes, each person must produce a valid ticket or wristband, no money will be taken on the gates. A level of search as pre-agreed with relevant authorities prior the event will be instigated. Once the search is completed, customers will proceed through the lanes where tickets will be torn and scanned. All ticket stubs will be retained for auditing purposes.

Indicative entry figure timings subject to change during further planning:

<table>
<thead>
<tr>
<th>Name</th>
<th>Capacity</th>
<th>No of Lanes</th>
<th>PPLPM</th>
<th>Ingress over 60 minutes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Entrance</td>
<td>43000</td>
<td>40</td>
<td>8</td>
<td>19,200</td>
</tr>
<tr>
<td>Disabled</td>
<td>200</td>
<td>2</td>
<td>2</td>
<td>240</td>
</tr>
<tr>
<td>Press/VIP/Media</td>
<td>2000</td>
<td>4</td>
<td>8</td>
<td>1920</td>
</tr>
</tbody>
</table>

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. 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. Provision will be made for late arrivals at the entry points.

**Entry**

The following is a brief outline of the entry conditions at the event, please see terms and conditions for further information:

- Admission will be by ticket or wristband only.
- All production and working staff will be in possession of valid accreditation and enter only through designated entry points.
- No professional cameras, video, or sound recording equipment will be allowed.
- No alcohol will be permitted in to the event.
- Sealed soft drinks up to a maximum of 500ml will be permitted in to the event.
- No glass will be permitted in to the event.
- No picnics, tables, cooking equipment or gazebos will be permitted in to the event.
- No illegal substances or legal highs will be permitted in to the event.
- Rucksacks and baggage will be deterred from being allowed into the event.

**Egress**

This section details with routine egress only; emergency egress is discussed in Section 4 of this document.

**Internal operating methodology**

All concessions and bars within the arena will be permitted to operate from opening until as specified in Section 11.

The stage screens will be utilised to display information about potential transport delays or interruptions.

Exit gates will have signage indicating direction to various transport nodes and car parks.
Once the majority of customers have left the arena, stewards will form a cordon line and move through the arena clearing any remaining customers.

Ticket holders wishing to leave the event before the end of the entertainment will be directed to the main entrance. However, within the last 60 minutes or at the discretion of the ECR Manager and the Head of Security, exit gates may be opened to allow for localised egress to take place.

Further details can be found in the Crowd Management and Security Plan at Appendix E.

**Emergency Exits and Egress Flow Rates**
Fire exit calculations and egress flow rates can be found in Section 3.

**Crime Prevention**
The Metropolitan Police and the Event Organisers are committed to reducing crime at events. 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 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 crime.

**Glass**
No glass will be allowed within the arena. Any glass 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. Glass will not 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 will implement a two strikes policy, leading to ejection for those persons who persist in this activity. Where the audience and artist profile suggest that this behaviour is likely, signage and messages on the screens will be displayed in an effort to raise public awareness of the dangers.

**Show-Stop Procedure**
Stopping a show in the middle of a performance can sometimes 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 will be made available to relevant parties. All personnel involved in the stopping of the show at any point will be fully briefed as to their respective roles.
Production Traffic

Build & Break
During the construction period site and production traffic 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 related traffic is directed to the correct entrance(s).

Parking within the event site will be limited and additional staff parking will be allocated at a pre-determined location for permit holders.

Event
On event days production traffic will follow the build and break route with additional support from event stewards. Production traffic during the event days will consist of artist movements and essential site services only, traffic movements at these times will be kept to a minimum.

During peak audience phases a curfew may be enforced to restrict all vehicle movements. The ECR Manager will decide on implementation of the curfew in consultation with the Event Manager and/or Health and Safety Manager.

Customer Traffic and Car Parking
The event organiser holds responsibility for the provision of a traffic management plan. A specialist event traffic management company will be appointed for each event and agreement will be sought from responsible authorities in relation to road closures and any traffic orders required.

A detailed Traffic Management Plan will be available at Appendix N.

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 agencies as required.

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. Detailed actions relating to periods of inclement weather will be provided in the Adverse Weather Plan at Appendix M.

Tents
All tentage 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. These will be collated by the Health & Safety Manager.

SECTION 9 - Barriers
Barriers
Three types of barrier will be used at the events:

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 5 kN/m² that will be used in areas of high crowd density such as front of stage, and around structures in close proximity to the stage.

Police Barrier
Similar to Bike Rack but with low profile tubular feet that do not create a trip hazard and absorb light crowd pressure enabling them to be used in locations with a higher density of crowd movement.

Fencing
Three 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.

Readyhoard
Pressed steel sheeting and in fills set in blocks similar to Heras, designed to segregate areas and restrict sightlines, braced where necessary.

Steel Shield
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 arena will be installed by specialised contractors in accordance with the site plan and power specifications (which will be available from the site manager).

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

Lighting
Lighting across the event site will be provided via mix of festoon and lighting towers. Full lighting checks will take place in consultation with the London Borough of Lambeth Council. Exit and way finding signage will be illuminated as appropriate.

SECTION 11 - Food Drink & Water

The Designated Premises Supervisor for the events will be Brian Grew of Live Nation (Music) UK Ltd.

Food Concessions
Food concession units will be located around the site, offering a wide variety of hot and cold food and drink.

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

Concessions will close by 2300hrs.

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

LPG will be in use by concessions but will be managed on the basis of one cylinder in use per appliance plus one spare. All other cylinders will need to be stored in agreed cylinder stores at strategic points on site. The stores will be decided upon during the build element of the site. The onsite event fire officer, will be responsible for ensuring that the stores are clearly marked on site plans in the ECR and that they are monitored at all times for correct use. The stores will be clearly signed with flammable gas and no smoking signs. Additional portable FFE will be sited nearby.

Bars
Bars will be managed and operated by a specialised company and will open when the arena opens to the public; all arena bars will be required to close in line with the premises licence or by prior agreement with responsible authorities during the preplanning stages.

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 similar to assist with maintaining good order and safety and are subject to closure by the Health & Safety Manager or the ECR Manager if the situation demands.

Bar managers will ensure that persons under 18 are not served with alcohol, by means of the Challenge 25 process, and that all drinks are dispensed in plastic cups or PET containers.

Further details will be provided in the Alcohol Management Plan at Appendix L.
Water

Mains supply
Drinking water will be available at all times whilst the events are open to the public. Suitable dispensing units will be distributed at various locations of the Arena and will be clearly marked on the site plans. The water points will be suitably signed to ensure members of the public are aware of their position.

The event organiser 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 be maintained by the organisers in the event of water supply failure or extremes of weather.

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

SECTION 12 - Merchandising

Merchandising units selling authorised artist/band merchandise will be located around the arena and will be identified on the site plans.

The organisers will co-operate with the Metropolitan Police and London Borough of Lambeth Trading Standards Officers in order to manage unlicensed traders. It is recognised that as well as offering inferior or even dangerous goods to the public, illegal or unlicensed traders often cause an obstruction around areas of high pedestrian traffic or access and egress routes.

SECTION 13 – Attractions & Activities

There will be a range of attractions and activities on site. These will be in the form of sponsor-activated areas as well as other attractions providing entertainment for patrons.

Further details will be provided as planning progresses.

SECTION 14 - Sanitary Facilities

Toilets will be located throughout the arena in combined male and female compounds, and the numbers provided will be in line with those stated in the new forthcoming Purple Guide. Sanitation areas will be patrolled by toilet attendants to prevent damage or vandalism and access routes for cleaning and replenishing will be provided outside of the
public arena. In addition to the toilets for public use, additional toilets will be provided in staff work and rest areas.

*These will be the minimum provision as required but to reduce queuing further additional toilets will also be provided over and above the minimum specification.*

New proposed Purple Guide figure for events over 6 hours with alcohol & food

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
<th>Male Urinal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toilet per</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>per</td>
<td>75</td>
<td>400</td>
<td>100</td>
</tr>
</tbody>
</table>

Attendance 45,000  
Ratio Split Male / Female = 50% Male / 50% Female

<table>
<thead>
<tr>
<th>Audience 45,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Female</td>
</tr>
<tr>
<td>Total Male</td>
</tr>
<tr>
<td>Total Urinals</td>
</tr>
</tbody>
</table>

**Accessible facilities**

Accessible facilities are detailed in Section 19.

Additionally, toilet facilities will be provided external to the event to attempt to reduce anti-social behaviour in the local community. Positions will be agreed with appropriate agencies.

**SECTION 15 - Waste Management**

Live Nation (Music) UK Ltd will make every endeavor 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 the nominated site cleaning contractor **Ryan’s Cleaning**.

Ryan’s Cleaning have managed waste disposal at similar events for Live Nation (Music) UK Ltd and have experience and knowledge in the complexities of waste disposal at an event of this nature. A cleaning schedule is provided at **Appendix H**.

**Liquid Waste**

All grey wastewater and toilet effluent will be the responsibility of the event organiser and arrangement will be sought to ensure the correct transfer and disposal.

**Sustainability**
The end aim of all waste on site will be a diversion from landfill, with all waste taken off site either being sorted for recycling or entering an energy from waste system.

**SECTION 16 - Noise**

The sound levels for the events will be set in accordance with the code of practice for sound control of open-air concerts.

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

During the construction phase of the events, noisy works will be restricted between the hours of 0800hrs and 2000hrs to limit disturbance to local residents.

Due regard is made to the Control of Noise at Work Regulations 2005. These regulations relate to employees and workers and not members of the public, although hearing protection notices will be displayed; customers are also advised via ticket conditions. Hearing protection will be available for members of the public to purchase whilst on site if required.

A Noise Management Plan is appended to this document at Appendix I.

**SECTION 17 - Special Effects**

Special effects including pyrotechnics and lasers may be used during the performances. Risk assessments and safety documentation relating to these effects will be made available to responsible authorities prior to the event and a copy will be held by the H&S Manager on site.

**SECTION 18 - Camping**

There will be no public/customer camping associated with events.

**SECTION 19 - Accessibility**

Due to the greenfield nature of the events, the supplying of facilities for disabled customers may be difficult. However, Live Nation (Music) UK Ltd accept their responsibility to take all reasonably practicable steps to ensure that people with disabilities are catered for, and as such will have a dedicated Access Coordinator 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. The Access Coordinator will liaise with the Event Manager and Site Manager throughout the preplanning stages of the event to ensure suitable facilities will be provided.
Dedicated wheelchair accessible viewing platforms will be located at all stages. Wheelchair access to other areas on-site will be dependent on crowd densities at the time. Designated parking will be provided and staffed appropriately for customer requirements.

Power will be available at the main stage viewing platform for charging of electric wheelchairs.

Accessible toilets will be provided at the following locations; arena sanitation compounds, viewing platform(s), first aid points, VIP/guest area, backstage production village / artist area. The numbers provided will be set via liaison with the Access Coordinator and in line with the anticipated attendance.

**SECTION 20 – Medical Provision**

Medical provision at the events will be managed in conjunction with Live Nation (Music) UK Ltd by **Events Medical Service** who will provide a dedicated Medical Manager at the event.

First aid posts will be located strategically around the arena taking in to account access and egress arrangements and event demographic. The locations will be documented within future versions of the EMP.

Additionally, medical response teams will patrol the arena and respond to incidents reported to the ECR.

**Build and Break**

First Aid will be available during normal site hours throughout the construction and breakdown periods of the events. Outside of these times the overnight security team will cover First Aid requirements.

Further details are provided in the Medical Management Plan at **Appendix F**.

**SECTION 21 - Information & Welfare**

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

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

**SECTION 22 - Children**

Due to the nature of the events a lost child service will be in operation. A suitable welfare facility will be provided that will be appropriately staffed throughout the events. The staff at this location will be CRB/DBS checked.
Any children who have been lost or found after a period of more than 15 minutes will be advised to the ECR and police assistance will be sought if and when appropriate.

A Challenge 25 age verification policy will be in operation for alcohol sales.

SECTION 23 - Artists & Show Times

A full line up and running order will be available on the lead up to the events. Additionally an artist risk assessment will be carried out, the findings of which will be passed to the security and medical teams prior to the event.

SECTION 24 - Television & Radio

The Clapham Common Music Events will be filmed for the purposes of archive, broadcast and show relay.

Various radio partners are likely to be involved in the events and radio broadcasting may take place.

SECTION 25 - Health & Safety / Legislation & Guidance

Health & Safety Policy
It is the policy of Live Nation 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 LN 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 our customers. Health, Safety and Welfare ranks in equal priority with the commercial objectives of Live Nation UK.

The promoter 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 promoter 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 on request.

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 Personal Protective Equipment at Work Regulations 1992
- The Construction (Design and Management) Regulations 2007
- 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 (Health, Safety and Welfare) Regulations 1992
- The Working at Height Regulations 2005
- The Event Safety Guide - HSG195 Health and Safety Executive
- Managing Crowds Safely - HSG154 Health and Safety Executive
- Working at heights in the broadcasting and entertainment industries - HSE Guidance Entertainment Sheet No. 6 (Rev 1)
- Working with VDUs - INDG36 (rev3) Health & Safety Executive
- The Electricity at Work Regulations 1989
- Code of Practice for Temporary Electrical Systems for Entertainment and Related Purposes – BS 7909
Risk Assessment
A comprehensive risk assessment has been compiled covering the build, show and load out elements of this event.

Risk Assessment Explanatory Notes
Severity Indices

1. Minor Injury = Abrasions, bruising, minor burns (reddening of the skin).
2. Significant Injury = Lacerations leading to blood loss, secondary burns (leading to blistering), sprains & strains, muscle & ligament injury, minor head injuries, acute representations of underlying conditions e.g. asthma, epilepsy, diabetes, hyper/hypothermia.
3. Serious Injury = Fractures, trauma leading to significant blood loss, head injuries leading to periods of unconsciousness. Acute representations of underlying conditions such as angina.
4. Major Injury = Multiple fractures, spinal or cervical injury, multiple trauma, injury affecting respiratory system, head injuries leading to significant periods of unconsciousness. Myocardial Infarction.
5. Major Incident/Fatality = Single or multiple fatality or large numbers of injuries in cat 3-4.

Risk x Probability Values

<table>
<thead>
<tr>
<th>Risk x Probability</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tbody>
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<td>25</td>
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</tbody>
</table>
Risk Assessment

This assessment is designed to assess the risk to the following:

1. Workers employed in the construction of the event.
2. Workers employed during the running of the event.
3. Members of the public, both during construction and the show.

It is the responsibility of the safety manager to ensure that an on going assessment take place throughout the duration of the event by individual supervisors and team leaders of each department. Any changes resulting in the escalation of either the severity or the probability rating of an identified hazard or the discovery of a new hazard are to be reported immediately.

<table>
<thead>
<tr>
<th>Severity</th>
<th>Probability</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Minor Injury</td>
</tr>
<tr>
<td>2</td>
<td>Significant Injury</td>
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<tr>
<td>3</td>
<td>Serious Injury</td>
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<tr>
<td>4</td>
<td>Major Injury</td>
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<tr>
<td>5</td>
<td>Major incident/Fatality</td>
</tr>
</tbody>
</table>

The probability and severity rating associated with each individual hazard, is calculated before the controls are put into place. Once the controls are in place, the hazard and its severity may not change, but the probability will be reduced to a maximum of ‘Unlikely’.

ALL CONTRACTORS WORKING ON THE EVENT WILL BE REQUIRED TO SUPPLY RELEVANT RISK ASSESSMENTS AND SAFE SYSTEMS OF WORK FOR THE WORK THEY ARE CONTRACTED TO CARRY OUT. COPIES OF THESE AND ANY OTHER DOCUMENTS SUCH AS TECHNICAL DATA MUST BE AVAILABLE TO THE SAFETY OFFICER FOR INSPECTION ON REQUEST.
<table>
<thead>
<tr>
<th>Subject Area</th>
<th>Hazards</th>
<th>To Whom</th>
<th>Severity Rating x Probability = Residual Risk</th>
<th>Control Measures</th>
<th>Action Required Where Risks are Not Adequately Controlled and other Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Installation of Event Infrastructure</td>
<td><strong>Environmental Factors</strong></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td>Hyperthermia</td>
<td>Contractors and staff</td>
<td>3 3 9</td>
<td>All workers to have access to foul weather clothing (PPE). Facilities to be available for hot and cold drinks and shelter from foul weather. Barrier cream to be provided where required. Area to be visually checked before work commences. Suitable gloves (PPE) and facilities for the disposal of litter to be provided. Perimeter fence to be installed around working area. 24 hour security to be provided.</td>
<td>All contractors to provide their employees with appropriate PPE and sufficient environmental protective measures.</td>
</tr>
<tr>
<td></td>
<td>Hypothermia</td>
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<tr>
<td></td>
<td>Injury from carelessly discarded litter</td>
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<td>3 3 9</td>
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<td></td>
<td>Assault by member of the public</td>
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<td>3 2 6</td>
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<tr>
<td>Installation of Event Infrastructure</td>
<td><strong>Vehicle Movements</strong></td>
<td></td>
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<tr>
<td></td>
<td>Collision RTC</td>
<td>Contractors and staff</td>
<td>5 4 20</td>
<td>All drivers to observe site speed limit, 10 mph. Drivers to use headlights or orange beacon. (Not Hazard Lights) All crew working to wear hi-visibility equipment (PPE). Vehicles only to move in designated areas. No reversing without a Banksman. No access to site without permission of the site office. Mobile phones and radios not to be used whilst driving unless fitted with hands free adapter. All plant drivers to provide copies of certification to the site office.</td>
<td>5 1 5</td>
</tr>
<tr>
<td></td>
<td>RTC</td>
<td>Other users of the venue, Members of the public</td>
<td></td>
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</tr>
<tr>
<td>Installation of Event Infrastructure</td>
<td><strong>Movement of Equipment</strong></td>
<td>Public, contractors and staff</td>
<td>5 4 20</td>
<td>A competent site manager has been appointed to oversee the work of installation and to liaise with production, contractors and statutory authorities. An Event Safety Manager/Officer will be on site during the build/break period to maintain H&amp;S compliance. Production Schedule available in site office. All contractor vehicles/plant movement to be supervised. All persons to be trained and competent. Contractor checks carried out in advance. Site rules provided for all contractors to be observed at all times on site. Contractor Risk Assessments available in advance. Site plant procedure in place from site office, including licence and plant checks.</td>
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<tr>
<td></td>
<td>Failure to maintain control of equipment and plant</td>
<td></td>
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</tr>
<tr>
<td>Installation of Event Infrastructure</td>
<td><strong>Movement of Equipment</strong></td>
<td>Contractors and staff</td>
<td>5 4 20</td>
<td>All lifting equipment to be accompanied by certificate of inspection and SWL (LOLER) or subject to a provable audit trail. Lifting equipment/plant only to be used by those who can demonstrate competence, i.e. certification.</td>
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<tr>
<td></td>
<td>Overhead loads</td>
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<tr>
<td>Task Description</td>
<td>Risk Category</td>
<td>Probability</td>
<td>Frequency</td>
<td>Potential Impact</td>
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<td>----------------------------------------------------------------------------------</td>
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</tr>
<tr>
<td>Manual Handling</td>
<td>3</td>
<td>4</td>
<td>12</td>
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<tr>
<td>All lifting operations to be individually assessed prior to commencement by the plant operative. Exclusion area to be established around site of lift. Hard hats, safety boots and hi-vis (PPE) to be worn at all times during these operations in the identified area. Job specific risk assessment by individual contractors. Tasks undertaken by trained staff of competent contractors. Appropriate design of equipment. Delivery of materials to as close as possible to point of use. Manual handling to be undertaken only where necessary. Lifting equipment (forklift) available for heavy lifting operations. All gangways and access/egress routes to be kept clear at all times.</td>
<td>3</td>
<td>1</td>
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<tr>
<td>Use of plant (Telehandlers/Forks)</td>
<td>5</td>
<td>4</td>
<td>20</td>
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<tr>
<td>Insufficient visibility for working</td>
<td>4</td>
<td>3</td>
<td>12</td>
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<tr>
<td>Main build/breakdown to be undertaken during hours of daylight where possible. Temporary lighting to be provided where night working required.</td>
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<tr>
<td><strong>Installation of Event Infrastructure</strong></td>
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<tr>
<td><strong>Lighting</strong></td>
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<tr>
<td>Insufficient visibility for working</td>
<td>4</td>
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<tr>
<td>Public, Contractors and staff</td>
<td>5</td>
<td>5</td>
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<tr>
<td>All electrical supplies to be installed by competent contractor. Competent Electrician to be on-site during build/break and show-day. All individual contractors own power supplies to be certified as appropriate. All installations to BS7909 Requirements for Temporary Electrical Installations. Electrical distribution to be provided with RCD or RCBO protection as required. Use of 110V or battery operated tools where practicable. Portable tools and equipment to be examined and certified. Contractor's general safety documentation checked in advance. Metal structures to be earth bonded as appropriate. Suitable fire-fighting equipment to be provided at source and termination of supply. All cables to be installed by a competent person, in such a way as not to obstruct gangways, exits or cause trip hazards.</td>
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<tr>
<td><strong>Use of generated mains power</strong></td>
<td>5</td>
<td>4</td>
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<tr>
<td>Electrical Shocks or Burns Fire</td>
<td>5</td>
<td>5</td>
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<tr>
<td>Contractors and staff.</td>
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<tr>
<td>All electrical supplies to be installed by competent contractor. Competent Electrician to be on-site during build/break and show-day. All individual contractors own power supplies to be certified as appropriate. All installations to BS7909 Requirements for Temporary Electrical Installations. Electrical distribution to be provided with RCD or RCBO protection as required. Use of 110V or battery operated tools where practicable. Portable tools and equipment to be examined and certified. Contractor's general safety documentation checked in advance. Metal structures to be earth bonded as appropriate. Suitable fire-fighting equipment to be provided at source and termination of supply. All cables to be installed by a competent person, in such a way as not to obstruct gangways, exits or cause trip hazards.</td>
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<tr>
<td><strong>Distribution of power and control cables.</strong></td>
<td>5</td>
<td>4</td>
<td>20</td>
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</tr>
<tr>
<td>Electric Shock Burns Fire</td>
<td>5</td>
<td>4</td>
<td>20</td>
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<tr>
<td>Contractors and staff.</td>
<td>5</td>
<td>4</td>
<td>20</td>
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<tr>
<td>All electrical supplies to be installed by competent contractor. Competent Electrician to be on-site during build/break and show-day. All individual contractors own power supplies to be certified as appropriate. All installations to BS7909 Requirements for Temporary Electrical Installations. Electrical distribution to be provided with RCD or RCBO protection as required. Use of 110V or battery operated tools where practicable. Portable tools and equipment to be examined and certified. Contractor's general safety documentation checked in advance. Metal structures to be earth bonded as appropriate. Suitable fire-fighting equipment to be provided at source and termination of supply. All cables to be installed by a competent person, in such a way as not to obstruct gangways, exits or cause trip hazards.</td>
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<td>1</td>
<td>5</td>
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<tr>
<td><strong>Tripping</strong></td>
<td>3</td>
<td>4</td>
<td>12</td>
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<tr>
<td>All cables to be installed by a competent person, in such a way as not to obstruct gangways, exits or cause trip hazards.</td>
<td>3</td>
<td>3</td>
<td>9</td>
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<tr>
<td><strong>Use of power tools</strong></td>
<td>5</td>
<td>4</td>
<td>20</td>
<td></td>
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</tr>
<tr>
<td>Electrocution</td>
<td>5</td>
<td>3</td>
<td>9</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Injury Tripping</td>
<td>5</td>
<td>3</td>
<td>9</td>
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<tr>
<td>All cables to be installed by a competent person, in such a way as not to obstruct gangways, exits or cause trip hazards.</td>
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<tr>
<td><strong>Installation of Event Infrastructure</strong></td>
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<td></td>
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<tr>
<td><strong>Stacking and handling of equipment</strong></td>
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<tr>
<td>Manual handling procedures to be implemented as per individual's company's manual handling training. All crew to be competent and able in the task they are to undertake and all work to be supervised by a competent person. All equipment to be positioned in a way that will not obstruct gangways, emergency routes or fire exits and will not endanger the public, contractors and staff.</td>
<td>3</td>
<td>2</td>
<td>6</td>
<td></td>
<td></td>
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<tr>
<td>Falling objects</td>
<td>5</td>
<td>3</td>
<td>15</td>
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</tr>
<tr>
<td>Manual handling procedures to be implemented as per individual's company's manual handling training. All crew to be competent and able in the task they are to undertake and all work to be supervised by a competent person. All equipment to be positioned in a way that will not obstruct gangways, emergency routes or fire exits and will not endanger the public, contractors and staff.</td>
<td>5</td>
<td>1</td>
<td>5</td>
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</tbody>
</table>
### Rigging/flying of equipment

<table>
<thead>
<tr>
<th>Obstruction</th>
<th>Contractors, staff and visitors</th>
<th>5</th>
<th>2</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>All stacked equipment to be positioned in such a way so as it is not unstable.</td>
<td>All motors and rigging points to be installed by a competent person.</td>
<td>5</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Health and safety of others.</td>
<td>All flown equipment to be supported by suitable lifting equipment and accessories.</td>
<td>5</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>All multi-hoist lifts to be controlled by one appointed and competent individual.</td>
<td>Access to areas beneath overhead works to be restricted by barriers where possible.</td>
<td>5</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Tools and equipment used at height to be attached by appropriate strops/lanyards where practicable.</td>
<td>All work at height carried out by competent persons.</td>
<td>5</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>All flown equipment and structures to be ‘deaded’ off as soon as is possible.</td>
<td>As much work as possible carried out at ground level to reduce work at height.</td>
<td>5</td>
<td>2</td>
<td>10</td>
</tr>
</tbody>
</table>

### Installation of Event Infrastructure

<table>
<thead>
<tr>
<th>Fire</th>
<th>Public staff and contractors</th>
<th>5</th>
<th>3</th>
<th>15</th>
</tr>
</thead>
<tbody>
<tr>
<td>Damage by fire or smoke to persons and/or property</td>
<td>Combustible materials to be kept to minimum on site good housekeeping to prevent build up of flammable waste.</td>
<td>5</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Waste combustibles collected regularly on-site.</td>
<td>Fire extinguishers to be kept easily accessible at pre-identified locations.</td>
<td>5</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Extra facilities required for the show will be allocated fire extinguishers as required.</td>
<td>Petrol generators not permitted for use.</td>
<td>5</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Event Control to be advised of any fires, even after they are considered out.</td>
<td>Robust system for alerting fire service.</td>
<td>5</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Regular fire patrols around arena and back of house areas.</td>
<td>LPG only to be used in accordance with site rules.</td>
<td>5</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>Spare and empty LPG cylinders to be stored in designated area(s).</td>
<td>No smoking zones around fuel and LPG storage points, inside tented structures and on/around stages.</td>
<td>5</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>No smoking zones inside fuel and LPG storage points, inside tented structures and on/around stages.</td>
<td>Any flammable liquid, substance or material such as diesel, paints, thinners etc. to be stored appropriately and away from vehicle route.</td>
<td>5</td>
<td>2</td>
<td>10</td>
</tr>
</tbody>
</table>

### Installation of Event Infrastructure

<table>
<thead>
<tr>
<th>General Production</th>
<th>Public, Staff and Contractors</th>
<th>3</th>
<th>3</th>
<th>9</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trips/ falls caused by infrastructure</td>
<td>H&amp;S patrols carried out by Event Safety Manager/Officer, identified hazards removed or controlled as necessary.</td>
<td>3</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>H&amp;S signage and access prevention systems to be located/disseminated where required.</td>
<td>Production staff to report any noted trip hazards or obstacles that become apparent during the event.</td>
<td>3</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>H&amp;S reporting system in place and H&amp;S site log maintained by Event Safety Manager/Officer.</td>
<td>Stand by site crew to deal with notified hazards.</td>
<td>3</td>
<td>2</td>
<td>6</td>
</tr>
<tr>
<td>Subject Area</td>
<td>Hazards</td>
<td>To Whom</td>
<td>Severity Rating x Probability = Primary risk based on no controls</td>
<td>Control Measures</td>
</tr>
<tr>
<td>---------------------</td>
<td>-------------------------------</td>
<td>-----------------------------</td>
<td>---------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Event/Arena</td>
<td>Arena Capacity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Overcrowding</td>
<td>Members of the public, contractors and staff</td>
<td>4 4 16</td>
<td>Arena capacity calculated and agreed with local authority.</td>
</tr>
<tr>
<td></td>
<td>Crushing</td>
<td></td>
<td></td>
<td>A-frame barrier in front of stages and delay structures.</td>
</tr>
<tr>
<td></td>
<td>Tripping</td>
<td></td>
<td>5 4 20</td>
<td>Robust show-stop procedure in place.</td>
</tr>
<tr>
<td></td>
<td>Crowd disturbance</td>
<td></td>
<td>3 4 12</td>
<td>Sufficient exits to allow for arena evacuation within a reasonable period.</td>
</tr>
<tr>
<td></td>
<td>Slipping/falling on banked areas</td>
<td></td>
<td>4 3 12</td>
<td>Experienced security contractor employed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Detailed stewarding plan completed by contractor.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Constant crowd monitoring by security staff and Event Control.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Use of stewards to restrict access if surface becomes untenable.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sit-reps relayed back to Event Control to assist with identification of possible areas of concern.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Secure ticketing and pass system in place.</td>
</tr>
</tbody>
</table>

The remainder of this assessment relates to the event. The hazards and control measures identified above still apply to any aspect of construction work that may be carried out throughout the show by stand-by crews.
<table>
<thead>
<tr>
<th>Event/Arena</th>
<th>Arena Capacity</th>
<th>Cross flows and trapping points</th>
<th>Members of the public, contractors and staff</th>
<th>4</th>
<th>3</th>
<th>12</th>
<th>Arena designed to allow adequate circulation around stages and attractions. Managed and barriered queuing lanes at entrance. Spotters to warn Event Control of developing situation. Steward response teams available to form cordon lines. Good quality extensive signage to assist customers in direction finding. Identified trapping points to be engineered out or access restricted.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overcrowding</td>
<td>4</td>
<td>3</td>
<td>15</td>
<td>5</td>
<td>1</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Crushing</td>
<td>5</td>
<td>3</td>
<td>12</td>
<td>3</td>
<td>2</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Tripping</td>
<td>3</td>
<td>4</td>
<td>12</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Crowd disturbance</td>
<td>4</td>
<td>3</td>
<td>12</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Event/Arena</th>
<th>Audience Activity Movement</th>
<th>RTC</th>
<th>Collision</th>
<th>Crushing</th>
<th>Members of the public, contractors and staff</th>
<th>5</th>
<th>4</th>
<th>20</th>
<th>No unauthorised vehicles allowed on site during event. Vehicle curfew in public areas 1 hour before customers enter the arena. Restricted to key vehicles. Restriction on all vehicle movements in arena during public access other than where authorised by Event Control. No vehicles allowed into arena after show until curfew lifted by Event Control. All vehicles moving in arena to display flashing orange beacon or headlights on. All vehicles moving in arena during event to have pedestrian steward escort.</th>
</tr>
</thead>
<tbody>
<tr>
<td>RTC</td>
<td>5</td>
<td>4</td>
<td>20</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Collision</td>
<td>5</td>
<td>4</td>
<td>20</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crushing</td>
<td>5</td>
<td>4</td>
<td>20</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Event/All Areas</th>
<th>Adverse Weather</th>
<th>Wet/Cold Weather</th>
<th>Hot Weather</th>
<th>High Wind</th>
<th>Electrical Storm</th>
<th>Members of the public, contractors and staff</th>
<th>4</th>
<th>3</th>
<th>12</th>
<th>Adverse weather plan in place. Robust event management plan and emergency procedures in place. Weather forecast monitored throughout event. Suitable medical and welfare facilities available on site. External medical care &lt;30 minutes. Structures and infrastructure suitable for environment. PPE and welfare available for staff.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wet/Cold Weather</td>
<td>4</td>
<td>3</td>
<td>12</td>
<td>5</td>
<td>2</td>
<td>8</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hot Weather</td>
<td>5</td>
<td>3</td>
<td>15</td>
<td>5</td>
<td>2</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High Wind</td>
<td>5</td>
<td>3</td>
<td>15</td>
<td>5</td>
<td>2</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electrical Storm</td>
<td>5</td>
<td>3</td>
<td>12</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Event/Arena</th>
<th>Unstable Structures</th>
<th>Collapse</th>
<th>Crushing</th>
<th>Trapping</th>
<th>Members of the public, contractors and staff</th>
<th>5</th>
<th>3</th>
<th>15</th>
<th>5</th>
<th>1</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collapse</td>
<td>5</td>
<td>3</td>
<td>15</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Crushing</td>
<td>5</td>
<td>3</td>
<td>15</td>
<td>5</td>
<td>1</td>
<td>5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trapping</td>
<td>4</td>
<td>3</td>
<td>12</td>
<td>4</td>
<td>1</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All temporary structures supplied and erected by competent contractors. Contractors to supply appropriate documentation and technical specs to be held by Event Safety Manager/Officer. Contractors to sign off all structures prior to opening. Contractor to satisfy Local Authority requirements for integrity of structure prior to public opening as required. Wind monitoring on appropriate structures. Show stop procedure in the event of unsafe conditions. All structures suitable for the environment in which they will be used and suitably ballasted where relevant. Public capacities for viewing platforms etc. set prior to the event and managed by security. All tentage, barrier and staging contractors to have crew on-call during the event.
| Event/Arena | Noise | Permanent hearing damage | Temporary shift damage | Members of the public, contractors and staff | 3 | 3 | 9 | All working personnel to have access to appropriate hearing protection (PPE). Sound level monitoring throughout event. 3m moat between active PA and audience. Mandatory hearing protection zones established for working personnel. Appropriate signage to be placed in hearing protection areas. | 3 | 1 | 3 | Sound monitoring team to liaise with other agencies and production via Event Control. |
| Event/Arena | Fire | Burn injuries | Smoke inhalation | Members of the public, contractors and staff | 5 | 4 | 20 | No open fires within arena. (zero tolerance) Good housekeeping to ensure no build up of combustible waste. Fire control equipment positioned strategically around event site. Constant monitoring of site by spotters. Robust fire plan and communications operated by Event Control. Sufficient means of evacuation from affected areas. Diesel generators only. All concessions to have adequate portable FFE. Concessions to be located where any fire will not affect major structures. No flammable material to be stored in audience area. Cleaners to ensure removal of build up at waste points. Prohibited items removed from audience at entrance (gas cylinders, fireworks etc.) Experienced and competent Fire Safety Officer on site whilst event open to the public. | 5 | 1 | 5 | |
| Event/Arena | Audience Activity | Personal injury from: Crowd surfing/Moshing | Members of the public, contractors and staff | 4 | 5 | 20 | Barrier configuration to reduce pressure and assist crowd separation. Adequate working area in pit, stepped barrier to reduce strain on pit stewards. Pit policy to eject repeat offenders. Constant monitoring of audience by crowd safety team. Crowd spotter on stage for high-risk artists. Artist risk assessment undertaken to identify high-risk periods. | 4 | 2 | 8 | |
| Event/Arena | Audience Activity Queuing | Crushing | Trapping | Members of the public, contractors and staff | 5 | 5 | 25 | Sufficient queuing lanes to ensure throughput and holding facility. Lanes to be of adequate construction to resist crowd pressure. Arena opens in good time for audience access. Signage to inform audience of preferred routes around site. Use of stewards to restrict access to congested areas Queuing lanes and entrances designed to avoid cross-fill. Sufficient lighting on access and egress routes. Signage to direct audience member once in the arena. | 5 | 1 | 5 | |
| Event/Production | Presence of VIP’s  
| Artist Areas |  
| Crushing |  
| Hystertis |  
| Breach of secured area |  
| Members of the public, contractors and staff |  
| 5 | 3 | 15 |  
| All artist areas to be made secure and adequate numbers of security staff to be allocated. 
Artists to be isolated from public areas. 
Security barriers/fencing in use where appropriate. 
No access without appropriate level of accreditation. 
All movement of artist to be supervised by tour security/competent person. | 5 | 1 | 5 |
|  
| Event/All Areas |  
| Audience Egress |  
| Overcrowding |  
| Crushing |  
| Tripping |  
| Crowd disturbance |  
| Members of the public, contractors and staff |  
| 4 | 2 | 8 |  
| All exits clearly signed and adequately lit. 
Additional lighting on gates and preferred routes. 
Stewards with megaphones to direct audience along preferred routes. 
All exit routes to be free from trip hazards and obstructions so far as reasonably practicable. 
No routes to be used which could result in trapping or funneling of audience members. 
All gates to be marked with gate designation. 
Pre-arranged egress plan in place. | 4 | 1 | 4 |
|  
| Event/All Areas |  
| Public Emergency Egress |  
| Movement of large numbers of people under duress leading to; 
Crushing 
Tripping 
Public disorder |  
| Members of the public, contractors and staff |  
| 5 | 4 | 20 |  
| Emergency evacuation procedure to be put into action. 
All crew and production staff to be aware of such procedures. 
Movement of crowd to be monitored and managed by security/crowd management teams. 
All evacuation routes to be staffed and kept clear at all times. 
All emergency gates to be staffed while arena is operational. 
All emergency gates to be in radio contact with security control. 
Suitable audience lighting to be made available and activated to assist with evacuation of areas during periods of darkness. 
Access to FOH and monitor engineer to be available to relay instructions regarding emergency announcements. 
Stage PA to form focal delivery point of evacuation messages. | 5 | 2 | 10 |
|  
| Event/All Areas |  
| Criminal/Terrorist Activity.  
| Leading to Personal Injury |  
| Members of the public, contractors and staff |  
| 5 | 3 | 15 |  
| Event security planning with statutory agencies prior to event. 
Professional and experienced security contractor employed. 
Licenced security staff in attendance. 
MPS to maintain presence in event control. 
All crowd activity to be monitored at all times by security personnel and CCTV. 
All unacceptable behaviour by members of the public to be dealt with accordingly. 
Regular agency meetings to take place throughout event. | 5 | 2 | 10 |
<table>
<thead>
<tr>
<th>Event</th>
<th>Assault</th>
<th>Contractors staff and members of the public</th>
<th>4</th>
<th>4</th>
<th>16</th>
<th>Regular security patrols. All steward/security supervisors to be in radio contact with either security control or Event Control. Security response teams to assist staff who require support.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assault</td>
<td>Assault</td>
<td>Physical Abuse Verbal Abuse</td>
<td>4</td>
<td>4</td>
<td>16</td>
<td>Regular security patrols. All steward/security supervisors to be in radio contact with either security control or Event Control. Security response teams to assist staff who require support.</td>
</tr>
<tr>
<td>Assault</td>
<td>Assault</td>
<td></td>
<td>4</td>
<td>4</td>
<td>16</td>
<td>Regular security patrols. All steward/security supervisors to be in radio contact with either security control or Event Control. Security response teams to assist staff who require support.</td>
</tr>
<tr>
<td>Event</td>
<td>Pyrotechnics</td>
<td>Fire Burns/Injury</td>
<td>5</td>
<td>4</td>
<td>20</td>
<td>All pyrotechnics pre-planned. Product sourced from reputable suppliers. All data sheets/risk assessments/method statements supplied in advance. All pyrotechnics stored appropriately prior to use, and operated and disposed of in line with manufacturers instructions. Pyrotechnics transported in appropriate vehicles. Only to be used by competent/trained persons. No firing without line of sight. Open-air pyrotechnics subject to approval by the CAA where applicable. All persons working near to fire zone to be briefed. Pyrotechnic product suitable for environment, and portable FFE available. Safety demonstrations to be carried out in advance of performance where required. All effects subject to approval by Local Authority/Venue.</td>
</tr>
<tr>
<td>Pyrotechnics</td>
<td>Pyrotechnics</td>
<td>Fire Burns/Injury</td>
<td>5</td>
<td>2</td>
<td>10</td>
<td>Ejection policy for anyone caught committing criminal damage, stealing or abusing staff or fellow event goes</td>
</tr>
</tbody>
</table>
### Special Effects (other than Pyrotechnics)

| Event | Fire Burns/Cold Burns/Injury Ocular Damage Photosensitive epilepsy | Performers, Staff, Contractors and members of the public | 5 | 4 | 20 | All special effects pre-planned and subject to separate risk assessments. All effects to be suitable for environment and COSHH data supplied prior to event where applicable. Professional products sourced from reputable suppliers and installed and operated by competent persons to the manufactures instructions and relevant HSE guidance. All consumables appropriately stored and disposed of inline with manufactures instructions. No operation without line of sight. Open-air effects including balloons and lasers subject to approval by the CAA where applicable. All persons working in affected areas to be briefed. Portable FFE available. MPE levels to be followed where applicable. No direct laser scanning of audience members, appropriate safeguarding of workers to be in place. Loose media products to be fire retardant and non-conductive. Warning signage to be displayed at public entrances and location of effects as appropriate. Artist/acrobat effects to be carried out by experienced persons and rehearsed prior to performance. Safety demonstrations to be carried out in advance of performance where required. All effects subject to approval by Local Authority/Venue. |

### Customer Car Parking and Vehicle Access

| Event | Collision RTC Theft Fire | Members of the public / customers | 5 | 2 | 10 | Limited parking available. Car park / site speed limit in place 10mph. Competent and experienced traffic management contractor employed. Traffic management plan in place and pre event transport meetings with relevant agencies. Appropriate signage in place. Designated and suitable access routes in place. Car parks and on site vehicle routes to be adequately staffed with competent persons. Suitable crossing points selected and suitably staffed to assist members of the public to cross roadways where necessary. Adequate temporary lighting in place. Security patrols of designated car parks. Experienced and competent Event Fire Officer on site whilst event open to the public. Adequate levels of PFFE on site. |

| 5 | 1 | 5 | 5 | 1 | 5 | 5 | 1 | 5 |
| Event | Food or Waterborne Illness | Performers, Staff, Contractors and members of the public | 4 | 3 | 12 | Installation of temporary water systems by competent contractor. Drinking water installation to meet statutory requirements and tested prior to use to ensure potability. Where in use, water storage vessels to meet requirements for length of storage etc. Plumbing contractor on-site throughout event. Competent and experienced catering supplier contracted for event. All concessions and catering suppliers required to provide food safety / HAACP documentation along with risk assessments and registration details prior to event. Liaison with local authority environmental health department prior and during event. | 4 | 1 | 4 |

<table>
<thead>
<tr>
<th>Date of Assessment</th>
<th>Carried out by</th>
<th>Signature</th>
</tr>
</thead>
<tbody>
<tr>
<td>29th October 2013</td>
<td>Ross Sweet</td>
<td></td>
</tr>
<tr>
<td>Date of next review</td>
<td>28th October 2014 or sooner as required</td>
<td></td>
</tr>
</tbody>
</table>
CLAPHAM COMMON MUSIC EVENTS

“CALLING”
28th & 29th June 2014

APPENDIX D

FIRE RISK ASSESSMENT

Version 2
Issued 08-12-13
## Establishment Name

Clapham Common Music Events – “Calling”

## Address

Clapham Common, London SW4 9DE

## Event Dates

Summer 2014

## Areas of Risk

Entire site to include: stages, temporary structures, concessions and car parks.

## Head of Establishment

John Probyn

## Responsible Person

Paul Cook

## Competent Person

Ross Sweet

Person responsible for ensuring the Fire Risk Assessment is distributed to all relevant parties

Paul Cook

## Date of Initial Assessment

08-12-13

## Version

Version 2

## REVIEW

<table>
<thead>
<tr>
<th>REVIEW</th>
<th>DATE</th>
<th>ASSESSOR</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Fire Risk Assessment Explanatory Notes
To allow for universal understanding of the document and for the purposes of review, the Fire Risk Assessment will be divided into five categories:

1. Ignition Sources
2. Sources Of Fuel
3. Fire Detection and Warning
4. Fire Fighting Equipment and Facilities
5. Escape Routes

Levels of Risk
Each hazard will be examined, the risk will be calculated using a 5x5 Matrix and classified by one of the following risk levels:

• Low
• Normal
• High

The level of risk associated with each individual hazard, is calculated based on the existing control measures that are implemented by the event. If the level of risk is still above the normal level, then further action will be proposed to reduce or eliminate the hazard and the new level of risk will be recorded based on the proposed actions being implemented by the event.

Risk Groups

1. Workers employed in the construction of the event.
2. Workers employed during the show stage of the event.
3. Members of the public, both during construction and the event.
Areas of Risk
Due to the size of the event and in order to adequately assess the level of risk, it will be necessary to divide the site into the areas specified in the table below. It is acknowledged that further division of these areas may be necessary upon review.

<table>
<thead>
<tr>
<th>Zone</th>
<th>Area</th>
<th>Approximate Size of Area</th>
<th>TBC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Zone 1</td>
<td>Arena</td>
<td>Approximate Size of Area</td>
<td>TBC</td>
</tr>
<tr>
<td>Zone 2</td>
<td>Back-Stage and VIP Areas</td>
<td>Approximate Size of Area</td>
<td>TBC</td>
</tr>
<tr>
<td>Zone 3</td>
<td>Disabled/VIP Car Parking, Build and Break Vehicle Check-In</td>
<td>Approximate Size of Area</td>
<td>TBC</td>
</tr>
<tr>
<td>Zone 4</td>
<td>Production Parking</td>
<td>Approximate Size of Area</td>
<td>TBC</td>
</tr>
</tbody>
</table>

Review of Fire Risk Assessment

To ensure that both existing and proposed control measures within the Fire Risk Assessment are being implemented, to assess how effectively the risks are being controlled and to monitor significant changes on site that may affect existing fire precautions, it will be necessary to continually monitor the Fire Risk Assessment and where necessary revise.

For the purposes of these events, the fire risk assessment will be reviewed during the preplanning stages of each event and/or following an incident or change in operation.

The current levels of Fire Risk, for both individual hazards and Site Areas, have been calculated based on the present understanding of site layout, site procedures and site policies. It is acknowledged that these levels may change when a review is conducted.
<table>
<thead>
<tr>
<th>Fire Risk Assessment Area</th>
<th>Zone 1</th>
<th>Approximate Size of Area</th>
<th>TBC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arena</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

It is acknowledged that further division of this area, within this fire risk assessment may be necessary upon review.

<table>
<thead>
<tr>
<th>Fire Risk Level of Area</th>
<th>Normal</th>
<th>Version</th>
<th>V1</th>
</tr>
</thead>
</table>

1. Ignition Sources.

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
<th>Existing Control Measures</th>
<th>Level Of Risk</th>
<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poorly Maintained Vehicles and Plant Equipment during build up and break down</td>
<td>1 &amp; 2</td>
<td>All vehicles are to comply with current testing legislation in respect of their type and use.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radiated Heat from vehicles.</td>
<td>ALL</td>
<td>Vegetation to be maintained to appropriate level to prevent contact with vehicles. Adequate separation between vehicles.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radiated heat from Generator Exhausts</td>
<td>ALL</td>
<td>Staff awareness of site polices during site induction, supplemented by regular patrols of area by Security.</td>
<td>Normal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road Traffic Collision</td>
<td>ALL</td>
<td>Robust traffic management plan, limiting vehicle movements. All drivers to observe site speed limit (10 mph). Stewards to Marshall parking of cars. Banksman to be used where appropriate.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Portable Appliances within temporary structures</td>
<td>1 &amp; 2</td>
<td>All electrical equipment is visually inspected, prior to use.</td>
<td>Normal</td>
<td>All electrical equipment is inspected and tested at the appropriate frequencies, by a competent person, in accordance with The Electricity at Work</td>
<td>Low</td>
</tr>
<tr>
<td>Portable Appliances within Stages.</td>
<td>All electrical equipment is inspected and tested at the appropriate frequencies, by a competent person, in accordance with The Electricity at Work Regulations 1989.</td>
<td>Low</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>-----</td>
<td></td>
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</tr>
<tr>
<td>Site Provided Electrical Installations</td>
<td>ALL</td>
<td>All electrical supplies to be installed by competent contractor to BS7909 Requirements for temporary electrical installations. Electrical contractor onsite during build up, event and break down.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electrical Installations within Stages</td>
<td>ALL</td>
<td>All electrical supplies to be installed by competent contractor to BS7909 Requirements for temporary electrical installations. Electrical contractor onsite during build up, event and break down.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electrical Installations within Merchandising Units</td>
<td>ALL</td>
<td>All electrical supplies certified and protected by RCD / RCBO protective devices.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electrical Installations within Concession Units</td>
<td>ALL</td>
<td>All electrical supplies certified and protected by RCD / RCBO protective devices. Copies of electrical certificates provided to the central concessionaire and Local Authority Environmental Health Officers for inspection. Central concessionaire to accredit and audit the health and fire safety arrangements for all caterers, as they arrive on site. Private Fire Prevention Officer to conduct a rolling 10% audit of the</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Gas Installations within Concession Units</strong></td>
<td><strong>Low</strong></td>
<td><strong>ALL</strong></td>
<td><strong>Low</strong></td>
<td><strong>ALL</strong></td>
<td><strong>Low</strong></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>As per the requirements of the central concessionaire all fat fryers should be equipped with thermostatic cut out controls and flame failure devices to prevent gas escape and build up.</td>
<td></td>
<td></td>
<td>Central concessionaire or the central concessionaire appointed consultant is responsible for checking this equipment.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sufficient separation between temporary structures.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gas Cookers/Burners within Concession Units</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radiated Heat from Concession Units</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sufficient separation between temporary structures.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Arson

**ALL**

All items of plant and machinery to be parked in a secure area when not in use with regular patrols by Security. Regular collections of waste as specified in waste management plan in order to prevent build up. Normal

---

### 2. Sources of Fuel.

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
<th>Existing Control Measures</th>
<th>Level Of Risk</th>
<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drapes, Marquee Sheeting and Soft Goods</td>
<td>ALL</td>
<td>Drapes, marquee sheeting and soft goods for all stages will be certified to the relevant fire resisting/retardant standard and provided with certification.</td>
<td>Low</td>
<td>Samples to be made available for testing if required.</td>
<td></td>
</tr>
<tr>
<td>Combustible Waste</td>
<td>ALL</td>
<td>Receptacles provided throughout the site, which are emptied at regular intervals, as specified in waste management plan in order to prevent build up. Regular patrols by Security.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPG</td>
<td>ALL</td>
<td>LPG only to be used in accordance with Site Rules. One cylinder in use per appliance and one spare. All other cylinders to be stored in the designated, secure and well vented compound. Central concessionaire will advise individual concessions of this policy and Private Fire Prevention Officer will conduct on site sample audits.</td>
<td>Normal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fuel Leaks – Poorly Maintained Vehicles</td>
<td>ALL</td>
<td>All vehicles are to comply with current testing legislation in respect of their</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hazard</td>
<td>Risk Groups</td>
<td>Existing Control Measures</td>
<td>Level Of Risk</td>
<td>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</td>
<td>Level Of Risk</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>-------------</td>
<td>--------------------------------------------------------------------------------------------</td>
<td>---------------</td>
<td>------------------------------------------------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Flammable liquids minor spills</td>
<td>ALL</td>
<td>All minor spills to be promptly cleared using spill kits.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flammable liquids significant spills</td>
<td>ALL</td>
<td>All major fuel spills to be reported to site manager and/or H&amp;S manager. LFB and Environment Agency to be notified of any significant spills for further assistance and guidance.</td>
<td>Normal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Onsite Refuelling</td>
<td>ALL</td>
<td>Onsite refuelling is only to be carried by nominated/authorised contractors, using suitable vehicles and equipment.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vegetation</td>
<td>ALL</td>
<td>Vegetation to be maintained to an appropriate safe level.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicles</td>
<td>ALL</td>
<td>Adequate separation between vehicles, professional stewards to mark out car parking areas.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire developing un-noticed</td>
<td>ALL</td>
<td>Regular patrols of area by Security.</td>
<td>Normal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire developing un-noticed where staff are sleeping in or in close proximity to a concession.</td>
<td>1&amp;2</td>
<td>Domestic smoke detector to be fitted in units where staff sleep within close proximity.</td>
<td>Normal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Failure to notify all persons within the area of a significant fire.</td>
<td>ALL</td>
<td>Public Address System covers limited parts of the area, Site Radio System, Security Patrols and Site Staff to notify other areas. Security Patrols evacuate all persons from the hazard area. Staff and contractors to be made.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Risk
Groups

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
<th>Existing Control Measures</th>
<th>Level Of Risk</th>
<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Failure to notify persons within the area of the need to evacuate part of, or the whole of the area</td>
<td>ALL</td>
<td>Public Address System covers limited parts of the area, Site Radio System, Security Patrols and Site Staff to notify other areas. Security Patrols evacuate all persons from the hazard area. Staff and contractors to be made aware of site emergency procedures and escape routes during site induction.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire extinguishers failing to perform.</td>
<td>ALL</td>
<td>All fire extinguishers serviced in accordance with BS5306 part 3 by a competent contractor. All fire extinguishers refilled in accordance with BS5543 part 1.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insufficient quantity of portable fire extinguishers</td>
<td>ALL</td>
<td>Appropriate quantities of fire extinguishers distributed around the area. Security mobiles to be issued with fire extinguishers. Minor outbreaks of fire to be dealt with by onsite resource. All other fires will be reported to LFB via the ECR.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incorrect use of portable fire extinguishers by site staff</td>
<td>1 &amp; 2</td>
<td>Instruction given on selection and use of fire extinguishers by competent contractors, when issued to site staff,</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
with clear guidance on not to use an extinguisher, unless trained and safe to do so.

Incorrect use of portable fire extinguishers by members of the public

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
<th>Existing Control Measures</th>
<th>Level Of Risk</th>
<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incorrect use of portable fire extinguishers by members of the public</td>
<td>3</td>
<td>Limited numbers of fire extinguishers in public areas. Extinguisher type signs fitted above extinguishers, indicating suitability.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss or Misuse of portable fire extinguishers</td>
<td>ALL</td>
<td>Fire Extinguishers to be issued to site staff/security.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5. Escape Routes.

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
<th>Existing Control Measures</th>
<th>Level Of Risk</th>
<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obstructions in Emergency Exits and Escape Routes</td>
<td>ALL</td>
<td>All Emergency Exits to be kept clear and staffed at all times. Adequate numbers of exit gates. Appropriate width of exit gates. CCTV to monitor evacuation and relay any areas of congestion. Emergency exit calculations included within EMP.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Obstructions in emergency routes.</td>
<td>ALL</td>
<td>Regular patrols by Security to ensure emergency routes are kept free of obstructions.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Obstruction in Fire Lane</td>
<td>ALL</td>
<td>Regular patrols by Security to ensure Fire Lanes are kept free of obstructions. Routes clearly signed and marked on site plans. Routes for fire appliances have road widths of not less than 3.7m, clear width at gates not less than 3.1m and clear height of not less than 3.7m.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poor lighting of emergency route</td>
<td>ALL</td>
<td>Tower lights and festoon lights strategically positioned throughout the site and escape routes.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uncontrolled evacuation of area. Crushing and tripping.</td>
<td>ALL</td>
<td>Public Address System covers whole of stage area, Site Radio System, Security Patrols and Site Staff to notify other areas utilising loud hailers. Stewards to be briefed by Supervisors and Managers on their specific roles during an emergency, as detailed in the Security/Crowd Management Plan. Security Patrols evacuate all persons from the hazard area. All staff and contractors are provided with information regarding site emergency procedures prior to their arrival on site. This information includes: action to be taken on discovering a fire, arrangements for notifying emergency services, details of escape routes, etc. During the Build and Break period, all staff and contractors are made aware of site emergency procedures and escape routes, during their site induction, which is based on the</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
information provided to all staff and contractors, prior to their arrival on site and includes any revisions or amendments. Staff and contractors cannot enter the site without first receiving this induction. Inductees sign to say they have received and understood the induction and records are held at the accreditation office. All managers are then responsible for ensuring that there is a cascade of information to staff if they do not go through the formal induction route during the build and break process.

| Large number of people unfamiliar with site. | 1 & 2 | As per the existing controls detailed above. | Low |

### Fire Risk Assessment Area

<table>
<thead>
<tr>
<th>Fire Risk Assessment Area</th>
<th>Zone 2</th>
<th>Approximate Size of Area</th>
<th>TBC</th>
</tr>
</thead>
</table>

**Back-Stage and VIP Areas**

It is acknowledged that further division of this area, within this fire risk assessment may be necessary upon review.

<table>
<thead>
<tr>
<th>Fire Risk Level of Area</th>
<th>Normal</th>
<th>Version</th>
<th>V1 - Draft</th>
</tr>
</thead>
</table>

#### 1. Ignition Sources.

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
<th>Existing Control Measures</th>
<th>Level Of Risk</th>
<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poorly Maintained Vehicles and Plant Equipment during build up and breakdown.</td>
<td>1 &amp; 2</td>
<td>All vehicles are to comply with current testing legislation in respect of their type and use.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radiated Heat from vehicles.</td>
<td>ALL</td>
<td>Vegetation to be maintained to appropriate level to prevent contact with vehicles.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Requirement</td>
<td>Risk Level</td>
<td>Control Measures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------------------------------</td>
<td>------------</td>
<td>----------------------------------------------------------------------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radiated heat form Generator Exhausts</td>
<td>ALL</td>
<td>Staff awareness of site polices during site induction, supplemented by regular patrols by Security.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road Traffic Collision</td>
<td>ALL</td>
<td>Robust traffic management plan, limiting vehicle movements. All drivers to observe site speed limit (10mph). Stewards to Marshall parking of cars. Banksman to be used where appropriate.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Portable Appliances within temporary structures</td>
<td>1 &amp; 2</td>
<td>All electrical equipment is visually inspected, prior to use.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Site Provided Electrical Installations</td>
<td>ALL</td>
<td>All electrical supplies to be installed by competent contractor to BS7909 Requirements for temporary electrical installations. Electrical contractor onsite during build up, event and break down.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electrical Installations within Concession Units and Catering Facilities</td>
<td>ALL</td>
<td>All electrical supplies certified and protected by RCD / RCBO protective devices. Copies of electrical certificates provided to the central concessionaire and Local Authority Environmental Health Officers for inspection. Central concessionaire to accredit and audit the health and fire safety arrangements for all caterers, as they</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gas Installations within Concession Units and Catering Facilities (including Staff Catering Marquee)</td>
<td>ALL</td>
<td>All gas installations to have current compliance certificates, copies of which are provided to the central concessionaire which are then forwarded to Local Authority Environmental Health Officers for inspection prior to the event. Central concessionaire to accredit and audit the health and fire safety arrangements for all caterers, as they arrive on site. Private Fire Prevention Officer to conduct a rolling 10% audit of the caterers fire safety arrangements, on behalf of Live Nation.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
<td>---</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gas Cookers/Burners within Concession Units and Catering Facilities (including Staff Catering Marquee)</td>
<td>ALL</td>
<td>As per the requirements of the central concessionaire all fat fryers should be equipped with thermostatic cut out controls and flame failure devices to prevent gas escape and build up. Central concessionaire will accredit and audit the health and fire safety arrangements for all caterers as they arrive on site.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radiated Heat from Concession Units</td>
<td>ALL</td>
<td>Adequate separation between units of approximately 2.5m. All concessions to be designed and built to current regulations and to be inspected prior to use.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Radiated heat between temporary structures. | ALL | Sufficient separation between structures to prevent fire spread. | Low |

Arson | ALL | All items of plant and machinery to be parked in a secure area when not in use with regular patrols by Security. Regular collections of waste as specified in waste management plan in order to prevent build up. | Normal |

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
<th>Existing Control Measures</th>
<th>Level Of Risk</th>
<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Drapes, Marquee Sheeting and Soft Goods</td>
<td>ALL</td>
<td>Drapes, marquee sheeting and soft goods for all stages will be certified to the relevant fire resisting/retardant standard and provided with certification.</td>
<td>Low</td>
<td>Samples to be made available for testing if required.</td>
<td></td>
</tr>
<tr>
<td>Combustible Waste</td>
<td>ALL</td>
<td>Receptacles provided throughout the site, which are emptied at regular intervals, as specified in waste management plan in order to prevent build up. Regular patrols by Security Team to monitor build up.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>LPG</td>
<td>ALL</td>
<td>LPG only to be used in accordance with Site Rules. One cylinder in use per appliance and one spare. All other cylinders to be stored in the designated, secure and well vented compound. Central concessionaire will advise individual concessions of this policy and Private Fire Prevention Officer will</td>
<td>Normal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct on site sample audits.</td>
<td>Fuel Leaks – Poorly Maintained Vehicles</td>
<td>All</td>
<td>All vehicles are to comply with current testing legislation in respect of their type and use</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td>-------------------------------</td>
<td>----------------------------------------</td>
<td>-----</td>
<td>------------------------------------------------------------------------------------------------</td>
<td>-----</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Flammable liquids minor spills</td>
<td>All</td>
<td>All minor spills to be promptly cleared using spill kits.</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Flammable liquids significant spills</td>
<td>All</td>
<td>All major fuel spills to be reported to site manager and/or H&amp;S manager. LFB and Environment Agency to be notified of any significant spills for further assistance and guidance.</td>
<td>Normal</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Onsite Refuelling</td>
<td>All</td>
<td>Onsite refuelling is only to be carried by nominated/authorised contractors, using suitable vehicles and equipment.</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Vegetation</td>
<td>All</td>
<td>Vegetation to be maintained to an appropriate safe level.</td>
<td>Low</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Vehicles</td>
<td>All</td>
<td>Adequate separation between vehicles, professional stewards to mark out car parking areas.</td>
<td>Low</td>
<td></td>
</tr>
</tbody>
</table>

### 3. Fire Detection and Warning.

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
<th>Existing Control Measures</th>
<th>Level Of Risk</th>
<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire developing un-noticed</td>
<td>All</td>
<td>Regular patrols of area by Security.</td>
<td>Normal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fire developing un-noticed where staff are sleeping in or in close proximity to a concession.</td>
<td>1&amp;2</td>
<td>Domestic smoke detector to be fitted in units where staff sleep within close proximity.</td>
<td>Normal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Failure to notify all persons within the area of a</td>
<td>All</td>
<td>Public Address System covers limited parts of the area, Site Radio System,</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
significant fire.

| Failure to notify persons within the area of the need to evacuate part of, or the whole of the area | ALL | Public Address System covers limited parts of the area, Site Radio System, Security Patrols and Site Staff to notify other areas utilising loud hailing. Security Patrols evacuate all persons from the hazard area. Staff and contractors to be made aware of site emergency procedures and escape routes, during their site induction. | Low |


<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
<th>Existing Control Measures</th>
<th>Level Of Risk</th>
<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire extinguishers failing to perform.</td>
<td>ALL</td>
<td>All fire extinguishers serviced in accordance with BS5306 part 3 by a competent contractor. All fire extinguishers refilled in accordance with BS5543 part 1.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insufficient quantity of portable fire extinguishers</td>
<td>ALL</td>
<td>Appropriate quantities of fire extinguishers distributed around the area. Security mobiles to be issued with fire extinguishers. Minor outbreaks of fire to be dealt with</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
by onsite resource. All other fires will be reported to LFB via the ECR.

| Incorrect use of portable fire extinguishers by site staff | 1 & 2 | Instruction given on selection and use of fire extinguishers by competent contractors, when issued to site staff, with clear guidance on not to use an extinguisher, unless trained and safe to do so. | Low |
| Incorrect use of portable fire extinguishers by members of the public | 3 | Limited numbers of fire extinguishers in public areas. Extinguisher type signs fitted above extinguishers, indicating suitability. | Low |
| Loss or Misuse of portable fire extinguishers | ALL | Fire Extinguishers to be issued to site staff/security. | Low |

### 5. Escape Routes

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
<th>Existing Control Measures</th>
<th>Level Of Risk</th>
<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obstructions in Emergency Exits and Escape Routes</td>
<td>ALL</td>
<td>All Emergency Exits to be kept clear and staffed at all times. Adequate numbers of exit gates. Appropriate width of exit gates. CCTV to monitor evacuation and relay any areas of congestion. Emergency exit calculations included within EMP.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Obstructions in emergency routes.</td>
<td>ALL</td>
<td>Regular patrols by Security to ensure emergency routes are kept free of obstructions.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Obstruction in Fire Lane</td>
<td>ALL</td>
<td>Regular patrols by Security to ensure Fire Lanes are kept free of obstructions. Routes clearly signed and marked on</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poor lighting of emergency route</td>
<td>ALL</td>
<td>Tower lights and festoon lights strategically positioned throughout the site and escape routes.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-----</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>-----</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uncontrolled evacuation of area. Crushing and tripping.</td>
<td>ALL</td>
<td>Public Address System covers whole of stage area, Site Radio System, Security Patrols and Site Staff to notify other areas utilising loud hailers. Stewards to be briefed by Supervisors and Managers on their specific roles during an emergency, as detailed in the Security/Crowd Management Plan. Security Patrols evacuate all persons from the hazard area. All staff and contractors are provided with information regarding site emergency procedures prior to their arrival on site. This information includes: action to be taken on discovering a fire, arrangements for notifying emergency services, details of escape routes, etc.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
During the Build and Break period, all staff and contractors are made aware of site emergency procedures and escape routes, during their site induction, which is based on the information provided to all staff and contractors, prior to their arrival on site and includes any revisions or amendments. Staff and contractors cannot enter the site without first receiving this induction. Inductees sign to say they have received and understood the induction and records are held at the accreditation office. All managers are then responsible for ensuring that there is a cascade of information to staff if they do not go through the formal induction route during the build and break process.

| Large number of people unfamiliar with site | 1 & 2 | As per the existing controls detailed above. | Low |

**Fire Risk Assessment Area** | Zone 3 | **Approximate Size of Area** | TBC
--- | --- | --- | ---
Disabled/VIP Car Parking, Build and Break Vehicle Check-In

It is acknowledged that further division of this area, within this fire risk assessment may be necessary upon review.

**Fire Risk Level of Area** | Normal | **Version** | V1 - Draft

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
<th>Existing Control Measures</th>
<th>Level Of Risk</th>
<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Poorly Maintained Vehicles</td>
<td>ALL</td>
<td>All vehicles are to comply with current testing legislation in respect of their type.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hazard</td>
<td>Risk Groups</td>
<td>Existing Control Measures</td>
<td>Level Of Risk</td>
<td>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</td>
<td>Level Of Risk</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>-------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------</td>
<td>-----------------------------------------------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Radiated Heat from vehicles.</td>
<td>ALL</td>
<td>Vegetation to be maintained to appropriate level to prevent contact with vehicles. Adequate separation between vehicles.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road Traffic Collision</td>
<td>ALL</td>
<td>Robust traffic management plan, limiting vehicle movements. All drivers to observe site speed limit (10 mph). Banksman to be used where appropriate.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Site Provided Electrical Installations</td>
<td>ALL</td>
<td>All electrical supplies to be installed by competent contractor to BS7909 Requirements for temporary electrical installations. Electrical contractor onsite during build up, event and break down.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arson</td>
<td>ALL</td>
<td>Regular patrols of area by Security.</td>
<td>Normal</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2. Sources of Fuel.

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
<th>Existing Control Measures</th>
<th>Level Of Risk</th>
<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combustible Waste</td>
<td>ALL</td>
<td>Receptacles provided throughout the site at regular intervals, regularly emptied as specified in waste management plan in order to prevent build up.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poorly Maintained Vehicles</td>
<td>ALL</td>
<td>All vehicles are to comply with current testing legislation in respect of their type.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flammable liquids minor spills</td>
<td>ALL</td>
<td>All minor spills to be promptly cleared using spill kits.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flammable liquids</td>
<td>ALL</td>
<td>All major fuel spills to be reported to</td>
<td>Normal</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
significant spills

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
<th>Existing Control Measures</th>
<th>Level Of Risk</th>
<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Onsite Refuelling (Lighting Towers)</td>
<td>ALL</td>
<td>Onsite refuelling is only to be carried by nominated/authorised contractors, using suitable vehicles and equipment.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vegetation</td>
<td>ALL</td>
<td>Vegetation to be maintained to an appropriate safe level.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. Fire Detection and Waming.

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
<th>Existing Control Measures</th>
<th>Level Of Risk</th>
<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire developing un-noticed</td>
<td>ALL</td>
<td>Regular patrols of area by Security.</td>
<td>Normal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Failure to notify all persons within the area of a significant fire.</td>
<td>ALL</td>
<td>Public Address System covers limited parts of the area, Site Radio System, Security Patrols and Site Staff to notify other areas. Security Patrols evacuate all persons from the hazard area. Staff and contractors to be made aware of site emergency procedures and escape routes, during site induction.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Failure to notify persons within the area of the need to evacuate part of, or the whole of the area</td>
<td>ALL</td>
<td>Public Address System covers limited parts of the area, Site Radio System, Security Patrols and Site Staff to notify other areas utilising loud hailers. Security Patrols evacuate all persons from the hazard area. Staff and contractors to be made aware of site emergency procedures and escape routes, during site induction.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hazard</td>
<td>Risk Groups</td>
<td>Existing Control Measures</td>
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</tr>
<tr>
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<td>---------------</td>
<td>---------------------------------------------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Fire extinguishers failing to perform.</td>
<td>ALL</td>
<td>All fire extinguishers serviced in accordance with BS5306 part 3 by a competent contractor. All fire extinguishers refilled in accordance with BS5543 part 1.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Insufficient quantity of portable fire extinguishers</td>
<td>ALL</td>
<td>Appropriate quantities of fire extinguishers distributed around the area. Security mobiles to be issued with fire extinguishers. Minor outbreaks of fire to be dealt with by onsite resource. All other fires will be reported to LFB via the ECR.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incorrect use of portable fire extinguishers by site staff</td>
<td>1 &amp; 2</td>
<td>Instruction given on selection and use of fire extinguishers by competent contractors, when issued to site staff, with clear guidance on not to use an extinguisher, unless trained and safe to do so.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incorrect use of portable fire extinguishers by members of the public</td>
<td>3</td>
<td>Limited numbers of fire extinguishers in public areas. Extinguisher type signs fitted above extinguishers, indicating suitability.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss or Misuse of portable fire extinguishers</td>
<td>ALL</td>
<td>Fire Extinguishers to be issued to site staff/security.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

aware of site emergency procedures and escape routes during site induction.
<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
<th>Existing Control Measures</th>
<th>Level Of Risk</th>
<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obstructions in Emergency Exits and Escape Routes</td>
<td>ALL</td>
<td>All Emergency Exits to be kept clear and staffed at all times. Adequate numbers of exit gates. Appropriate width of exit gates. CCTV to monitor evacuation and relay any areas of congestion. Emergency exit calculations included within EMP.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Obstructions in emergency routes.</td>
<td>ALL</td>
<td>Regular patrols by Security to ensure emergency routes are kept free of obstructions.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Obstruction in Fire Lane</td>
<td>ALL</td>
<td>Regular patrols by Security to ensure Fire Lanes are kept free of obstructions. Routes clearly signed and marked on site plans. Routes for fire appliances have road widths of not less than 3.7m, clear width at gates not less than 3.1m and clear height of not less than 3.7m. Routes are provided so no part of the event, where fire fighting may be required, is greater than 50m from a fire lane or adjacent existing suitable thoroughfare. If a turning circle is provided, it has a diameter not less than 16.8m.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poor lighting of emergency route</td>
<td>ALL</td>
<td>Tower lights and festoon lights strategically positioned throughout the site and escape routes.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uncontrolled evacuation of area. Crushing and tripping.</td>
<td>ALL</td>
<td>Public Address System covers whole of stage area, Site Radio System, Security Patrols and Site Staff to notify other areas utilising loud hailers. Security guards to be briefed by Supervisors and Managers on their specific roles during an emergency, as detailed in the Security/Crowd Management Plan. Security Patrols evacuate all persons from the hazard area. All staff and contractors are provided with information regarding site emergency procedures prior to their arrival on site. This information includes: action to be taken on discovering a fire, arrangements for notifying emergency services, details of escape routes, etc. During the Build and Break period, all staff and contractors are made aware of site emergency procedures and escape routes, during their site induction, which is based on the information provided to all staff and contractors, prior to their arrival on site and includes any revisions or amendments. Staff and contractors cannot enter the site without first receiving this induction. Inductees sign to say they have received and understood the induction and records are held at the accreditation office.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
All managers are then responsible for ensuring that there is a cascade of information to staff if they do not go through the formal induction route during the build and break process.

| Large number of people unfamiliar with site | 1 & 2 | As per the existing controls detailed above | Low |

**Fire Risk Assessment Area**

<table>
<thead>
<tr>
<th>Production Parking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large number of people unfamiliar with site</td>
</tr>
</tbody>
</table>

It is acknowledged that further division of this area, within this fire risk assessment may be necessary upon review.

**Fire Risk Level of Area**

| Low |

<table>
<thead>
<tr>
<th>Version</th>
</tr>
</thead>
<tbody>
<tr>
<td>V1</td>
</tr>
</tbody>
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<th>Risk Groups</th>
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<th>Level Of Risk</th>
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</thead>
<tbody>
<tr>
<td>Poorly Maintained Vehicles</td>
<td>ALL</td>
<td>All vehicles are to comply with current testing legislation in respect of their type.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Radiated Heat from vehicles.</td>
<td>ALL</td>
<td>Vegetation to be maintained to appropriate level to prevent contact with vehicles. Adequate separation between vehicles.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Road Traffic Collision</td>
<td>ALL</td>
<td>Robust traffic management plan, limiting vehicle movements. All drivers to observe site speed limit (10 mph). Banksman to be used where appropriate.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Site Provided Electrical Installations</td>
<td>ALL</td>
<td>All electrical supplies to be installed by competent contractor to BS7909 Requirements for temporary electrical</td>
<td>Low</td>
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installations. Electrical contractor onsite during build up, event and break down.

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<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arson</td>
<td>ALL</td>
<td>Regular patrols of area by Security</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

2. Sources of Fuel.

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
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<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combustible Waste</td>
<td>ALL</td>
<td>Receptacles provided throughout the site at regular intervals, regularly emptied as specified in waste management policy in order to prevent build up.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poorly Maintained Vehicles</td>
<td>ALL</td>
<td>All vehicles are to comply with current testing legislation in respect of their type.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flammable liquids minor spills</td>
<td>ALL</td>
<td>All minor spills to be promptly cleared using spill kits.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Flammable liquids significant spills</td>
<td>ALL</td>
<td>All major fuel spills to be reported to site manager and/or H&amp;S manager. LFB and Environment Agency to be notified of any significant spills for further assistance and guidance.</td>
<td>Normal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Onsite Refuelling (Lighting Towers)</td>
<td>ALL</td>
<td>Onsite refuelling is only to be carried by nominated/authorised contractors, using suitable vehicles and equipment.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vegetation</td>
<td>ALL</td>
<td>Vegetation to be maintained to an appropriate safe level.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 3. Fire Detection and Warning.

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
<th>Existing Control Measures</th>
<th>Level Of Risk</th>
<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Fire developing un-noticed</td>
<td>ALL</td>
<td>Regular patrols of area by Security.</td>
<td>Normal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Failure to notify all persons within the area of a significant fire.</td>
<td>ALL</td>
<td>Public Address System covers limited parts of the area, Site Radio System, Security Patrols and Site Staff to notify other areas utilising loud hailers. Security Patrols evacuate all persons from the hazard area. Staff and contractors to be made aware of site emergency procedures and escape routes, during site induction.</td>
<td>Low</td>
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<tr>
<td>Failure to notify persons within the area of the need to evacuate part of, or the whole of the area</td>
<td>ALL</td>
<td>Public Address System covers limited parts of the area, Site Radio System, Security Patrols and Site Staff to notify other areas utilising loud hailers. Security Patrols evacuate all persons from the hazard area. Staff and contractors to be made aware of site emergency procedures and escape routes, during site induction.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
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</table>

### 4. Fire Fighting Equipment and Facilities.

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
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<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire extinguishers failing to perform.</td>
<td>ALL</td>
<td>All fire extinguishers serviced in accordance with BS5306 part 3 by a competent contractor.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hazard</td>
<td>Risk Groups</td>
<td>Existing Control Measures</td>
<td>Level Of Risk</td>
<td>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</td>
<td>Level Of Risk</td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td>-------------</td>
<td>------------------------------------------------------------------------------------------</td>
<td>---------------</td>
<td>------------------------------------------------------------------</td>
<td>---------------</td>
</tr>
<tr>
<td>Insufficient quantity of portable fire extinguishers</td>
<td>ALL</td>
<td>Appropriate quantities of fire extinguishers distributed around the area. Security mobiles to be issued with fire extinguishers. Minor outbreaks of fire to be dealt with by onsite resource. All other fires will be reported to LFB via the ECR.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incorrect use of portable fire extinguishers by site staff</td>
<td>1 &amp; 2</td>
<td>Instruction given on selection and use of fire extinguishers by competent contractors, when issued to site staff, with clear guidance on not to use an extinguisher, unless trained and safe to do so.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incorrect use of portable fire extinguishers by members of the public</td>
<td>3</td>
<td>Limited numbers of fire extinguishers in public areas. Extinguisher type signs fitted above extinguishers, indicating suitability.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Loss or Misuse of portable fire extinguishers</td>
<td>ALL</td>
<td>Fire Extinguishers to be issued to site staff/security.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5. Escape Routes.

<table>
<thead>
<tr>
<th>Hazard</th>
<th>Risk Groups</th>
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<th>Level Of Risk</th>
<th>Proposed Action To Reduce Or Eliminate Hazard and Other Comments</th>
<th>Level Of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>Obstructions in Emergency Exits and Escape Routes</td>
<td>ALL</td>
<td>All Emergency Exits to be kept clear and staffed at all times. Adequate numbers of exit gates. Appropriate width of exit gates. CCTV to monitor evacuation and relay any areas of congestion. Emergency exit calculations included</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Obstructions in emergency routes.</td>
<td>ALL</td>
<td>Regular patrols by Security to ensure emergency routes are kept free of obstructions.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-----</td>
<td>---------------------------------------------------------------------------------</td>
<td>-----</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Obstruction in Fire Lane</td>
<td>ALL</td>
<td>Regular patrols by Security to ensure Fire Lanes are kept free of obstructions. Routes clearly signed and marked on site plans. Routes for fire appliances have road widths of not less than 3.7m, clear width at gates not less than 3.1m and clear height of not less than 3.7m. Routes are provided so no part of the event, where fire fighting may be required, is greater than 50m from a fire lane or adjacent existing suitable thoroughfare. If a turning circle is provided, it has a diameter not less than 16.8m.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Poor lighting of emergency route</td>
<td>ALL</td>
<td>Tower lights and festoon lights strategically positioned throughout the site and escape routes.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uncontrolled evacuation of area. Crushing and tripping.</td>
<td>ALL</td>
<td>Public Address System covers whole of stage area, Site Radio System, Security Patrols and Site Staff to notify other areas utilising loud hailers. Stewards to be briefed by Supervisors and Managers on their specific roles during an emergency, as detailed in the Security/Crowd Management Plan. Security Patrols evacuate all persons from the hazard area.</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Large number of people unfamiliar with site</td>
<td>1 &amp; 2</td>
<td>As per the existing controls detailed above</td>
<td>Low</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

All staff and contractors are provided with information regarding site emergency procedures prior to their arrival on site. This information includes: action to be taken on discovering a fire, arrangements for notifying emergency services, details of escape routes, etc. During the Build and Break period, all staff and contractors are made aware of site emergency procedures and escape routes, during their site induction, which is based on the information provided to all staff and contractors, prior to their arrival on site and includes any revisions or amendments. Staff and contractors cannot enter the site without first receiving this induction. Inductees sign to say they have received and understood the induction and records are held at the accreditation office. All managers are then responsible for ensuring that there is a cascade of information to staff if they do not go through the formal induction route during the build and break process.
CLAPHAM COMMON MUSIC EVENTS

“CALLING”
28th & 29th June 2014

APPENDIX E

CROWD MANAGEMENT AND SECURITY PLAN

Version 1.3
Issued 08-12-13
Crowd Management & Security Plan

Events

“CALLING”

28th & 29th June 2014

v1.3

Your primary contact for the document is:

Name: Steve Reynolds
Mobile: +44 7500 079 443
Email: Steve.Reynolds@showsec.co.uk
Date: 08th December 2013
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1.0 Introduction

1.1 Introduction

This document will describe the proposed plan for the management of the Crowd Management & Security for Clapham Common 2014.

The events will be based on similar previous open air, summer events that have taken place at over parks over previous years.

This year events will be licensed with a maximum capacity of 49,999 persons; the audience profile will vary across the event and further detail is given later in this document as to the specific detail for expected around the headline artists.

1.2 Client

Showsec are contracted with Live Nation (UK) Ltd. Showsec’s key contacts at Live Nation are:

John Probyn – Event Director – John.Probyn@Livenation.co.uk
Paul Cook – Event Health and Safety Manager – Paul.Cook@Livenation.co.uk.

1.3 Contract

Showsec are contracted by Live Nation (UK) Ltd to provide Crowd Management & Security Services to events at Clapham Common.

1.4 Designated Premises Supervisor

The Designated Premises Supervisor for Live Nation is Brian Grew
1.5 Service Provider

This plan is specific to the Showsec operation within the red line area, which involves the:

- Build & Break and Site Security
- Entrances
- Front of House Arena
- Perimeter
- Front of Stage Barriers
- Backstage & Guest Areas

The other security, stewarding and marshalling operations that will operate on site are:
- Bars

For more information on Showsec and their experience at other festivals, events and venues please visit www.Showsec.co.uk.

1.6 Principles of Crowd Management

Crowd Management is “the systematic planning for, and supervision of, orderly movement, assembly and dispersal of people. Note that Crowd management involves the assessment of the people handling capabilities of a space prior to its use. It includes:

- Evaluation of projected levels of occupancy;
- Adequacy of means of ingress and egress;
- Processing procedures, such as assisting and directing members of the public;
- Expected types of activities and group behavior;
- Evaluation of crowd dynamics and crowd safety.

“Referenced from the BS8406 Event Stewards"
This Crowd Management Plan will also draw on principles from current guidance documents:

- The Event Safety Guide
- The Guide to Safety at Sports Grounds
- Regulatory Reform (Fire Safety) Order 2005
- Health and Safety at Work Act 1974
- Management of Health & Safety at work regulations 1999
- HSE Guidance to Crowds in Public Venues
- HSE Guidance to Managing Crowds Safely
- British Standards in Door Supervision, Event Stewards and Static Security
- NACTSO Counter Terrorism Protective Security Advice for Major Events

Showsec are involved with the planning stages of the event and a representative will attend the following meetings:

- Event Planning Meetings (involving multiple agencies such as the Event Organisers, Local Authority, Police, Fire, Ambulance)
- Police and Security Meetings
- Tabletop Exercises

Live Nation (and/or the local authority) minutes all meetings and the minutes are distributed and stored. Showsec are consulted on Crowd Management decisions with relation to the event site design, however the final decision lies with Live Nation.
2.0 Showsec Information

2.1 Security Command & Control Structure

CLIENT –
H, S & S Manager –
Paul Cook

Head of Security -
Steve Reynolds

Asst Manager -
Dayo Adelugba

Event Control -

Radio Control -

Tactical

Operational

Site Coordinator
Entrainces –

Supervisors

SIA & Stewards

Site Coordinator
Arena West –

Supervisors

SIA & Stewards

Site Coordinator
Arena East –

Supervisors

SIA & Stewards

Site Coordinator
Response –

Supervisors

SIA & Stewards

Site Coordinator
Backstage –

Supervisors

SIA & Stewards

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2.2 Security Control Room

The Security control room at the event will be the hub of Showsec communications on site. The Security control room reports into the Event Control room, which is situated in the backstage compound.

2.2.1 Radio Contractor

Showsec will contract a reputable supplier to provide the hand held radio system for the event open period. They will provide the equipment, installation and support service to the provision of this equipment.

2.2.2 Radios

The Showsec operatives will use Motorola DP3400 digital radios. Each designated radio user will have a radio equipped with an earpiece. The radios will operate with a minimum of two channels relevant to the site:

- Channel 1 (Repeater) – Entrances & Arena
- Channel 2 (Repeater) – Backstage & Main Stage Barriers

2.2.3 Radio Controllers

In the control room there will be three radio controllers, an administrator and a senior controller. Each channel will have their own radio controller; the senior controller will sit additionally on the Channel 1. The administrator will ensure that all the pre-event logs are up to date along with gathering any further incident reports after an incident.

The senior controller will drive through the event timeline. This is a series of planned events and actions that must occur. They will also ensure that each channel controller is obtaining the regular situation reports (sit-reps). The senior controller will then prepare regular updates to be emailed to the event management team.
2.3 Insurance

Available on request are the Insurance documents for Showsec. These have recently been reviewed and are valid until 31st October 2014 (they will be renewed upon this expiry date). The documents available are:

- Public/Products Liability Insurance, not less than £5 million.
  Policy Number: YMM824299 & G21979363003
- Employers Liability Insurance, not less than £10 million.
  Policy Number: YMM824298

These are both undersigned by:

- Aon Limited
  205-208 Kings Road
  Reading
  RG1 4LW
  T – 0118 926 1100
  F – 0118 966 7458

For further details please contact the Finance department on
0116 204 3315 or finance@Showsec.co.uk

2.4 Recruitment & Training

The Showsec recruitment & training procedures are detailed in the appendix and further information is available on request. All staff are screened in advance and all staff are trained to a minimum level 2 standard.
3.1 Risk Assessment

3.1 Event Risk Assessment

The organiser, in advance of the event, will carry out the event risk assessment. This document will be made available to Showsec and it will be read and considered in the writing of the Showsec Crowd Management Plan and Staff Risk Assessment.

The principal steps to risk assessment are as follows:

a) Identify the various hazards associated with the site and/or event’s activities;

b) Identify those people who are at risk, who might be harmed and how;

c) Evaluate the risks and decide if the existing precautions are adequate or can be improved;

d) Record all findings, recommendations and remedial actions implemented;

e) Review the assessment and revise as necessary.

“Referenced from the BS8406 Event Steward”

3.2 Site Security Survey

At the planning meetings both internally and with other agencies, there are several considerations taken into account. There are constant changes to the site design leading up to the event. Showsec will survey the site each time a revision of the site plan is published by the client and consider the following:

- Staffing levels;
- Safe methods of ingress and egress;
- Emergency egress and ingress;
- Public arrival points;
- Screening of visitors, staff and customers to the site;
- Ticket/access control systems;
- Control of localized density;
- Accurate accounting of capacity;
• Audience profile;
• Artist or event profile;
• Control of cultural behavior;
• Welfare services;
• Lighting and identification of black spots or dimly lit areas;
• Identification of all fire points and the location of fire appliances;
• Identification of any areas set aside for the treatment of first aid and related equipment.

3.3 Staffing Risk Assessment

A staffing risk assessment will be written to support this Crowd Management & Security Plan; this is available upon request. This will detail the risks associated with the delivery of the Crowd Management & Security Plan.

An assessment of the risks is carried out in accordance with an employer's statutory requirement to do so under the Health and Safety at Work Act (1974) and complies with the Management of Health and Safety at Work Regulations (1992).

3.4 Staffing Levels

A full staffing deployment will be created for this event and is available upon request at a later date. This details the following for each day of the Build, Event, Overnight and Break period of the event:

• Staffing position number
• Grid reference of the position
• Position name
• Description of duties of position
• Function of the position (SIA / ST)
• Number of staff in that position
• Start and Finish Time
3.4.1 Licensable Period
For the purposes of the Private Security Industry act 2001, the site is deemed as licensed, only during the open and licensable hours of each day (where alcohol sales are permitted). Inside of these hours then only ‘Door Supervisor’ SIA Licenses will be in use for licensable activities. Outside of these licensed hours then ‘Security Guarding’ SIA Licenses may be in use in addition to the ‘Door Supervisor’ SIA Licenses.

3.4.2 Licensable Activities
Whether the position is classed as a licensable position or a non-licensable position is taken from the Private Security Industry act 2001. Further information is given in the SIA guidance:
http://www.sia.homeoffice.gov.uk/Documents/licensing/sia_security_at_events.pdf

3.5 Event / Artist Profile
A full line up will be made available nearer to the event by the organiser and published on the event websites. Showsec and the organiser will work through to assess any risks associated with a specific artist due to profile or popularity.

3.6 Audience Profile
The audience will vary across each event. Once the program, content and headline artists / main attractions are announced then an audience profile will be written for each event and included in the briefings to Supervisors.

Audience profile information may be able to be gathered from the ticketing information should it be available. The ticket information can tell us how people will choose to arrive, the demographic, etc.

The audience is expected to attend for the positive experience of the events and to be part of the event experience. Any disorder or crime at Live Nation shows has historically been to a minimum and no change to this is anticipated. The audience will likely to be experienced in attending music concerts either at venues, festivals or other
events. This brings an audience that will have high demands in terms of customer service and so excellent communication skills are required from the staff.

3.6.1 Management of Cultural Behaviour
Each band is risk assessed before the event so that resources can be adequately deployed in anticipation of any high-risk crowd activity.

Across the events, constant situation reports will be fed into the control room and analysed to look for trends. This data gathering will be used for profiling of the acts in future years and the previous year’s data is available to utilise in 2014.

Should any dangerous activity take place either incited by the crowd or the act on stage then a Show stop policy is in place to ensure there is a process of stopping the show at any time.

3.7 Health & Safety

3.7.1 Health & Safety Policy
The company has a Health & Safety Policy supported by Codes of Safe Working Practice (CoSWP). All company employees and workers are made aware of their responsibilities whilst on site and that they must observe the Health & Safety Regulations in place on the site.

All staff receives Health & Safety training. This is at different levels depending on the role undertaken by the member of staff. Further details are available from the training centre.

The Supervisors will receive a briefing sheet summarising the company’s Codes of Safe Working Practices relevant to the event. They will brief all the staff on the specific hazards in their area and methods of reducing any perceived risk.
3.7.2 Noise Levels

A code of safe working practice is in place for the control of Noise at work regulations 2005. The noise regulations came into place for the music and entertainment sectors on April 6th 2008 and require the following of an employer:

- Provide workers with hearing protectors and to make sure that they use them properly.
- Identify areas where the use of hearing protection is compulsory
- Ensure that the hearing protectors are properly used and maintained.

All Showsec workers at the events are issued with hearing protection when they sign in to work. The Supervisors will cover the wearing of hearing protection in their daily briefing. The Supervisors will then monitor to ensure that the workers are wearing the hearing protection at all times where necessary and in the correct way.

The Showsec Health, Safety & Facilities Manager will audit the wearing of hearing protection on site as part of his Health & Safety checks whilst on site.
4.1 Security Plan

The security planning for the event is wide reaching and incorporated in this Crowd Management & Security Plan. The security part will consider:

- Aims of the Crime Reduction Strategy, to be agreed with the Police
- Details of all the protective security measures to be implemented, covering physical, information and personnel security
- Instructions on briefing content to security staff including type of behaviour to look for and methods of reporting
- Instructions on how to respond to the discovery of a suspicious item or event
- A search plan
- Evacuation and invacuation plans and details on securing the attraction in the event of a major incident
- Business continuity

4.1.1 Security Assessment & Physical Security

A security risk assessment will be carried out using the template in the Appendix.

Security risk is difficult to quantify, because the basic assumptions for calculating mathematical probability cannot be met; that is, the variables are neither independent nor random.

There will be several physical security measures deployed across Clapham Common to ensure its security. There will be a search regime for public persons on entry to the site.
4.1.1.1 Perimeter security fence

The perimeter fence will go up during the build for the event on approximately the 3rd to the 6th days of the events build period. The fence will be constructed of either Steel Shield type fencing or utilising the existing site fencing. There will be a minimum of the following specifications:

**Steel Shield**

<table>
<thead>
<tr>
<th>Panel size</th>
<th>Weight</th>
<th>Crowd pressure</th>
<th>Normal height</th>
<th>Pin depth</th>
<th>Colour</th>
<th>Gate access</th>
<th>Pedestrian access</th>
</tr>
</thead>
<tbody>
<tr>
<td>3mx2.4m</td>
<td>72kg</td>
<td>2.0kn/m</td>
<td>3.0m</td>
<td>40cm - 1.0m</td>
<td>Green</td>
<td>2.4m or 3m</td>
<td>1.2m + door</td>
</tr>
</tbody>
</table>

No items should be located around the perimeter of the fence to limit the risk of devices being left in these. There are no structures directly outside the perimeter of the proposed fence line.

Once the fence line is erected, an assessment of areas that are more at risk than others will be identified and adequate security measures and attention will be paid to those parts, examples of these could be treelines coinciding with the fence.

4.1.1.2 Fixtures and fittings – site

During the build period it is important that items are looked after and not left lying around. This is particularly important on the perimeter where items used during the build could be used to help gain access over the fence line.

4.1.2 Security Awareness

Security awareness will be instilled into all personnel working at and attending the event. This will not just be the Security staff but also the event management, contractors, bar workers, cleaners, etc. As well as this there should be a strong, clear security message given out to the visitors attending the events to improve their awareness and demonstrate how and when they should report something suspicious.
4.1.3 Access control systems
There will be several layers of access control systems from staffing of access points to
the tracked locking down and opening up of areas during the open period. The security
staff will ensure that access control is monitored to minimise unauthorised access. All
the tracking will be monitored centrally in the event control room.

4.1.4 Security Passes
The organiser will introduce a thorough and clear accreditation system to allow the
security to restrict access to certain areas of the site at certain times of the build, open
and break period. Pass boards should be made available to security staff, either
mounted at the access control locations and/or included in their briefing document
handbook.

4.1.5 Integrated security systems – CCTV and lighting
During the open period the site will be covered by a CCTV system that will be monitored
during event open hours by a CCTV Operator provided by the CCTV Company. The
CCTV will feed directly into the Event Control.

The CCTV may be used to track the patrol teams but it will mainly be for Crowd
Management & Security across the site; there are limitations to the visibility. Its main
role will be to:

• Monitor the crowd movement dynamics of the audience attending the event.
• Cover the main entrances and exits to the event and other visible areas that are
critical to the safe management and security of your operation.
• Proactively monitor the activities of members of the public whether they are in
public areas or on private property.
• Use cameras to focus on the activities of particular people either by controlling or
directing cameras to an individual's activities.
• Use cameras to look out for particular individuals.
• Use recorded CCTV images to identify individuals or to investigate their activities.
Adequate lighting must be installed across the site to ensure there is good visibility for the security teams when patrolling. CCTV Locations will be listed below along with key visibility areas and blind spots.

### 4.2 Search Plan

#### 4.2.1 Searching of persons entering the event

The search of persons entering the event will support the integrity and security of the site. It is key to ensure that:

- All persons understand there is a right to refuse entry unless searched
- All persons are advised that a search may be carried out
- Staff are trained on their powers of search and what they are searching for
- There is adequate space available for search areas
- There are fast track queues for non-bag holders
- There is sufficient staff for safe ingress and reliefs
- Search queues allow profiling of visitors
- Arrival patterns of visitors are taken into account – transport, groups, peak time

#### 4.2.2 Search Sector Plan

The site will be divided into sectors to allow the thorough search of the site in a swift timescale. Dividing event into search sectors allows each Supervisor to be responsible for their area of work. They will know what is or is not supposed to be present in their area of work, allowing them to highlight any unattended items quickly. The Supervisors will have a checklist of their search area to complete before reporting back to control. The control will have a checklist of all the search areas and once completed will report back to the Event Control. If a package is found then the following protocols will be adhered to:

1. Do not touch suspicious items.
2. Move everyone away to a safe distance.
3. Prevent others from approaching.
4. Communicate safely to staff, visitors and the public.
5. Use hand-held radios or mobile phones away from the immediate vicinity of a suspect item, remaining out of line of sight and behind hard cover.

6. Notify the police.

7. Ensure that whoever found the item or witnessed the incident remains on hand to brief the police.
5.1 Statement of Intent

Based on the site survey, the risk assessment and input from other agencies the statement of intent can be drawn up as follows. This outlines the responsibilities of Showsec as the Crowd Management & Security Company at the event.

5.1 The role of the company with reference to Crowd Management

Crowd Management is:
“The systematic planning for, and supervision of, orderly movement, assembly and dispersal of people. Note that Crowd management involves the assessment of the people handling capabilities of a space prior to its use. It includes:

- Evaluation of projected levels of occupancy;
- Adequacy of means of ingress and egress;
- Processing procedures, such as assisting and directing members of the public;
- Expected types of activities and group behavior;
- Evaluation of crowd dynamics and crowd safety.

“Referenced from the BS8406 Event Stewards”

5.2 The role of the company in reference to security

The role of the security company at the client’s premises is:
To protect the client from any accidental or deliberate act that could cause loss, damage or destruction to its property, personnel or operations.

5.3 Areas of responsibility

5.3.1 Perimeter Protection

- To deter, prevent or detect any attempts at unauthorised access or egress through the site perimeter.
• To patrol the perimeter checking the security of the site perimeter and recording this patrol.
• To raise awareness of the importance of security on site and the protection of both the clients and visitors assets whilst they are on site.

5.3.2 Access Control
• To provide an efficient and effective means of verifying the authority of all persons seeking to enter the site and to prevent any unauthorised persons from gaining access.
• To record the entry and exit of vehicles visiting the site.
• To enforce the pass system designated by the client in the front of house or backstage area.

5.3.3 Entrances
• To provide a courteous and effective service at entrances to the site, in order to properly receive visitors and verify their status.
• To search visitors at the entry point to ensure that they comply with the site policies and procedures based upon the current threat assessment.

5.3.4 Arena Crowd Management
• To monitor the ingress of visitors into the site in a safe and orderly fashion.
• To where reasonably possible, proactively employ crowd management methods to ensure the safe population of the various areas of the site.
• To monitor the safety of the visitors whilst in the site and assist where necessary.
• To monitor and deter visitors from theft and vandalism of any temporary or permanent structures where practical and reasonable with a view to reporting to the necessary authorities.

5.3.5 Contingency and Emergency
• To provide every possible assistance to the Emergency Services in the effective handling of any emergency incident arising within the areas of operation.
• To make provision for the protection of the clients assets and personnel in the event of a major crisis or disaster.
5.4 Areas that the company are not responsible for

- Crowd Management or Security of people outside the agreed extremities of the Licensed Area.
- Traffic management around the externals of the site, or parking on the surrounding public roads.
- Any co-ordination or responsibility of lost property or lost children. Staff will, however, direct lost property to the appropriate handling station and escort lost children to the designated point(s).
- Any Health and Safety issues regarding any parties other than those who are employed by the company or actions taken by agents other than those contracted directly by Showsec.
- Provision of direct Medical Services (other than to assist the contracted event medical supplier personnel with all reasonable requests to establish a safe working environment for treatment of casualties).
- Coordination or movement of cash around the site
- Any assets on the concessions stands
- The personal security of artists or any members of bands appearing at the events (unless any unforeseen activity takes place).
6.1 Pre Event

6.1 Meetings

There will be several meetings to attend over the course of the planning and implementation stages of the project. A meeting timeline has been created by the client to capture the different meetings along with their location, who attended and where the minutes are stored.

6.1.1 SAG (Safety Advisory Group) Meetings –

These meetings are generally held bi-monthly. At these meetings there is a set agenda which will generally allow each agency involved with the event an opportunity to update the group on their planning and raise any questions or concerns that they wish to be discussed.

6.1.2 Security & Police Meetings

The Security and Police partnership is key to the success of the event. Both agencies will meet on a regular basis to discuss; crime reduction, joint strategies, threat level, search protocols, and liaison.

6.1.3 Client Planning Meetings

Showsec & the client will meet regularly to ensure that the clients’ needs and wants are communicated to Showsec. This will allow for successful implementation of the security service at the event.

6.1.4 Internal Planning Meetings

The Showsec project management team will meet regularly to ensure that internally all parties are updated on external meetings. These meetings will also ensure that the implementation of the security service is on time and that the service is tailored to exactly what the client wants.

6.1.5 Liaison with other agencies

With an event of this scale, there will be many agencies involved that will have an opinion on how the security service should be delivered. There will also be several contractors who will have specific needs and wants with reference to their involvement.
at the event. Showsec will request that any specific requests in relation to the security service are made through the client so that they can assess the priority of the requests as well as any budgetary impact. Showsec will however make every effort to carry out any reasonable requests to ensure the highest level of service.

6.2 Event / Licensing Conditions

Once the license conditions relevant to this Crowd Management & Security Plan are published then they will be included in this section.

6.3 Subcontractors

At present it is possible that some of the security staffing at Clapham Common will be subcontracted. These companies, will however be utilised under the supervision of Showsec at all times.

All site security subcontractors are required to have satisfactorily completed the Showsec approved suppliers questionnaire and finance check. This is undertaken before being considered suitable to provide any staff to the event. In addition to this all subcontractors are approved under the SIA Approved contractor scheme.

All suppliers are aware that they may be required to submit staff details to the Police, Department for Work & Pensions and the UK Border Agency for further checks.

<table>
<thead>
<tr>
<th>Contractor</th>
<th>SIA</th>
<th>ST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tyler Security – Explosives Detection Dogs</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Tyler Security – General Purpose Guard Dogs</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>
6.4 Supervisor Briefing
The supervisors briefing will take place in various stages leading up to the event. This will be conducted both on-line using the online platform and on site in the form of a familiarisation day.

6.5 Staff Briefings
Staff briefings will be given out as a hand out booklet to each member of staff. The booklet will reinforce their training to ensure that it covers a minimum of:

- Roles and responsibilities of Security / Steward
- Patrolling
- Access Control
- Searching
- Security and emergency systems
- Fire safety
- Health & Safety at work
- Law
- Emergencies
- Customer care and social skills
- Communications and reporting
- Equality and diversity
- Communication skills and conflict management

6.6 Assignment Instructions
Assignment instructions will be written for all Showsec staff on site. These will be in two formats, general site instructions and position specific instructions. Examples of these are included in the Appendix. For the position specific instructions, each position will have a separate assignment instruction detailing the key information the staff member needs for that role.
7.1 Build & Break

7.1 Security Guarding

As stated in 3.4.1, Security Guarding SIA Licenses will only be used in reference to non-licensed hours of the day. Within licensed hours (alcohol sales) then Door Supervisor SIA licenses will be used.

The term “security guarding” used in the scope of this event applies to activities, which are described as follows in the Private Security Industry Act 2001:

- Guarding premises against unauthorized access or occupation, against outbreaks of disorder or against damage;
- Guarding property against destruction or damage, against being stolen or against being otherwise dishonestly taken or obtained.

References to guarding premises against unauthorized access include references to being wholly or partly responsible for determining the suitability for admission to the premises of persons applying for admission.

References to guarding against something happening include references to so providing a physical presence, or carrying out any form of patrol or surveillance, as to deter or otherwise discourage it from happening, or to provide information, if it happens, about what has happened.
7.2 Duties

The prime responsibility of the build & break security should be to protect the customer’s people, property and assets at all times, as far as they can reasonably do so.

Typical duties could include, but are not limited to:

- Regular tests of timing, communication, safety or other equipment specified in the assignment instructions;
- Regularly checking that the site has been secured;
- The management and/or monitoring of movement of people, goods or transport;
- Undertaking site patrols to inspect for breaches in security or other specified changes;
- Making check calls and/or receiving and handling external calls and enquiries;
- Managing the movement of keys and/or other items of equipment for which the organization is responsible;
- Managing and reporting incidents and emergencies.

7.3 First Day of Build

Upon arrival on site the Supervisor will report to the Site manager. The build and break staff will be briefed and deployed to the predetermined static positions. Due to the fluid nature of the site in the early days of the build, the staff will be having a flexible and proactive approach.

7.4 Communications

During the build and break, positions will be issued and be responsible for a radio. All Showsec staff will be on one radio channel. All radio traffic will pass through the Supervisor on the day with the X1 position logging any key radio messages in the occurrence log. The Supervisor and the X1 position will also have a production radio to
be in contact with the clients Site Manager. These positions will be the point of contact should any information/issues need to be communicated.

### 7.5 Accreditation System

The client will implement a stringent accreditation system for the event. An accreditation centre will be set up by the client at X1. This is the point on site where all the accreditation will be issued. Any visitors wishing to access the site must either have received their accreditation in advance or collect it from this point.

For the early part of the build the accreditation system will not be in place. Daily wristbands will be issued by the security at a designated point on the site. These will only be issued to the visitors who are on the list provided to the security guard at this point. The site manager must update this security guard regularly on any changes, additions or deletions from this list.

### 7.6 Vehicle Arrivals: Contractors

Contractors should go to the accreditation point to receive their accreditation and a vehicle pass. The type of vehicle pass will denote where on site the contractor can access.

### 7.7 Vehicle Arrivals: On-site

The site will have various vehicles arriving and leaving from site. This will include deliveries during the build period, concessions stocking their units, artists sound checking and on site contractors.
During the build and break period they will arrive at X1 where they will undergo the following process:

- Be met by security.
- Vehicle will be crosschecked against the list of arrivals for the day. This should correspond with the driver, make, model and registration of the vehicle as well as the arrival time and expected load of the vehicle.
- Once the vehicle has been checked then the driver will be issued with a delivery pass or sent to the accreditation point to pick up their accreditation.
- All vehicles should exit the site out of X1.

### 7.8 Deliveries

Any deliveries that are not required to be dropped off on site should be delivered to Accreditation at X1. At this location the team will take receipt of packages and other post and check it in. Once the delivery has been checked then the relevant department will be contacted.

### 7.9 Theft, Vandalism and Crime scene preservation

When a crime, or other incident requiring Police attendance, is reported to, or discovered by, a Security operative, Showsec have undertaken to ensure that their staff obtain as much detail as is possible, with particular importance being placed on identifying victims, suspects, witnesses, and scenes of crime. Each agency will also endeavour to provide a named contact person when requesting the attendance of another agency, and will also provide a location at which to meet, so as to avoid confusion with interagency site designations and map references the Supervisor will endeavour to send a representative to meet the arriving officers at a pre-determined RV point.
7.10 Occurrences & Incidents

All Occurrences and incidents will be reported immediately to the Supervisor on duty, should the severity of the incident require it then the Duty Manager will be called to the scene. All staff involved will fill out an incident report form and the report will be scanned and filled electronically on the Showsec incident report database. All incident report forms will be available to the site manager at the end of day debrief and handover to night crew.

7.11 Handover

The Supervisor should be invited by the Site Manager to the daily production meeting. This will allow them to keep up to date with the production schedule and any changes to the agreed plan. It will also allow the supervisor to hand over the information to the night security team.

The day and night supervisor will go through a handover process at the shift change time to ensure that all information is passed efficiently between the day and night teams.

7.12 Site Safety Rules

All staff will proactively enforce and adhere to the Health and Safety Site rules. These rules will be made clear to the Supervisor and all staff who will enforce them onto all contractors and staff who enter the site.
8.1 Event Open - Arrival

8.1 Walkup

The site will open its gates at different times depending on the event. The ingress methodology will be generally the same for each show.

If early arrivals are expected on certain shows then staff will be deployed early in the day from 0830. These will be to manage queues and the aim will be to open the entrance for processing of search by 1200hrs (or the gate opening time for that show).

8.2 Transport

There are different methods of transport available to the public to allow them to travel to Clapham Common. Due to the location and parking restrictions many people would choose to use public transport. It is expected that a high % of the audience use public transport to make their way to the events held on the park. The main public transport options will be:

- National Rail
  - Clapham Junction
  - Queenstown Road
  - Battersea Park

- London Overground Trains
  - Clapham Junction
  - Clapham High street
  - Wandsworth Road

- London Underground Lines:
  - Northern Line
  - Clapham Common
  - Clapham South
• London Bus routes into the centre of London and surrounding areas.
  o 88
  o 322
  o 417
  o 137
  o 35
  o 37
  o 690

8.3 Soft Check
It is unlikely that a soft check will be in place for this event.

8.4 Queuing Area
It is anticipated that due to the numbers attending the events there may be a queue for access into the site at certain times. This may occur when trains arrive at similar times and therefore there is an influx of visitors. The queuing area will be designated with low duty pedestrian barrier. This will define the area to queue. A sufficient area should be made available to the queuing of these people with access to toilet facilities.

The queuing area should be based on 0.5m² for each person to allow for a comfortable space to wait.
8.5 Queue Management

Queue management teams will be deployed from early each day. The night security patrol team will arrange any arrivals overnight. Any public arriving to queue will be managed in the following way:

- Staff will inform the early arrivals of the process for queuing including:
  - Viewing ticket
  - Anticipated waiting time
  - Preparation for search lanes when they open
- Clear bins should be provided for the disposing of alcohol and other waste.
- The queue will also be set back from the entrance lanes by a minimum of 5m.
- Breaks should be set in the queue to ensure that it is managed into smaller penned areas.

8.6 Ticket Collections

Any ticket collections will be from the box offices on site. There will be a box office at each entrance.

Security will be deployed at the box office areas to ensure that the public are queued. They will also ensure that any ticket touts are moved away from the box office areas. Any ticket touts that are identified operating near to the box offices will be reported to control and requested to move on. Response teams are fitted with personal Body Cams and where possible these Body Cams will be used to record their image; this is supported with a written report being completed by the security at that location.

8.7 Information

To ensure the swift yet thorough entry of the public attending the event it is important to have good, clear lines of communication. The organiser should use their normal lines of communication to ensure that the public have as much information about the event in
advance of arriving at the event. This will minimise the communication required by the Security staff at the entrances.

Upon arrival at the site there should be adequate signage on display to direct customers and give them guidance on their arrival at the event. There will also be loud hails in use to keep the public updated.

### 8.8 Preparation for Entrances

Each day a similar same process will take place. There will be staff deployed in front of the search lanes to prepare the public for the search regime. Staff will request the following from the public:

- Removal of large items from pockets
- Unzipping of any jackets or coats being worn by customers
- To highlight to the security staff any restricted items they are aware of
- To prepare their bag to be searched by security staff

### 8.9 Disabled Access

Disabled vehicle access will be through a dedicated entrance. They can then make their way to one of the accessible viewing platforms. Any pedestrian access will be through a designated lane at each entrance. This should be clearly signed to allow ease of access to this area.
9.1 Event Open – Ingress

### 9.1 Access Control & Accreditation
There will be a robust ingress system at the main entrances. All persons entering the site will have to produce accreditation to enter. Pass boards will be clearly displayed at each entrance showing what accreditation is and is not allowed past that point.

### 9.2 Ticket Systems
There will likely be several ticket types in use for the events. This will depend on the ticketing agency that has been used to sell the tickets.

All tickets should be compatible with the Ticketmaster access manager scanning system. The system should provide the event control with regular situation reports on the amount of public who have entered the site and the period of time they have entered. This will provide useful ingress flow rates for use by the Event Management team.

### 9.3 Lighting
Adequate lighting should be at the entrance and approach routes to the entrance. This should be 24 hour lighting so that they entrances are clearly visible to the security staff at all times.

### 9.4 Ingress Flow
The public ingress will be carried out through lanes. Each lane is set at a unit width of 1m. There are three stages to the ingress flow:

1. Ticket Scan & Wristband check
2. Bag search & profiled person search
9.5 Profiling

Showsec will utilise Security staff at the head of the entrance lanes to profile customers on entry. If they do not fit with the profile (agreed in advance with the organiser) then they will be subjected to a more thorough search. Undesirables attempting to enter the event may also be refused entry as right of admission is reserved under the terms and conditions of the ticket.

9.6 Search Procedure

The search on entry will be conducted in the same way on all public entrances. All bags will be subject to a thorough hand search.

At the bag search point this will involve the public:

- Taking any large items out of their pockets
- Placing their bag on the search table where the security will search the bag
- Collecting their bag and their belongings, once they have gone through the search

Showsec only searches on behalf of, and under the instruction of, the client. Often attitude or the persona of an individual makes staff aware that there maybe an issue with them and they may have something to hide so a search will be instigated; the policy Showsec adheres to is as follows:

- Search Policy is set by the clients Event Management team before the start of the event
- Only the Event Control in conjunction with the Security Manager can change the Search Policy.
- Ensure that the staff are familiar with the list of prohibited items.
- Permission must always be sought before a search is carried out.
- Same Sex Person Searching only
- Bags are classed as objects and therefore can be searched by either sex.
9.7 Drugs Policy

The client has a zero tolerance approach to the use of drugs on its premises. Each member of staff should be vigilant and look out for signs of illegal substance use or illegal substance dealing. If any suspected illegal substances are seized or found on an individual by SIA staff, the Head of Security and the Event Management should be informed through the Event Control room. The site coordinator will attend, and makes the judgment whether to eject or detain for the police; this will be evaluated by the amount of suspected illegal substance that is seized.

If any drugs are found on the premises, these should be handed to a supervisor who will contact the event control. The Police will then be requested to collect these from the eviction centre.

9.8 Restricted & Prohibited Items

Currently it has not been confirmed what will be included on the Restricted & Prohibited Items List. Once this is available then an ‘actions on’ plan will be created in a similar format to the below. This will be included as an appendix in a later version.

<table>
<thead>
<tr>
<th>Item found</th>
<th>Action On</th>
<th>Reported To</th>
<th>Support from</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alcohol</td>
<td>Advise that this is not allowed entry as per the published restricted items.</td>
<td>Supervisor</td>
<td>None required</td>
</tr>
</tbody>
</table>
9.9 Contingency

Contingency planning for ingress of the event should consider as many conceivable scenarios as possible. However, exhaustive lists of scenarios are generally unfeasible. What is important with any contingency planning is ensuring that the command and control systems are in place with sufficient expertise to allow for dynamic decision making to provide solutions for potential issues that may arise and affect ingress. Below are some examples of issues that could pose ingress related complications.

9.9.1 Wet weather

With any outdoor site, inclement weather is always a consideration and can affect ingress routes, particularly if there are accumulations forming on areas of high footfall. The positioning of gates needs to be considered and historical and local knowledge of ground conditions to determine the best locations of gates. Contingency arrangements should consider the use of designated lanes as a backup, in the case of the primary entrance points being unusable. Further to this ground reparation works need to be considered to allow a continued ingress.

9.9.2 High intensity ingress

Contingency plans should consider the occurrence of a large influx of persons during a certain time frame. This may be early arrival before gates officially open or where the ferries have been delayed.

Pre-planning can ensure that the correct number of access points can meet the peaks in arrival trends. This can be supplemented by redeploying additional staffing resources from other parts of the site. Sufficient queuing space and communication methods would aid pressure and anxiety of queuing audience.
9.9.3 Radio Communication

Should the Radio communication system stop working then the immediate step is for the control room to move over to the use of mobile phones; the control room has a list of all key Showsec personnel. An engineer from the radio contractor will be contacted to attend the site to resolve the issues. If the problem is likely to persist then the option to utilise some of the clients radio network would be explored; providing a small amount of radios to key positions.

9.10 Age Restrictions

The age restrictions to the event are detailed in the Event Management Plan and differ from event day to event day.
10.1 Event Open

10.1 Staffing Positions

The staffing positions are displayed in the staffing spreadsheet. This will be available upon request to a limited circulation due to the detailed and sensitive nature of the sheet.

10.2 Pre Event Checks

Approximately 30 minutes prior to opening doors, the Supervisor will carry out the pre door checks to ensure that the site is safe for both Showsec and the public to enter. Pre event check sheets are called in to the control room and a copy stored by the Logistics team; this confirms that all specified event areas are safe and prepared for the entry of the public. The key areas covered in the pre event checks are:

- Checking Fire Exits are clear, signed and in working order
- Checking any areas that require cleaning
- Checking the Front of stage barrier is in place and that there is water in the pit area
- Checking that fire extinguishers are in place and operational
- Ensuring that the FOH Desk barrier is set up correctly
- Confirm the Toilets are in a clean and working order
- Ensure all exit gates are clear externally
- Observe for anything that looks out of place

10.3 Occurrence Logging

Any occurrences that happen are reported by the operatives to the Supervisor. All workers have a notebook and pen to write down general occurrences throughout the event day.
The Supervisors will regularly give situation reports into the control room either over the radio or via telephone. These sit reps will be logged in the control room log sheet.

**10.4 Incident Reporting**

To maximize the communication of incidents or issues, a comprehensive reporting system exists within Showsec. This will facilitate the passage of information from steward to management.

Contingency planning involves all parts of the Operational plan. As part of this all efforts will be made to record incidents, retain witnesses, preserve incident and crime scenes and report through these actions through control.

There are various incidents that can occur across the site during the event. Although each incident has its own specifics, the way that each incident is dealt with follows a similar structure.

![Incident Reporting Diagram]

- Incident reported to Event Control
- Control Room contacts HoS
- Site Coordinator attends incident
- Further details reported to control
- Condition State Changes
- Evacuation or Stand down Occurs

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A debrief after the event will allow staff to bring up any concerns with the supervisors who will ask for an incident report if so required and will be passed onto the event control.

The full reporting process is:

- Pre Event Report Form
- Pre Event Check Sheet
- Radio Control (Occurrence) Log
- Incident and/or Accident Report Form
- Post Event Report Form

10.5 Eviction & Ejection Process

A full eviction & ejection procedure will be written for the event to incorporate the aims of the event.

10.6 Crime Reduction

Through the Police & Security Sub-Group of the SAG meetings, Showsec and the organiser will work with the Police to plan tactics for crime disruption. Plain Clothes teams and intelligence sharing will be key to the success of these operations.

10.7 Sexual Offences Procedure

There is a sexual offences procedure written for the event on what procedure to follow should a sexual offence be reported. This includes crime scene preservation information.

10.8 Lost Children

There is a lost child policy written by the organiser
10.9 Management of Localized Density

Each event area should have a set capacity and will have stewarding teams deployed to that area. If the event area approached capacity then it may be necessary to reduce access or seal the area until such time as the occupancy decreases. Should an area be required to be closed then the following policy will be used at each area. The following process may be used at sponsor areas as well, depending on their dimensions.

The stage line up should be considered when the event site is made up of tented areas. The line-up often dictates busy periods in a stage tent and sufficient staffing should be ensured at these times.

10.9.1 Tented structures & sponsor areas

Adequate access control methods will be employed to control capacity within the stage tent. Manned crowd control barriers will be used to control public access in and out of the tent. Two open bays to the rear of the tent will be used as entrances with the remainder being exit only. Using the rear of the tent will ensure loading of the tent will be even.

10.9.2 Barriers

The barriers should be configured in a Y structure to prevent build crowd congestion at the threshold of the entry/exit bays. Staffing levels should reflect the size and structure of the marquee with each entry and exit manned with 2 staff.

10.9.3 Crowd Spotter

A crowd spotter should be deployed at the Front of stage area to ensure the comfort factor of 0.3m² is not impeded. The nominated medical team should monitor any casualties from the front of stage area specifically checking for signs of theoretic injury.
10.9.4 Decision to close
Should the capacity be reached, as per tent capacity calculations, entry lanes will be closed with public queued away from the entrance in an orderly manner. This should be a centrally co-ordinated operation from event control in consultation with the Security Manager, Site Coordinators and the Stage Tent supervisors. Extra staff should be deployed to the exit area to ensure a breach of the ingress policy does not occur.

10.9.5 Reopening
The exit bays will continue to be exit only and the public egress will be monitored to establish that space had been created and that audience figures had reduced. When audience figures had reduced in the tent sufficiently, ingress can recommence.

10.10 Welfare Services
A welfare point manned by trained and experienced personnel should be available at an easily located point on the site.

All Showsec staff will know where this point is and who should be sent there.

10.11 Lighting
The organiser should provide adequate lighting across the site. The Head of Security should attend a lighting test to identify any dark areas that may require additional resources at certain times of the event.

10.12 Fire Points & Equipment
Security staff will be aware of all fire points across the site. The organisers appointed fire safety contractor should work with Showsec to ensure that staff are adequately briefed on the locations.
10.13 Medical Points
Medical points will be positioned around the site at key locations. All staff will be aware of these locations and where to send any patients.

10.14 Disabled Access
There will be disabled viewing areas across the site at each of the stages. The main stage disabled viewing area is at the Stage Right of the mainstage. Staff will ensure that disabled customers are directed to the correct location that they are looking for. At the disabled areas there are client present to assist with any special needs that the customers have.

10.15 Backstage
10.15.1 Access Control
Access to the backstage areas will be strictly by the accreditation only. All persons may be subject to a search on entering or leaving the backstage area.

10.15.2 Vehicles
Enough space has been set-aside to park artist vehicles in a secure area behind the stage right. Only key artist and production vehicles will be given accreditation to access the backstage area.

10.15.3 Stage Area
The stage area will be secured on the production and show days to ensure no unauthorised personnel are allowed access. The security will liaise with the Stage Manager to add further restrictions to the accreditation system at points throughout the day where the stage is congested.

10.15.4 Sponsor Stage Viewing Area
For each of the shows there is a sponsor stage viewing area. There is a capacity for this area and it is controlled with accreditation specific to this area.

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10.15.5 Mixer & Delay Areas
Staff will be positioned in order to discourage members of the public climbing on these structures in order to gain better sight lines. These areas will be used to monitor the crowd for density problems or criminal activity.

10.15.6 Front of Stage Barrier Operations
The front of stage barrier area is a working area and as such admission should be restricted through the accreditation system to working personnel only. It will be the duty of Showsec to act as a rescue facility in the front of stage barrier system, extracting those appearing to be in need of medical attention and administrating water where practicable.

10.15.7 Structure and Design
The Front of Stage Barrier system will be a de-mountable type with a minimum loading of 5 kilo Newton per meter, run at a height of 1.2 meters. Security will require a working walkway or deck of a minimum of one meter in depth, running the length of the barrier to enable safe extraction of members of the audience.

10.15.8 Medical Provision
Medical provision will be stationed at one end of the barrier and will be available to assist a casualty when required to by pit staff.

10.15.9 Photographers
Photographers shall be escorted in and out of the stage left of the main stage pit, by the pit supervisor and/or the event press representative. The smaller stages will also have photographers allowed access using specific accreditation.

10.15.10 Crowd Spotters
There will be a stage spotter positioned on the side of the stage (both sides of the main stage) at the stage level. For acts where it has been assessed that there will be greater crowd movement or popularity then an additional crowd spotter may be positioned on the other side of the stage to give a more consistent view of the audience. The Crowd spotters will be in communication with the front of stage supervisor to enable them to
inform them of any customers in distress, crowd surges, crowd collapses or other areas of concern.

If the crowd spotter witness’s signs of distress at the front of stage barrier, including crowd collapses with persons failing to surface or moshing the Show stop procedure will come into effect.

10.15.11 Evictions and Ejections
Any ejections from the barrier system must follow the event ejection procedure and be logged with control. Persons being ejected will be exited via the stage left and right where they should be handed over to the response team.

10.15.12 Artists
It is not the responsibility of Showsec to protect the artists. The artists should have sufficient personal security to undertake this function. If the artist does leave the stage and enter the front of stage area then their team should inform the event organisers, who should then inform the event control. Once made aware of this then the control room will pass on any relevant information to the supervisors and staff.

10.15.13 Hospitality
There will be a hospitality and press area. Each area has it’s own accreditation access.

10.16 Bars
The Bar areas will be monitored by dedicated security. A challenge 21 system is in place through the bar staff and strict supervision of underage drinking should take place by all staff and contractors at the event.
11.0 Normal Egress

11.1 Pre-Egress Meeting
At 1900 every event open day a pre-egress meeting will take place in the Production Office Meeting Room. The key parties involved in the egress should attend this. They should be those involved with the internals of the site and any agencies involved in the egress externally of the site.

11.2 External Egress
Showsec will manage and staff the egress from Clapham Common event site towards the immediate train and tube stations. A full egress plan will be provided for each event.

11.3 Redeployment of Staffing Resources
There will be some key re-deployment of staffing and supervisory resources to ensure that the egress plan is safe and delivered successfully.

11.4 Pre-Egress Checks
As with the pre-event checks, the control room will drive the recording of the pre-event checks. These will be to confirm that each supervisor has deployed their staff to the egress positions, has the correct infrastructure deployed and that they have adequate means of communicating to the crowd and back to the control room.

Pre-egress checks will be completed a minimum of 30 minutes before the expected egress time.

11.5 Communications
The communications are key to the successful delivery of the egress plan. All managers and supervisors will have a handheld radio to communicate with the control
room. The pre-egress checks will confirm that there is a good communication link between the supervisors ‘on the ground’ and the control room.

11.5.1 Radio Silence

There will be a radio silence announced by the control room as soon as the egress commences. This will be announced with the exception of any urgent medical or life-threatening messages. All personnel must refrain from using their radios with the exception of the key egress personnel. The control room landline number will still be available for radio holders to call the control room for non-urgent messages.

11.5.2 Key egress personnel

The Key egress personnel will be identified in this plan at a later date. The control room will know who are the key egress personnel to allow them to speak through the control room to each other. The control room operator will log the messages in the radio control log.

Either the Security Manager or their Deputy will be located in the control room to ensure that the command and control structure and decision making process is adhered to.

11.5.3 CCTV Monitoring

The Event Control Room throughout the egress will monitor CCTV.

11.6 Event Areas of Note

There will be typically busy areas on egress and as such there should be some supervision and staffing deployment to these areas to manage any congestion, queues and the direction of exit. The event will be able to offer a diverse range of entertainment, meaning the event will take the audience evenly across the site. There are some key areas though.

11.6.1 Merchandise

Merchandise stalls should be positioned away from egress routes. These are historically buys at the end of event days as people are reluctant to carry purchases all day whilst attending an event. Any particularly busy areas will have a queuing system implemented for this period.
11.7 Stand Down of Staff

At the end of egress and the event then supervisors should confirm that their area is clear of public and that it is secured.

All gates should be locked closed unless in use and manned by overnight security.

Only the control room will give the authority to stand down. This should be requested from the Client first. Once the client has given the OK to stand down then the control room will contact each supervisor.
12.1 Contingency

12.1 Liaison with other agencies
The liaison with other agencies takes place in the Event Control Room. All communications are coordinated here by the Event Control Room Manager. Upon the event state rising from Green to Amber then the Security Manager or their Deputy will attend the Event Control Room to form the Emergency Liaison Team (E.L.T.)

12.2 The role of the Emergency Liaison Team (E.L.T.)
This is detailed in the Event Management Plan

12.3 Alert & Emergency Procedures
Showsec will be subject to emergency procedures of the site as a whole. Any incident within the site may have an impact on the event. Showsec should adhere to the event emergency procedures and work alongside these. In the event of an emergency the following Standard Operating Procedures would be followed:

12.3.1 Condition Green
Would indicated normal situation

12.3.2 Condition Amber
In the event that an Amber Condition is declared, the Radio Controller would activate the following plan.

- Event Control informs Showsec Crowd Manager of the incident.
- All parties will be advised of the exact area of the threat.
- If necessary ingress will cease and information given to members of the public regarding the situation to prevent disorder.
- Evacuation standby will be issued for all teams. The entrance team should prepare their area to be clear for an egress.

12.3.3 Condition Red
Responsibility for stopping the show is documented in the event management plan.
When the incident is considered as very serious and has been informed so by the Event Manager, the Showsec Senior Controller will issue the following instructions.

- Declare “Condition Red”.
- All Exit and Entrances to be cleared and prepared for egress.
- Customers to be directed away from the threat and the incident area to be secured.
- Emergency Services and Helicopter RV point (if used) should be staffed to ensure quick direction to the incident.
- Designated person to halt the show and an approved public announcement made.

12.3.4 Stand Down

Where the condition 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.

12.4 Allocating Resources

With the Security Manager (or their Deputy) based in the Event Control Room, they will be best placed to have an overview on available resources.

The senior controller will also be able to task the controllers to ask the supervisors who may have spare or available resources to assist.

12.5 Emergency Egress

12.5.1 Part Evacuation

Where condition Red is in a controlled area i.e. Backstage area, the event may not be halted, so as to reduce the possibility of panic. However the area will be restricted until the Condition Green is given.
12.5.2 Full Evacuation

The evacuation plan for the event is detailed in the Event Management Plan produced by the organisers.

Once it has been decided that a full evacuation is necessary, it will be carried out as per the agreed procedures. Emergency evacuation strategy should recognise empirical research by Sime into crowd psychology during escape from disaster i.e. t1 (time to interpret) + t2 (time to move).

12.5.3 Cancellation

Consideration must be given to the cancellation of an event or being unable to restart an event. A procedure should be set for making the audience aware of the situation as well as dealing with any property that has been lost or abandoned in an evacuation. There may also be an expectation of compensation or the re-issuing of tickets.
13.1 Appendices

13.1 Appendix A – Map of Clapham Common
13.2 Appendix B – Meeting Timeline

<table>
<thead>
<tr>
<th>Date</th>
<th>Meeting Title</th>
<th>Location</th>
<th>Attendees</th>
<th>Minutes</th>
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13.3 Appendix C – Complaints Structure & Management

13.3.1 Customer Complaints

Issues should be dealt with at the time of complaint, if at all possible. On site, the Supervisor may be called to speak to members of the public. Any complaints received should be communicated to control (via landline not radio) and then passed onto the client Customer Service team.

Written letters or emails received directly by Showsec should be passed to the client Customer Service team. Once received then the client Customer Service team will communicate the complaint to Showsec who will respond to event-related complaints.

General comments about the venues services and facilities should be made to the client Customer Service team. They should also be communicated to control (via landline not radio).

The Initial response from Showsec must be made within 48 hours of receiving the complaint from the client. It is aimed that all complaints will be closed within 10 working days of the complaint being raised to Showsec.

13.3.2 Client Complaints

Issues should be dealt with at the time of complaint, if at all possible. The event representative should raise their complaint with the Showsec at the time of the event.

Should the event representative wish to refer the complaint to another person then this should be communicated to the line manager. An agreed resolution date will be set and the process agreed by which the resolution will be reached.

Any non-urgent complaints will be dealt with after the event. The initial response to any complaint will be made within 48 hours of the end of the event detailing the process for
investigating the complaint. A full response and proposed resolution will be made within 10 working days of the end of the event.

13.4 Appendix D – Counter Terrorism Briefing

The following is an example of a briefing that our Showsec operatives would receive at an event.

*If you come across a suspicious person, object, or vehicle, report it immediately to the control room via your supervisor, radio or the telephone number provided.*

**What are the suspicious signs that can give away a terrorist bomber?**

**External appearance:**
- Clothes unsuitable for the time of year (e.g., a heavy coat in summer).
- Anything protruding in an unusual way under the person’s clothing.

**Suspicious behaviour:**
- Nervousness, tension, profuse perspiration.
- Walking slowly while glancing right and left, or running in a suspicious manner.
- Repeated attempts to steer clear of security staff.
- Repeated nervousness concerning something underneath clothing.
- Nervous, hesitant mumbling.

**Suspect equipment, tools and accessories:**
- A suitcase, shoulder, handbag or backpack.
- Electrical wires, switches or electronic devices sticking out of the bag or pocket.

**How to identify a suspicious vehicle?**
- Vehicle license plate looks "improvised" or mismatched (different front and back plates).
- Tax Disc is not present, out of date or registered to another vehicle.
• A vehicle parked suspiciously for a prolonged time in a central place or in a no-parking area.
• A vehicle is noticeably loaded down.

What to do if you suspect something?
• Contact control via your supervisor, radio or the phone number provided and give the as many details as possible about the suspect or the vehicle.
• While speaking to control, try to keep an eye on the suspect or vehicle from a safe distance.
• Wait for response or police to arrive.

What to do during a terrorist attack?
• Leave the area immediately, moving to an open space or a protected area.
• Avoid, as best you can, tall buildings, glass windows, and vehicles.
• If there are police in the area, follow their instructions.

What to do as soon as the terror incident is over?
• If the police have not arrived yet – call 999 immediately. Follow the Instructions of the police and rescue teams.
• Do not form or join a crowd! Leave the area immediately: there may be additional explosive charges around.
• Make a route clear for rescue vehicles.
• Observe your surroundings, and report immediately any suspects or additional explosive charges to the police.
• If you have any information that may help apprehend suspects or locate a vehicle involved in an attack, contact the police at once.

How to behave if you find yourself around a suicide bombing or shooting?
• Keep calm and don’t panic
• Keep alert, especially in crowded places.

If you come across a suspicious person, suspicious object or suspicious vehicle – alert a police officer or call 999.
13.5 Appendix E - Recruitment

13.5.1 Selection Process

We take great pride in our recruitment process, constantly being updated to comply with the stringent Home Office requirements. The department also stays ahead of the game in respect of legal changes, anti-discrimination rules and minimum wage amendments. The selection process assesses the candidates:

- Physical ability to carry out the services required;
- Aptitude and demeanor;
- Literacy and verbal communication abilities;
- Personal documentation (proof of name, age, address, SIA license etc.);
- Details of SIA-approved qualifications, other training and additional skills.
- The area of work that would be most suited to the individuals’ competencies.

These may include one or more of the following:

- Build, Break, Overnight & Static Guarding
- Customer Experience
- Screening and Search
- Backstage and Access Control
- Corporate and Hospitality areas
- Front of Stage Barrier
- Response Teams

13.5.2 Screening Process

The applicant will be required to provide an up-to-date information to Showsec including:

- Details of career history of not less than five years immediately prior to the date of the application or back to the date of ceasing full time education;
- The names of at least two persons, who may be former employers, from whom a reference can be obtained. All security staff working at the events will have an SIA Door Supervisors License; as part of the SIA License application process a CRB check is undertaken by the SIA. All non-licensed stewards working at the
events will be required to allow their details to be submitted to the Police. The Police will be able to check the details on the Police National Computer (PNC) to ensure that no criminals are able to work at the events. When workers sign in to work at the event they will have to show either their SIA License if they are working as an SIA Security, or a nationally recognised Photo ID to verify their identity; this is in addition to their Showsec ID Card. Once they have shown this then they are given an event Security wristband to validate their entry to the event whilst working.
13.6 Appendix F - Training

Showsec is committed to providing the highest standards of training and education for its staff and service partners. The on-going development of all staff is the cornerstone to Showsec’s ethos and has helped us gain Investor in People status. We are committed to helping people develop to their full potential and confidently fulfil their role within the company.

13.6.1 Training & Development Centre

Showsec is unique in that it has a dedicated in-house Training and Development Centre, with 30 trainers delivering a comprehensive range of courses to create a team that provides the UK’s highest standard of crowd management and security services to its clients.

The Training & Development Centre is accredited to deliver a range of Highfield Awarding Body for Compliance and MAYBO courses, including the SIA Level 2 Award in Door Supervision and MAYBO Physical Intervention course which teach holds and disengagement. We also have trainers approved to deliver the SIA Public Space Surveillance (CCTV) qualification.

Staff development has included the creation of in-house modular based courses which have led to the Company commissioning and creating accredited bespoke training courses. Examples of the aforementioned courses are as follows:

- Front of Stage Pit Barrier Training
- Supervisors Training
- Operations Executive Training
- Managers Training
- Health & Safety Training

We have invested heavily in staff training and development by providing extra administration support, which helps to increase the rate at which courses are delivered and widens the choices available to our staff. This has led to the development of an e-
learning platform enabling us to deliver some of the content, securely over the Internet. This has given staff greater access to training and the ability to work at their own pace when receiving training.

The continuous development of staff through industry related accredited qualifications, has seen over two thousand academic achievements in the last two years in an array of subjects ranging from steward qualifications through to foundation degrees in Crowd Management.

All training and qualification information is recorded and monitored internally by the centre, referencing courses that members of staff have undertaken. This allows us to quickly gain access to records should clients wish to see the staff training certificates.

### 13.6.2 Full Time Training

All full time members of the Showsec team are either working towards or have completed the Foundation Degree in Crowd Safety Management. This is run in conjunction with the University of Derby Corporate. The content consists of 'in-house' modules, university led modules and work based projects combined together to build up their credits to gain the Foundation Degree.

### 13.6.3 Casual Worker Training

Every new Showsec member of staff undergoes the 'Working for Showsec' Company Induction Module online. This module introduces the Company and our goals, and everything from Terminology used at Events to Uniform and Personal Appearance to Debriefing.

#### 13.6.3.1 Steward Training

Every new Showsec member of staff undergoes a Company Induction Module via the e-learning online platform (introducing the Company, Health & Safety Policy, Quality Policy etc.). This is prior to undertaking a further training course, which provides each
individual, if successful, with the equivalent for the following industry recognised qualification:

- L2 Award in Door Supervision – Module 1, Working in the Private Security Industry
- Plus further Modular Training

Upon successful completion of the course, the new stewards are closely monitored and supervised during their initial period of employment, to ensure that they learn the skills necessary ‘on the job’, and quickly build-up their confidence and knowledge. Further assessments and training are carried out at regular intervals, or as and when identified/required.

13.6.3.2 SIA Training

If a Steward would like to work in the security area of our company they would have to supply us with a ten-year checkable work record. They will then receive the HABC Level 2 Award in Door Supervision Training, this is an industry standard. Our Training Department is recognised to train HABC Award in Door Supervision & Physical Intervention.

13.6.3.3 Modular Training

All Showsec workers are offered a number of modular courses during their first few weeks of work to enable them with the basic skills to perform their role to the highest standard possible. For example:

- Customer care and communication skills
- Ingress & Egress
- Counter Terrorism
- Health and Safety Level 1
- Front of Stage Pit Barrier
- Working in the Radio Control Room

This ‘in-house’ training enables Showsec to maintain control and keep up the high standards that we expect of our employees. In addition, it allows us to pass on venue and client specific information through the training courses.
13.6.3.4 Event Specific Training

Certain aspects of a stewards or licenced staff role require additional training. We offer further modular training for event specific roles, for example:

- Working at the Live Site’s
- Search and Screening at the Live Site’s

13.6.4 Supervisor & Team Leader Training

Once potential Team Leaders have gone through a rigorous selection process, including an interview, they are booked onto our Training Course. The training begins with the online module ‘The Role of an Event Supervisor’. Examples of units included in the training are:

- The Qualities of a Good Supervisor
- Leadership and Delegation
- Coaching and Motivation
- Briefings

Once they’ve completed this then they will move onto further classroom-based training that will continue their development and advance their technical knowledge.

13.6.4.1 Supervisors Training

All Supervisors working for Showsec will go through the standard training to become a supervisor; detailed above. Their site-specific training will take place in advance of the event through the company’s e-learning platform. This will allow the Supervisors to have overview knowledge of the Live Sites as well as a specific understanding of their role at the events. Where relevant the training will cover:

- The role of a supervisor
- Team behaviour
- Leadership
- Decision Making
- Problem Solving
- Communication skills
• Performance review
• Time management
• Customer Service
• Health & Safety at work
• The protection of premises and property
• Electronic security systems
• Law
• Arrest procedures
• Contingency planning
• Disaster recovery
### 13.7 Appendix G – Assignment Instructions

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<td><strong>Reporting</strong></td>
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<td>Static or Patrol (If Patrol, detail)</td>
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CMSP- Clapham Common

Version 1.2

25-10-2013

Steve Reynolds
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<td>Medical Planning</td>
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### Appendices
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:

Paul Cook
Group Head of Health, Safety & Security
Live Nation (Music) UK Ltd
Tel: +44 (0) 20 7009 3333
paul.cook@livenation.co.uk

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:

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
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<tbody>
<tr>
<td>Event Director</td>
<td>John Probyn</td>
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<tr>
<td>Event Manager</td>
<td>Hannah Farnham</td>
</tr>
<tr>
<td>Site Manager</td>
<td>Craig Becker</td>
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<tr>
<td>Health &amp; Safety Manager</td>
<td>Paul Cook</td>
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1.2 Medical Responsibilities

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
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<tr>
<td>Live Nation (Music) UK Ltd Medical Liaison</td>
<td>Paul Cook</td>
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<td>Statutory Ambulance Service</td>
<td>London Ambulance Service NHS Trust</td>
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<td>Statutory Ambulance Service Liaison Officer</td>
<td>TBC</td>
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<tr>
<td>Provision of on-site Medical Services</td>
<td>Events Medical Services Ltd</td>
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</table>

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 any previous assessment and/or experience of the event or artist. The cover takes into consideration the guidance as provided in HSG195. Risk assessment tables will be 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 Locations
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 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

<table>
<thead>
<tr>
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<tr>
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CLAPHAM COMMON
MUSIC EVENTS

“CALLING”
28th & 29th June 2014

APPENDIX H
WASTE MANAGEMENT PLAN

Version 2
Issued 08-12-13
Waste Management Plan

CLAPHAM COMMON 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 and 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 numbers 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(s) 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 eight**
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 High-side open Roro to be delivered to site on build day six and placed by Ryan’s

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

**Concert Day(s) – 28th & 29th June 2014**

Sinead Cleary will deploy operatives to the following areas:

**External event site / public park areas (areas and staffing levels to be agreed through pre-event planning)**
1 supervisor and 8 operatives to litter pick.

**Main Entrance**
1 supervisor and 10 operatives will litter pick this area and empty bins at check point to designated area.

**VIP Nation / Disabled Entrance**
2 operatives will litter pick this area and empty bins and remove waste to designated area.

**Guest / Press Entrance**
2 operatives will litter pick this area and empty bins and remove waste to designated area.

**VIP Nation**
1 supervisor and 3 operatives will litter pick and maintain the toilets, empty bins and remove waste to designated area.

**Guest / Hospitality:**
1 supervisor and 4 operatives will litter pick and maintain the toilets, empty bins and remove waste 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 designated area.
Bins in Arena:
1 supervisor and 5 operatives will continuously monitor and empty the bins within the concert arena and remove waste to designated area.

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

Concessions / Bars
All concessions / bars will have bins behind and will be continuously monitored by operatives and waste removed to 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 Guest 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 the designated lorries. Associated roads will be 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 as infrastructures are removed.

Break day two to four
Sinead Cleary and 15 operatives will ensure all areas are litter free and waste is removed to designated area.

Break day five
Sinead Cleary and 10 operatives will do a final pick and remove waste to the designated area 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
Clapham Common
Music Events 2014

Noise Management Plan

VC-101505-NMP01
Rev 00
October 2013
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1 Introduction

1.1 Vanguardia Consulting has been commissioned by Live Nation to provide a noise management plan to support a premises license application for Clapham Common. This document sets out the noise management procedures that will be adopted at the proposed events.

1.2 The purpose of this document is to describe the environmental noise management scheme that will be put in place to minimise the music noise levels at residential properties. The London Borough of Lambeth noise criteria are shown in Section 2 and the practical measures that will be adopted to ensure compliance with the conditions are described in Section 3.

1.3 It is intended that this document is considered a ‘live’ document which will evolve accordingly as a result on-going liaison between Live Nation, the London Borough of Lambeth and local residents.

1.4 A glossary of acoustic terms is shown in Appendix A.

Consultants’ Experience

1.5 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.

1.6 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.

1.7 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.

1.8 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.
2 Noise Criteria

2.1 The London Borough of Lambeth has published noise criteria that relate to large outdoor music events that are held on Clapham Common. A summary of the relevant conditions and monitoring locations are reproduced in Table 2 below:

Table 2: Summary of noise limits

<table>
<thead>
<tr>
<th>Location</th>
<th>The LAeq Music Noise Level (MN) measured for any 15 minute period of the event at one metre from the facade</th>
<th>The Leq Bass Music Noise Level (BMNL) measured for any 15 minute period of the event in any one of the 1/3 Octave frequency bands from 32Hz to 125Hz at one metre from the facade</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. 8A Windmill Drive</td>
<td>70 dB(A)</td>
<td>80 dB</td>
</tr>
<tr>
<td>2. 14 Clapham Common W. Side</td>
<td>60 dB(A)</td>
<td>80 dB</td>
</tr>
<tr>
<td>3. 53 Clapham Common South Side</td>
<td>68 dB(A)</td>
<td>80 dB</td>
</tr>
<tr>
<td>4. Hospice 44 Clapham Common N Side</td>
<td>71 dB(A)</td>
<td>80 dB</td>
</tr>
</tbody>
</table>

2.2 A plan showing the noise monitoring locations is provided in Appendix B and the off-site music noise limits are detailed in the London Borough of Lambeth Criteria Document (Extract) in Appendix C.
3 Noise Management Plan

3.1 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:

Noise predictions

3.2 Detailed noise contour mapping will be carried out using IMMI industry standard environmental noise modelling software to predict the noise impact at noise sensitive properties and determine the most appropriate site layout that would minimise the noise impact at residential locations.

3.3 Topographical contour and ordnance survey data for the venue and surrounding residential area will be imported into the software and used with the sound source directivity derived from the calculated polar directivity provided by the appointed sound system supplier.

Site / Sound system design

3.4 Careful consideration will be made to find the most appropriate site layout that would minimise the noise impact at off-site locations. Proposed site layouts and plans will be reviewed and agreed with Lambeth Council and/or a suitably qualified acoustic consultant.

3.5 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. Vanguardia will review the sound systems including the system trim height, delay tower locations and sound system orientations and any other noise sources and work with the promoter and council to minimise noise disturbance.

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

3.7 Vanguardia will undertake sound tests prior to the event to determine a correlation between onsite and offsite sound levels. The limit set at the mixer desks will be agreed with the Council’s Environmental Health Officers and the correlations checked at regular intervals throughout the event.
Pre event information

3.8 Vanguardia will set up a direct means of communication with all parties.

3.9 Pre-event meetings will be held with Live Nation, the PA company and London Borough of Lambeth to discuss all issues in respect of noise and sound and will include the following:

i) Programme of event, rehearsals and testing

ii) Sound system design

iii) Assessment of any high risk artist in respect of noise based on experience and Vanguardia’s database

iv) The noise control procedures and working arrangements between all parties

v) Agreement of off-site noise monitoring locations

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

3.11 A telephone complaints line should be made available for the duration of the event. Should any noise complaints be received, a consultant will investigate the complaint and 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 should be maintained throughout the event, detailing addresses of complaints, times and actions. 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 for the event. The promoter will also agree timings for production set up.

3.12 The control communication will be reviewed to ensure effective and responsive communication channels are established and maintained between all relevant parties throughout the duration of the event.

3.13 Vanguardia will undertake sound tests prior to the event to determine a correlation between inside and outside sound levels. The limit set at the mixer desk positions will be agreed with the Council’s Environmental Health Officer and the correlation checked at intervals throughout the event.

3.14 All noise meters will comply with the required standards and be calibrated.
3.15 Vanguardia will liaise with the Council and comply with their complaints procedure.

3.16 The promoter and Vanguardia will comply with any reasonable instructions given by the licensing authority.

3.17 Vanguardia will provide consultants to monitor the internal and external noise levels.

Sound control procedures

Sound propagation and pre-event tests

3.18 Prior to the start of the events, 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 entertainment 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 system in order to maximise the containment of music and set an appropriate sound limit at the mixer positions.

The day and times of any sound propagation tests and rehearsals / sound-checks will be agreed with the Council’s Environmental Health Department.

Sound control within the venue

3.19 The entertainment 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 informed of the position of the music sound levels and immediate instructions will be issued to them if it appears that the limit may be exceeded at any point. If off site levels begin to approach the noise limits, noise reductions will be immediately requested at the mixing desk.

3.20 A routine inspection of any peripheral activities associated with the event will be carried out to ensure that all noise sources on the site are turned off and remain off after the advertised finish time of the event.
Sound monitoring outside of the venue

3.21 In order to provide a rapid response and management facility, a wireless network system will be established between all sound measuring equipment both on and off-site. The results from the continuous noise monitoring analysers at the designated monitoring locations will be sent via an established communications link to the main mixing desk position and/or site office so that ‘live’ data can be continually reviewed.

3.22 Noise measurements outside of the site will be taken at the designated noise monitoring locations to ensure compliance with the noise limits and in response to any complaints that may be received. Action necessary to ensure the noise limit is not exceeded will be relayed to the mixer positions and immediate instructions issued to the sound engineers to resolve any potential problems. The acoustic consultants at off-site locations will also provide feedback of other fine tuning measures such as frequency adjustments which may reduce off-site sound levels.

Telephone complaints line

3.23 A telephone complaints line will be confirmed prior to the events.

Summary reporting

3.24 A summary report of all noise level measurements made at each position will be submitted to the licensee after the event.
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:
Appendix B / Noise monitoring locations
Appendix C / Lambeth Council criteria (extract)

Table 1 - Noise monitoring locations and maximum noise limits for Clapham Common

<table>
<thead>
<tr>
<th>Location</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location 1 (8A Windmill Drive)</td>
<td>The $L_{Aeq}$ Music Noise Level (MNL) measured for any 15 minute period of the event at one metre from the façade of No. 8A Windmill Drive, shall not exceed 70 dB. The Leq Bass Music Noise Level (BMNL) measured for any 15 minute period of the event in any of the 1/3 octave frequency bands from 32 Hz to 125 Hz, at one metre from any façade of No. 8A Windmill Drive, shall not exceed 80 dB (LIN).</td>
</tr>
<tr>
<td>Location 2 (14 Clapham Common West Side)</td>
<td>The $L_{Aeq}$ Music Noise Level (MNL) measured for any 15 minute period of the event at one metre from the front façade of No. 14 Clapham Common West Side (near Café), shall not exceed 60 dB. The Leq Bass Music Noise Level (BMNL) measured for any 15 minute period of the event in any of the 1/3 octave frequency bands from 32 Hz to 125 Hz, at one metre from the front façade of No. 14 Clapham Common West Side (near Café), shall not exceed 80 dB (LIN).</td>
</tr>
<tr>
<td>Location 3 (53 Clapham Common South Side)</td>
<td>The $L_{Aeq}$ Music Noise Level (MNL) measured for any 15 minute period of the event at one metre from the front façade of No. 53 Clapham Common South Side, shall not exceed 68 dB. The Leq Bass Music Noise Level (BMNL) measured for any 15 minute period of the event in any of the 1/3 octave frequency bands from 32 Hz to 125 Hz, at one metre from the front façade of No. 53 Clapham Common South Side, shall not exceed 80 dB (LIN).</td>
</tr>
<tr>
<td>Location 4 (Proxy position opposite Hospice)</td>
<td>The $L_{Aeq}$ Music Noise Level (MNL) measured for any 15 minute period of the event at the proxy position located inside the perimeter of Clapham Common, near the park bench (opposite the Hospice at 44 Clapham Common North Side), shall not exceed a value that is equivalent to a simultaneous MNL of 71 dBA, 1 metre from the façade of the Hospice at 44 Clapham Common North Side. The Leq Bass Music Noise Level (BMNL) measured for any 15 minute period located inside the perimeter of Clapham Common, near the park bench (opposite the Hospice at 44 Clapham Common North Side), shall not exceed a value that is equivalent to a simultaneous MNL of 80 dB (LIN), 1 metre from the façade of the Hospice at 44 Clapham Common North Side in any of the 1/3 octave frequency bands from 32 Hz to 125 Hz.</td>
</tr>
</tbody>
</table>

Note: Noise levels will be set during sound checks prior to the start of an event.
CLAPHAM COMMON MUSIC EVENTS

"CALLING"
28th & 29th June 2014

APPENDIX J

SHOWSTOP PROCEDURE

Version 2
Issued 08-12-13
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”
CLAPHAM COMMON MUSIC EVENTS

“CALLING”
28\textsuperscript{th} & 29\textsuperscript{th} June 2014

APPENDIX L
HEALTH AND SAFETY SITE RULES

Version 2
Issued 08-12-13
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
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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.
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CLAPHAM COMMON MUSIC EVENTS

“CALLING”
28th & 29th June 2014

APPENDIX M
ALCOHOL MANAGEMENT PLAN

Version 2
Issued 08-12-13
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Scope

This Alcohol Management Plan has been drafted in support of a licensing application by Live Nation (MUSIC) UK Ltd (LN) for events at Clapham Common 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 Clapham Common 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 Premises 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
Licensing 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 (Music) UK Ltd 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 25 scheme.

Control of Illegal Sales
LN will inform all event traders and instruct the event security that all trader vehicles maybe
subject to a search 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 25 scheme builds upon the successes Live Nation (Music) UK Ltd have had implementing such schemes at events since 2008.

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

If you are lucky enough to look under 25, it may be that we ask you to prove your age when entering the event (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 event 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 25.

Bar staff on the front line will also be required to check the id of any customer who appears to be under 25 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 (Music) UK Ltd

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: 08th December 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 25 scheme and ensure staff are trained briefed and managed accordingly
Be a personal license holder
Comply with the Alcohol Management Plan

Dated: 08th December 2013
APPENDIX 2: Risk Assessment

<table>
<thead>
<tr>
<th>Location</th>
<th>Clapham Common</th>
</tr>
</thead>
<tbody>
<tr>
<td>HEALTH &amp; SAFETY</td>
<td>Risk Assessment</td>
</tr>
</tbody>
</table>

**Activity**  | Bar Construction through to alcohol supply

**Description of Job**

All issues relating to above operation

**Who is affected by this operation?**

<table>
<thead>
<tr>
<th>Employees</th>
<th>Contractors</th>
<th>Visiting Production</th>
<th>Public</th>
<th>Young people</th>
<th>Pregnant Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
</tr>
</tbody>
</table>

**Description of hazards & possible consequences**

<table>
<thead>
<tr>
<th>Description of hazards &amp; possible consequences</th>
<th>Likelihood</th>
<th>Severity</th>
<th>Risk Factor</th>
<th>Risk (before precautions have been taken)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harm during vehicular movement</td>
<td>5</td>
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<td>25</td>
<td>High</td>
</tr>
<tr>
<td>Use of forklift/telehandler</td>
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<td>5</td>
<td>25</td>
<td>High</td>
</tr>
<tr>
<td>Use of HGV/Articulated units</td>
<td>5</td>
<td>5</td>
<td>25</td>
<td>High</td>
</tr>
<tr>
<td>General build dangers</td>
<td>4</td>
<td>3</td>
<td>12</td>
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<tr>
<td>Use of tools equipment</td>
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<td>3</td>
<td>12</td>
<td>Medium</td>
</tr>
<tr>
<td>Risk of robbery</td>
<td>2</td>
<td>5</td>
<td>10</td>
<td>Medium</td>
</tr>
<tr>
<td>Trips and falls due environment, cables, equipment</td>
<td>5</td>
<td>3</td>
<td>15</td>
<td>Medium</td>
</tr>
<tr>
<td>Gas usage in supply of alcohol</td>
<td>4</td>
<td>5</td>
<td>20</td>
<td>High</td>
</tr>
<tr>
<td>Electrocutio due to use of generated power</td>
<td>4</td>
<td>5</td>
<td>20</td>
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<td>Manual handling by bar staff</td>
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<td>Medium</td>
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<td>Minor injury during work</td>
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<td>2</td>
<td>10</td>
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<tr>
<td>Fire risk</td>
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<td>24</td>
<td>High</td>
</tr>
<tr>
<td>Waste management risk</td>
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<td>Multi dispense units</td>
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<tr>
<td>Contamination of consumable products</td>
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<td>3</td>
<td>18</td>
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<tr>
<td>COSSH</td>
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<tr>
<td>Potential crush injury in crowded queues</td>
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<td>4</td>
<td>20</td>
<td>High</td>
</tr>
<tr>
<td>Danger from over consumption</td>
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<td>4</td>
<td>24</td>
<td>High</td>
</tr>
<tr>
<td>Under age drinking</td>
<td>6</td>
<td>3</td>
<td>18</td>
<td>High</td>
</tr>
<tr>
<td>Accidents arising from over tiredness</td>
<td>4</td>
<td>5</td>
<td>20</td>
<td>High</td>
</tr>
</tbody>
</table>
**Recommended precautions**

Compliance with H&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&S policy consistent use of Personal Protective equipment.

Awareness and briefing re H&S. Use of competent operatives. Confirmation of manual handling training from CSCS card or similar

Operatives to be briefed re H&S. Tool box talks re specifics. Battery operated electrical equipment. Mains to be 110v where practicable. 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 Brewery technicians.

Power supplied by competent 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&S and Fire RA. Evacuation plans and fire points etc will be communicated during briefings. The primary issue being preservation of life.

The particular concern re waste management is the temporary storage of combustible paper and plastic waste. Waste will be stored in areas not accessible by the general public.

Usage of multi dispense units to be by competent staff trained on site

High standards of hygiene will be maintained to avoid contamination. Protective gloves will be worn and easy access to wash stations will be provided and their frequent use demanded

A COSHH assessment to be completed. Products liable to cause harm relate only to mild detergents. Gloves will be supplied and wash stations available.

Crowd barrier, flow systems and effective use and management of security staff will be made coupled with prompt pro active service at bars to maintain the desired through flow of customers avoiding any hazards caused by customer congestion.

Staff will be briefed to ID those who may have over consumed and will refuse sale. In the event of an issue of drink related disorder, security staff will be used to manage situations.

The risk from under-age drinking is clearly to the health of the young adult concerned. Staff will be briefed as to their legal and moral obligations and as to the need to require ID from any person who appears under-age and to refuse sale to anyone who is unable to comply with policy.

Working periods of staff will be monitored and controlled to acceptable times. Regular rest and refreshment breaks will be given. Driving periods will also be considered.
### Description of hazards & possible consequences

<table>
<thead>
<tr>
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<tr>
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<td>1</td>
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<td>Minor injury during work</td>
<td>3</td>
<td>2</td>
<td>6</td>
<td>Low</td>
</tr>
<tr>
<td>Fire risk</td>
<td>1</td>
<td>6</td>
<td>6</td>
<td>Low</td>
</tr>
<tr>
<td>Waste management risk</td>
<td>1</td>
<td>4</td>
<td>4</td>
<td>Low</td>
</tr>
<tr>
<td>Multi dispense units</td>
<td>1</td>
<td>2</td>
<td>2</td>
<td>Low</td>
</tr>
<tr>
<td>Contamination of consumable products</td>
<td>2</td>
<td>3</td>
<td>6</td>
<td>Low</td>
</tr>
<tr>
<td>COSSH</td>
<td>1</td>
<td>5</td>
<td>5</td>
<td>Low</td>
</tr>
<tr>
<td>Potential crush injury in crowded queues</td>
<td>1</td>
<td>4</td>
<td>4</td>
<td>Low</td>
</tr>
<tr>
<td>Danger from over consumption</td>
<td>3</td>
<td>4</td>
<td>12</td>
<td>Medium</td>
</tr>
<tr>
<td>Under aged drinking</td>
<td>2</td>
<td>3</td>
<td>6</td>
<td>Low</td>
</tr>
<tr>
<td>Accidents arising from over tiredness</td>
<td>1</td>
<td>5</td>
<td>5</td>
<td>Low</td>
</tr>
</tbody>
</table>

**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.)

Re-assess the activity if an accident, near miss or change in operation takes place.

---

**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 fatalities

**Risk Factor**

- 0-6 Low
- Improve if possible
- 7-17 Medium
- Further action required
- 18-36 High
- 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’ts for whilst you are onsite at Clapham Common. 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 25, 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 bought 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;

<table>
<thead>
<tr>
<th>PRINT NAME</th>
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<tbody>
<tr>
<td>SIGN</td>
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<td>DATE</td>
</tr>
</tbody>
</table>
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 sunscreen if good weather is forecast or warm clothes below the t-shirt if cool.
- 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 25. 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 wristband. The wristband 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.

<table>
<thead>
<tr>
<th>PRINT NAME</th>
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<tbody>
<tr>
<td>SIGN</td>
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<tr>
<td>DATE</td>
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</tr>
</tbody>
</table>
### APPENDIX 5: Induction Checklist

#### Staff Induction Procedure

<table>
<thead>
<tr>
<th>Mission Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficient effective sale of drinks - speed of service</td>
</tr>
<tr>
<td>Customer Interaction - smile, polite/helpful, no abuse policy</td>
</tr>
<tr>
<td>Team Work</td>
</tr>
<tr>
<td>Bar Logistics - roles, product flow</td>
</tr>
<tr>
<td>Bar Operations Manager Introduction</td>
</tr>
<tr>
<td>Manager/Supervisor/Personal License Holder Introduction - Protocol</td>
</tr>
<tr>
<td>Cashiers</td>
</tr>
<tr>
<td>Security</td>
</tr>
<tr>
<td>Queuing Lanes</td>
</tr>
<tr>
<td>Opening Hours</td>
</tr>
<tr>
<td>Drinks Menu &amp; Pricing</td>
</tr>
<tr>
<td>Challenge 25</td>
</tr>
<tr>
<td>Intoxicated Persons</td>
</tr>
<tr>
<td>Wastage</td>
</tr>
<tr>
<td>Till Training</td>
</tr>
<tr>
<td>Volume multiples</td>
</tr>
<tr>
<td>How to process a transaction</td>
</tr>
<tr>
<td>Fast Buttons/Department Keys</td>
</tr>
<tr>
<td>Location money in till - heads the right way, give coins out</td>
</tr>
<tr>
<td>Concentration on correct change</td>
</tr>
<tr>
<td>Mistakes/Refunds</td>
</tr>
<tr>
<td>No receipt</td>
</tr>
<tr>
<td>Health &amp; Safety</td>
</tr>
<tr>
<td>Ear Plugs</td>
</tr>
<tr>
<td>Fire Evacuation - how to raise alarm</td>
</tr>
<tr>
<td>Fire Extinguisher Location</td>
</tr>
<tr>
<td>First Aid Kit</td>
</tr>
<tr>
<td>Accident Report Procedure</td>
</tr>
<tr>
<td>Hand Washing</td>
</tr>
<tr>
<td>Lifting Procedure</td>
</tr>
<tr>
<td>Staff Protocol</td>
</tr>
<tr>
<td>Theft &amp; Consequences</td>
</tr>
<tr>
<td>Drinking on Duty</td>
</tr>
<tr>
<td>Staff Uniform</td>
</tr>
<tr>
<td>Wristband Importance</td>
</tr>
<tr>
<td>Personal Possessions - no cash, search policy, no mobiles</td>
</tr>
<tr>
<td>Name Badges</td>
</tr>
<tr>
<td>Breaks/Meals - punctuality of breaks/shifts</td>
</tr>
<tr>
<td>Smoking/Break Zone</td>
</tr>
<tr>
<td>Site Awareness &amp; Walk round</td>
</tr>
<tr>
<td>Other Bars</td>
</tr>
<tr>
<td>Cash Office</td>
</tr>
<tr>
<td>Toilets</td>
</tr>
<tr>
<td>Stages</td>
</tr>
</tbody>
</table>
# APPENDIX 6: Bar Staff Disclaimer

<table>
<thead>
<tr>
<th>EVENT</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>DATE</td>
<td></td>
</tr>
</tbody>
</table>

I (Employee Name) agree and sign to confirm understanding of the following:

- I will at times action Challenge 25 – if the customer does not look older than 25, 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)

<table>
<thead>
<tr>
<th>Employee Name:</th>
<th>Signed:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date:</td>
<td>Date of Birth:</td>
</tr>
<tr>
<td>Manager/Supervisor providing induction:</td>
<td></td>
</tr>
<tr>
<td>Signed:</td>
<td>Date:</td>
</tr>
</tbody>
</table>
APPENDIX 7: Premises Licence

To be inserted.