chapter nine

event production: operations, equipment, facilities, health & safety
This chapter is intended to help you start thinking about how to safely deliver your event from an operational point of view.

For further information and more detailed advice particular to your situation, we recommend you refer to the appropriate ‘industry standard’ guides, for example:


  ISBN 0-11-3000-952

The above publications are considered authoritative guides. Their information is referred to and followed by the UK events industry, local authorities and the emergency services. The Health & Safety Executive (HSE) website is also an excellent source for advice. The HSE is responsible for the regulation of almost all risks to health and safety arising from work in the UK – www.hse.gov.uk

The nature and size of your event will have a direct bearing on the level of production equipment, facilities, services, staff and time required to make it happen. Make sure your assessment of what’s required to facilitate the production process is accurate and build in contingencies where you can. Events with too short a production time can attract additional and unnecessary costs and the likelihood of making mistakes or missing out key steps in procedures that may affect health and safety will be greater.

**TOP TIP**

Begin to draw up a ‘production schedule’ – a detailed plan of how the event/festival site will be prepared, operated and de-rigged. Include actions required, contractors, timeframe, etc.
It is not possible to comprehensively list all the production equipment, services and facilities that you may require (each event is likely to have a long and very specific list pertinent to its particular circumstances). Instead, we have provided some examples to help you put your own checklist together.

**Production Equipment – Sample Checklist**

- Staging and associated structures – disabled platforms, sound delay towers, etc
- Lighting, audio and visual equipment
- Power – generators and distribution cables
- Electrical supplies
- Fuel
- Cable covers and ramps
- Plumbing supplies
- Joinery supplies
- Barriers, ropes & stakes, etc – front of stage, perimeter, no-go areas, queuing systems, etc
- Portacabins, tents, marquees, etc – dressing rooms, production and site offices, first aid points, catering, storage, baby change, etc
- Ballast – for staging, tents and other structures
- Temporary tracking & ground cover – trackway, blaze, hard core, sand, bark chips, etc
- Transport & vehicles – forklift, cherry picker, crane, off-road vehicles, flat bed trucks, vans, cars, etc
- Fire fighting equipment – fire extinguishers, blankets, etc
- Sports specific equipment – timing equipment, photo finish, hurdles, batons, etc
- Refuse disposal – bins, skips, etc
- Other plant hire
- On site office equipment – computer, printer, admin supplies, etc
Seating and furniture – audience, offices, catering, dressing rooms, etc
Canopies and coverings – for equipment, audience, etc in the event of inclement weather
Site decoration and dressing
Health and safety signage
Directional and information signage

**Types of Facilities & Services – Sample Checklist**

- Sanitary facilities and associated services
- Disabled facilities
- Waste/rubbish removal and recycling services
- First Aid & emergency services
- Catering – for crew, staff, artists, competitors, guests, audiences, volunteers, etc
- Phone lines
- Radio communications system
- Security services
- Stewarding services
- Information booth(s)
- Lost & found
- Meeting point
- Drinking water
- Changing facilities (sports events)
Site/Venue Layout

Site or Venue Layout is very important to the health, safety and comfort of everybody attending and taking part in your event. A well considered layout can significantly influence an event’s success. An event site or venue should be an effective space that suits the type of event being staged. When beginning to plan the layout, assess all the factors and risks associated with the following points: 1) Capacity; 2) Access, Egress and Flow; 3) Sterile Areas; 4) Surface and Underground Conditions; 5) Existing Site Features; 6) Placement of Equipment and Services; 7) Sanitary Facilities; 8) Local Residents; 9) Signage; 10) Facilities for People with Disabilities; 11) Litter and Waste. As you do this, you will be able to plot the various elements of the event to achieve maximum site efficiency and safety.

1) Capacity

The capacity of your site/venue is calculated based on the available audience space, the number of emergency exits (see Access, Egress & Flow) and the risk assessment for the venue and the event. Site Layout is therefore particularly important if you need to maximise the audience potential. Keep in mind:

- For outdoor events where a standing crowd gathers in a defined space to watch the entertainment (such as at a street theatre or a music event) the general acceptance for a clear, flat, open space with a reasonable view of the performance is 2 people per 1m². However the figure should not be applied to all of the available space.

- Not all of the available space for the audience will have a clear view of the entertainment. In such instances a lesser figure should be applied or the area should be taken out of the equation altogether.

- Existing site features such as hills, trees and site line obstructions will further reduce the capacity.

- Other areas that may be in and around the audience space such as front of house areas, media stands, camera positions, judges boxes, sound delay towers, water towers, disabled platforms, etc will further reduce the capacity.
Types of entertainment such as funfairs will have different calculations based on the number and type of rides and the available space between the rides.

Your venue may be seated, standing or a combination of both. The seating available may be actual seats or it could be areas where people can sit on the ground. If the venue is outdoors you may or may not have covered areas to sit or stand if the weather is inclement. Each of these points will influence the final capacity of the event. Remember to also take into account any potential ‘pinch points’ around the venue.

If the site/venue area is extensive, consider the viability of placing screens around the site to show the main entertainment. These may be helpful with increasing capacity potential while reducing the possibility of overcrowding or surging.

Remember to recalculate the capacity if the site layout changes or if structures are added, removed, etc.

As you can see, the calculation and issue of capacity can be tricky and it may be helpful to involve an experienced risk assessor who will provide advice and a maximum capacity figure after consideration of all the facts.

2) Access, Egress & Flow

The access, egress and flow of the audience, staff, equipment and the entertainment require careful consideration. A range of issues are required to be taken into account. These include:

The venue may have existing or natural points of access/egress. If you have chosen an existing indoor venue, then its access and egress points (which will have helped determine the capacity) are likely to be fixed. However, if you are utilising an open-plan outdoor site you will have to determine where the best possible access and egress points should be for the audience, staff and equipment. The exit requirements depend on capacity and the acceptable time taken to exit the venue. Seek advice from the local authority and the Fire Brigade when calculating number and width of exits.

Spectator flows at sports events, i.e. access and egress during sessions, should be considered.
You must also check that any large equipment that is being brought to the event can fit through the access/egress and there is suitable turning space for large vehicles to enter and exit the venue.

Do not mix pedestrian and vehicular access/egress if at all possible. Similarly, try to keep public, staff and performer/participant access/egress separate from each other.

Ensure all access points have suitable gathering/queuing spaces for the audience expected and all egress points have safe exit potential.

Individual or specially created access for the disabled may be required.

Consideration must also be given to the emergency services. It is likely you will require the presence of first aid facilities at the event but in the event of a more serious incident arising, e.g. someone requires hospital attention or a fire tender needs access, clear access into the site, passage around the site and egress from the site is necessary. If appropriate, representatives from the emergency services should be able to advise on this point and may recommend sterile access routes or pathways for their use.

To avoid the audience making their own paths, create clearly defined routes around the site that are wide enough to accommodate the amount of footfall that is anticipated.

Ensure there is enough space for people to gather or queue at concession or entertainment areas without impeding the paths or access/egress routes.

Avoid building dead ends into the layout at all costs as these could be detrimental to health and safety.

The siting of entertainment should encourage a steady movement of the audience around the event site/venue. In other words, if there is multiple entertainment on offer, it should not be concentrated in the one area. This will help minimise the risk of ‘hot spots’ and bottlenecks building up. Avoid a haphazard or cluttered layout as this can impede flow.
3) Sterile Areas

Depending on the size and nature of the event, it may be necessary to build in areas to the site that are sterile – in other words, areas that the public should not gain general access. Areas such as a Rendezvous Point (for emergency services to use in the event of a major incident) or a fireworks fall-out zone require careful consideration of their placement, size and barrier/security protection system. Remember that the area chosen must be suitable for the function it will perform.

4) Surface and Underground Conditions

If the event is taking place outdoors, a thorough assessment of the existing and anticipated surface conditions is necessary. Bear in mind the following points:

- Ensure that the ground can accommodate what you intend to place on it (size, type and weight).

- Assess the impact that adverse weather conditions may have on the ground. Pay particular attention to the risk of flooding as this can cause the most damage to equipment and is a likely cause of cancellation.

- If you are anticipating adverse conditions, ensure you have contingencies in place to deal with all possibilities, e.g. water pump for flooding, temporary tracking or bark chippings for muddy areas, grit for frost paths/roads, etc.

- If appropriate, ask the land-owner or local authority for an underground utilities assessment to advise you about any underground cables, wires or pipes that could potentially be damaged by heavy equipment or penetration of the ground.

- The type of event and the chosen location may necessitate bringing in or creating temporary surface conditions such as tracking for transport or emergency services or to protect the ground below. Check that the ground beneath is suitable for the covering to ensure this doesn’t become a hazard in itself.

- Ensure that any damage anticipated can be put right or reinstated as failure to do this could incur heavy financial penalties.
If the event is indoors, check that the floor can take the weight of the equipment being used.

5) Existing Site Features

If your event is being held outdoors, you may have to accommodate existing site features in the site layout. Whenever possible, use these to your advantage but make sure that your risk assessment of these features identifies all possible risks they may pose and put in place the necessary control measures to minimise such risks. Site features may include: hills, gullies, open water, trees, overhead cables, public art or monuments, etc.

6) Placement of Equipment and Services

Different factors will influence where you finally position equipment and services but keep in mind the following:

- Place equipment and plant as close as possible to where it is needed without impeding audience view or affecting audience enjoyment. This will also help reduce the amount of cabling required.

- Ensure that any equipment that has to be placed in the vicinity of an audience is secured and can cause no harm. Place it in an area that is accessible should it require attention during the event.

- Any disabled viewing platforms should be positioned to ensure maximum visibility without negatively affecting audience capacity and sight lines.

- If there are simultaneous entertainments, position them to ensure there is no clash of sound or audience.

- Make sure all welfare services are in a convenient and visible location and are well sign posted. Similarly with rubbish bins, place them in visible locations and particularly around catering areas.
7) Sanitary Facilities

The calculation of the level of sanitary facilities required at events is based on a range of factors including the audience capacity, audience profile, location, duration and existing facilities. General guides exist but it is best to seek the advice of an experienced contractor and the local authority (Environmental Health) to ensure your estimate is neither too high nor too low. When planning these facilities, keep in mind the following points:

- Toilet ‘clusters’ are best placed in various locations throughout an outdoor site. They should be clearly signposted, adequately lit and positioned away from food preparation areas. These facilities should be cleaned and re-stocked regularly throughout the day and, depending on the length of the event and the type of unit used, they may require to be emptied during the course of the event. If this is the case, ensure that the siting of them allows for vehicle access.

- Everyone using the toilet should be able to wash their hands with warm water (ideally) and soap. Again, these areas should be kept clean and restocked regularly. If wash facilities have to be separate from the toilets, ensure that you leave enough room when planning the site and ensure that appropriate drainage is possible to avoid unsanitary or flooded conditions. Again, your contractor and local authority can advise on this matter.

- Ensure there are sanitary facilities in the vicinity of first aid and baby change areas and don’t forget about the artists, participants, employees and concessionaires that will require appropriate facilities too. If there are camping opportunities at the event, you will also need to supply washing and toilet facilities for this group.

- If you have an area set aside for people with disabilities, appropriate sanitary facilities should be placed in the vicinity and clearly signposted.

8) Local Residents (Commercial and Domestic)

When planning the site layout, keep in mind local residents (if there are any) and bear in mind the following:

- Make sure event elements such as access/egress points, transport drop off points, parking arrangements, sterile areas, etc do not impede entry to or encroach on their property.
If the residents are commercial, ensure the site layout and nature of the event do not hamper their day-to-day business.

If the event is using sound systems, where possible point the sound away from the residents.

You may need to hold a special meeting with the local residents to familiarise them with what will be happening on their doorstep and provide reassurance about how you will minimise any concerns they may have in connection with the event.

Be prepared to make special arrangements for those who are particularly negatively affected and ensure all residents are informed of what is happening either through a special meeting and/or a leaflet or letter drop to their residence.

9) Signage

Regardless of how well-considered the layout is, if you do not have the appropriate signage to direct people around the site/venue (or to follow in the event of an incident) the space could be rendered ineffective, crowd management issues may result and health and safety compromised. For further information on safety signage legislation see HSE’s The Health & Safety (Safety Signs and Signals) Regulations 1996 at www.hse.gov.uk

You may require a range of signage to perform various functions:

- **Directional signage** – e.g. to direct people to the nearest exit, toilet, bar, etc.
- **Information signage** – e.g. to tell people where they are in the venue/on the site, to show people where facilities are on the site, the running order of the entertainment, etc.
- **Safety signage** – e.g. showing the location of emergency exits, fire fighting equipment, danger zones, etc.
- **Welfare signage** – e.g. meeting point, baby change, lost persons, drinking water, first aid, etc.
Points to consider are:

- The location and timing of the event will dictate whether you need to light some of the signage (such as exit signage in marquees, indoor venues, night time events, etc).

- All signage should be of the correct dimensions and design and placed appropriately around the site/venue so as to be clearly visible.

- If your event is outdoors, ensure all signage is waterproof, wind permeable (as appropriate) and fastened securely.

- Make sure arrows are pointing in the right direction.

- Place sponsorship banners/signage in visible positions (agreed in advance with your sponsor – see Chapter 5) but ensure they do not impede audience sightlines or flow.

- Remember signage will be required for all areas of the event including back stage, production areas, media locations and dressing rooms as well as front of house where the audience is.

- Remember to think about how the audience will find the event. Ensure the event site is well signposted at access points coming into the town and at key junctions. Organising AA signs can be an inexpensive way to achieve this www.theaa.com

- It’s worthwhile creating a ‘signage plan’ to address how, where, when and who will erect the required signs and banners – always ensure the appropriate permissions have been sought.

10) Facilities for People with Disabilities

An inclusive approach is required for all aspects of event planning. People with disabilities have the right to equal treatment and should not be discriminated against. At the planning stage ask yourself if you need to implement special measures in order to make the event accessible to people with mobility problems, sight or hearing impairments or other special needs. You must make the appropriate provision for suitable access to and egress from the event as well as goods, services and facilities for all. Provision may include:
Widened access/egress doors and routes
Ramps
Handrails
Lifts
Sanitary Facilities
Lowered surfaces – for instance at food outlets and info points
Floor surfaces & ground coverings
Parking
Transport to and around the event
Seating
Viewing areas
Signage
Hearing systems
Staff or stewarding support
Light and sound levels
Accommodation
Free access for carers

Remember to consider people with disabilities when preparing emergency and evacuation plans. Further information on this topic can be gained from www.direct.gov.uk/disability

11) Litter & Waste

Events can create a tremendous amount of litter and waste that has to be collected, disposed of and recycled as appropriate. A build up of waste can be harmful to the health and safety of all those involved or affected by the event and the environment. It is therefore important to prepare for and stay in control of this issue. As event manager you must ensure that rubbish and waste is disposed of in the correct manner. If you are using a waste management contractor, make sure they are reputable and can supply you with method statements.

Create a Waste Management Plan in advance of the event. This will help identify areas of concern and how the issue will be addressed. Your plan should consider the following:

- The event type, audience profile and capacity.
Waste generators, e.g. production, administration, catering, bar operators, general public, artists, pyrotechnics, toilets & showers, medical areas, etc.

- Waste types, e.g. food remnants/paper/plastic at catering concessions, wood/metal/paper/fuel at production area, drink cartons/food/paper flyers/etc front of house.
- Waste receptacles and requirement, e.g. skips, plastic bins, bottle banks, etc.
- Waste locations, e.g. skip in production area, bottle bank for bar use.
- Recycling opportunities (recycle and reuse whenever possible).
- Waste management activity, i.e. what is going to be uplifted, when will this happen and by whom (before, during and after the event).
- Waste management promotion, i.e. how will you encourage others to minimise waste and dispose of it properly.

**TOP TIP**

Be aware of any specific restrictions that your site/venue may pose as these will have an impact on the planning process.

**Site/Venue Plans**

Site (or venue) plans or maps are necessary for any event. They serve as a tool to help calculate the capacity and maximise the effectiveness of the site/venue in the planning stages. They also act as a communication tool between everyone involved during build-up and the live event. A copy of the plan(s) should be included in the Event Manual (see Chapter 10) and larger versions should be given to all the managers, appropriate contractors and agencies working at the event for quick and easy reference.

If you are using an existing venue, it is likely a floor plan will already be in existence which you can get a hold of and add your information to. If you are working outdoors, it is likely you may have to start your plan from scratch. Ask the land owner or the local authority if they can provide you with a blank map of the area, showing existing site features such as hills, walls, trees, paths, roads, etc. You can then start to add in your particular information.
Below is a list of some of the elements that may appear on your site ‘master’ plan. If this plan is particularly complex, it may be an idea to prepare simplified plans for individual user groups or purposes, e.g. showing emergency routes of access/egress for services/audience. If the site is extensive with multiple entertainment locations it would be advisable to include a very basic plan in the printed event programme and on display at the site itself with a ‘you are here’ marker clearly displayed.

Site layout often changes throughout the planning stages. Make sure you keep the plans up-to-date and distribute to necessary parties as required.

For outdoor event site plans the final version is likely to feature:

- A grid running ‘a,b,c’, etc one way and ‘1,2,3’, etc the other. This allows for easy reference when communicating with others – particularly the emergency services and event security during the live event
- The compass direction showing ‘north’
- The scale
- Points of access and egress. Note – mark all points including ones being used by emergency services, disabled access, etc
- Pathways, routes and roads
- Entertainment/staging/field of play areas
- Other activities such as children’s activity area, funfair, medal presentation locations, etc
- Audience areas – seated and standing
- Accredited areas
- Front of house and sound delay tower positions
- Venue operations centre/joint agency control centre
- Media points
- Services and utilities points, e.g. toilets, first aid/ambulance location, lost property and persons, information, meeting point, disabled platform, telephones, ATMs, drinking water, etc
- Police and security points
- Sterile areas and emergency rendezvous points
- Parking and transport
- Box Office/ticket points
- Rubbish points
Food and drink dispensing and consuming points such as picnic/barbeque areas, bars, food vans, etc
- Camping areas and other accommodation
- Administration, production and storage areas
- Generators and electricity points
- Artist and hospitality areas
- Existing site features
- A clear legend explaining the map symbols and colours

Health & Safety

Health and Safety is a high-priority area in event organisation. Effective health and safety has to be carefully planned, managed and controlled. As the event manager you must consider the health and safety of:

- Everyone working in your organisation and at the event
- Everyone performing at or taking part in the event
- Everyone attending the event
- Everyone who may be affected by the event

You also must ensure that everyone who is working on the event understands the importance of the health and safety issues and works together to achieve a safe event for all.

The elements covered in this section are fundamental issues that will help you manage health and safety. Each event will require different arrangements and these should be discussed at length with the appropriate authorities. There are also many publications (some of which may be specific to your particular event type) which will give you good advice to help you plan and execute a safe event. As stated at the beginning of this chapter, the ‘Purple’ and ‘Green’ guides and the HSE website are essential resources.
Safety Officer/Co-ordinator

Depending on the size and nature of your event, you may need to appoint a Safety Officer. The basic requirement is that a ‘competent’ person (often the event or production manager) is able to provide access to a good level of health and safety expertise. Competence is usually achieved through a combination of experience and formal health and safety qualifications. Consultants are often used to supplement this expertise. Whoever is responsible should have suitable training and experience to be able to advise on and implement safety procedures.

Health & Safety Policy

Your Health and Safety Policy should set out your organisation’s commitment to health and safety. If your organisation has more than five employees, it is a legal necessity to have a policy in place already. However, this general policy is likely to be different from one you will produce specifically for the event. The event-specific policy should set out:

- Who is responsible for health & safety within your organisation
- Who will monitor health & safety at the event
- Arrangements for each aspect and phase of the event
- How others should follow and interpret the policy (the Event Safety Memo)
- Staff training procedures

Subcontractors should provide you with their own policies. These should be checked to ensure there is no conflict with your policy or your event safety memo.

Event Safety Memo

It’s a good approach to produce an Event Safety Memo to be distributed to all those working at the event (preferably at the ‘induction’ or briefing meeting). This memo should give specific and easy-to-follow advice to all employees, volunteers, subcontractors, etc who are working at your event during the build, the live event and the ‘get-out’. It should set out how you, as the Event Management, expect others to conduct themselves while on site or at the venue. It should highlight particular safety aspects they should be aware of such as fire controls, emergency exits, evacuation procedures, incident or emergency codes and procedures, personal protective equipment/clothing required, incident reporting procedures, hazards, etc.
Reporting Procedures

For every aspect of health and safety, you should have a procedure for reporting incidents and occurrences. It should be clear in the Event Safety Memo, how and to whom individual incidents should be reported. Each incident or occurrence should be written down and described in full. Ensure staff and volunteers are well briefed on how to report any incident. Reports will likely take the form of:

- Accident/Injury
- Incident
- Lost Persons
- Lost/Damaged Property
- Safety/System Failures

RIDDOR: In April 2001, the Health & Safety Executive (HSE) launched a new Incident Contact Centre (ICC) for all incidents currently reportable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 1995. The ICC is a joint venture by the HSE, COSLA and Local Government Associations (LGA), and it provides a central point for employers to report incidents irrespective of whether their business is HSE or Local Authority enforced. For more information visit www.riddor.gov.uk

Normal Operating Procedures

If the location in which you stage the event is an existing venue, it is likely that it will have in place Normal Operating Procedures. Ensure you are aware of these and incorporate them into your planning.

Monitoring & Inspections

Continual monitoring of health and safety procedures is essential to ensure they remain effective. Inspections of the event site should take place before, during and after the public are on the premises/site and inspections of operating procedures by event staff and contractors should be a continual process throughout.

Plans and Drawings

In addition to your site or venue plan, if your event features any staging or structural elements, it is likely you will have to provide structural drawings to the local authority, Fire Brigade, etc. If you have subcontracted these elements, the subcontractor will provide you with copies. If the structure has been made specifically for the event ask the original architect or engineer for copies along with the Method Statement for its construction.
Method Statements

A Method Statement describes how a specific action or task is facilitated. It describes to others the process by which an operation will take place and usually relates to the ‘production’ aspect of event organisation. In writing method statements, you will identify the safest procedure for the task in question. This will assist you when it comes to writing the Risk Assessment. Again, subcontractors should provide you with their own Method Statements.

Communications

No event can operate successfully without the implementation of a thorough Communications Strategy. The size of the event and the number of organisations involved will influence the complexity of the strategy.

From a health and safety perspective the strategy will require two areas to be addressed:

1. Communication between all parties involved in the event planning
   - Good communication is crucial during the planning stages. As the event manager, you should ensure that all agencies are effectively communicating with each other and with you. A roles and responsibilities chart or statement may help you in this task. Make sure that meetings are minuted, agreed actions are followed through and there is a paper trail for all decisions that have been agreed.

   - During the event itself, the Event Manual (see Chapter 10) and Site/Venue Plan should be valuable tools that aid good communication. It is therefore vital they contain up-to-date information. If the nature and size of your event requires a multi-agency presence, it is likely each organisation will employ their own communications system and use their own equipment. Consider setting up a Joint Agency Control Centre (JACC) or Incident Room at the event which hosts all agencies’ communications personnel to assist quick and decisive decision making.

   - If you are using radio communication, ensure that frequencies do not clash with other radio users. Allocate a channel on your system for different user groups such as Production, Management, Artist Liaison, Front of House, Emergency Channel, etc. Ensure all staff know how to use the equipment, provide guidance/training and keep
accurate records of all communications and decisions. Decide in advance any codes or lingo to be used in the event of an incident or emergency and ensure that everyone knows their meanings. Document them in the Event Manual and Event Safety Memo.

- Ensure all key staff have mobile phones but do not rely on them for essential communication – especially if network coverage is not strong.

- Supply all staff with easy-to-read laminated cards which feature the contact numbers of all key individuals involved in the running of the event along with radio channels. These cards can be worn on a lanyard together with accreditation/access passes.

- Arrange a briefing session for all staff working on the event. This should cover introductions so that everyone is aware of lines of command and responsibility, health and safety, communications and all procedures, practices and regulations that dictate the conduct of staff whilst working on the event. It’s a good idea to provide a ‘Staff Briefing Document’ to be distributed before or at this briefing session so event workers can refer to it as required. (See Chapter 10 for a guide to preparing your Staff Briefing Document).

2. Communication with the public at the event

- There are many ways to communicate with the public at the event including information stands, printed material, stewards, screen messages and PA announcements. Your strategy should take into account how you will communicate with the public in the event of an incident or emergency.

- However you decide this should be achieved, announcements and instructions must be conveyed in a clear, audible and succinct manner. Rehearse potential scenarios with the Health and Safety Sub-Group (if appropriate) and agree what will be said, when it will be said, how often, who will say it and by what means for each scenario. Make sure you have contingencies in place should equipment fail.

- Note – at a sporting event, the commentator is ideally placed to make safety announcements and should therefore be well briefed and in radio contact.
Emergency Services

Your contact with the Emergency Services will depend on the type, scale and complexity of your event. If you are planning a medium-scale, indoor event in an established venue, you may not require the assistance of the Emergency Services during the planning and operation of the event. However, for larger and more complex events it will be necessary to seek their advice, assistance and co-operation. Each service usually has its own planning and special projects departments which deal with events. If appropriate to the nature of your event, you may wish to invite one or more people from the following agencies onto your Health and Safety Sub-Group:

- **Police** – the Police may advise on many safety aspects such as audience numbers, crowd control, emergency procedures, communications, traffic management and emergency services access, etc. Their presence at a live event will depend on the nature of the entertainment, the scale of the event and the level of stewarding.

- **Fire Brigade** – the Fire Brigade may advise on occupant capacity, potential fire hazards, fire fighting equipment required, equipment locations, emergency access, means of escape, signage, lighting, rendezvous points, pyrotechnic elements such as fireworks, fire sculptures or bonfires and other emergency procedures.

- **Medical Services** – depending on the nature and scale of the event you may require the assistance of the local health board, Scottish Ambulance Service or a first aid organisation such as St Andrews Ambulance or the British Red Cross. Seek their advice on the medical provision required such as numbers of doctors, nurses, physiotherapists, first aiders, accommodation and facilities as well as emergency access and other procedures. Remember that first aiders are usually volunteers but a donation should be made to their organisation who will advise you as to the appropriate level of support.

- **Fees** – note that charges may be levied by some or all of the Emergency Services. Make sure you factor these costs into your budget at an early stage.
**Medical Provision**

The type and amount of medical provision required at events varies enormously depending on the size, nature and location of the event. Medical provision must be available to everybody working on, performing at, competing in or attending the event. As far as is practicable, an event should be self sufficient in order to minimise the impact on the day-to-day provision for the local community. Factors that will influence what provision is required include:

- **Nature of event** – programme, activities, sports
- **Location** – indoor, outdoor, size of venue, proximity to existing services
- **Venue** – standing, seated
- **Duration** – few hours, multiple days
- **Weather conditions** – the season, inclement weather
- **Size of audience**
- **Audience Profile** – young, elderly, teenagers
- **History** – previous casualties/incidents, first time event
- **Other hazards** – identified in risk assessment

*Note: Medical provision at many events is a mandatory requirement.*

Remember that it is not only medical personnel that may be required. Facilities, equipment, transport and liaison personnel may also have to be organised and budgeted for. Medical provision should be discussed and agreed well in advance with the appropriate authorities and providers.

**Welfare Services**

The easier you make it for people to attend your event, the better the experience they will have. Think about the audience you wish to attract to the event and their potential needs. A happy, stress-free attendee is likely to come back to future events. Some services to consider are:

- **Drinking Water** – this should be supplied at all types of events, particularly at those held outdoors. Depending on your existing venue/site services, you may have access to mains drinking water. If not, water can be supplied from bowsers (water containers) that are fit-for-purpose or bottled water made available. Pay particular
attention to areas of potential congestion such as at front of stage areas at an all-standing event.

- **Baby Change** – if your event is family oriented, provide a facility for parents to change babies’ nappies. Ensure the accommodation is secure with suitable furniture, supplies, waste disposal and washing facilities present. Also, think about providing a private area for mothers to breastfeed babies, should they wish.

- **Meeting Point(s)** – if the event covers a large area or if there is the potential for people to become separated from their group, provide one or more well-signposted meeting points. Remember to number meeting points to avoid confusion.

- **Lost Persons** – if the event is family oriented or you are anticipating children attending the event, it is crucial to provide an area where they can go, or be taken to should they become separated from their parent or guardian. Ensure that the facility is staffed at all times by more than one suitably qualified staff member (remember that all staff working with children and/or vulnerable adults must be checked by the Scottish Criminal Record Office/Disclosure Scotland in advance – contact them at www.scro.police.uk, www.disclosurescotland.co.uk)

  Agree a plan/policy in advance of the event that addresses the process of receiving, caring for and handing children back to their parents/guardians.

- **Information Points** – depending on the complexity, length and type of event, it may be wise to have a point or points of information. Those staffing these positions should be knowledgeable about the event, the venue/site, parking and transport arrangements, etc and must also be kept informed of any programme changes that the public needs to know about.

- **Lost Property** – a point for Lost Property is appropriate at events of all types and sizes. Agree a procedure in advance with those staffing the area to ensure that property is being reunited with the correct owner.

- **Cloakroom Facilities** – ensure that the area is suitably stocked, secured and staffed throughout the event. Agree a policy and procedure on receiving bags, luggage and other accessories. Ensure that patrons are aware if items are left at their own risk.
Remember: Consider all age groups...

Think about your audience in detail.
Other services you may decide are necessary will be dependent on the nature of the event. Remember to carefully consider the audience profile when consolidating the list of services.

**Traffic & Transport Management**

Good traffic and transport management is a key issue for events. Poor planning can lead to unnecessary disruption for those involved in or attending the event as well as the normal day-to-day traffic. Consider this aspect in detail when selecting your venue. As appropriate, include the local authority, Police and transport providers at the earliest stage possible to help you make arrangements. For large events it may be necessary to form a Transport Management Sub-Group to consider all issues surrounding this topic and to formulate effective plans for transport, traffic and parking. Consider the following:

- The event type, audience size and profile
- The anticipated number of vehicles (audience, staff, contractors, etc)
- Existing transport links and the potential for enhancement
- Existing parking opportunities for cars, buses and other vehicles
- Park and ride facilities (existing or temporary)
- Transport routes for vehicles, buses, trains, underground
- Drop off and pick up locations for buses, taxis, etc
- Existing signage and the potential requirement for temporary signage (e.g. AA signage)
- The requirement for coning and parking suspensions
- Temporary traffic regulation orders such as road closures and re-routing (the local authority can advise on requirements, notification and timescales)
- Staffing – who will marshal the traffic, who will staff the car parks, etc
- The potential for charging for parking to help offset costs
- Pedestrians entering and leaving the venue/congestion issues
- Access for production, artist, subcontractor vehicles, etc
- Emergency access for fire tenders, ambulances, etc
- Traffic movement on site
Security and Stewarding

The size and nature of your event will influence the type and amount of security and stewarding measures required. When planning your event, consider the following:

- Crowd management
- Artist/performer/competitor/guest protection
- Equipment and facility protection
- Entrance, exits and perimeter security
- Traffic/car parking management
- Sterile and danger areas
- Assistance to emergency services
- Emergency procedures
- Overnight security
- Restricted areas
- Cash storing and handling

If employing a security or stewarding firm ensure they are reputable and experienced. If appropriate, invite a senior supervisor to join the Health and Safety Sub-Group at the earliest opportunity to ensure they are as familiar as possible with the event and so that they can contribute to health and safety procedures which are being agreed. Assess all risks with the security/stewarding contractor to reach a conclusion as to the level of service required at the event and ensure all agencies are comfortable with the provision, roles and responsibilities of the contractor. Ask the contractor to supply you with details of the Supervisors/Chief Stewards who will be responsible at the event. Organise a pre-event briefing with all security/stewarding staff to ensure that all questions are answered and everyone is clear about their role at the event.

Regulation of the private security industry is delivered through the Security Industry Authority (SIA). The SIA exists to manage the licensing of the private security industry as set out in the Private Security Industry Act 2001; to raise standards of professionalism and skills within the private security industry and to promote and spread best practice. In 2007, SIA licensing will be extended to include Scotland. For up-to-date information visit www.the-sia.org.uk/scotland
Risk Management

No matter the type and size of your event, risk management is a critical issue in the planning process. Simply put, risk management is about foreseeing and identifying potential risks, evaluating them and putting in place a plan, control measure or contingency to reduce or neutralise the level of risk. A good event manager will incorporate risk management at all stages of the planning process. In terms of event production, the issue of risk management is of the utmost importance when making decisions that impact on those who have a chance of being affected or harmed by any aspect of the event. They could be:

- Event staff and crew
- Audience and others attending the event
- Performers/competitors and their entourages
- People/residents in the vicinity of the event

The event manager has a duty to identify and minimise these risks. The best way to do this is to undertake an effective risk assessment.

Risk Assessment

No one knows your event better than you and your key team. From this point of view, as the event management, you are best placed to undertake the assessment and each ‘department’ should carry out their own assessment to be consolidated into the final version. For larger or more complicated events, you may wish to seek the assistance of an independent risk assessor who is knowledgeable on your type of event. If appropriate, the event’s Health and Safety Sub-Group should take an active role in the risk assessment process, agree to the control measures and take steps to implement any aspects for which they as individuals or their organisations have responsibility.

The Risk Assessment should be completed well in advance of the event. You should provide a copy to your insurance broker or underwriter and include a copy of it in the Event Manual. Ensure that all key staff and personnel are familiar with it and all safety measures are implemented before the event starts. Should any additional risks be identified prior to the event, a specific assessment should be carried out for each new risk.
At the end of this chapter there is a template to help you complete a Risk Assessment. In doing so, you will undertake the following steps:

1. Identify the area of risk and related hazards
2. Decide who or what is at risk
3. Decide what measures will be put in place to control the risk
4. Evaluate the level of risk

Risk factors are unique to every event but some areas of consideration may include:

- Type of event – nature of programme, timing, etc
- Venue – seated/standing, capacity, access/egress
- Location of event – outdoor/indoor, geography (near roads/railways, etc)
- Ground conditions
- Crowd – profile, history, habits, disorder, surging, special needs, welfare, etc
- Weather – adverse conditions (very hot/cold/wet, etc)
- Vehicle movement – on and off site
- Contractors
- Working at height
- Structures – permanent and temporary, collapse, trip hazards, etc
- Barriers
- Equipment – production, safety, etc
- Electrical equipment and supply
- Traffic management
- Car parking
- Sound and noise – inside and outside venue, before, during and after event
- Pyrotechnics
- Fire
- Explosion
- Terrorism
- Emergency announcements
- Security – audience, staff, venue, cash handling, etc
- Drugs – anti-doping, audience profile, etc
- Animals
- High profile artists, dignitaries, VIPs
Appendices

If your Risk Assessment has to be distributed to partners/authorities independently of the event manual, you should append the various information that will support your Risk Assessment. The nature of these will be dependent on the type of event you are producing. These appendices may include:

- Event Safety Memo
- Production Schedule (a detailed plan of how the site will be prepared and de-rigged)
- Site Maps
- Contractor Risk Assessments/Licences/Fire Certificates, etc
- Where venues are hired rather than created, you may find it appropriate to append the Normal Operating Procedures (NOPs)
- You could also discuss with your risk assessor and/or health and safety sub-group whether your event warrants an emergency scenario planning session
Event Risk Assessment Template

This template provides an indication of the kind of approach that is acceptable when carrying out a Risk Assessment for an event. You can also refer to The Health & Safety Executive’s ‘5 Steps to Risk Assessment’ guide – [www.hse.gov.uk](http://www.hse.gov.uk)

### Risk Assessment for (Name of Event)

<table>
<thead>
<tr>
<th><strong>Type of Event:</strong> (short summary)</th>
<th><strong>Event Location(s):</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Event Date(s):</strong></td>
<td><strong>Type of Venue(s):</strong></td>
</tr>
<tr>
<td>Site Build Period:</td>
<td>(List the various event venues/arenas/roads to be used etc)</td>
</tr>
<tr>
<td>Live Period:</td>
<td></td>
</tr>
<tr>
<td>De-Rig Period:</td>
<td></td>
</tr>
<tr>
<td><strong>Event Running Times:</strong></td>
<td><strong>Estimated Attendance</strong></td>
</tr>
<tr>
<td></td>
<td>(Breakdown into days/sections as appropriate)</td>
</tr>
<tr>
<td><strong>Details of Event Partners:</strong></td>
<td><strong>Participants/Artists:</strong></td>
</tr>
<tr>
<td></td>
<td>Spectators/Audience:</td>
</tr>
<tr>
<td><strong>Circulation:</strong> (i.e. details of the group that you will send the risk assessment to)</td>
<td><strong>Signatures:</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Event Organiser:</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Risk Assessor:</strong></td>
</tr>
<tr>
<td><strong>Assessment undertaken by:</strong> (name and contact details for Risk Assessor, Safety Officer or other 'competent' person)</td>
<td></td>
</tr>
<tr>
<td><strong>Signature:</strong></td>
<td><strong>Date of Assessment:</strong></td>
</tr>
<tr>
<td><strong>Date:</strong></td>
<td></td>
</tr>
</tbody>
</table>
## Risk Assessment: Section A

### Activity
In this box you outline the area of Risk, e.g. ‘Vehicle Access and Activity on Site’

<table>
<thead>
<tr>
<th>Activity</th>
<th>Hazards</th>
<th>Who/What is at Risk?</th>
<th>Measures to Control Risk</th>
<th>Risk Level</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>In this box you would outline the assessed hazards, e.g. 'Collisions with Motorists, Stationary Vehicles, Street Furniture, Pedestrians’</td>
<td>In this box you would list the groups that are perceived to be at risk from the hazard, e.g.</td>
<td>In this box you would outline the control measures and actions you have put in place to minimise the risks that you have anticipated. You would also note if additional information is available as an appendix (or elsewhere) and identify any person or official who will reduce any risk.</td>
<td>In this box you would estimate the ‘Risk Level’ (i.e. Low, Medium or High) after the control measures have been implemented. Note that any entries with a Medium or High rating should be treated as priority.</td>
</tr>
</tbody>
</table>

### Period Covered:
(i.e. if this section covers the event build period, put those dates here)