

EVENT MANAGEMENT PLANS LICENSES AND LEGISLATION

“Effective planning is essential for a safe event.”

Justin Argent (TechIOSH, ESMDip)

Event Safety and Crowd Safety

- What is an event?
- Who are we keeping safe?

Which is more dangerous?

- Crowded tube train
- A grime gig
- A bonfire
- A football match
- A running race
- A circus show

What can go wrong at events?



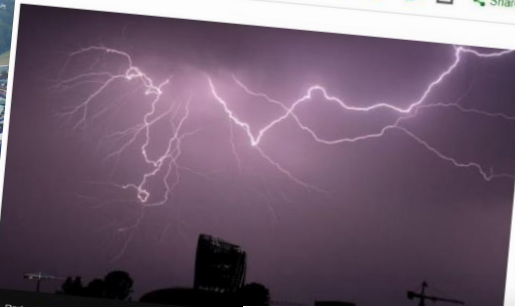
Severe weather

- Weather guarantee – even if
- Consider performance infrastructure transport to weather



Lightning strikes hurt 15 people at French music festival

2 September 2017 Europe



Parts of France have been placed on alert for violent

South China Morning Post

SIGN IN/UP

Germany rock festival cancelled after lightning strike

5 June 2016 Europe



The bad weather has forced organisers to bring the festival to an early end

Society

Lightning strikes twice for Ed Sheeran as thunderstorm forces singer to cancel another Hong Kong gig following 2017 no-show



Structural Failure

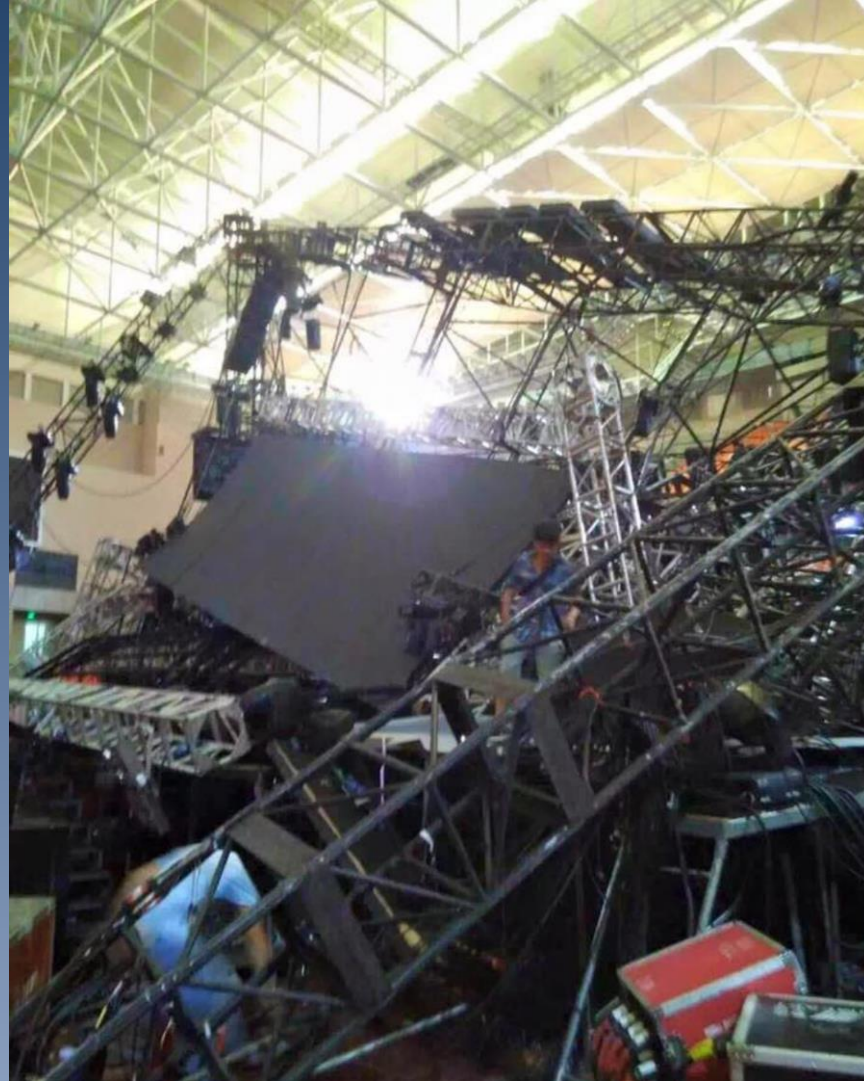
- Indoors and out, there is a long history of structural failures at events large and small.
- ALL of these incidents are avoidable – even though most of them are caused by weather
- Simple calculations and attention to detail could have avoided all of these incidents











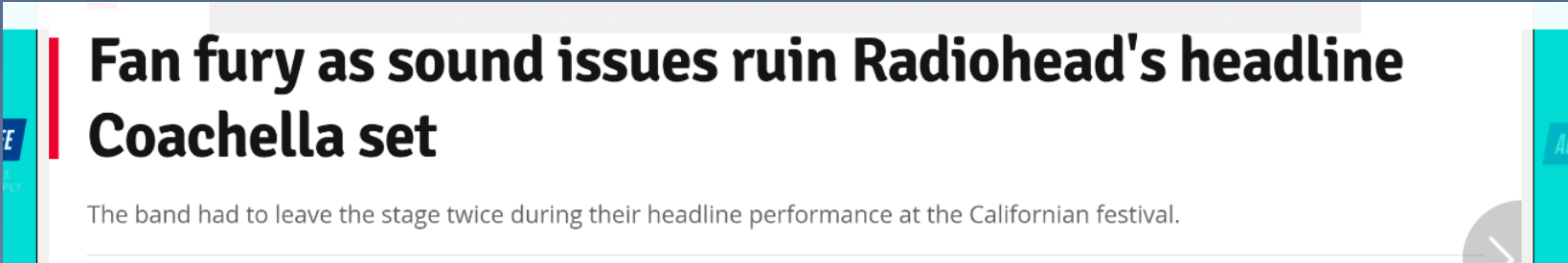






Technical failure

- Equipment and technical failure can ruin an event – and create global headlines

A screenshot of a news article snippet. The title is "Fan fury as sound issues ruin Radiohead's headline Coachella set". Below the title is a sub-headline: "The band had to leave the stage twice during their headline performance at the Californian festival." The snippet is framed by a white border with teal and red accents on the left and right sides.

Fan fury as sound issues ruin Radiohead's headline Coachella set

The band had to leave the stage twice during their headline performance at the Californian festival.

Crowd Crush

- Every year hundreds of people are injured or killed at events through the action of the crowd itself
- Sometimes the events are huge (Love Parade) and sometimes tiny (Cookstown)
- In almost every instance the cause is poor planning and bad design

More than 1,500 Juventus fans in Turin injured after stampede

- Witnesses suggest firecrackers mistaken for explosion and crowd surge
- Three people seriously hurt, including seven-year-old boy

Shanghai: dozens killed and injured in stampede at new year celebrations

Recalling deadly Hong Kong New Year 1993 stampede that killed 20 in Lan Kwai Fong

Countdown to midnight triggered a stampede

Falls Festival: More than 60 people injured in crowd crush at Lorne music festival

[SAVE](#) [PRINT](#) [LICENSE ARTICLE](#)

ULTRA Stadium, Manila: 71 dead

- The consequence of creating competitive behaviour to get in first



Management Failure

- Management failure is at the root of most disasters
- We have just seen the consequences of failing to understand how a crowd may behave and planning for their safety
- Sometimes management failure simply leads to inefficiency, loss and humiliation

FYRE STARTERS

To ignite the Fyre Festival we compiled 400 of the most influential personalities globally to launch a **coordinated influencer marketing campaign**.

On Monday, December 12th at 5pm an ambiguous orange tile was posted to the below accounts reaching over **300mm people in 24 hours**.

THESE AMBASSADORS STAND AS PART OF, AND REPRESENTATIVE OF, THE FYRE TRIBE.

They are **key personalities** to lead the attendance of an influential audience at the Fyre Festival around the world and therefore your potential brand partners.



[Kendall Jenner](#)

72.5m followers
6.3m likes



[Emily Ratajkowski](#)

10.6m followers
48k likes



[Bella Hadid](#)

9.7m followers
94k likes



[Chiara Ferragni](#)

7.8m followers
13 k likes



[Hailey Baldwin](#)

8.6m followers
56.1k likes



[Rocky Barnes](#)

885k followers
14.6 likes



[Alessandra Ambrosio](#)

7.6m followers
21 k likes



[Nick Bateman](#)

6m followers
34k likes



[Yovana Ventura](#)

4.7m followers
6.7k likes



[Bella Thorne](#)

14.8m followers
4.5k likes



[Marcus Butler](#)

3.6m followers
39.2k likes



[Elsa Hosk](#)

3.2m followers
19.2k likes



[Jen Selter](#)

10.5m followers
5k likes



[Paulina Vega](#)

2.7m followers
5.5k likes



Production Accidents



A dangerous place to work?

- Constructing and dismantling events always involves some risk, quality of vendors and from the Organiser
- What are the major
 - Work at height
 - Vehicles and plant
 - Slips and falls
 - Manual handling injury
 - Electricity
 - Exhaustion

Rising French Singer Barbara Weldens Dies On Stage



IHEARTRADIO
Friday, July 21st 2017 - 9:18 pm



Photo: YouTube



Barbara Weldens, a rising star in French music, died Wednesday while performing at a festival in France. She was 35.

Investigators believe the singer suffered cardiac arrest after being electrocuted during her set at the Léo

Food and Beverage

- It is easy to think of F&B as secondary to entertainment
- Providing people with wholesome food and water is essential to any event
- Be careful in your selection of vendors, they **MUST** be experienced at temporary events. Their mistakes can affect hundreds
- Failing to provide F&B can turn your event into a disaster

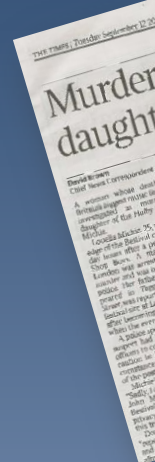
Chutney at street festival left 400 people with food poisoning, say officials

Twenty-nine cases of salmonella were confirmed after Street Spice festival in Newcastle, including 25 from strain never found before in UK



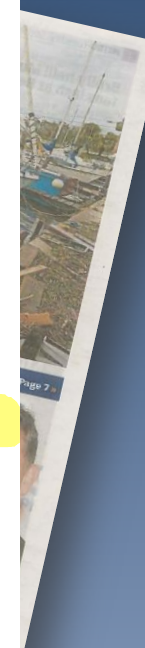
▲ Curry leaves collected during the investigation into the outbreak of food poisoning. Photograph: Public Health England/PA

Uncooked curry leaves in a chutney left more than 400 people who ate at a street food festival with diarrhoea and vomiting or salmonella poisoning, health officials have found.



	Number of deaths				
	2012	2013	2014	2015	2016
All drug poisoning deaths	2,597	2,955	3,346	3,674	3,744
Any opiate ⁴	1,290	1,592	1,786	1,989	2,038
- Heroin and/or morphine	579	765	952	1,201	1,209
- Methadone	414	429	394	434	413
- Tramadol	175	220	240	208	184
- Oxycodone	37	51	51	51	75
- Fentanyl	22	22	40	34	58
Cocaine	139	169	247	320	371
Any amphetamine	97	120	151	157	160
Any new psychoactive substance	55	63	82	114	123
Any benzodiazepine	284	342	372	366	406
Pregabalin	4	33	38	90	111
Gabapentin	8	9	26	49	59
All antidepressants	468	466	517	447	460
Paracetamol ⁵	182	226	200	197	219
Propranolol	39	46	54	55	45

Source: Office for National Statistics



Health and Wellbeing

Man dies after diving into fire at Burning Man Festival

Richard Hartley-Parkinson for Metro.co.uk Monday 4 Sep 2017 7:09 am



Richard Hartley-Parkinson for Metro.co.uk

Monday 4 Sep 2017 7:09 am



Aaron Joel Mitchell ran towards the fire after getting past two layers of security (Picture: AP)

Teenage boy, 17, is found dead in his tent at Reading Festival

- The teenager's body was found in his tent at Reading Festival in the early hours
- Thames Valley Police said the 17-year-old's death is being treated as unexplained
- Last night another teenager was stabbed as he watched Kasabian's headline set

By MARTIN ROBINSON, UK CHIEF REPORTER FOR MAILONLINE

PUBLISHED: 08:06, 28 August 2017 | UPDATED: 23:15, 28 August 2017

George Zographou ingitis and dies



unwell in the days before the event

FACEBOOK

ingitis at a festival has died, public health

Crime & Terrorism

- Terrorism is a particularly vicious type of crime
- Organisers need to consider vulnerability to **all** crimes – provisions like surveillance, secure perimeter and searches can be effective in reducing all kinds of criminals
- Security breaches always cost money, but they also cause distress, anger and very occasionally disaster.
- Even a simple brief to all workers on emergency action, HOT protocol or recognising hostile surveillance makes the event resilient and a harder target

As Organisers; are we responsible?

- **YES** There is a Duty of Care to our customers
- Preventing injury and loss is an important part of staying in business – especially when we invite thousands of people into the workplace
- Live Nation are committed to doing everything they reasonably can to keep customers, performers and crew safe
- Promoters can't control the threats of weather, volcano, tsunami, terrorism, depression or drugs but we **can** make plans for effective response and the reduction of harm
- In other words, assess **reasonable foreseeable risks**

The cost of an accident

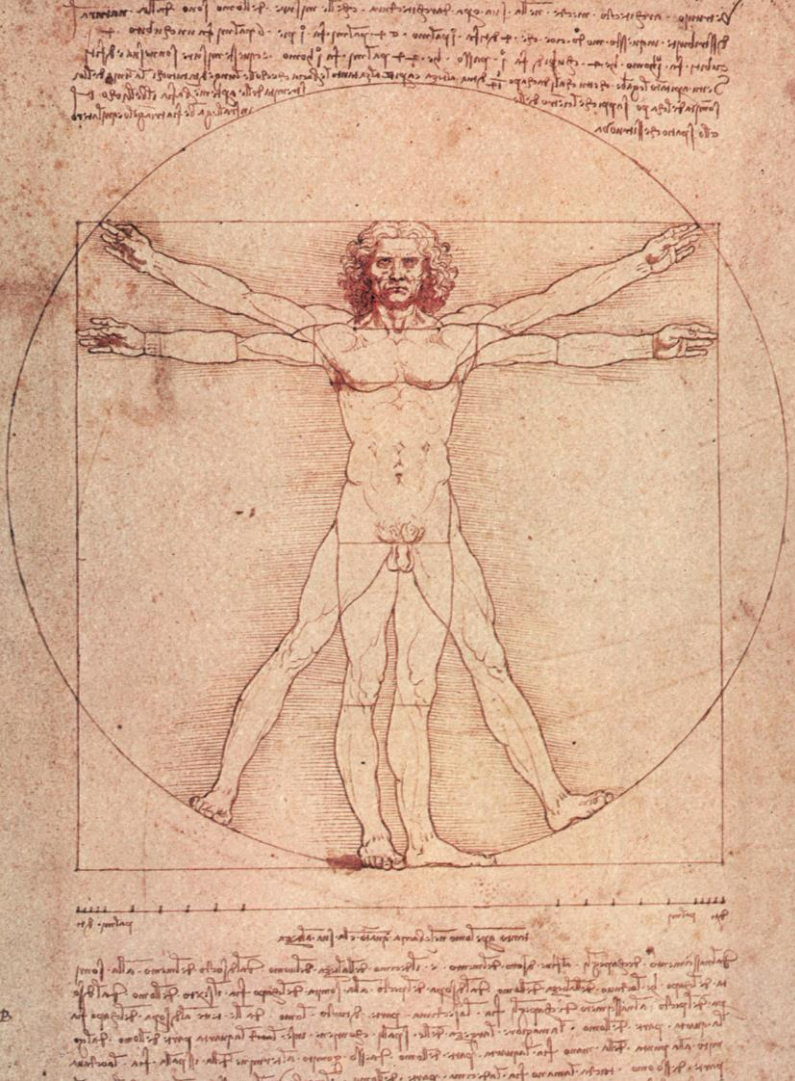
- We often only think of the obvious “above the surface” cost
- Hidden costs can build up over months or years.



Why should we prevent accidents & loss?

- Important reasons to manage loss:
 - Moral Duty
 - Financial Benefit
 - Brand Reputation – both with public and artist/management
 - Legal Compliance
 - Avoidance of civil claim
- The most compelling reasons do NOT depend on territory or law

Risk Assessment – the Dark Art Revealed!



Key Terminology

Hazard	<i>Something which has the <u>potential</u> to cause harm (structures, crowds, pyro)</i>
Risk	<i>The <u>likelihood</u> that the hazard will cause harm. The extent of the risk covers the number of people affected and the consequences.</i>
Control	<i>A means of reducing or eliminating either a hazard or a risk</i>

5 Steps to Risk Assessment

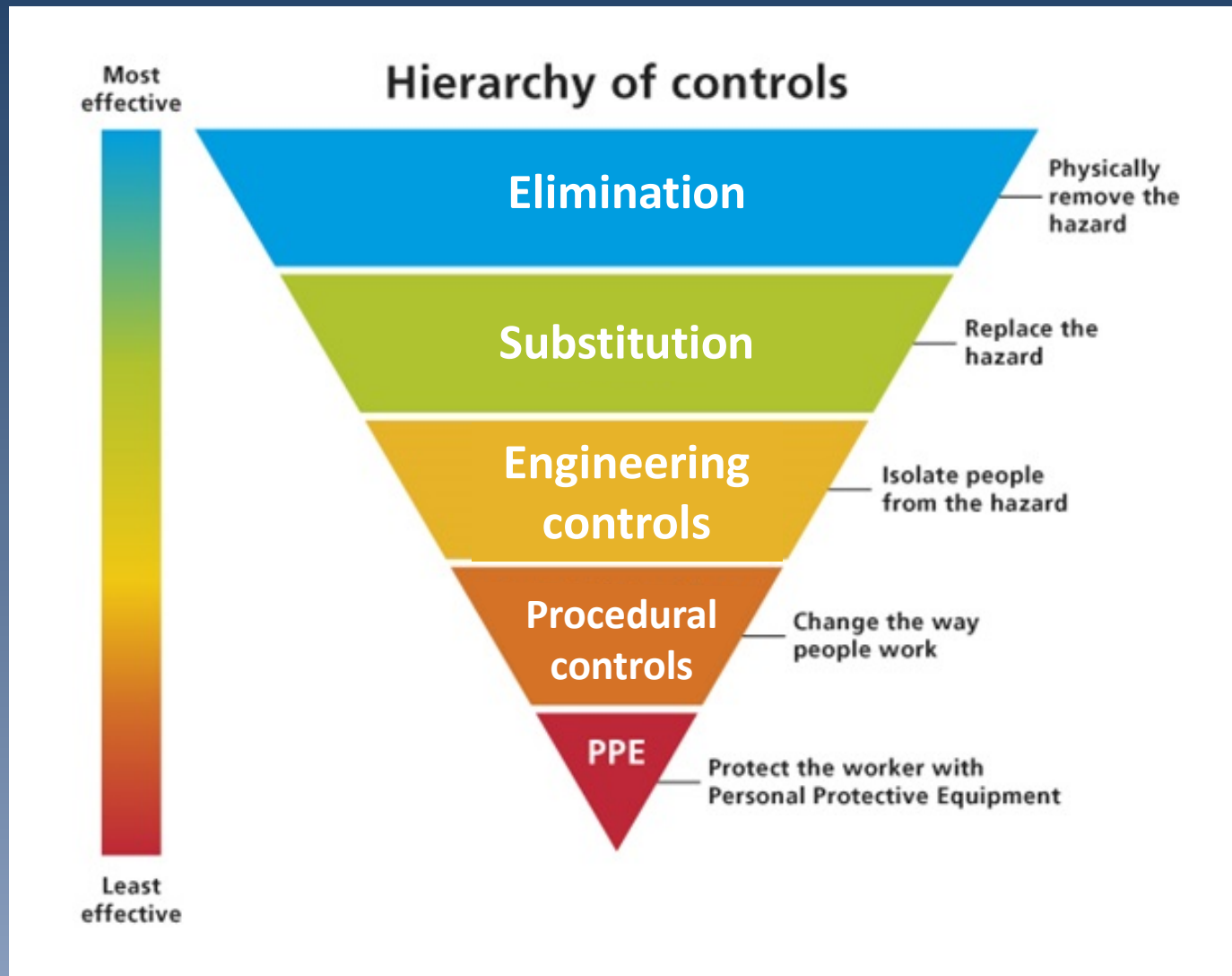
1. What is the hazard & who is at risk?
2. What's the likelihood of an accident & what might be the outcome?
3. What controls can reduce the risk to an acceptable level?
4. Implement the controls
5. Monitor & re-assess if needed

Standard Risk Matrix

	Probable	Likely	Possible	Unlikely	Remote
Catastrophic	HIGH	HIGH	HIGH	MEDIUM	MEDIUM
Major	HIGH	HIGH	MEDIUM	MEDIUM	LOW
Moderate	MEDIUM	MEDIUM	MEDIUM	LOW	LOW
Minor	MEDIUM	LOW	LOW	LOW	NEGLIGIBLE
Insignificant	LOW	LOW	NEGLIGIBLE	NEGLIGIBLE	NEGLIGIBLE

Ways of controlling risk

- Tackle the hazard itself
- Reduce the likelihood of an accident happening
- Minimise the harm if it does go wrong
- errr that's it



dural
rols

Applying Control Measures

- Consider the hierarchy of control measures in order
- Keep things **proportionate**
- There is no possibility of eliminating ALL RISK
- The challenge is to find practical ways to bring 'reasonably foreseeable' hazards to an acceptable level of risk

Risk Assessment

- There is no set way to record a Risk Assessment
- As long as you show the key information, you can use any format you like

Job or activity			
Hazard			
People at Risk		Severity	
Potential Outcome		Likelihood	
		Initial Risk Rating	
Methods to Control the Risks			
Elimination or Substitution (can you avoid the hazard altogether)			
Engineering (physical mechanisms to reduce or separate the hazard)			
Procedural (work methods, information, signs, training etc.)			
Protective (PPE)			
Other Action / Comments			
Effectiveness of Controls:		Residual Risk Rating	

Site Map – How to design a site.

- What is the most important aspect of a venue?
- EGRESS Calcs.
- Density Calcs.
- Ingress Calcs.
- (transport management plan)
- Complex site design.
- Where do people flow to?

What else should go on my site map?

- Water points.
- Fire exits.
- Venues.
- Fire points.
- Emergency routes.
- Escape routes.
- Structures.
- Fence lines.
- Electrical systems.
- First Aid points.
- Sound system direction.
- Car parks.
- Campsites.
- Signage.
- Lighting.
- A grid, a scale and a key.
- May want to consider more than one plan...

Quick Question?

What specific safety laws effect events

Contrary to popular belief...

- The Law actually prohibits very little
- Most Bonkers Conkers stories are complete fabrications
- “Health and Safety” often used as a convenient excuse
- There are requirements to avoid danger, but these should be proportional and “reasonably practicable”

Criminal and Civil Law

Criminal

- Written obligations (Statutes)
- Punishment
- State v. Person
- Guilty or innocent
- Beyond reasonable doubt
- Presumed guilty

Civil

- Based on precedent
- Compensation and damages
- Person against person
- Shared liability
- Insurance
- Duty of Care

Liability

- Both individuals and companies can be prosecuted
- Liability is often shared
- Sometimes very hard to determine who is liable
- Default position is to assume the employer bears responsibility: *Vicarious Liability*

STATUTE LAW

Duties of Employers

**THE HEALTH AND SAFETY AT WORK
ACT 1974**



1. A duty of care to protect the health, safety and welfare of staff whilst at work...

...or anyone else who might be affected





2. To ensure a safe place of work
...and not just at the office



3. To provide a safe system of work



4. To provide safe equipment...
..that is well maintained



5. To ensure staff are properly trained
...especially if using work equipment

6. Produce a written Health & Safety Policy

LIGHT HOUSE, WESTERN ROAD
PARK ROYAL, LONDON NW10 7LT



TEL: (020) 8963 0327

Health and Safety Policy Statement

Neg Earth Lights Ltd, in accordance with its duty under Section 2 (3) of the *Health and Safety at Work etc. Act 1974*, and in fulfilling its obligations to employees, contractors, visitors, neighbours and the general public who may be affected by its activities, is fully committed to the following statement of intent in respect of health, safety and welfare.

It is the aim of the Managing Directors, so far as is reasonably practicable, to ensure that:

- The working environment of all employees and contractors is safe and without risks to health and that the provision of adequate resources is made with regards to the facilities and arrangements for First Aid and welfare at work
- There is suitable provision for the safe access and egress to and from all work areas
- Information, instruction, training and supervision are provided, so that employees and contractors can carry out their duties in a safe and healthy manner, so far as is reasonably practicable
- Personnel who are not in our employ, who may be affected by our activities, are not unduly exposed to health and safety risks
- Arrangements for the use, handling, storage and transportation of articles and substances at work are safe and without risks to health
- Adequate information is available with respect to articles and substances used at work, dealing with the conditions and precautions necessary to ensure that, when properly used, they present no undue risks to health or safety

HSW ACT: DUTIES OF EMPLOYEES



1. Not take risks with their own safety, or that of others, through their acts or omissions



2. Co-operate with employer on safety matters

3. Not interfere
with safety
provision,
deliberately or
otherwise





4. Follow safety signs and other information that may be set

5. Report accidents or dangerous occurrences...



Management of
Health and Safety at
Work Regs

PPE Regs

PUWER

Workplace
Regs

Control of Noise at
Work Regs

Work at
Height
Regs

Other Regulations?

Electricity at Work
Regs

Fire Safety Order

RIDDOR

First Aid
Regs

Manual Handling
Regs

CDM 2015

LOLER

CIVIL LAW

Anything but “Civil”

- This is what people mean by “Being sued”
- On the whole dealt with by insurance companies
- Very expensive
- Tends to make people much more cautious

Licensing Act

- – 4 Objectives
 - *The prevention of crime and disorder,*
 - *public safety,*
 - *prevention of public nuisance, and*
 - *the protection of children from harm*
- The licensing act also defines what is licensable activities and also dictates how to apply.
 - the retail sale of alcohol,
 - the supply of alcohol in clubs,
 - the provision of late night refreshment, and
 - the provision of regulated entertainment
- "regulated entertainment" is defined as:
 - a performance of a play,
 - an exhibition of a film,
 - an indoor sporting event,
 - a boxing or wrestling entertainment (both indoors and outdoors),
 - a performance of live music,
 - any playing of recorded music, or
 - a performance of dance
 - (NOT MORRIS DANCING)
- The act also sets out what license we require and also the rules we obey when applying.
- 3 types of license: Temporary Event Notice (TEN), Premise License, Personal License.

Temporary Event Notice (TEN)

- Useful for small events, license extensions, unusual places.
- A notice you are giving the authorities of your event. (it is not an application).
- Up to 499 people.
- Lasts no longer than 168hrs (7 days)
- Can place a notice as closes as 10 clear working days before the event.
- Police and Environmental Health can object to a TEN application and then the local licensing team can refuse it. (this can be appealed.)
- Forms and information can be acquired from local council website. Also licensing authorities the most part very helpful.
- Limit on the number an individual can do in a year and also the number of TENs a venue can have in a year.

Personal License

- Individuals carry one.
- Allows individuals to sell alcohol.
- Allows individuals to be a designated premise supervisor. (DPS)
- Last ten years.
- Makes the individual accountable to licensable activities.

Full Premise License.

- No limit on capacity you can apply for...
- Directly relates to the premises (not transferable)
- Can be for a limited period (eg 3 years) or in perpetuity.
- Details licensable activity and restrictions.
- 7 different stakeholders.
- Conditions! (often a requirement for a Safety/Event plan, often a requirement to attend a Safety Advisory Group or SAG.)

Event Management Plan (EMP)

Also known as Event Safety Plan

WHAT IS IT?

- A plan of how we are going to operate our event... (that's the easy one!)
- A collaboration between all groups and teams.
- A central resource of all knowledge about the event. *Often called the event bible.*
- UNIQUE to each event.

In the EMP: Introduction

- Event overview. Include a section on the history of the event and the team.
- Location. – Site visit!, details of the site, existing infrastructure, access, nearest A&E? Ground conditions, topography.
- Event content. Rock concert or picnic?
- Audience profile, age, interests, are they drinking and possibly taking drugs?
- Licensing relevant items: How many people, how long is the event.
- What am I not interested in?

Why do we write one?

- So we are all singing from the same song sheet. Reference document.
- To protect ourselves legally (H&S act guilty until proven innocent.)
- Useful to ensure we don't miss anything whilst planning.

Who is it for?

- Us
- The client
- Stakeholders and Partners
- Licensing committee.
- Suppliers.
- Sponsors and funding applications.
- HSE or other investigating body.

What goes in it? Everything...

- Introduction. (site assessment, licensable activities)
- Health and safety policy.
- Site plan.
- Risk Assessment
- Emergency Plan and contingency plans.
- Medical Plans.
- Communication Plans.
- Transport Management Plan.
- Structures.
- Fire Safety (fire risk assessment).
- Electrical & Lighting.
- Crowd Management.
- Special effects and amusements.
- Waste Management.
- Noise.
- Sanitation.
- Campsites.
- Info and Welfare.
- Food, Drink and Water provision.
- Safeguarding children and young people.
- Animal welfare.
- Fireworks

Fear not: **The Purple Guide** – The Event Safety Guide tells all

And the rest. THE PURPLE GUIDE!

- Introduction. (site assessment, licensable activities)
- Health and safety policy.
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