

**REPORT TO: LICENSING COMMITTEE – 30TH MARCH, 2017**  
**REPORT ON: CONCERTS AT SLESSOR GARDENS**  
**REPORT BY: HEAD OF DEMOCRATIC AND LEGAL SERVICES**  
**REPORT NO: 108-2017**

## **1.0 PURPOSE OF REPORT**

To present Public Entertainment Licence applications for proposed UB40 and Little Mix concerts at Slessor Gardens and to advise members as to discussions held with the applicant.

## **2.0 RECOMMENDATIONS**

It is recommended that:-

- (i) members note the Events plans at Appendices 1 and 2;
- (ii) approve both applications subject to the usual pre-event inspection and the attachment of the standard conditions and additional conditions listed at Appendices 3 and 4; and
- (iii) remit to Officers to continue to discuss final arrangements with the applicants.

## **3.0 FINANCIAL IMPLICATIONS**

None.

## **4.0 MAIN TEXT**

- 4.1 Constructed as part of the £1 billion transformation of Dundee's Waterfront, Slessor Gardens was officially opened by the Queen in summer 2016. The flexible venue has already proved popular, attracting thousands of visitors to events like the Dundee Design Festival Tay Road Bridge 50th Anniversary, Oor Wullie Farewell Gathering and the city's Christmas Light Night.
- 4.2 Event organisers LHG Live Ltd have applied for Public Entertainment Licences for three concerts at Slessor Gardens, namely:-  
  
UB40 on Saturday, 20th May, 2017  
Little Mix on Thursday, 29th June, 2017  
Olly Murs on Thursday, 20th July, 2017
- 4.3 The Olly Murs application has only been lodged recently and will be submitted to a future meeting.
- 4.4 The other two applications are before members at this meeting.
- 4.5 The applications were advertised in the usual manner and no public objections were received.
- 4.6 Public reaction to the sale of tickets for the summer concert season at Slessor Gardens has in fact been excellent. The events have already generated considerable publicity and positive profile for the city both in mainstream and social media, adding to Dundee's growing cultural reputation.
- 4.7 It is expected that these events will have a significant economic impact, with increased spend in city centre bars, restaurants and retail outlets. Council officers are working closely with city centre traders to help maximise opportunities presented by such large numbers of people gathering for these concerts.
- 4.8 As is the practice in dealing with such events, the applicant submitted event plans and other associated documents such as risk assessments, traffic management, insurance, stage

specifications, method statements etc and a Safety Advisory Group (SAG) comprising Police, Fire, Ambulance and various Council Officers was set up.

- 4.9 This Group has met on several occasions to review the various updated versions of the documentation provided by the applicants.
- 4.10 The most recent versions of the Events plans are attached (Appendices 1 and 2). The capacity for each event is 11,300.
- 4.11 Members should also note there will be disruption in the City Centre as both Thomson Avenue and Dock Street will be closed to all traffic. Buses which normally use Dock Street will be diverted via Ward Road and Meadowside. Full details of closures and diversions will be publicised fully before each event.
- 4.12 Based on the information provided by the applicant, the SAG is satisfied that these events can proceed safely, subject to the necessary road closures and diversions being in place and have recommended that the additional conditions listed in Appendices 3 and 4 be attached to the respective licence.

## **5.0 POLICY IMPLICATIONS**

This report has been screened for any policy implications in respect of Sustainable Development, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management.

There are no major issues.

## **6.0 CONSULTATIONS**

The Chief Executive, Executive Director of Corporate Services and Head of Democratic and Legal Services.

## **7.0 BACKGROUND PAPERS**

None.

Roger Mennie  
Head of Democratic and Legal Services

DATE: 21st March, 2017

**APPENDIX I**  
**EVENT MANAGEMENT PLAN**



**UB40**  
Slessor Gardens,  
Dundee

**Saturday 20<sup>th</sup> May 2017**

**Event Post Code: DD1 1AR**  
**Event Grid Reference: NO404301**

<b>Document Details &amp; Event Management Tracker</b>		
Document owned by	Liz Hobbs Group Limited	
Version number	1	
Current Ticket Sales	4,216	Date: 06.01.17
Projected Ticket Sales	<i>TBC February</i>	
1 <sup>st</sup> Draft Submitted	9.1.17	
Review date	SAG	
2 <sup>nd</sup> Draft Submitted		
Review date		
Final Submitted		

## Contents

<b>FOREWORD</b> .....	<b>4</b>
<b>STATEMENT OF POLICY</b> .....	<b>4</b>
<b>SECTION 1 – EVENT OVERVIEW</b> .....	<b>4</b>
EVENT DESCRIPTION .....	4
LOCATION .....	4
PREMISES LICENSE .....	4
DATES & DURATION .....	4
ENTRANCE & EXIT POINTS .....	5
ADMISSIONS POLICY .....	5
AUDIENCE PROFILE .....	6
TEMPORARY STRUCTURES .....	6
THE EVENT ORGANISERS .....	6
KEY PERSONNEL .....	6
ROLES & RESPONSIBILITIES .....	6
<b>SECTION 2 – PRODUCTION &amp; INFRASTRUCTURE</b> .....	<b>8</b>
PRODUCTION PARKING .....	8
BARRIERS .....	8
POWER & DISTRIBUTION .....	8
<b>SECTION 3 – SECURITY AND STEWARDING</b> .....	<b>8</b>
SECURITY AND STEWARDING PLAN .....	8
<b>SECTION 4 - CATERING, BARS &amp; HOSPITALITY</b> .....	<b>9</b>
CATERING & HOSPITALITY .....	9
LIQUID PETROLEUM GAS .....	9
<b>SECTION 5 – WASTE MANAGEMENT</b> .....	<b>9</b>
LITTER & SITE CLEARING .....	9
<b>SECTION 6 – WELFARE</b> .....	<b>9</b>
WELFARE FACILITIES .....	9
DRINKING WATER .....	9
TOILET PROVISION .....	9
<b>SECTION 7 – COMMUNICATIONS</b> .....	<b>9</b>
PUBLIC ADDRESS SYSTEM .....	9
RADIOS .....	9
TELEPHONES .....	10
CCTV .....	10
<b>SECTION 8 – TRAFFIC MANAGEMENT</b> .....	<b>10</b>
TRAFFIC MANAGEMENT .....	10
<b>SECTION 9 – MEDICAL</b> .....	<b>10</b>
MEDICAL PLAN .....	10
<b>SECTION 10 – EMERGENCY SERVICES</b> .....	<b>10</b>
POLICE .....	10
FIRE .....	10
<b>SECTION 11 – RISK MANAGEMENT</b> .....	<b>10</b>
RISK ASSESSMENTS .....	10
FIRE SAFETY .....	11
NOISE .....	11
PERSONAL PROTECTIVE EQUIPMENT .....	11
LOST OR FOUND CHILDREN/VULNERABLE ADULTS .....	11
INCIDENT RECORDING .....	11
RIDDOR .....	11
INSURANCE .....	11
WEATHER .....	11
<b>SECTION 12 – EVENT AND INCIDENT MANAGEMENT</b> .....	<b>12</b>
EVENT CONTROL .....	12
MANAGEMENT OF THE EVENT - EMERGENCY .....	12
EMERGENCY VEHICLE ACCESS ROUTES .....	12
<b>DEBRIEFING</b> .....	<b>12</b>

<b>APPENDICIES</b>		
<b>A</b>	Site plan	<b>Available (draft)</b>
<b>B</b>	Event Schedule	<b>Available (draft)</b>
<b>C</b>	Temporary Structures Specification	<b>Engineering Calcs To Follow</b>
<b>D</b>	Stewarding & Security Plan	<b>To Follow (Securigroup)</b>
<b>E</b>	Traffic Management Plan	<b>To Follow (Dundee CC)</b>
<b>F</b>	Toilet Calculations	<b>Available</b>
<b>G</b>	Medical Plan	<b>To Follow (Supplier TBC)</b>
<b>H</b>	Risk Assessments & Policies	<b>Available</b>
<b>I</b>	Fire Risk Assessment	<b>Available</b>
<b>J</b>	Lost or Missing Children/Vulnerable Adults	<b>Available</b>
<b>K</b>	Public Liability Insurance	<b>Available – runs out May 2017</b>
<b>L</b>	Emergency Plan	<b>Flow Rates To Follow</b>
<b>M</b>	Premises Licence	<b>To Follow (LHG applying)</b>

## FOREWORD

Liz Hobbs Group Ltd (LHG) is one of the country's leading producers of concerts and events, working with some of the world's greatest venues and clients, including football stadia, motor racing circuits, international festivals and the UK's top racecourses. With nearly 25 years in the business and recognised as a leader in its field, Liz Hobbs Group creates and delivers entertainment to a variety of prestigious clients and events across the UK & Ireland.

## STATEMENT OF POLICY

Liz Hobbs Group intends that all its events be held in accordance with best practice and within health and safety guidelines. Liz Hobbs Group has a Health and Safety Policy that is available on request.

## SECTION 1 – EVENT OVERVIEW

### EVENT DESCRIPTION

An outdoor live music concert featuring UB40 held at Slessor Gardens, Dundee on 20<sup>th</sup> May 2017. The event is a ticketed live music concert with a headline performance by UB40 featuring Ali Campbell, Astro and Mickey, with special guests Level 42 and The Original Wailers. Formed in 1978, UB40 have released 18 albums, including their debut 'Signing Off' in 1980, 'Labour of Love', in 1983 and 'Promises and Lies' in 1993, both of which reached #1 in the UK Albums Chart, and their last album, 'Getting Over the Storm', in 2013. Ali Campbell left the band in 2008, followed by Mickey Virtue, with Astro leaving in 2013. In 2014, the trio formed UB40 feat Astro, Ali Campbell and Mickey, to perform UB40 pop and reggae songs.

### LOCATION

The event will be centred on Slessor Gardens, Dundee, DD1 1AR a recently developed outdoor event space.

The concert footprint will also incorporate the two adjacent streets South Crichton Street and South Castle Street.

See **Appendix A** for site plan

### PREMISES LICENSE

The venue is unlicensed so LHG will apply for a Public Entertainment Licence to cover the performance of live music and playing of recorded music outdoors.

The supply and sale of alcohol will be the subject of a separate occasional licence application by Andrew McMahon **TBC** who holds Scottish Personal Licence and has experience of operating bars at this venue.

**Appendix M – Premises Licence**

### DATES & DURATION

The **Event Planning** commenced in December 2016 with site meetings, the selection of contractors, and the procurement and planning of the stage, production and all associated event infrastructure and general public facilities.

**The Event Load In** **All Timings TBC**

17.05.17 – Plant & Stage Delivery & Operations Installation (inc. Fencing)

18.05.17 – Stage Installation

19.05.17 – Stage Installation & Operation Installation (incl. Toilets, Signage, Bars)

**The Event** **All Timings TBC**

20.05.17

0800 – Production Load In, Concession Arrival

1100 – Band Load In,

1600 Gates open to public

1600 Entertainment to commence

2230 Entertainment Curfew

**The De-Rig** will commence on 20.05.17 at 2215 with production loadout, concessions and bars will pack up and deconstruct their equipment.

### **Post Event Operations**

21.05.17 - Stage & Fencing Extraction, Litter pickers, Plant Collected Site handover

22.05.17 - Event Debrief

Full event schedule see **Appendix B – Event Schedule**

### **ENTRANCE & EXIT POINTS**

**Production vehicles and event infrastructure** - During the build and break phases the entrance for production vehicles and concert infrastructure will be via South Crichton Street off Thomson Avenue. Service vehicle movement will cease at 1500hrs on event day until after the public have vacated the venue.

**Concessions** - All concession vehicles will arrive and be positioned well in advance of the public arriving. They will not leave until after the public have vacated.

**General Public** - In routine operation the public will enter and leave the event space via gates positioned on either long side of the arena, with queueing, ticket check and search space on the closed lengths of South Castle Street and South Crichton Street

Once on the site, the audience is routed to two different areas of spectator viewing based on ticket type. There is also a dedicated disabled viewing area. – see 'Admission Policy – Ticketing' below.

At the conclusion of the concert attendees will exit via the same routes.

In the event of an emergency additional egress routes will be made available (see **Emergency Plan – Appendix L**)

**Disabled** - Disabled parking spaces are tbc. Access to the arena and the disabled viewing area is via the gate off South Caste Street.

**Performers & Entertainers** – The location of artist dressing rooms is likely to be off site and performers will be transported by vehicle to a discrete gate into the secure backstage area.

The emergency plan in **Appendix L** includes calculations for the emergency evacuation of the event space.

### **ADMISSIONS POLICY**

Entrance to the event will be by pre-purchased ticket only.

Terms and conditions of entry will be on the ticket and displayed outside the turnstiles. These include:-

- No professional cameras, video cameras or audio recording devices
- No food, bottles or cans, cardboard container drinks
- No alcohol or illegal substances
- Under 16's must be accompanied by an adult at all times
- Access to the disabled viewing area is for disabled ticket holders only.
- Umbrellas permitted but must be taken down for the show
- Dogs are not permitted except guide dogs
- Folding chairs, gazebos and tents are prohibited

SIA security staff at the entrance will enforce the conditions of entry including crowd profiling and undertaking bag and random personal searches. Persons who have already consumed excessive alcohol will be refused entry.

### **Ticketing**

Tickets are being sold in advance online through Ticket Master who hold the inventory, other ticket agencies will be selling tickets through the control of Ticket Master and LHG.

The tickets are in two price categories linked to proximity to the stage. These two pricing bands will have corresponding enclosures and admission into the Premium enclosure will be by coloured wristbands issued on entry to the enclosure. Customers with wristbands can then leave and re-enter the enclosure to use the toilets and concessions.

There are dedicated tickets for people with disabilities and these are accommodated in an accessible viewing area which is at level but has an unrestricted view of the stage. One companion may accompany each disabled ticket holder free of charge.

For 'Accessible Tickets Policy' see **Appendix H**.

If the capacity has not been reached tickets will be available to purchase on the day at the venue. Assuming tickets are still available they will remain on sale into the event. When there is no

demand for tickets a view will be taken to close the box office.

### AUDIENCE PROFILE

UB40 featuring Ali Campbell, Astro and Mickey attract an audience that is predominantly mature adults 20 – 51 years and 53% Female 47% Male.

There is a low likelihood of anti-social behaviour, the Stewards, Security & Pit Crew will monitor and assess crowd flow, density and behaviour. The Head of Security will communicate with medical and appropriate teams via their radio to ensure timely action can be taken if necessary. Any person observed to be displaying inappropriate behaviour will be approached by the steward or SIA security and given the opportunity to adjust their behaviour or be removed from the venue and not readmitted.

### TEMPORARY STRUCTURES

The stage is the only sizeable temporary structure. This will be provided by ES Global and signed off prior to use.

ES Global are an experienced and competent contractor who have successfully provided concert infrastructure at many other events organised by LHG.

A technical specification for the stage is contained in **Appendix C** and the contractor RAMS are available for inspection if required.

### THE EVENT ORGANISERS

Liz Hobbs Group acting as LHG Live Ltd with the assistance of Dundee City Council.

### KEY PERSONNEL

**Overall Event Promoter:** Rupert Doogan-Hobbs (07507 011 111)

**Venue Commercial Manager:** Sarah Craig (07932 008538)

**LHG Safety Officer:** Rob Bradley (0771 244 1019)

**Deputy Safety Officer:** **TBC** Graeme Mackenzie (01382 433 301)

**Head of Security:** **TBC** Securigroup

**Medical Lead:** **TBC** British Red Cross or Scots Medic Solutions Ltd (07746 388 403)

**LHG Production Manager:** Paul Joyce (07722 111 024)

**LHG Operations Manager:** Stephanie Coe (07722 111 025)

**LHG Tour Manager:** Chloe Brentnall (07879881 232)

**LHG Artist Liaison:** Naomi Joyce (07931 911 311)

### ROLES & RESPONSIBILITIES

The residual responsibility for public and employee safety within the venue rests with the venue owner (Dundee City Council) as the Client. This is overlaid with a primary responsibility by the venue hirer, LHG for the duration of the hire.

As the Principle contractor LHG will plan, manage, monitor and coordinate health and safety in the construction phase of a project. LHG appoints appropriate and qualified contractors to plan, manage and monitor construction work under their control so that it is carried out without risks to health and safety.

During the build and break phases the health and safety of the stage, front of house and follow spot towers lies with the staging company as a contractor and CDM designer. They will influence the way work is carried out to secure their own health and safety of their workers. They will liaise with the principle contractor to ensure risks are properly controlled. There will be clear communication and coordination of work and suppliers involved. As designers they will take on the general principles of prevention stated in HSE (2015, p.73).

During the build and break phases the health and safety of the production, backstage and rigging staff will be the responsibility of the LHG Production Manager, who will ensure that all work is carried out in a safe and responsible manner and in accordance with contractor RAMS (HSE, 2015).

All workers on site must take care of their own health and safety and others who may be affected by their actions, report anything they see which is likely to endanger either their own or others' health and safety and cooperate with their employer, fellow workers, contractors and other duty holders. See **Appendix H –Risk Assessments & Policies**

**Overall Event Promoter:** **LHG**

- Overall responsibility for the promotion and management of the event



- Manage relationships between the promoter, the venue and artists
- Commercial relationships including tour management and ticketing
- Strategy and standards for event planning and safety

**Commercial Director/Manager: VENUE**

- Site availability and access
- Client lead
- Strategy and standards.
- Reputation and PR
- Local liaison and contacts
- Relationship management with local authority, emergency services and partners

**Safety Officer: LHG**

- Preparation of the Event Management Plan
- Undertake and log safety checks prior to and during the event
- Assess risks and ensure all appropriate control measures are in place
- Oversee and direct the security personnel in liaison with the Head of Security
- Record all accidents and incidents in an Incident Log
- Record any public complaints
- Report any RIDDOR incidents

**Deputy Safety Officer: VENUE**

- Ensure the site is fit for purpose
- Support the safety officer in all roles and responsibilities

**Head of Security: TBC**

- Manage all security personnel and stewards
- Management of pit, stage and backstage security
- Ticket check and bag search
- Enforce conditions of entry
- Uphold the licensing objectives
- Maintain a secure perimeter
- Co-ordinate any vehicle movements on site
- Site patrol, risk management and incident response
- Customer information and welfare

**Production Manager: LHG**

- To ensure all production is installed safely and on time
- To ensure contractors provide and adhere to RAMS
- To ensure all contractors adhere to the health & safety matters documentation
- To successfully complete site decommission and hand over at the end of the event

**Operations Manager: LHG**

- Liaison with all specialist contractors, to ensure correct site set up
- Event troubleshooting
- Liaison with venue team throughout installation, event day and extraction
- Welfare of performers and production staff

**Tour Manager: LHG**

- Liaison with Operations Manager, Production Manager, venue representative, artists' managers
- Management and negotiation of settlements
- Welfare of performers and production staff

**Artist Liaison: LHG**

- Liaison with Operations Manager, Production Manager, venue representative, artists representative
- Ensure artist's arrival is safe and on time and schedules are adhered to

**Medical Lead: TBC**

- Produce a medical plan for the event
- Provide medical personnel and resources in accordance with the medical plan
- Provide first aid and medical support to all attendees of this event including staff and contractors
- Liaise with Category 1 and primary care resources as required
- Report any RIDDOR incidents that have occurred at the event

## SECTION 2 – PRODUCTION & INFRASTRUCTURE

### PRODUCTION PARKING

A secure compound will be provided for band vehicles behind Caird Hall **TBC**.

LHG crew will sleep on site on their tour bus.

For full details see **Appendix A – Site Plan**

### BARRIERS

Given the open nature of the site High Hoarding panels will be erected to create a secure perimeter to the concert arena. On the east and west sides the organiser intends to use the existing perimeter hoardings of the adjacent redevelopment sites to create this outer boundary. High Hoarding will also designate the backstage area.

Mojo style barriers will be used to create a sterile pit area 2.5m deep running the length of the stage and extending 2m to either side.

Mojo barriers will also be used to designate the Premium viewing area. Entrance and exit to this enclosure will be through gates at each corner which will be stewarded and admission will be controlled via a system of coloured wristbands.

Crowd control barriers will be positioned to protect other assets and to create queuing lanes for ticket check search and entry to the concert.

### POWER & DISTRIBUTION

#### Power

Power to the stage and backstage area will be provided by two 220 kva synch set generators.

All equipment installed will be PAT tested and visually inspected prior to installation.

The on-site electrician will sign off any generators or cabling that have been installed.

For caterers and bars power will be either site power generators, or house power, they will **not** provide their own generators.

Power will be provided in the form of Diesel generators, power distribution will be provided by an electrician, **supplier TBC**. This electrician will also manage electrical installations associated with catering concessions.

#### Fuelling

Generators and tower lights will be refuelled during the morning hours ahead of gates open. All generators will be located to allow vehicular access within suitable range to refuel.

### Appendix H – Policies & Risk Assessments

### TRACKWAY/FLOORING

This event will use aluminium trackway as a stage pad for plant access during the build and break of the stage. This will be provided by **TBC Supplier** hire and signed off prior to use. Installation and extraction of trackway will be managed by **TBC Supplier**.

**TBC Supplier** are an experienced and competent contractor who have successfully provided concert infrastructure at many other events.

Contractor RAMS are available for inspection if required.

### SITE LIGHTING

Due to the time of year the event organisers expect there to be ambient natural light for the general public to access the arena. With no suitable site lighting provision on site, there will be temporary tower lights located at all emergency exits and surrounding bars and concessions.

Tower lights and HQI lights will also be available for production load out which can be distributed for additional temporary lighting where necessary.

## SECTION 3 – SECURITY AND STEWARDING

### SECURITY AND STEWARDING PLAN

Security and Stewarding will be provided by **TBC** Securigroup in accordance with the Stewarding & Security Plan at **Appendix D**.

SIA staff will be used for SIA roles including bar supervision, search regimes and arena response.

Actual stewarding and security numbers will be assessed to accommodate the projected attendance and audience profile and reviewed in the period leading up to the event to achieve a

ratio of 1:250.

## SECTION 4 - CATERING, BARS & HOSPITALITY

### CATERING & HOSPITALITY

#### Catering

Food concessions will be provided by LHG's appointed caterers and located to the back of the site. All catering units will provide risk assessments for their activity.

#### Bars

The external bar will be supplied and operated by Andrew McMahon **TBC**. A Challenge 25 and no glass policy will be implemented throughout.

**Appendix H – Risk Assessments**

### LIQUID PETROLEUM GAS

No LPG on the LHG production.

Caterers/Concessions **TBC**. Any catering units using LPG will be checked and validated by the Safety Officer. As part of the routine inspections they will be checked for safe storage and operation of LPG.

## SECTION 5 – WASTE MANAGEMENT

### LITTER & SITE CLEARING

Vendors will be responsible for their own waste and provide disposal bins for their customers. Additional high volume bins and ground cleaning will be undertaken by LHG's chosen contractor, Dundee City Council, including a litter pick team during and post-concert. Disposal arrangements will conform to relevant national and local environmental legislation and regulatory requirements.

## SECTION 6 – WELFARE

### WELFARE FACILITIES

The designated Welfare point will be situated next to the Medical and Ambulance point.

### DRINKING WATER

Drinking water will be available for purchase from the catering concessions.

### TOILET PROVISION

With no suitable toilet provisions on site, there will be temporary toilets located on both sides of the arena, plus a disabled toilet located adjacent to the disabled viewing area. Separate provision will be made for staff and back stage.

The calculations for the provision of toilets for able bodied persons are based on the "Purple Guide" and other relevant guidance.

This provision will be reviewed closer to the event date subject to ticket sales.

**Appendix F - Toilet Calculations**

## SECTION 7 – COMMUNICATIONS

### PUBLIC ADDRESS SYSTEM

Information and safety messages to the audience can be broadcast over the stage PA.

A wireless microphone can be deployed throughout the venue

Care must be taken to avoid alarming the public, so in an emergency situation, coded messages will be used, these are given in the evacuation plan.

**See Appendix L – Emergency Plan**

### RADIOS

Radios will be issued to key staff and contractors.

Staff will be briefed to ensure that all incidents are communicated to Event Control where incoming calls will be logged and tasked to the appropriate person to respond.

The Safety Officer will ensure that effective radio communication channels exist between LHG staff,

security and stewarding teams and support agencies.  
Given the noise levels during the event users will be provided with earpieces and microphones to ensure that transmissions can be clearly heard.  
Coded messages will be used to identify specific risks without alerting the public. These coded messages are included in the Emergency Plan in **Appendix L**

### **TELEPHONES**

Management of the event will be conducted primarily through two-way radio but see also the mobile phone numbers in **key personnel** above.  
A contacts list of key personnel will be distributed pre-event and a master copy held in event control.

### **CCTV**

No dedicated CCTV is available for the event site but the adjacent road network is monitored.

## **SECTION 8 – TRAFFIC MANAGEMENT**

### **TRAFFIC MANAGEMENT**

Dundee City Council have an established traffic management plan which LHG will adopt for the event. The access, traffic and parking arrangements will be contained in the Traffic Management Plan contained in **Appendix E**.  
Organisers currently envisage closing South Crichton Street from 19 – 21 May for stage build and infrastructure load-in, and South Castle Street on 20 May for production load in and show day preparations.

## **SECTION 9 – MEDICAL**

### **MEDICAL PLAN**

LHG will engage **TBC supplier** to produce the Medical Plan and assess the medical needs for the event.  
The event aims to be self-sufficient in medical provision and place no burden on nhs resources. In the event of a major incident beyond the capabilities of the on-site medical team additional resources will be requested via a 999 call from Event Control.  
The Event Medical Plan is attached at **Appendix G**.

## **SECTION 10 – EMERGENCY SERVICES**

### **POLICE**

The event aims to be self-sufficient in security and stewarding provision and place no burden on police resources although some officers may be in attendance for community engagement and crime prevention purposes.  
It is noted that Police Scotland may wish to place an officer in Event Control.  
In the event of a major incident beyond the capabilities of the on-site security team additional resources will be requested via Event Control.

### **FIRE**

The event aims to be self-sufficient in fire prevention and firefighting provision and place no burden on fire and rescue service resources although personnel from the fire service may make inspection visits.  
In the event of a major incident beyond the capabilities of the on-site team additional resources will be requested via a 999 call from Event Control.

## **SECTION 11 – RISK MANAGEMENT**

### **RISK ASSESSMENTS**

LHG has a legal obligation to ensure the health, safety and welfare of employees and contractors involved in staging the event and to the public and participants attending.  
The event Risk Assessment is attached at **Appendix H**

## **FIRE SAFETY**

A fire risk assessment is attached at **Appendix I**.

The stage and all tented structures are designed with fire retardant materials.

LHG will locate fire extinguishers at the stage 2 x CO2 / 2 x Powder, and generator compound 1 x CO2 + 1 Powder.

The method of raising an alarm with Local Fire & Rescue will be via a 999 call from Event Control.

## **NOISE**

High sound levels present a risk to hearing, both for those working at concerts and for the audience.

All contractors should if appropriate prepare a risk assessment in accordance with the Control of Noise at Work Regulations 2005.

The organisers will if requested produce a noise management plan for the concert and monitor noise levels in accordance with prescribed limits.

## **PERSONAL PROTECTIVE EQUIPMENT**

Personal protective equipment should be worn by all staff that require it to carry out their duties in a safe manner and without risk of injury to themselves or others. Contractors will be monitored to work in accordance with their RAMS.

Security and stewarding staff will wear hi viz tabards to identify themselves to the public.

## **LOST OR FOUND CHILDREN/VULNERABLE ADULTS**

LHG has an established policy for lost and found children and vulnerable adults which is designed to ensure safety, dignity and discretion.

In the case of a found child or vulnerable adult, after an initial attempt to reunite, persons will be escorted to a safe haven in the Welfare Room.

In terms of a lost child or vulnerable adult there will be an initial vicinity search and the control room will be alerted. If the lost person remains unfound for a period of 15 minutes the police will be notified. Parents and guardians may be accommodated in the welfare room

**Appendix J - Lost or Missing Children / Vulnerable Adults**

## **INCIDENT RECORDING**

LHG will maintain an incident reporting procedure for near misses and accidents and take all reasonable steps to resolve issues and implement learning points.

## **RIDDOR**

The Reporting of Incidents, Diseases and Dangerous Occurrences Regulations require certain incidents to be reported to the control centre and Local Authority/HSE.

This will normally be via the Safety Officer unless the venue or medical provider's reporting procedures take precedence.

## **INSURANCE**

LHG hold public liability insurance for up to £10million. See **Appendix K**

## **WEATHER**

The weather conditions will be monitored in the lead up to and on the day of the event using information provided by the Met Office and risk control measures implemented accordingly.

### **1. High Winds**

All temporary structures are designed in accordance with CP3 Chapter V Part 2 1972, the Wind loading Handbook by Newberry and Eton published by the BRE.

Where the self-weight of the roof, stage base and imposed loads do not provide sufficient ballast to prevent uplift additional kinteledge is applied.

LHG will monitor the weather forecast and conditions at the site and the stage roof system incorporates fast-release sheets which can be removed quickly in the event of high winds. The possible need to remove sheets is included in LHG's health and safety procedures when maximum wind speeds of 35 MPH are expected and the stage incorporates an anemometer which is checked regularly by the crew, production and the Safety Officer.

See 'Wind Policy' in **Appendix H -Risk Assessments and Policies**

## 2. Heavy Rain

In the event of prolonged heavy rainfall during set up and breakdown of the event climbing and work at height will be halted until such a time as it is safe to do so. Ground conditions will be monitored and vehicle access restricted to avoid bedding in and damage to the arena and surrounding areas. If rainfall is prolonged to the point of minor flooding steps will be taken to evacuate worst affected areas.

## 3. Hot Conditions

Should prolonged and extreme hot conditions occur PA announcements and/or scrolling messages on the side screens will advise people to remain hydrated and to use sun screen. Some temporary shade is available in the covered stands. Stewards and first aiders will be alert to incidences of dehydration. In the event of cancellation due to weather, Media partners will be informed at the earliest possible time and onsite signage will be displayed to that effect.

# SECTION 12 – EVENT AND INCIDENT MANAGEMENT

## EVENT CONTROL

The emergency services will be made aware of the event through the SAG process.

Event Control will be located in **TBC**

Key personnel will include the Safety Officer (LHG) and the Deputy Safety Officer (Venue) plus a loggist. The control room will have copies of the site plan, event safety plan and all other relevant event documentation.

## MANAGEMENT OF THE EVENT - EMERGENCY

The Safety Officer is the responsible person for initiating and implementing the emergency plan and for making the emergency announcements. In the event of an emergency or major incident the Safety Officer will deploy the on-site stewarding and medical resources to respond.

If the incident is sufficiently serious or widespread to require an off-site response, a show stop, and/or a partial or full evacuation of the event site this will be managed in accordance with the Emergency Plan attached at **Appendix L**

## EMERGENCY VEHICLE ACCESS ROUTES

An emergency vehicle access (blue) route will be maintained throughout the event area at all times.

Depending on the nature and location of the incident the suggested Emergency Vehicle Route to the site is **TBC ROAD/STREET NAME**.

The alternative emergency route is via **TBC ROAD/STREET NAME**.

In all cases where an off-site response is summoned by Event Control the Safety Officer will nominate a senior steward to meet the unit on arrival and the Safety Officer will brief the senior representative of the emergency services on the nature and location of the incident and agree the next steps including any vehicular access and primacy for the management of the incident.

## DEBRIEFING

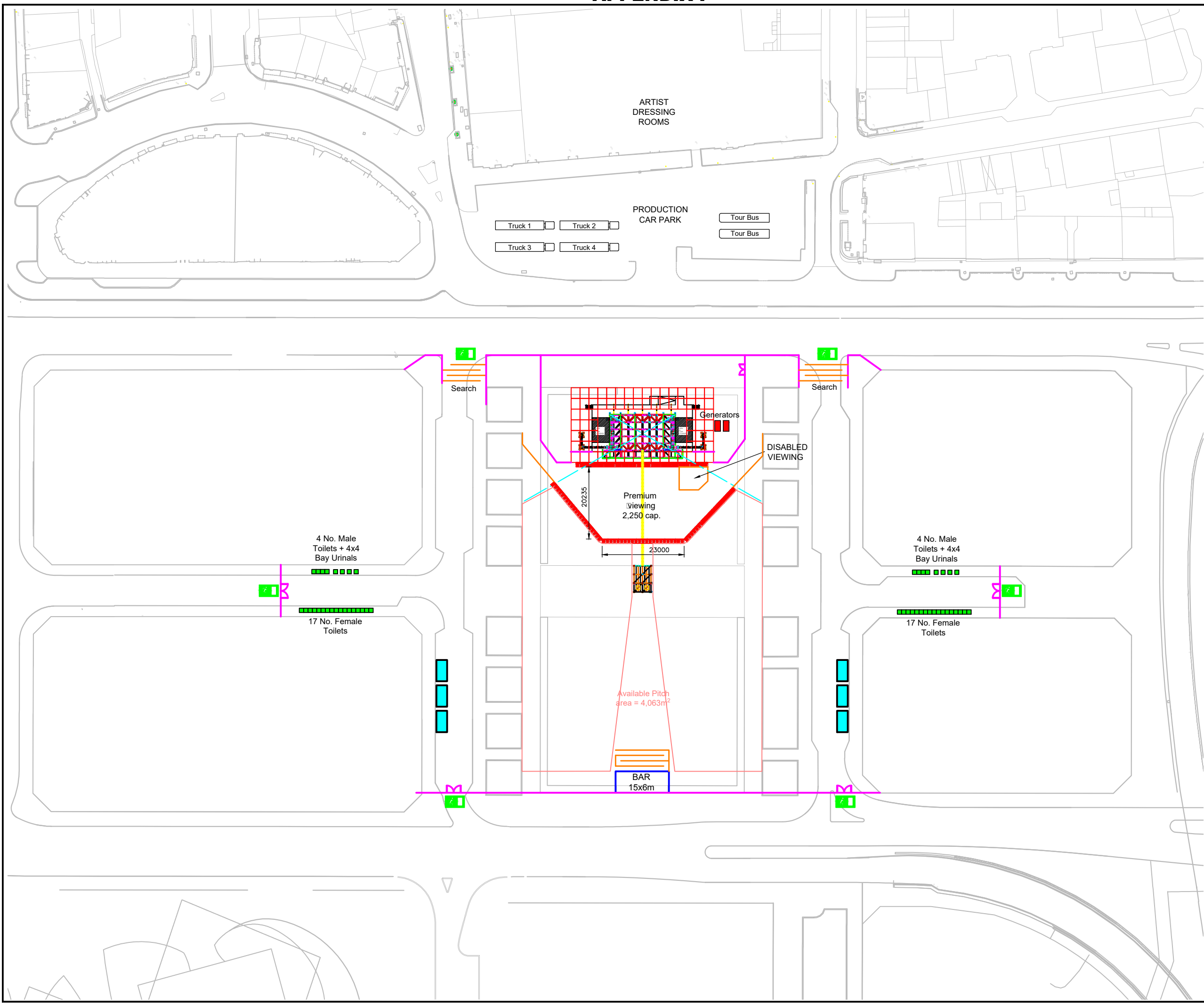
Following the event LHG and other interested parties will debrief the event to identify any follow up actions and future learning points.

Every effort has been made to ensure the accuracy of the information contained in this Event Management Plan prepared for the UB40 event held at Slessor Gardens by Liz Hobbs Group Ltd. LHG wish to highlight that the contents of this plan may be subject to review and can be subject to change.

Any significant variations will be incorporated into later versions of the plan which will be recirculated to interested parties.

# APPENDIX I

Total Capacity - 10,000




 Music Factory  
 Jessop Way  
 Newark  
 NG24 2ER  
 Tel: 01636 555666  
 www.lizhobbsgroup.com

Date	Scale	Drawn
JAN 2017	1:1000 @ A3	A.C.

Drawing Number **DUNSLE200517**

Project  
**Dundee Slessor Gardens  
 UB40**

Title  
**Layout Plan**

**APPENDIX II**  
**EVENT MANAGEMENT PLAN**



**Little Mix**  
**Slessor Gardens,**  
**Dundee**

**Thursday 29<sup>th</sup> June 2017**

**Event Post Code: DD1 1AR**  
**Event Grid Reference: NO404301**

Document Details & Event Management Tracker		
Document owned by	Liz Hobbs Group Limited	
Version number	1	
Current Ticket Sales	11,172	Date: 06.02.17
Projected Ticket Sales	<i>SOLD OUT</i>	
1 <sup>st</sup> Draft Submitted	06.02.17	
Review date	SAG	
2 <sup>nd</sup> Draft Submitted		
Review date		
Final Submitted		



## Contents

<b>FOREWORD</b> .....	<b>4</b>
<b>STATEMENT OF POLICY</b> .....	<b>4</b>
<b>SECTION 1 – EVENT OVERVIEW</b> .....	<b>4</b>
EVENT DESCRIPTION .....	4
LOCATION .....	4
PREMISES LICENSE .....	4
DATES & DURATION .....	4
ENTRANCE & EXIT POINTS .....	5
ADMISSIONS POLICY .....	5
AUDIENCE PROFILE .....	6
TEMPORARY STRUCTURES .....	6
THE EVENT ORGANISERS .....	6
KEY PERSONNEL .....	6
ROLES & RESPONSIBILITIES .....	6
<b>SECTION 2 – PRODUCTION &amp; INFRASTRUCTURE</b> .....	<b>8</b>
PRODUCTION PARKING .....	8
BARRIERS .....	8
POWER & DISTRIBUTION .....	8
<b>SECTION 3 – SECURITY AND STEWARDING</b> .....	<b>9</b>
SECURITY AND STEWARDING PLAN .....	9
<b>SECTION 4 - CATERING, BARS &amp; HOSPITALITY</b> .....	<b>9</b>
CATERING & HOSPITALITY .....	9
LIQUID PETROLEUM GAS .....	9
<b>SECTION 5 – WASTE MANAGEMENT</b> .....	<b>9</b>
LITTER & SITE CLEARING .....	9
<b>SECTION 6 – WELFARE</b> .....	<b>9</b>
WELFARE FACILITIES .....	9
DRINKING WATER .....	9
TOILET PROVISION .....	9
<b>SECTION 7 – COMMUNICATIONS</b> .....	<b>9</b>
PUBLIC ADDRESS SYSTEM .....	9
RADIOS .....	10
TELEPHONES .....	10
CCTV .....	10
<b>SECTION 8 – TRAFFIC MANAGEMENT</b> .....	<b>10</b>
TRAFFIC MANAGEMENT .....	10
<b>SECTION 9 – MEDICAL</b> .....	<b>10</b>
MEDICAL PLAN .....	10
<b>SECTION 10 – EMERGENCY SERVICES</b> .....	<b>10</b>
POLICE .....	10
FIRE .....	11
<b>SECTION 11 – RISK MANAGEMENT</b> .....	<b>11</b>
RISK ASSESSMENTS .....	11
FIRE SAFETY .....	11
NOISE .....	11
PERSONAL PROTECTIVE EQUIPMENT .....	11
LOST OR FOUND CHILDREN/VULNERABLE ADULTS .....	11
INCIDENT RECORDING .....	11
RIDDOR .....	11
INSURANCE .....	11
WEATHER .....	12
<b>SECTION 12 – EVENT AND INCIDENT MANAGEMENT</b> .....	<b>12</b>
EVENT CONTROL .....	12
MANAGEMENT OF THE EVENT - EMERGENCY .....	12
EMERGENCY VEHICLE ACCESS ROUTES .....	12
<b>DEBRIEFING</b> .....	<b>12</b>

<b>APPENDICIES</b>		
<b>A</b>	Site plan	<b>Available (draft)</b>
<b>B</b>	Event Schedule	<b>Available (draft)</b>
<b>C</b>	Temporary Structures Specification	<b>Available</b>
<b>D</b>	Stewarding & Security Plan	<b>To Follow (Securigroup)</b>
<b>E</b>	Traffic Management Plan	<b>To Follow (Dundee CC)</b>
<b>F</b>	Toilet Calculations	<b>Available</b>
<b>G</b>	Medical Plan	<b>To Follow (BRC)</b>
<b>H</b>	Risk Assessments & Policies	<b>Available</b>
<b>I</b>	Fire Risk Assessment	<b>Available</b>
<b>J</b>	Lost or Missing Children/Vulnerable Adults	<b>Available</b>
<b>K</b>	Public Liability Insurance	<b>Available – runs out May 2017</b>
<b>L</b>	Emergency Plan	<b>Available</b>
<b>M</b>	Premises Licence	<b>To Follow (LHG applying)</b>

## FOREWORD

Liz Hobbs Group Ltd (LHG) is one of the country's leading producers of concerts and events, working with some of the world's greatest venues and clients, including football stadia, motor racing circuits, international festivals and the UK's top racecourses. With nearly 25 years in the business and recognised as a leader in its field, Liz Hobbs Group creates and delivers entertainment to a variety of prestigious clients and events across the UK & Ireland.

## STATEMENT OF POLICY

Liz Hobbs Group intends that all its events be held in accordance with best practice and within health and safety guidelines. Liz Hobbs Group has a Health and Safety Policy that is available on request.

## SECTION 1 – EVENT OVERVIEW

### EVENT DESCRIPTION

An outdoor live music concert featuring Little Mix held at Slessor Gardens, Dundee on 29<sup>th</sup> June 2017.

The event is a ticketed live music concert with a headline performance by Little Mix. Little Mix are a British girl group formed in 2011 during the eight series of the UK version of The X Factor. They were the first and only group to win the competition. They have gone from strength to strength. The band had a very successful 2-16 with no.1 single 'Shout Out To My Ex' and their album 'Glory Days' shooting straight to No.1 on the Official Albums Chart. Tickets for Little Mix's Slessor Gardens concert sold out in less than 15 minutes.

### LOCATION

The event will be centred on Slessor Gardens, Dundee, DD1 1AR a recently developed outdoor event space.

The concert footprint will also incorporate the two adjacent streets South Crichton Street and South Castle Street.

See **Appendix A** for site plan

### PREMISES LICENSE

The venue is unlicensed so LHG will apply for a Public Entertainment Licence to cover the performance of live music and playing of recorded music outdoors.

The supply and sale of alcohol will be the subject of a separate occasional licence application by Andrew McMahon **TBC** who holds Scottish Personal Licence, has experience of operating bars at this venue and provided for a previous concert in May 2016.

**Appendix M – Premises Licence**

### DATES & DURATION

The **Event Planning** commenced in December 2016 with site meetings, the selection of contractors, and the procurement and planning of the stage, production and all associated event infrastructure and general public facilities.

**The Event Load In** **All Timings TBC**

25.06.17 – Plant & Stage Delivery & Operations Installation (inc. Fencing)

26.06.17 – Stage Installation

27.06.17 – Stage Installation & Operation Installation (incl. Toilets, Bars)

28.06.17 – Production Load In & Operation Installation (incl. signage)

**The Event** **All Timings TBC**

29.06.17

0800 – Production Load In, Concession Arrival

1100 – Band Load In,

1700 – Gates open to public

1700 – Entertainment to commence with music through the PA

2200 Entertainment Curfew

**The De-Rig** will commence on 29.06.17 at 2200 with production loadout, concessions and bars will pack up and deconstruct their equipment.

**Post Event Operations**

30.06.17 - Stage Extraction, toilets collected

01.07.17 – Trackway Extraction, Plant Collected, Fencing Extraction, Litter pickers – Site handover  
Event Debrief

Full event schedule see **Appendix B – Event Schedule**

**ENTRANCE & EXIT POINTS**

**Production vehicles and event infrastructure** - During the build and break phases the entrance for production vehicles and concert infrastructure will be via South Crichton Street off Thomson Avenue. Service vehicle movement will cease at 1600hrs on event day until after the public have vacated the venue.

**Concessions** - All concession vehicles will arrive and be positioned well in advance of the public arriving. They will not leave until after the public have vacated.

**General Public** – In routine operation the public will enter and leave the event space via gates positioned on either long side of the arena, with queueing, ticket check and search space on the closed lengths of South Castle Street and South Crichton Street

Once on the site, the audience is routed to two different areas of spectator viewing based on ticket type. There is also a dedicated disabled viewing area. – see 'Admission Policy – Ticketing' below.

At the conclusion of the concert attendees will exit via the same routes.

In the event of an emergency additional egress routes will be made available (see **Emergency Plan – Appendix L**)

**Disabled** - Disabled parking spaces are **tbc**. Access to the arena and the disabled viewing area is via the gate off South Castle Street.

**Performers & Entertainers** – The location of artist dressing rooms is likely to be off site and performers will be transported by vehicle to a discrete gate into the secure backstage area.

The emergency plan in **Appendix L** includes calculations for the emergency evacuation of the event space.

**ADMISSIONS POLICY**

Entrance to the event will be by pre-purchased ticket only.

Terms and conditions of entry will be on the ticket and displayed outside the turnstiles. These include:-

- No professional cameras, video cameras or audio recording devices
- No food, bottles or cans, cardboard container drinks
- No alcohol or illegal substances
- Under 14's must be accompanied by an adult at all times
- Access to the disabled viewing area is for disabled ticket holders only.
- Umbrellas permitted but must be taken down for the show
- Dogs are not permitted except guide dogs
- Folding chairs, gazebos and tents are prohibited
- The family ticket is for 4 people. This ticket is available for a minimum of one, and a maximum of two adults. This ticket is available for a maximum of 3 children under the age of 14.
- All ticket holders will be asked to produce proof of age on entry to the concert.
- All tickets will be printed on Ticketmaster Stock. Tickets are non refundable and none transferable.

SIA security staff at the entrance will enforce the conditions of entry including crowd profiling and undertaking bag and random personal searches. Persons who have already consumed excessive alcohol will be refused entry.

**Ticketing**

Tickets are being sold in advance online through Ticket Master who hold the inventory, other ticket agencies will be selling tickets through the control of Ticket Master and LHG.

The tickets are in two price categories linked to proximity to the stage. These two pricing bands will have corresponding enclosures and admission into the Premium enclosure will be by coloured

wristbands issued on entry to the enclosure. Customers with wristbands can then leave and re-enter the enclosure to use the toilets and concessions.

There are dedicated tickets for people with disabilities and these are accommodated in an accessible viewing area which is at level but has an unrestricted view of the stage. One companion may accompany each disabled ticket holder free of charge.  
For 'Accessible Tickets Policy' see **Appendix H**.

As the event has now sold out, there will be no tickets available to purchase on the day.

## **AUDIENCE PROFILE**

Little Mix attracts an audience profile that is predominantly young females from 14 – 30 years with an 80% Female / 20% Male ratio.

There is a low likelihood of anti-social behaviour, the Stewards, Security & Pit Crew will monitor and assess crowd flow, density and behaviour. The Head of Security will communicate with medical and appropriate teams via their radio to ensure timely action can be taken if necessary. Any person observed to be displaying inappropriate behaviour will be approached by the steward or SIA security and given the opportunity to adjust their behaviour or be removed from the venue and not readmitted.

## **TEMPORARY STRUCTURES**

The stage is the only sizeable temporary structure. This will be provided by ES Global and signed off prior to use.

ES Global are an experienced and competent contractor who have successfully provided concert infrastructure at many other events organised by LHG.

A technical specification for the stage is contained in **Appendix C** and the contractor RAMS are available for inspection if required.

## **THE EVENT ORGANISERS**

Liz Hobbs Group acting as LHG Live Ltd with the assistance of Dundee City Council.

## **KEY PERSONNEL**

**Overall Event Promoter:** Rupert Doogan-Hobbs (07507 011 111)

**Venue Commercial Manager:** Sarah Craig (07932 008538)

**LHG Safety Officer:** Rob Bradley (0771 244 1019)

**Deputy Safety Officer:** **TBC** Graeme Mackenzie (01382 433 301)

**Head of Security:** **TBC** Securigroup

**Medical Lead:** **TBC** British Red Cross

**LHG Production Manager:** Paul Joyce (07722 111 024)

**LHG Operations Manager:** Stephanie Coe (07722 111 025)

**LHG Tour Manager:** Chloe Brentnall (07879881 232)

**LHG Artist Liaison:** Naomi Joyce (07931 911 311)

## **ROLES & RESPONSIBILITIES**

The residual responsibility for public and employee safety within the venue rests with the venue owner (Dundee City Council) as the Client. This is overlaid with a primary responsibility by the venue hirer, LHG for the duration of the hire.

As the Principle contractor LHG will plan, manage, monitor and coordinate health and safety in the construction phase of a project. LHG appoints appropriate and qualified contractors to plan, manage and monitor construction work under their control so that it is carried out without risks to health and safety.

During the build and break phases the health and safety of the stage, front of house and follow spot towers lies with the staging company as a contractor and CDM designer. They will influence the way work is carried out to secure their own health and safety of their workers. They will liaise with the principle contractor to ensure risks are properly controlled. There will be clear communication and coordination of work and suppliers involved. As designers they will take on the general principles of prevention stated in HSE (2015, p.73).

During the build and break phases the health and safety of the production, backstage and rigging staff will be the responsibility of the LHG Production Manager, who will ensure that all work is

carried out in a safe and responsible manner and in accordance with contractor RAMS (HSE, 2015). All workers on site must take care of their own health and safety and others who may be affected by their actions, report anything they see which is likely to endanger either their own or others' health and safety and cooperate with their employer, fellow workers, contractors and other duty holders. See **Appendix H –Risk Assessments & Policies**

**Overall Event Promoter: LHG**

- Overall responsibility for the promotion and management of the event
- Manage relationships between the promoter, the venue and artists
- Commercial relationships including tour management and ticketing
- Strategy and standards for event planning and safety

**Commercial Director/Manager: VENUE**

- Site availability and access
- Client lead
- Strategy and standards.
- Reputation and PR
- Local liaison and contacts
- Relationship management with local authority, emergency services and partners

**Safety Officer: LHG**

- Preparation of the Event Management Plan
- Undertake and log safety checks prior to and during the event
- Assess risks and ensure all appropriate control measures are in place
- Oversee and direct the security personnel in liaison with the Head of Security
- Record all accidents and incidents in an Incident Log
- Record any public complaints
- Report any RIDDOR incidents

**Deputy Safety Officer: VENUE**

- Ensure the site is fit for purpose
- Support the safety officer in all roles and responsibilities

**Head of Security: TBC Securigroup**

- Manage all security personnel and stewards
- Management of pit, stage and backstage security
- Ticket check and bag search
- Enforce conditions of entry
- Uphold the licensing objectives
- Maintain a secure perimeter
- Co-ordinate any vehicle movements on site
- Site patrol, risk management and incident response
- Customer information and welfare

**Production Manager: LHG**

- To ensure all production is installed safely and on time
- To ensure contractors provide and adhere to RAMS
- To ensure all contractors adhere to the health & safety matters documentation
- To successfully complete site decommission and hand over at the end of the event

**Operations Manager: LHG**

- Liaison with all specialist contractors, to ensure correct site set up
- Event troubleshooting
- Liaison with venue team throughout installation, event day and extraction
- Welfare of performers and production staff

**Tour Manager: LHG**

- Liaison with Operations Manager, Production Manager, venue representative, artists' managers
- Management and negotiation of settlements
- Welfare of performers and production staff

**Artist Liaison: LHG**

- Liaison with Operations Manager, Production Manager, venue representative, artists representative
- Ensure artist's arrival is safe and on time and schedules are adhered to

**Medical Lead: TBC British Red Cross**

- Produce a medical plan for the event

- Provide medical personnel and resources in accordance with the medical plan
- Provide first aid and medical support to all attendees of this event including staff and contractors
- Liaise with Category 1 and primary care resources as required
- Report any RIDDOR incidents that have occurred at the event

## SECTION 2 – PRODUCTION & INFRASTRUCTURE

### PRODUCTION PARKING

A secure compound will be provided for band vehicles behind Caird Hall **TBC**.

LHG crew will sleep on site on their tour bus.

For full details see **Appendix A – Site Plan**

### BARRIERS

Given the open nature of the site High Hoarding panels will be erected to create a secure perimeter to the concert arena. On the east and west sides the organiser intends to use the existing perimeter hoardings of the adjacent redevelopment sites to create this outer boundary High Hoarding will also designate the backstage area.

Mojo style barriers will be used to create a sterile pit area 2.5m deep running the length of the stage and extending 2m to either side.

Mojo barriers will also be used to designate the Premium viewing area. Entrance and exit to this enclosure will be through gates at each corner which will be stewarded and admission will be controlled via a system of coloured wristbands

Crowd control barriers will be positioned to protect other assets and to create queuing lanes for ticket check search and entry to the concert.

### POWER & DISTRIBUTION

#### Power

Power to the stage and backstage area will be provided by two 220 kva synch set generators.

All equipment installed will be PAT tested and visually inspected prior to installation.

The on-site electrician will sign off any generators or cabling that have been installed.

For caterers and bars power will be either site power generators, or house power, they will **not** provide their own generators.

Power will be provided in the form of Diesel generators, power distribution will be provided by an electrician, Flying Hire **TBC**. This electrician will also manage electrical installations associated with catering concessions.

#### Fuelling

Generators and tower lights will be refuelled during the morning hours ahead of gates open. All generators will be located to allow vehicular access within suitable range to refuel.

### **Appendix H – Policies & Risk Assessments**

### TRACKWAY/FLOORING

This event will use aluminium trackway as a stage pad for plant access during the build and break of the stage This will be provided by **TBC** Davis Trackhire and signed off prior to use. Installation and extraction of trackway will be managed by **TBC** Davis Trackhire

**TBC** Davis Trackhire are an experienced and competent contractor who have successfully provided concert infrastructure at many other events.

Contractor RAMS are available for inspection if required.

### SITE LIGHTING

Due to the time of year the event organisers expect there to be ambient natural light for the general public to access the arena. With no suitable site lighting provision on site, there will be temporary tower lights located at all emergency exits and surrounding bars and concessions.

Tower lights and HQI lights will also be available for production load out which can be distributed for additional temporary lighting where necessary.

## SECTION 3 – SECURITY AND STEWARDING

### SECURITY AND STEWARDING PLAN

Security and Stewarding will be provided by **TBC** Securigroup in accordance with the Stewarding & Security Plan at **Appendix D**.

SIA staff will be used for SIA roles including bar supervision, search regimes and arena response. Actual stewarding and security numbers will be assessed to accommodate the projected attendance and audience profile and reviewed in the period leading up to the event to achieve a ratio of 1:250.

## SECTION 4 - CATERING, BARS & HOSPITALITY

### CATERING & HOSPITALITY

#### Catering

Food concessions will be provided by LHG's appointed caterers and located to the back and sides of the site. All catering units will provide risk assessments for their activity.

#### Bars

The external bar will be supplied and operated by Andrew McMahon **TBC**.

A Challenge 25 and no glass policy will be implemented throughout.

**Appendix H – Risk Assessments**

### LIQUID PETROLEUM GAS

No LPG on the LHG production.

Caterers/Concessions **TBC**. Any catering units using LPG will be checked and validated by the Safety Officer. As part of the routine inspections they will be checked for safe storage and operation of LPG.

## SECTION 5 – WASTE MANAGEMENT

### LITTER & SITE CLEARING

Vendors will be responsible for their own waste and provide disposal bins for their customers. Additional high volume bins and ground cleaning will be undertaken by LHG's chosen contractor, Dundee City Council, including a litter pick team during and post-concert. Disposal arrangements will conform to relevant national and local environmental legislation and regulatory requirements.

## SECTION 6 – WELFARE

### WELFARE FACILITIES

The designated Welfare point will be situated next to the Medical and Ambulance point.

### DRINKING WATER

Drinking water will be available for purchase from the catering concessions.

### TOILET PROVISION

With no suitable toilet provisions on site, there will be temporary toilets located on both sides of the arena, plus a disabled toilet located adjacent to the disabled viewing area. Separate provision will be made for staff and back stage.

The calculations for the provision of toilets for able bodied persons are based on the "Purple Guide" and other relevant guidance.

This provision will be reviewed closer to the event date subject to ticket sales.

**Appendix F - Toilet Calculations**

## SECTION 7 – COMMUNICATIONS

### PUBLIC ADDRESS SYSTEM

Information and safety messages to the audience can be broadcast over the stage PA.

A wireless microphone can be deployed throughout the venue



Care must be taken to avoid alarming the public, so in an emergency situation, coded messages will be used, these are given in the evacuation plan.

**See Appendix L – Emergency Plan**

## **RADIOS**

Radios will be issued to key staff and contractors.

Staff will be briefed to ensure that all incidents are communicated to Event Control where incoming calls will be logged and tasked to the appropriate person to respond.

The Safety Officer will ensure that effective radio communication channels exist between LHG staff, security and stewarding teams and support agencies.

Given the noise levels during the event users will be provided with earpieces and microphones to ensure that transmissions can be clearly heard.

Coded messages will be used to identify specific risks without alerting the public. These coded messages are included in the Emergency Plan in **Appendix L**

## **TELEPHONES**

Management of the event will be conducted primarily through two-way radio but see also the mobile phone numbers in **key personnel** above.

A contacts list of key personnel will be distributed pre-event and a master copy held in event control.

## **CCTV**

No dedicated CCTV is available for the event site but the adjacent road network is monitored.

## **SECTION 8 – TRAFFIC MANAGEMENT**

### **TRAFFIC MANAGEMENT**

Dundee City Council have an established traffic management plan which LHG will adopt for the event. The access, traffic and parking arrangements will be contained in the Traffic Management Plan contained in **Appendix E**.

Organisers currently envisage closing South Crichton Street from 25<sup>th</sup> – 27<sup>th</sup> June for stage build and infrastructure load-in, and South Castle Street on 28<sup>th</sup> June for production load in and 29<sup>th</sup> June show day preparations. South Crichton Street will remain closed on 30<sup>th</sup> June and 1<sup>st</sup> July for post-show day extractions.

Due to the audience profile the event organisers envisage a large proportion of 'Pick Ups & Drop Offs', therefore LHG will work with Dundee City Council to have a dedicated location for this to take place and can be communicated to ticket purchasers.

## **SECTION 9 – MEDICAL**

### **MEDICAL PLAN**

LHG will engage **TBC** BRC to produce the Medical Plan and assess the medical needs for the event. The event aims to be self-sufficient in medical provision and place no burden on nhs resources.

In the event of a major incident beyond the capabilities of the on-site medical team additional resources will be requested via a 999 call from Event Control.

The Event Medical Plan is attached at **Appendix G**.

## **SECTION 10 – EMERGENCY SERVICES**

### **POLICE**

The event aims to be self-sufficient in security and stewarding provision and place no burden on police resources although some officers may be in attendance for community engagement and crime prevention purposes.

It is noted that Police Scotland may wish to place an officer in Event Control.

In the event of a major incident beyond the capabilities of the on-site security team additional resources will be requested via Event Control.

## **FIRE**

The event aims to be self-sufficient in fire prevention and firefighting provision and place no burden on fire and rescue service resources although personnel from the fire service may make inspection visits.

In the event of a major incident beyond the capabilities of the on-site team additional resources will be requested via a 999 call from Event Control.

## **SECTION 11 – RISK MANAGEMENT**

### **RISK ASSESSMENTS**

LHG has a legal obligation to ensure the health, safety and welfare of employees and contractors involved in staging the event and to the public and participants attending.

The event Risk Assessment is attached at **Appendix H**

### **FIRE SAFETY**

A fire risk assessment is attached at **Appendix I.**

The stage and all tented structures are designed with fire retardant materials.

LHG will locate fire extinguishers at the stage 2 x CO2 / 2 x Powder, and generator compound 1 x CO2 + 1 Powder.

The method of raising an alarm with Local Fire & Rescue will be via a 999 call from Event Control.

### **NOISE**

High sound levels present a risk to hearing, both for those working at concerts and for the audience.

All contractors should if appropriate prepare a risk assessment in accordance with the Control of Noise at Work Regulations 2005.

The organisers will produce a noise management plan for the concert which will reflect on the monitoring results from the previous concert.

### **PERSONAL PROTECTIVE EQUIPMENT**

Personal protective equipment should be worn by all staff that require it to carry out their duties in a safe manner and without risk of injury to themselves or others. Contractors will be monitored to work in accordance with their RAMS.

Security and stewarding staff will wear hi viz tabards to identify themselves to the public.

### **LOST OR FOUND CHILDREN/VULNERABLE ADULTS**

LHG has an established policy for lost and found children and vulnerable adults which is designed to ensure safety, dignity and discretion.

In the case of a found child or vulnerable adult, after an initial attempt to reunite, persons will be escorted to a safe haven in the Welfare location.

In terms of a lost child or vulnerable adult there will be an initial vicinity search and the control room will be alerted. If the lost person remains unfound for a period of 15 minutes the police will be notified. Parents and guardians may be accommodated in the welfare room

**Appendix J - Lost or Missing Children / Vulnerable Adults**

### **INCIDENT RECORDING**

LHG will maintain an incident reporting procedure for near misses and accidents and take all reasonable steps to resolve issues and implement learning points.

### **RIDDOR**

The Reporting of Incidents, Diseases and Dangerous Occurrences Regulations require certain incidents to be reported to the control centre and Local Authority/HSE.

This will normally be via the Safety Officer unless the venue or medical provider's reporting procedures take precedence.

### **INSURANCE**

LHG hold public liability insurance for up to £10million. See **Appendix K**

## WEATHER

The weather conditions will be monitored in the lead up to and on the day of the event using information provided by the Met Office and risk control measures implemented accordingly.

### 1. High Winds

All temporary structures are designed in accordance with CP3 Chapter V Part 2 1972, the Wind loading Handbook by Newberry and Eton published by the BRE.

Where the self-weight of the roof, stage base and imposed loads do not provide sufficient ballast to prevent uplift additional kinteledge is applied.

LHG will monitor the weather forecast and conditions at the site and the stage roof system incorporates fast-release sheets which can be removed quickly in the event of high winds. The possible need to remove sheets is included in LHG's health and safety procedures when maximum wind speeds of 35 MPH are expected and the stage incorporates an anemometer which is checked regularly by the crew, production and the Safety Officer.

See 'Wind Policy' in **Appendix H –Risk Assessments and Policies**

### 2. Heavy Rain

In the event of prolonged heavy rainfall during set up and breakdown of the event climbing and work at height will be halted until such a time as it is safe to do so. Ground conditions will be monitored and vehicle access restricted to avoid bedding in and damage to the arena and surrounding areas. If rainfall is prolonged to the point of minor flooding steps will be taken to evacuate worst affected areas.

### 3. Hot Conditions

Should prolonged and extreme hot conditions occur PA announcements and/or scrolling messages on the side screens will advise people to remain hydrated and to use sun screen. Some temporary shade is available in the covered stands. Stewards and first aiders will be alert to incidences of dehydration. In the event of cancellation due to weather, Media partners will be informed at the earliest possible time and onsite signage will be displayed to that effect.

## SECTION 12 – EVENT AND INCIDENT MANAGEMENT

### EVENT CONTROL

The emergency services will be made aware of the event through the SAG process.

Event Control will be located in **TBC**

Key personnel will include the Safety Officer (LHG) and the Deputy Safety Officer (Venue) plus a loggist. The control room will have copies of the site plan, event safety plan and all other relevant event documentation.

### MANAGEMENT OF THE EVENT - EMERGENCY

The Safety Officer is the responsible person for initiating and implementing the emergency plan and for making the emergency announcements. In the event of an emergency or major incident the Safety Officer will deploy the on-site stewarding and medical resources to respond.

If the incident is sufficiently serious or widespread to require an off-site response, a show stop, and/or a partial or full evacuation of the event site this will be managed in accordance with the Emergency Plan attached at **Appendix L**

### EMERGENCY VEHICLE ACCESS ROUTES

An emergency vehicle access (blue) route will be maintained throughout the event area at all times.

Depending on the nature and location of the incident the suggested Emergency Vehicle Route to the site is **TBC ROAD/STREET NAME**.

The alternative emergency route is via **TBC ROAD/STREET NAME**.

In all cases where an off-site response is summoned by Event Control the Safety Officer will nominate a senior steward to meet the unit on arrival and the Safety Officer will brief the senior representative of the emergency services on the nature and location of the incident and agree the next steps including any vehicular access and primacy for the management of the incident.

### DEBRIEFING

Following the event LHG and other interested parties will debrief the event to identify any follow up

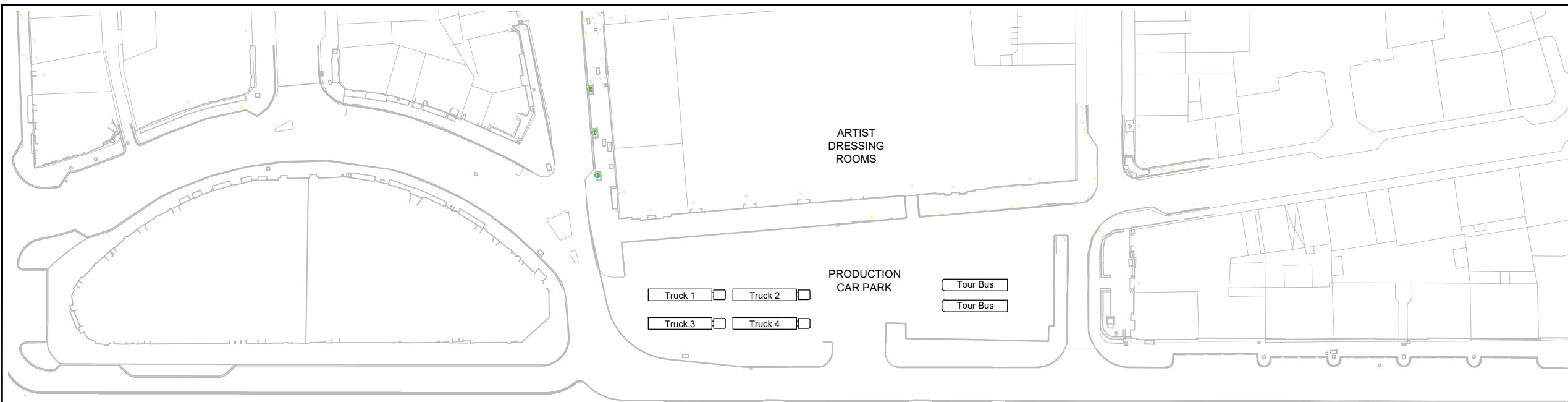
actions and future learning points.

Every effort has been made to ensure the accuracy of the information contained in this Event Management Plan prepared for the Little Mix event held at Slessor Gardens by Liz Hobbs Group Ltd.

LHG wish to highlight that the contents of this plan may be subject to review and can be subject to change.

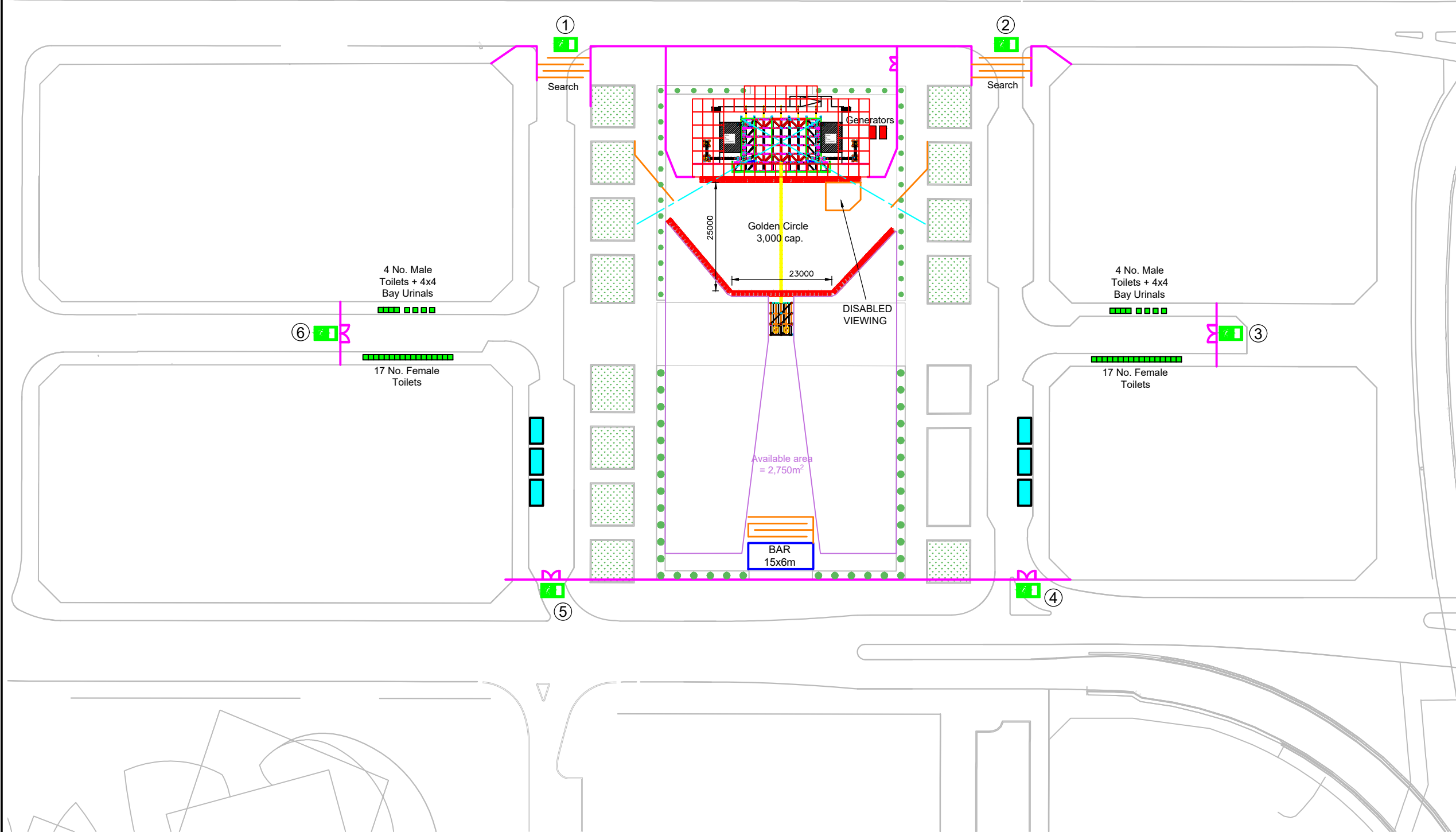
Any significant variations will be incorporated into later versions of the plan which will be recirculated to interested parties.

# APPENDIX II



Total Capacity - 11,290

- KEY**
- MOJO - 105m
  - HORDING - 400m
  - CCB - 200m
  - TRACKWAY 3000x2400 - 65 No.
  - CONCESSIONS
  - EXIT




 Music Factory  
 Jessop Way  
 Newark  
 NG24 2ER  
 Tel: 01636 555666  
 www.lizhobbsgroup.com

Date	Scale	Drawn
JAN 2017	1:1000 @ A3	A.C.
Drawing Number		
<b>DUNSLE290617</b>		
Project		
Dundee Slessor Gardens Little Mix		
Title		
Layout Plan		

## APPENDIX III

### Additional Conditions – UB40 – 20 May 2017

#### Music Noise

1. The Licence Holder shall appoint a suitably qualified acoustic consultant to undertake a noise impact assessment of the proposed event to identify any measures required to be put in place to ensure that the music noise level criteria set in Condition 2 is achieved. A final version of the noise impact assessment shall be submitted and agreed to the satisfaction of Officers from Community Safety & Protection within Dundee City Council no later than 28 days before the commencement date of the event.
2. The Licence Holder shall ensure that the music noise level shall not exceed the A weighted, 15 minute continuous equivalent sound pressure level ( $L_{Aeq(15minutes)}$ ) of 75dB during the performance, rehearsals, or sound checks when measured 1 metre from the most affected façade of any noise sensitive premises.
3. Sound propagation checks will be carried out at a time agreed in advance of the event with Officers from Community Safety & Protection in order to set maximum music noise levels for the event.
4. Electronically amplified musical stage entertainment shall only be provided between the hours of 1600hrs and 2300hrs on Saturday 20 May 2017, and for the purposes of rehearsals and sound propagation checks as agreed with Officers from Community Safety and Protection.
5. The Licence Holder shall nominate a contact person (or persons) who shall be present during the entire event to control noise levels. On receipt of a request from Dundee City Council or Police Scotland, the nominated person shall have the ability to immediately adjust the sound levels or cease the playing of amplified musical entertainment if Officers from Community Safety & Protection consider that there is or is likely to be an exceedance of the 75dB  $L_{Aeq(15minutes)}$  music noise level criteria at any noise sensitive premises.

#### Food Health & Safety

##### Food Provision

- (a) A full and final list of the authorised food and drink vendors including sub-contractor vendors shall be submitted to Food and Health and Safety Section of Community Safety & Protection (CSP) no later than 8 weeks before the commencement date of the event.
- (b) Separate catering facilities will be used to provide meals for the event staff. The detailed layout of the catering units/facilities is not known and it is important that CSP is consulted on this to ensure that the facilities are adequate and that there are sufficient controls in place to reduce the risk of cross contamination.
- (c) All caterers should be registered with a Local Authority in the UK, have catering staff trained to at least Level 2, have documented food safety management systems and a current Food Hygiene Information Scheme (FHIS) status of Pass or Food Hygiene Rating System (FHRS) status of 3, 4 or 5.
- (d) The catering companies concerned and the event organiser must liaise with CSP prior to and during the event to ensure that everyone understands that if serious food hygiene contraventions are discovered during the event, the food operation concerned will be required to stop and will not be allowed to resume until all hygiene breaches have been satisfactorily resolved.
- (e) All catering facilities, including bars, will be inspected prior to and during the event and it is expected that suitable arrangements will be in place for food storage, separate preparation surfaces for raw foods and ready-to-eat foods, adequate numbers of dishwashers, sinks for washing and food preparation, wash hand basins with warm water, liquid soap and paper towels for hand drying. Probe thermometers will be used to check temperatures of hot food and refrigerators and temperatures will be fully logged and recorded. Food surfaces and equipment must be cleaned and disinfected using British Standard EN compliant chemicals. If these chemicals are not provided and critical cleaning and disinfection procedures are not demonstrated, this will result in the catering operation being closed.
- (f) Dedicated toilet facilities with hot and cold or suitably mixed water for hand washing are to be provided for catering staff.

**Health and Safety** - Although Information has been provided about health and safety at the proposed event the following information should be provided to CSP:

- (a) Any changes to the detailed safety event plan, risk assessments and site plans already provided.
- (b) Finalised traffic management and crowd control plan.
- (c) Confirmation whether special effects e.g. the use of lasers, pyrotechnics etc. will be used.
- (d) Evidence that all work equipment and vehicles including fork lift truck(s) or other lifting equipment has been subject to regular maintenance and, where applicable, thorough examination at regular intervals.
- (e) Evidence that anyone operating or directing work equipment and vehicles is trained and competent.
- (f) Evidence that all electrical installations and equipment comply with the general requirements of the Electricity at Work Regulations 1989 and that competent persons have carried out the electrical installation work.
- (g) Where LPG is used, the caterer or event organiser must be able to prove that a gas safety check has been carried out by a Gas Safe engineer with the relevant level of competencies for the type of appliances used.
- (h) Confirmation that the sanitation arrangements will be provided in accordance with the purple guide i.e. 1 wc per 100 females  
1 wc per 500 males plus 1 urinal per 150 males
- (i) Enforcement Staff from CSP will be present before and during the event.

## APPENDIX IV

### Additional Conditions – Little Mix – 29 June 2017

#### Music Noise

1. The Licence Holder shall appoint a suitably qualified acoustic consultant to undertake a noise impact assessment of the proposed event to identify any measures required to be put in place to ensure that the music noise level criteria set in Condition 2 is achieved. A final version of the noise management plan shall be submitted and agreed to the satisfaction of Officers from Community Safety & Protection within Dundee City Council no later than 14 days before the date of the event.
2. The Licence Holder shall ensure that the music noise level shall not exceed the A weighted, 15 minute continuous equivalent sound pressure level ( $L_{Aeq(15minutes)}$ ) of 75dB during the performance, rehearsals, or sound checks when measured 1 metre from the most affected façade of any noise sensitive premises.
3. Sound propagation checks will be carried out at a time agreed in advance of the event with Officers from Community Safety & Protection in order to set maximum music noise levels for the event.
4. Electronically amplified musical stage entertainment shall only be provided between the hours of 1600hrs and 2300hrs on Thursday 29 June 2017, and for the purposes of rehearsals and sound propagation checks as agreed with Officers from Community Safety and Protection.
5. The Licence Holder shall nominate a contact person (or persons) who shall be present during the entire event to control noise levels. On receipt of a request from Dundee City Council or Police Scotland, the nominated person shall have the ability to immediately adjust the sound levels or cease the playing of amplified musical entertainment if Officers from Community Safety & Protection consider that there is or is likely to be an exceedance of the 75dB  $L_{Aeq(15minutes)}$  music noise level criteria at any noise sensitive premises.

#### Food Health & Safety

##### Food Provision

- (a) A full and final list of the authorised food and drink vendors including sub-contractor vendors shall be submitted to Food and Health and Safety Section of Community Safety & Protection (CSP) no later than 8 weeks before the commencement date of the event.
- (b) Separate catering facilities will be used to provide meals for the event staff. The detailed layout of the catering units/facilities is not known and it is important that CSP is consulted on this to ensure that the facilities are adequate and that there are sufficient controls in place to reduce the risk of cross contamination.
- (c) All caterers should be registered with a Local Authority in the UK, have catering staff trained to at least Level 2, have documented food safety management systems and a current Food Hygiene Information Scheme (FHIS) status of Pass or Food Hygiene Rating System (FHRS) status of 3, 4 or 5.
- (d) The catering companies concerned and the event organiser must liaise with CSP prior to and during the event to ensure that everyone understands that if serious food hygiene contraventions are discovered during the event, the food operation concerned will be required to stop and will not be allowed to resume until all hygiene breaches have been satisfactorily resolved.
- (e) All catering facilities, including bars, will be inspected prior to and during the event and it is expected that suitable arrangements will be in place for food storage, separate preparation surfaces for raw foods and ready-to-eat foods, adequate numbers of dishwashers, sinks for washing and food preparation, wash hand basins with warm water, liquid soap and paper towels for hand drying. Probe thermometers will be used to check temperatures of hot food and refrigerators and temperatures will be fully logged and recorded. Food surfaces and equipment must be cleaned and disinfected using British Standard EN compliant chemicals. If these chemicals are not provided and critical cleaning and disinfection procedures are not demonstrated, this will result in the catering operation being closed.
- (f) Dedicated toilet facilities with hot and cold or suitably mixed water for hand washing are to be provided for catering staff.



## APPENDIX IV

**Health and Safety** - Although Information has been provided about health and safety at the proposed event the following information should be provided to CSP:

- (a) Any changes to the detailed safety event plan, risk assessments and site plans already provided.
- (b) Finalised traffic management and crowd control plan.
- (c) Confirmation whether special effects e.g. the use of lasers, pyrotechnics etc. will be used.
- (d) Evidence that all work equipment and vehicles including fork lift truck(s) or other lifting equipment has been subject to regular maintenance and, where applicable, thorough examination at regular intervals.
- (e) Evidence that anyone operating or directing work equipment and vehicles is trained and competent.
- (f) Evidence that all electrical installations and equipment comply with the general requirements of the Electricity at Work Regulations 1989 and that competent persons have carried out the electrical installation work.
- (g) Where LPG is used, the caterer or event organiser must be able to prove that a gas safety check has been carried out by a Gas Safe engineer with the relevant level of competencies for the type of appliances used.
- (h) Confirmation that the sanitation arrangements will be provided in accordance with the purple guide i.e. 1 wc per 100 females  
1 wc per 500 males plus 1 urinal per 150 males
- (i) Enforcement Staff from CSP will be present before and during the event.