

Event Safety Management Plan



Emergency Management Plan

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2 Introduction

2.1 Purpose

It is the policy of S&C Productions Limited to take all steps, so far as is reasonably possible, to ensure the safety of the public attending their events. The purpose of the Emergency Plan (EP) is to enable S&C Productions Limited to mount a fast, effective and co-ordinated response to prevent or mitigate the effects of an incident affecting the festival site.

The plan will highlight the control, management and movement of people and their welfare should an incident occur and will include considerations of both partial and full evacuations of the event.

2.2 Scope

This procedure applies to Strawberries & Creem and The Cambridge Club ('The Events') activities.

Primarily the EP applies to the area outlined by the event boundary fences plus any other area under S&C Production Limited's direct control; however, within the plan consideration is also given to the impact of a major incident outside the fence line.

2.3 Safety Strategy

S&C Productions Limited's policy is to maintain the site in a good and safe condition throughout the event. Inspections and maintenance will be carried out on an ongoing basis and ensure that all the appropriate regulations and conditions of the license are met.

To achieve this, it will employ all practicable means to ensure compliance with:

- The Principles of the Health and Safety at Work Act 1974
- The Management of the Health and Safety at Work Regulations 1999
- The Regulatory Reform (Fire Safety) Order 2005
- The Licensing Act 2003
- The Purple Guide to Health, Safety & Welfare at Music & Other Events

Plus, any other relevant legislation and guidance associated with the safe operation of the festival site and its facilities.

S&C Productions Limited will ensure the implementation of recognised safety protocols and management systems together with the provision of sufficiently competent, trained personnel, to ensure safe access, accommodation and egress for customers, contractors and employees.

2.4 Definition of an Incident

For the purpose of the events an incident is defined as 'an unexpected or unintended occurrence that may represent a risk to life, damage to property and/or a reduction in the capability to deliver a successful event'. An incident impacting the event can occur on or off site.

2.5 Aims & objectives

The following have been identified key aims and objectives:

- To ensure that the objectives identified within current legislation and licensing documentation are met.
- To provide a structured, coordinated and consistency to the management of incidents.
- To minimise the risk of injury to working personnel and visitors to the site.
- To ensure that a coordinated and escalated management response to incidents are undertaken and to ensure that responses and actions are implemented effectively and efficiently.
- To clearly identify roles and responsibilities of key personnel during an incident response.

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- To clearly identify lines of authority, responsibility, and communication designed to maintain the command and control during emergency situations.
- To ensure that on event days an evacuation partial or full of the site is an absolute 'last resort' management option.
- To minimise the impact of false alarms.
- Bringing together if required a multi - operational and competent functional team and thereby provide an orderly transition for the purpose of protecting life, minimising the damage to property, and the progression and continuity of the event.
- The intention is to provide a clear reporting structure, to ensure high levels of understanding, coordination, cooperation and consistency exists to ensure the management of potential and emergency situations across all operational departments and functions within the site.

3 Emergency Plans

Any emergency will normally require a multi-disciplinary approach in which S&C Productions Limited, Cambridgeshire Police, Cambridgeshire Ambulance Service and Cambridgeshire Fire & Rescue may all play a part.

All radio communication will be controlled from Event Control. The Security Manager and the Event Safety Advisor will be mobile and in radio contact with Event Control to monitor and manage the crowd.

Event Control shall have copies of the site plans indicating all services and relevant telephone numbers.

Copies of gridded site plans and telephone contact lists will be made available to the emergency services in advance.

Emergency access routes and RVP's shall be detailed on the site plan provided by the festival organisers.

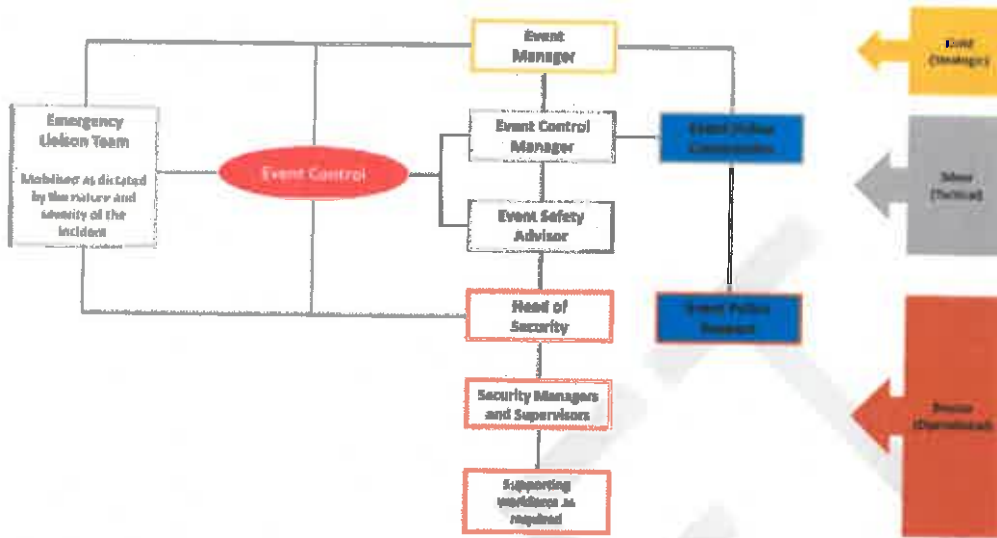
4 Management Review Meetings

During usual festival operations members of the ELT will be carrying out their general responsibilities. The wider management team, including the ELT, will meet three times a day as a minimum to discuss any potential issues, plan for changes to the operation, pre-empt any issues that may be emerging and plan a response and update on any previously discussed issues.

These meetings are essential to ensure consistent communication across the site and departments. Minutes will be taken of these meeting and will be stored in the event control folder.

Partner agencies will be invited to attend the management review meetings should they wish.

5 Incident C4 Structure - Definition



5.1 The Gold, Silver, Bronze method of management:

Operational, Tactical and Strategic are tiers of command adopted by each of the emergency services and are role, not rank, related. These functions are broadly equivalent to those described as Bronze, Silver and Gold below.

5.1.1 Bronze (Operational)

The Operational Managers or Supervisors who control and deploy the resources of their respective service within a functional or geographical area. Routine incidents are often managed at this level as part of normal operating procedures, however, should the situation be more significant or escalate, the level of impact on the event itself will increase as will the level of supervision and resources allocated to the incident. In such circumstances a more tactical or strategic decision process may be deemed more appropriate.

5.1.2 Silver (Tactical)

The Tactical Commanders (Event Control Manager and Event Safety Advisor) will be located where they can maintain effective tactical command of the operation. For significant incidents on site the Event Control Room Manager will remain within the Event Control and manage the site wide response. The Event Safety Advisor may be dispatched to attend the scene itself in order to conduct the role of incident co-ordinator to monitor the effectiveness of the response and escalate the resources as required.

5.1.3 Silver (Emergency Liaison Team)

In the event of a significant incident an Emergency Liaison Team (or silver team) may be formed to ensure a coordinated and effective response. Likely members of this team are shown below.

Title:	Name:	Contact Details:
Event Manager	Louise Young	07896 961748
Event Control Room Manager (S&C only)	Sam Oldham	07740 094648
Event Safety Advisor	Clayton White	07947 451684
Site Manager	Kiran Desire	TBC
Event Police Commander	TBC	TBC
Event Security Manager	Lee Richards	07932 369444
Event Medical Manager	David Hawkins	TBC

All those listed are to be on radio throughout the event and to report to Event Control if and when mobilised.

External agencies and other senior managers will be invited to attend ELT meetings when applicable.

In an emergency the Event Manager is responsible for and will oversee and co-ordinate the response.

The festival management team, in conjunction with the Event Safety Advisor, Medical Manager and Security Manager accept that they are normally responsible for dealing with most emergencies that could occur within the event site and taking appropriate decisions. However, if Cambridgeshire Police or other Emergency Service need to take control of the event this will be done by the Transfer of Authority. The reason and the time of the transfer will be completed in the event log. From this point all event and production resources will be at the disposal of the police commander.

5.1.4 Gold (Strategic)

The Strategic Commanders are in overall charge is responsible for formulating the strategy for the incident. Each Strategic Commander has overall command of the resources of their own organisation, but will delegate implementation decisions to their respective tactical level commanders. At the earliest opportunity, a strategic group will determine/confirm a specific response strategy and record a strategy statement

5.2 First Responders - Definition

For the purpose of the events this initial witness will be known as a First Responder. A first responder can be anyone on site but if the person is member workforce the actions they take are **SAFER**.

- S** **Stand back** – Don't dive in, check for hazards, don't become a casualty.
- A** **Assess** – look at the situation, what is it? What needs to happen?
- F** **Find** – Find help, either from a supervisor or another member of staff
- E** **Escalate** – Does anyone else need to know? Do you need more assistance? **LIAR**
- R** **Respond** – Take action

When you escalate an incident to Event Control give the following information:

- L** **Location** – Where's the Incident
- I** **Incident** – What's the nature of the incident. What's happened?
- A** **Assistance** – What do you need, what is required?
- R** **Rendezvous** - Where can the response team rendezvous with you?

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6 Communications

6.1 Messengers and Coding

The reason for using these code words is to ensure that all staff understand exactly what the nature of any particular threat may be and also to prevent members of the public overhearing radio messages leading to conjecture and possible panic.

Codes are only used for incidents that are likely to cause concern amongst the public. In most cases the plain speech should be used in all communications as this is the most expedient and effective way of relaying information.

6.2 Codes in use for incidents

- "Mr Cross" – Medical
- "Mr Ash" – Fire/smoke related incident
- "Mr Case" – Suspect package
- "Mr Disney" – Lost child reported
- "Mr Pluto" – Found child
- "Mr Wellhard" – Crowd disorder
- "Mr Sheffield" – Knife incident
- "Mr Weston" – Gun incident

These codes are modelled on the CN codes contained with the CN Operations Plan.

6.2.1 "Mr Cross" Medical Incident	
Situation – A person requires urgent medical treatment	
Code:	First Responder Radio Call:
"Mr Cross"	"Control from [call sign]. Mr Cross required at [location], I repeat, Mr Cross required is at [location]"
First Responder Actions	
<p>Inform – Inform your supervisor and/ or event control if you have a radio – Think LIAR</p> <ul style="list-style-type: none"> ▪ LIAR – Location – Incident Type – Assistance you require – Rendezvous, where can the response team meet with you? <p>Clear – The area if required</p> <p>Assess – Assess the hazard to you – Don't take risks</p> <p>First Aid – Give first aid if you are trained and it is safe to do so</p> <p>Wait – till help arrives and handover the situation to medical staff</p> <p>Assist – Give assistance to medics</p> <p>Don't – Don't put yourself at risk</p>	

6.2.2 "Mr Ash"- Fire (Discovered)	
Situation - A fire has been discovered or is suspected on site	
Code:	First Responder Radio Call:
"Mr Ash"	"Control from [call sign]. Mr Ash is [location], I repeat, Mr Ash is [location]"
First Responder Actions	

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6.2.2 "Mr Ash"- Fire (Discovered)

Situation - A fire has been discovered or is suspected on site

Alert – Raise the alarm

Inform – Inform your supervisor and/ or event control if you have a radio – Think **LIAR**

- **LIAR** – **L**ocation – **I**ncident Type – **A**ssistance you require – **R**endezvous, where can the response team meet with you?

Evacuate - Evacuate people from the area using all available primary doors.

Encourage – Get people to move quickly and calmly

Divert - If the primary routes are not available due to the location of the incident, divert people to the secondary routes.

Fight – Only fight the fire if you are trained and feel safe to do so – Don't be a hero

Clear – Clear the area of all people and stay clear yourself

Go – To the evacuation assembly point if an evacuation is required.

Wait - Await further instructions

Don't – Re-enter the site until told to do so by Event Control or a Fire Officer

Don't - Don't put yourself at risk

6.2.3 "Mr Case"- Item of Interest

Situation – Suspect item or vehicle has been discovered on or near the site

Code:	First Responder Radio Call:
"Mr Case"	"Control from [call sign]. Mr Case at [location], I repeat, Mr Case at [location]"

First Responder Actions

Is the object HOT?

- **H** – Has the object been or attempted to be hidden?
- **O** – Is the object obviously a bomb?
- **T** - Is the object typical of it environment?

If the answer is yes to one or more questions above, there may be a need to take further action:

Alert – Raise the alarm

Inform – Inform your supervisor and/ or event control if you have a radio – Think **LIAR**

- **LIAR** – **L**ocation – **I**ncident Type – **A**ssistance you require – **R**endezvous, where can the response

Confirm – Confirm that the item is suspect. If the object is a bag, try and find the owner.

Clear – Evacuate people from the area using all available exits and routes. .

Cordon – Establish a cordon so no one goes near the object – 100 metres for a bag or other small item – 200 metres for a car, suitcase or wheelie bin or other medium sized objects – 400 metres for larger objects such as vans and lorries

Control – Control the situation until help arrives. Hand over to the emergency services when they arrive and provide assistance as required.

Don't – Touch or attempt to open or more the item

Don't – Don't put yourself at risk

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6.2.4 "Mr Disney" - Lost Child

Situation - A lost child has been reported

Code:	First Responder Radio Call:
"Mr Disney"	"Control from [call sign]. Mr Disney is at (location), I repeat, Mr Disney is on the (location)".
First Responder Actions	
<p>Alert – Raise the alarm</p> <p>Inform – Inform your supervisor and/ or event control if you have a radio – Think LIAR</p> <ul style="list-style-type: none"> ▪ LIAR – Location – Incident Type – Assistance you require – Rendezvous, where can the response team meet with you? <p>Complete – Complete a Bomb Threat Check Sheet as soon as practicable (see Appendix A to this document)</p> <p>Follow – Instruction issued from the Safety Officer or Event Control</p> <ul style="list-style-type: none"> * Don't – Don't dismiss it as a hoax * Don't – Don't keep information to yourself 	

6.2.5 "Mr Pluto"- Found Child

Situation – A child has been found on site having been separated from their responsible adult

Code:	First Responder Radio Call:
"Mr Pluto"	"Control from [call sign]. Mr Pluto at [location], I repeat, Mr Pluto at [location]".
First Responder Actions	
<p>Inform – Inform your supervisor and/ or event control if you have a radio – Think LIAR</p> <ul style="list-style-type: none"> ▪ LIAR – Location – Incident Type – Assistance you require – Rendezvous, where can the response team meet with you? <p>See – the following are important things to note</p> <ul style="list-style-type: none"> ▪ Exact location of the Incident. ▪ Number of gunmen/attackers ▪ Type of firearm/weapon - are they using a long-barrelled weapon or handgun etc. ▪ Direction of travel - are they moving in any particular direction <p>Tell – As soon as possible</p> <ul style="list-style-type: none"> ▪ Contact event control ▪ If you cannot contact control for some reason, contact the police by calling 999 <p>Don't – Tackle the perpetrator alone – don't be a hero</p> <p>Don't – Don't put yourself at risk</p>	

6.2.6 "Mr Wellhard"- Crowd Disorder

Situation – A incident involving crowd disorder such as fighting or looting of concessions

Code:	First Responder Radio Call:
"Mr Wellhard"	"Control from [call sign]. Mr Wellhard at [location], I repeat, Mr Wellhard at [location]".
First Responder Actions	

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6.2.6 "Mr Wellhard"- Crowd Disorder

Situation – A incident involving crowd disorder such as fighting or looting of concessions

Inform – Inform your supervisor and/ or event control if you have a radio – Think **LIAR**

- **LIAR** – Location – Incident Type – Assistance you require – Rendezvous, where can the response team meet with you?

See – the following are important things to note

- Exact location of the incident.
- Approximate number involved
- If any weapons are involved
- Direction of travel - are they moving in any particular direction

Tell – As soon as possible

- Contact event control

Cordon and move – Stop people entering the area where possible and move those not involved in the incident away where possible

Don't – Tackle the perpetrators alone – don't be a hero

Don't – Don't put yourself at risk

6.2.7 "Mr Sheffield"- Knife Attack

Situation – A person or persons have committed a knife attack on site

Code:	First Responder Radio Call:
"Mr Sheffield"	"Control from [call sign]. Mr Sheffield at [location], I repeat, Mr Sheffield at [location]" .

First Responder Actions

Inform – Inform your supervisor and/ or event control if you have a radio – Think **LIAR**

- **LIAR** – Location – Incident Type – Assistance you require – Rendezvous, where can the response team meet with you?

See – the following are important things to note

- Exact location of the incident.
- Number of attackers.
- Description of the weapon – sword, machete etc.
- Direction of travel - are they moving in any particular direction

Tell – As soon as possible

- Contact event control
- If you cannot contact control for some reason, contact the police by calling 999

Don't – Tackle the perpetrator alone – don't be a hero

Don't – Don't put yourself at risk

6.2.8 "Mr Weston"- Gun attack

Situation – A person or persons have committed a gun attack on site

Code:	First Responder Radio Call:
"Mr Weston"	"Control from [call sign]. Mr Weston at [location], I repeat, Mr Weston at [location]" .

First Responder Actions

Inform – Inform your supervisor and/ or event control if you have a radio – Think **LIAR**

- **LIAR** – Location – Incident Type – Assistance you require – Rendezvous, where can the response team meet with you?

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6.2.8 "Mr Weston" - Gun attack

Situation – A person or persons have committed a gun attack on site

See – the following are important things to note

- Exact location of the incident.
- Number of gunmen/attackers.
- Type of firearm/weapon - are they using a long-barrelled weapon or handgun etc.
- Direction of travel - are they moving in any particular direction

Tell – As soon as possible

- Contact event control
- If you cannot contact control for some reason, contact the police by calling 999

Don't – Tackle the perpetrator alone – don't be a hero

Don't – Don't put yourself at risk

6.2.9 All Other Incidents

Code:	First Responder Radio Call:
No Code – Use plain speech	Use plain speech and normal radio procedure

First Responder Actions

A first responder can be anyone on site but if the person is member workforce the actions they take are **SAFER**.

S Stand back – Don't dive in, check for hazards, don't become a casualty.

A Assess – look at the situation, what is it? What needs to happen?

F Find – Find help, either from a supervisor or another member of staff

E Escalate – Does anyone else need to know? Do you need more assistance? **LIAR**

R Respond – Take action

When you escalate an incident, give the following information:

L Location – Where's the incident

I Incident – What's the nature of the incident. What's happened?

A Assistance – What do you need, what is required?

R Rendezvous - Where can the response team rendezvous with you?

6.3 Use of Radios

Radios will be multi-channel UHF two way units.

Where possible, all stewards will be given a radio. Any staff required to use a radio should be briefed in how to operate it, and the protocol for contacting other members of staff, by their supervisor.

All radio traffic should, where necessary, be routed via Event Control. This will ensure that information is logged and escalated as required are aware of all incidents major or minor, can allocate resources as appropriate and keep a record of incidents in case of future actions by Police, public or staff.

Radios are an essential communication tool for the event and therefore chatter is actively discouraged.

To send a message;

- **Depress the talk button; speak your name and who your message is for;**
- **Await a response to your call; when asked to send your message please re-state your name and keep the message clear and concise;**
- **When your message is complete, listen carefully for instructions or be prepared to give further information.**

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- If someone is dealing with your call, there may be a short delay whilst facts are checked, resources are allocated, etc.
- When your message is concluded finish with the word "out"

Radios are tested daily and spare batteries are available.

Where possible all radios will be provided with an ear-piece; this is important to ensure that sensitive messages are not overheard by members of the public causing misplaced conjecture and panic and so as not to disturb the event

6.4 Emergency Service Calls – Control Room Actions

All security, stewards and staff are briefed to make calls to the Emergency Services via Event Control.

The Event Control Co-ordinator should follow this procedure: -

- Record in the log the location of the emergency (grid number where possible), the name of the person making the call, their contact details (radio channel/mobile phone number) and details of the emergency
- Dial 999 and ask for the relevant service
- Give location of the event and details of the incident
- If applicable, call the site fire team and advise them of the location and details of the emergency
- Call on site medical team and advise them of the location and details of the emergency
- Call on site security team and advise them of the location and details of the emergency

7 Evacuation

In the event of an emergency developing it may be necessary to evacuate the event site or individual areas of it. The process of emergency site evacuation carries its own risks and must therefore only be undertaken when absolutely necessary. The Event Manager accepts that he is normally responsible for dealing with most emergencies that could occur and taking appropriate decisions. The decision to partially or fully evacuate the site, will be made on the basis of a multi-disciplinary evaluation of the prevailing conditions undertaken on site.

It is impossible to predict every eventuality that could necessitate the evacuation of the event and it is not possible to specify for every eventuality how an evacuation would take place. This plan therefore sets out the framework for action in light of the event layout.

In the event that an incident occurs (e.g. temporary structure collapse, severe weather conditions, crowd disorder, fires or bomb alert etc.) stewards and site staff will report this to the Event Control. Notifications made by members of the public will be routed via stewards or other site staff to the same location.

A complete list of key personnel with details of their responsibilities, together with details of the key emergency services and local authority contact will be kept at Event Control.

The Emergency Liaison Team will evaluate the information. Having received notification of an incident or situation that notification will be passed to the appropriate team for action.

During the evaluation process stewards will be instructed to put the area on Amber Alert using coded radio messages. Stewards will secure the area concerned to prevent additional persons entering the area. Sound system staff will prepare to turn off music on sound systems and prepare to issue evacuation instructions via the event PA where appropriate.

The best evacuation route will be determined based on the nature of the incident and will be advised to security and emergency services via Event Control.

The public will be advised to evacuate the area using the agreed messaging, in appendix C, over the event PA system and/or loud hailer.

Stewards will help disperse the crowd away from the affected area and will secure the site and prevent re-entry until the all clear is given.

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The general policy for localised evacuation will be to disperse the crowd into the remaining free available space in the area. The event site or parts of it will then be closed or secured temporarily depending on the severity of the incident.

Should there be a fire or other incident backstage, the performers/artists will be escorted by security to another area deemed safe depending on the location and severity of the incident.

The final decision to evacuate the event site in the event of an emergency will lie with the Event Manager unless Cambridgeshire Police or another emergency service have assumed control of the event.

8 Event Alert States

8.1 Messages and Coding

The reason for using these code words is to ensure that all staff understand exactly what the nature of any particular threat may be and also to prevent members of the public overhearing radio messages leading to conjecture and possible panic.

Codes are only used for incidents that are likely to cause concern amongst the public. In most cases the plain speech should be used in all communications as this is the most expedient and effective way of relaying information.

8.2 Event Alert Procedures

<p>Code Green Standard operating state</p>	<p>This code may be used to return the site to the standard operating state following an escalation to code amber or code red</p> <p>No action required</p>
<p>Code Amber Investigation of an incident is underway and response may be required</p>	<p>Emergency Liaison Team to meet at Event Control (or other identified area depending on the incident)</p> <p>Security will secure the area around the incident, this may include the implementation of divers and cordons</p> <p>Event stage management to be instructed to prepare to stop stage activities and issue evacuation instructions</p> <p>Radio silence shall be maintained unless an emergency message needs to be passed</p> <p>All exit and entry gates shall prepare for a possible evacuation including the removal of queuing lanes</p> <p>During ingress public entry will be halted</p> <p>Emergency access gates, routes and RVP's shall be secured</p>
<p>Code Red</p>	<p>This is the response phase. It may involve a show stop, evacuation or an invacuation depending on the incident</p> <p>Security will begin emergency response, redirecting customers to or from a certain area and advising the customers of the situation where necessary</p> <p>Stage managers will put out announcements to customers via stage PA systems</p> <p>Staff at emergency access routes/RVP's stand by to receive and direct emergency services</p>

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9 Contingencies

The following risks and contingencies have been identified:

Risks	Contingencies
Severe weather (heat)	<p>Constant supply of drinking water available</p> <p>Sunscreen supply with welfare provider</p> <p>Constant advice via stage PA, screens and social media</p>
Severe weather (wet and cold)	<p>Provision of ground cover immediately in front of barriers to prevent slipping</p> <p>Tractors/4x4 vehicles will be on site to assist cars leaving that may require towing</p> <p>Pre-warnings via social media, website and radio is anticipated</p> <p>Consideration of shortening/stopping show if very severe</p> <p>Messages via stage PA and screens providing advice</p>
Overcrowding	<p>Constant monitoring by Security and Health & Safety Advisor to evaluate levels of crowd density</p> <p>Briefing for stage manager regarding crowd advice messages on moving back from the barrier (see appendix C)</p> <p>Consideration of show stop</p>
Structural collapse	<p>Constant monitoring of all structures throughout the event to prevent overcrowding and unauthorised entry</p> <p>If collapse occurs, suspension or termination of show to be considered</p> <p>Inner cordon of stewards in immediate vicinity to separate crowd from area</p> <p>Consideration of outer cordon to enable emergency services to deal with incident</p>
Event cancellation after site build has commenced	<p>Cancellation will immediately communicate to the public via the website, social media, direct mail and local radio</p> <p>Event stewards shall be deployed at all pedestrian and vehicle ingress points to inform members of the public who arrive at the site</p>

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10 Site Plan

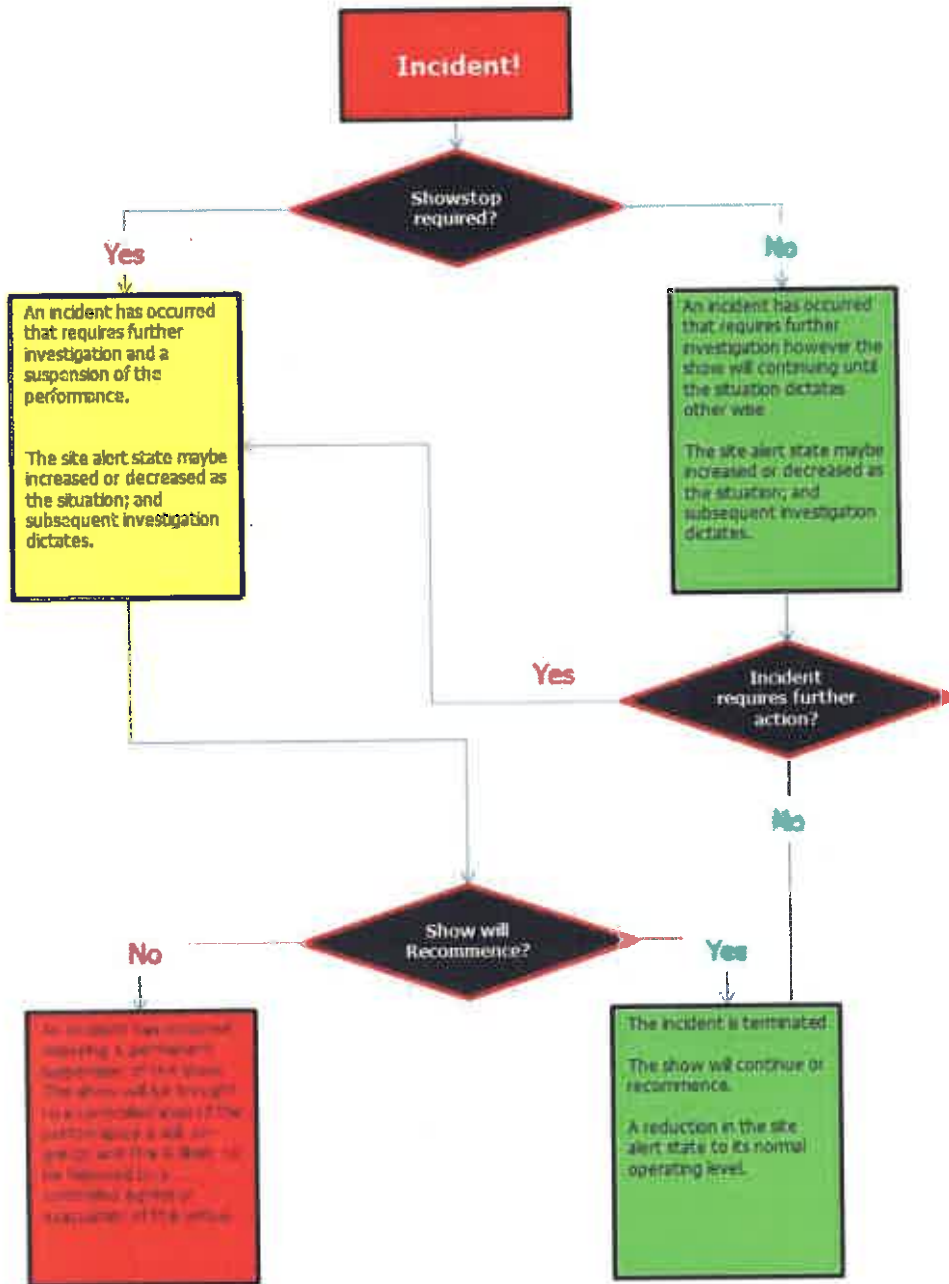
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11 Show Stop Procedure

Whilst not an incident in its own right, it may be appropriate to stop the show as a consequence of an incident. The process for a show stop is shown below and the procedure is detailed at Appendix C



12 Incident Recovery

12.1 Incident Recovery Checklist

As soon as feasible after a major incident or evaluation/invacuation the Event Manager should gather the Emergency Liaison Team for a meeting and an incident recovery checklist should be completed to decide upon the steps required for recovery.

The agenda for such a meeting will include:

State of the Incident

- Type of incident
- Location of Incident
- Severity Assessment

Effect of the Incident / Evacuation / Invacuation

- Audience, performers and workforce safety.
- Event schedule
- Is a press statement required?
- Health & Safety implications
- Crowd Communications
- Performer Communications
- Staff Communications
- What instructions need to be given to staff?
- Additional follow up actions required
- Any other matters?

An incident recovery check sheet is shown at Appendix D

12.2 Delay, Postponement, Cancellations Protocol

12.2.1 Delay Criteria

For incidents resulting a suspension of all or the majority of event activities of 15-30 minutes.

Delay reported managed by reducing individual set times. To finish as near as possible to scheduled end time with no knock-on effects to rest of day's content.

12.2.2 Postponement Criteria

For incidents resulting a suspension of all or the majority of event activities of 30-90 minutes.

Incident reported that impacts the day's schedule but can be managed by altering event content to meet the scheduled finishing time on that day

12.2.3 Cancellation Criteria

For incidents resulting a suspension of all or the majority of event activities of 90+ minutes.

Incident occurs requiring event to be cancelled. Event cannot be completed on that day and/or at the existing site.

13 Emergency Services Rendezvous Point

Emergency services in attendance will meet at RVP 1 located on Cambridge Road or RVP 2 located at the main event entrance in attendance will be the Event Safety Advisor or another nominated member of staff.

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15 Emergency Plan – Build and break periods

During the site build and strike periods, the emergency plan on discovering a fire will be as below.

A checklist of staff will be kept with the Production Office during build and strike periods. Staff, contractors or suppliers coming onto or going off site will be logged on this list.

A loud hailer and air horn will be stored in the site office. Fire extinguishers will be checked as soon as equipment has started to be loaded on site.

On discovering a fire, the member of staff, contractor or supplier discovering the fire should use a fire extinguisher if appropriate (without taking any risks and if it is safe to do so).

If the fire cannot be easily contained, the person discovering the fire should clear the immediate area and notify the Site Manager who will use the megaphone and air horn to alert everyone on site with the following message announced throughout the site:

“We are evacuating the site. Please make your way to the assembly point immediately.”

At the point that the Site Manager is notified, they will nominate a member of staff to call the fire service, who will initially meet the services at the RVP1

Once the Site Manager has alerted everyone on site to the evacuation they should make their way to the Bone yard with the staff checklist and carry out a rollcall of all staff, contractors and suppliers.

If the whereabouts of someone marked as 'on site' cannot be accounted for (i.e. they are not at the assembly point, their whereabouts are not known by anyone else at RVP1 and they can't be reached by mobile phone), under no circumstances should anyone re-enter the site; instead, the fire service should be notified on arrival.

Appendixes

Appendix A – Bomb Threat Check Sheet

Appendix B – Transfer of Authority Form

Appendix C - Show Stop Procedure

Appendix D – Incident Recovery Checklist

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Appendix A – Bomb Threat Check Sheet

Actions to be taken on receipt of a bomb threat:

- If you have the chance, ask to confirm with the caller that they are referring to the specific event
- Record the exact wording of the threat using the form below to record details
- Ask the following questions:

Where is the bomb right now?	
When is it going to explode?	
What does it look like?	
What kind of bomb is it?	
What will cause it to explode?	
Did you place the bomb?	
Why are doing this?	
What is your name?	
What is your address?	
What is your telephone number?	

Follow up actions – To be completed once call is finished:

Time and date of call:			
Record time call completed:			
Number call was made to:			
Event Control Informed	Yes? <input type="checkbox"/>	No? <input type="checkbox"/>	
Police Informed	Yes? <input type="checkbox"/>	No? <input type="checkbox"/>	

About the caller:

Sex of caller :	
Nationality:	
Approximately age:	

Additional Information:

Language used (tick)		Callers voice (tick)		Additional Comments:
Well spoken?	<input type="checkbox"/>	Calm?	<input type="checkbox"/>	
Irrational?	<input type="checkbox"/>	Crying?	<input type="checkbox"/>	

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Recorded Message?	<input type="checkbox"/>	Clearing Throat?	<input type="checkbox"/>	
Offensive?	<input type="checkbox"/>	Angry?	<input type="checkbox"/>	
Incoherent?	<input type="checkbox"/>	Nasal?	<input type="checkbox"/>	
Message read?	<input type="checkbox"/>	Slurred?	<input type="checkbox"/>	
Background sounds (tick)		Excited?	<input type="checkbox"/>	
Street noise?	<input type="checkbox"/>	Stutter?	<input type="checkbox"/>	
House noise?	<input type="checkbox"/>	Distinguished?	<input type="checkbox"/>	
Animal noise?	<input type="checkbox"/>	Slow?	<input type="checkbox"/>	
Crockery?	<input type="checkbox"/>	Lisp?	<input type="checkbox"/>	
Motor?	<input type="checkbox"/>	Accent?	<input type="checkbox"/>	<i>If yes, what type of accent?</i>
Clear?	<input type="checkbox"/>	Rapid?	<input type="checkbox"/>	
Voice?	<input type="checkbox"/>	Deep?	<input type="checkbox"/>	
Static?	<input type="checkbox"/>	Hoarse?	<input type="checkbox"/>	
PA system?	<input type="checkbox"/>	Laughter?	<input type="checkbox"/>	
Booth?	<input type="checkbox"/>	Familiar?	<input type="checkbox"/>	<i>If yes, who does it sound like?</i>
Music?	<input type="checkbox"/>	Male?	<input type="checkbox"/>	
Factory noise?	<input type="checkbox"/>	Female?	<input type="checkbox"/>	
Any other relevant details? (enter information here)				

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Appendix B – Transfer of Authority Form

Transfer from S&C Productions Limited to Cambridgeshire Police

At (Time)		On (Date)	
An emergency occurred during the event resulting in a major incident being declared, namely (specify the nature of the incident below):			
As Police Commander, I am assuming control. During the period of police primacy, S&C Productions Limited and persons working on their behalf have agreed to work under my direction			
Signed for on behalf of Cambridgeshire Police		Signed for on behalf of S&C Productions Limited	
Print name		Print Name	
Rank		Position held	

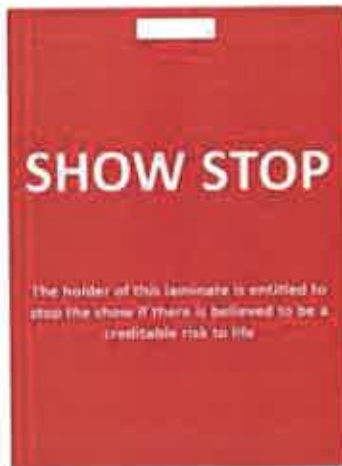
Transfer from Cambridgeshire Police to S&C Productions Limited

At (Time)		On (Date)	
The emergency mentioned above, has been resolved and the Major Incident is terminated, as Police Commander, I am returning control of the event to S&C Productions Limited			
Signed for on behalf of Cambridgeshire Police		Signed for on behalf of S&C Productions Limited	
Print name		Print Name	
Rank		Position held	

Note: In addition to the completion of this form all details are to be recorded in event log and the Event Manager is to be informed of Transfer of Authority

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Appendix C –Show Stop Procedure



Requirement for Show stop

In the unlikely event that a show stop is required, 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. It should be remembered to stop a show during a performance can constitute an increased risk in itself.

There are three scenarios where the show may have to be stopped;

Show stop State One – Immediate Risk to Life

Show stop State Two – Graduated stop due to changing circumstances

Show stop State Three – Artiste stop due to personal or technical circumstances

Please note:

Only those mentioned in this document will be in possession to a red show stop laminate and be entitled to stop the show

Show stop State One

Situation - An incident has occurred and there is a credible and immediate risk to life

Appropriateness

A show stop may be considered appropriate under the following circumstances:

- Incident constituting a creditable and immediate risk to life such as
 - fire,
 - Bomb found or credible intelligence of a device being present
 - Explosion,
 - Substantial and sustained crowd disorder
 - Crowd collapse or crushing
 - Multiple or sustained weapons attack
 - CBRN attack or chemical spill

Authority to Initiate

The following people have the authority to instigate an immediate show stop in the circumstance listed

- Event Manager:
 - On any grounds
- Event Safety Advisor:
 - On any grounds
- Stage Manager
 - Dangerous crowd situation
 - Dangerous infrastructure or other known physical or environmental hazard
 - Failure of critical systems (e.g. loss of utilities / services etc.)
- Site Manager
 - Dangerous infrastructure or other known physical or environmental hazard
 - Failure of critical systems (e.g. loss of utilities / services etc.)
- Security Manager / Pit Supervisor:
 - On crowd safety grounds

A Show stop may also be initiated on:

- Instruction from police, fire, ambulance or licensing authority

Any other person

- Any person believing it to be necessary to stop the show for reasons other than those designated to them above must first consult the event control and the Event Manager

Event Control Initial Actions: (if initiated from control)

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Show stop State One

Situation - An incident has occurred and there is a credible and immediate risk to life

- Authorise show stop as required at specific location or site wide
- When authorised by the Event Manager (or others listed above) send incident message
- When authorised by the Event Manager (or others listed above) raise or the alert state
 - Code Amber – Developing incident
 - Code Red – Emergency
 - Code Green – Normal Operations – Stand down
- Log all times and actions
- Coordinate response teams and resources as required
- Provide regular updated information to staff and public
- When authorised by the Event Manager (or others listed above) send the incident outcome message
 - Partial Evacuation (state area)
 - Full Evacuation
 - Invacuation
 - Site Lockdown
 - Code Green – Normal Operations – Stand down

At Scene Actions

As soon as practicable

- The show will need to be stopped because of an emergency, this instruction will come from the individual pit managers, crowd spotters or event control or from another a red show stop laminate holder to the stage manager.

Radio Message from Control:

Standby Message

"All call signs, – State one, state one, show stop, show stop at <state location>"

Repeated once

Followed by

Message

"All call signs – a show stop has been carried out at <state location> due to <give reasons> standby for further information."

Repeated once

PA message:

In the event of an evacuation (Stand by):

- See message 1

In the event of an evacuation (Initiate):

- See message 2

In the event of a temporary stop:

- See message 3 and 4

In the event of front of stage crowding

- See message 5

See page ~

Follow-up / Recovery Actions

As soon as practicable

- Emergency Liaison Team to meet at Event Control (if deemed appropriate)
- Consider delay, postponement and cancellation implications
- Authorise show to recommence (if deemed appropriate)
- Authorise further incident response (if deemed appropriate)
- Adapt operations to the "new" normal

Show stop State Two

Situation – A graduated show stop is required due to changing circumstances

Appropriateness

A graduated show stop may be considered appropriate under the following circumstances:

- Artiste overruns stage times
- Severe adverse weather expected
- Transport issues
- Technical or equipment failure

Authority to Initiate

On rare occasions where it is necessary to stop the show without there being an immediate threat to life, a meeting should be called in Event Control of the Emergency Liaison Team to discuss the situation and agree the best course of action:

Event Manager	Louise Young	07896 961748	
Event Safety Advisor	Clayton White	07947 451684	
Site Manager	Kiran Desire	TBC	
Event Police Commander	TBC	TBC	
Event Security Manager	Lee Richards	07932 369444	TBC
Event Medical Manager	David Hawkins	TBC	TBC

At Scene Actions

As soon as instructed by event control

- The show will need to be stopped because of changing circumstances this instruction will come from the individual pit managers, crowd spotters or event control or from another a red show stop laminate holder to the stage manager.

Follow-up / Recovery Actions

As soon as practicable

- Consider delay, postponement and cancellation implications
- Authorise show to recommence (if deemed appropriate)
- Authorise further incident response (if deemed appropriate)
- Adapt operations to the "new" normal

Show stop State Three

Situation – Unplanned or unexpected artiste initiated stop due to personal or technical issues

Event Organiser Actions:

On rare occasions where the artiste stops the show without there being an apparent reason a meeting may be called in Event Control of the Emergency Liaison Team to discuss the situation and agree the best course of action:

The Stage manager will also be contacted to ascertain the reason for the show stop.

Event Manager	Louise Young	07896 961748
Event Safety Advisor	Clayton White	07947 451684
Site Manager	Kiran Desire	TBC
Event Police Commander	TBC	TBC
Event Security Manager	Lee Richards	07932 369444
Event Medical Manager	David Hawkins	TBC

Follow-up / Recovery Actions

As soon as practicable

- Consider delay, postponement and cancellation implications
- Authorise show to recommence (if deemed appropriate)
- Authorise further incident response (if deemed appropriate)
- Adapt operations to the "new" normal

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Show stop Procedures – Stage Manager Actions

Scenarios

There are three scenarios where the show may have to be stopped;

Show stop State One – Immediate Risk to Life

Show stop State Two – Graduated stop due to changing circumstances

Show stop State Three – Artiste stop due to personal or technical circumstance

Show stop State One – Immediate Risk to Life

If you are approached by a holder and requested to stop the show or you hear a coded message 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

Show stop State Two – Change of Circumstances (No Immediate Risk to Life)

If approached by a member of the Event Management Team (or other red show stop laminate holder) to stop the performance in a controlled way due to an on-site emergency, you must:

- 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.

Show stop State Three – Unexpected Artiste Stop

If you are present when an artist leaves the stage unexpectedly try and ascertain the reason and whether there is an intention to recommence the performance.

Pass any details to event control.

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Show stop Procedures – Front of House Engineer

Scenarios

There are three scenarios where the show may have to be stopped;

Show stop State One – Immediate Risk to Life

Show stop State Two – Graduated stop due to changing circumstances

Show stop State Three – Artiste stop due to personal or technical circumstance

Show stop State One – Immediate Risk to Life

If the Stage Manager informs you that an immediate show stop is required, you should take control of the mixing desk from the guest engineer as necessary.

- Ensure that the emergency channel on the desk is turned up.
- Ensure that the lead vocal channel is available.
- Silence all other channels.

Show stop State Two – Change of Circumstances (No Immediate Risk to Life)

If the Stage Manager informs you that there will be a graduated show stop:

Be ready to take control of mixing desk from the guest engineer as necessary when indicated by Stage Manager.

- When show stop initiated by Stage Manager turn up emergency channel.
- Ensure lead vocal channel is available.
- Silence all other channels.

Show stop State Three – Unexpected Artiste Stop

If you are present when an artist leaves the stage unexpectedly await information from the Stage Manager.

Be ready to take control of mixing desk from the guest engineer as necessary when indicated by Stage Manager.

- When show stop initiated by Stage Manager turn up emergency channel.
- Ensure lead vocal channel is available.

Silence all other channels.

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Show stop - PA Messages

Message 1 - In the event of a risk to life:

"LADIES AND GENTLEMAN, DUE TO CIRCUMSTANCES BEYOND OUR CONTROL, I AM AFRAID WE MUST INTERRUPT THIS PERFORMANCE FOR A SHORT TIME."

Message 2 - In the event of an evacuation:

"LADIES AND GENTLEMAN, DUE TO [INSERT DETAIL] WE NEED TO EVACUATE THE AREA. WOULD YOU PLEASE LEAVE THE AREA AS QUICKLY AND QUIETLY AS POSSIBLE BY THE EXITS INDICATED BY OUR STAFF. THANK YOU."

Message 3 - In the event of a temporary stop (unknown circumstance):

"LADIES AND GENTLEMAN, IT IS NECESSARY TO STOP THE SHOW FOR A FEW MINUTES, WE HOPE TO BE ABLE TO RE-START SHORTLY."

Message 4 - In the event of a temporary stop (known circumstance):

"LADIES AND GENTLEMAN, DUE TO [INSERT DETAL] IT IS NECESSARY TO STOP THE SHOW WE WILL GIVE YOU MORE INFORMATION AS SOON AS WE CAN."

Message 5 - For front of stage crowd congestion:

"LADIES AND GENTLEMAN, FOR THE SAFETY AND COMFORT OF THOSE NEAR THE STAGE: ON THE COUNT OF THREE PLEASE ALL TAKE 3 STEPS BACKWARDS..... 1, 2, 3. THANK YOU."

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Appendix D – Incident Recovery Form

In the event of a Significant or Major Incident on site the following impact assessment form should be completed by the Event Safety Advisor as soon as practicable:

Section 1 – Incident summary

01	Date of Incident		Time of Incident	
02	Type of Incident		Event Safety Advisor	

Section 2 - Indicate the incident outcome below:

N°	Item	Yes	No	N/A	If yes, give details below
03	Was there a partial evacuation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
04	Was there a full evacuation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
05	Was there an invacuation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
06	Was there a venue lockdown?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
07	Did a transfer of command take place?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Section 3 - Complete the following prior recommencing competition activities:

N°	Item	Yes	No	N/A	If yes, give details below
08	Has there been any damage to the perimeter fencing?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
09	Has there been any damage to any temporary structure?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
10	Have any systems been disabled or damaged? Audio / Lighting / Fire detection etc	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
11	Have site utilities been disabled or damaged? Electricity / Gas / Water etc.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
13	Has there been a reduction in the number of workforce available to operate the site?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
15	Has there been a reduction in the number of performers on site?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
16	Has there been a reduction in the number of audience members on site?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
17	Stage activity Is there any reason why performances cannot recommence?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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N°	Item	Yes	No	N/A	If yes, give details below
19	Health & Safety <i>Are there any additional Health & Safety concerns that impact on the session recommencing?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Section 4 Additional communications

N°	Item	Yes	No	N/A	If yes, give details below
20	<i>Are PA announcements required to be made in regards to the situation on site?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
21	<i>Has a press statement been prepared?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Section 5 Recommencement

N°	Item	Yes	No	N/A	If yes, give details below
20	<i>Is the event cancelled?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
21	<i>Are elements of the show to be cut?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
22	<i>Is the event to recommence?</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

If yes to 22 state time of recommencement below:

23	<i>Time session recommenced</i>				
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