



Appendix M Event Contingency Plan

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1.

Event/Emergency Liaison Team (ELT)

There can be many emergency incident scenarios which would require the evacuation of the whole or part of the event site. The single most effective way of dealing with such incidents is through the use of an Event/Emergency Liaison Team (ELT) which is made up from key agencies. It is recognised that this team cannot always be put together when an emergency incident is unfolding and as such advance preparations with the team are essential.

The ELT will comprise of the following key agencies:

- Event Organiser
- Event Manager – Gold Liaison
- Event Safety Advisor – Silver Liaison (can deputise as Gold)
- Site & Production Manager – Bronze Liaison (can deputise as Silver)
- Head of Security
- Medical Manager
- Police
- Fire & Rescue Service
- Ambulance Service
- CCTV Operator
- Emergency Planning
- Landowner representative

Regular Update Meetings

Individual members of the ELT at the event will meet on the hour every 2 hours to update on feedback they have received prior to the hourly meeting.

Incident Escalation

It is a prerequisite that the ELT are fully conversant with the layout of the site, the entry exit system, the normal flow and anticipated behaviour of the audience and the impact of an emergency situation.

An emergency situation requires a multi-agency approach in which the event manager, event safety advisor, emergency planning, police, ambulance, fire and rescue service, medical and security & stewarding all play a part. Subject to the nature of the incident the decision to implement the contingency plan will be with the Police, Fire or Ambulance services and is covered in the section 'Transfer of Authority in the ESMP. The decision to evacuate part or the entire site will remain with the ELT and will be subject to the nature of the incident.

The contingency plan is designed to implement systems to try and manage a situation back to normal event conditions. Only when circumstances clearly indicate should a full evacuation be contemplated.

Major Incidents

As defined in the Civil Contingencies Act 2004 a major incident is any emergency which requires the implementation of special arrangements by one or more of the emergency services, NHS or Local Authority in order to:

- Rescue, treat and transport a large number of casualties;
- The involvement either directly or indirectly of large numbers of people, and;
- The handling of a large number of enquiries from the public and/or news media, usually to the police

It is also:

- Any incident that requires the large scale combined resources of the emergency services; and
- The mobilisation of the emergency services and supporting organisations such as the Local Authority to cater for the threat of death, serious injury or homelessness to a large number of people.

As stated above, there are many different reasons for evacuating the whole or part of the event site. The reason may or may not be apparent. If for example a bomb or suspect package becomes a real threat to the safety of those attending or flames are billowing from a catering unit then the reason for a partial or whole evacuation would be apparent. However, if there was a major traffic accident or an accident involving a tanker with toxic chemical from which the vapours from the vehicle were heading in the direction of the event site, the reason for the evacuation would not be so apparent.

Evacuation of the event site will take place when there is a significant major incident and a risk of serious injuries either to some or all of the attendees. The likely cause for a major incident have been appraised and the following risks and hazards have been identified that would give consideration for an evacuation:

Site Specific:

- Overcrowding and crushing of spectators
- Serious medical emergency
- Food poisoning
- Structural collapse
- Civil disorder
- Fire from a tented area or catering concession
- Suspect package, bomb alert necessitating evacuation
- Terrorist activity
- Adverse weather
- Flooding

Non-Site Specific:

Incidents beyond the control of the ELT may result in special arrangements being implemented by the joint agencies. Examples of incidents include:

- Off-site chemical incident resulting in an airborne threat to health
- Major transportation disruption
- Toxic smoke plume
- Extreme adverse weather
- Public disorder not associated with the event

Event Control

Event Control will be located adjacent to the main entrance of the site.

Event Control will be staffed by the Event Controller operating communications and radio traffic. A CCTV operator may also be based in event control if required. Also situated in the control centre will be the Event Manager, Event Safety Advisor, Site & Production Manager, Head of Security, Medical Manager and the Event Organiser.

The event controller will record all key decisions during the course of the event and emergency situations.

Regular meetings on the hour, every 2 hours will take place by the above parties in Event Control.

Event Control will include all necessary radio communication charts, scripted messages and gridded referenced plans indicating services and venue facilities. All joint agencies will be provided with these plans.

A dedicated external telephone line will be in operation for use in emergencies.

The number will be TBC. A landline in the event of a major incident where mobile airways are likely to be blocked is accessible in the event control centre.

Major Emergency and Incident Plan

The following major incident plan outlines the procedures adopted to deal with emergencies associated with Dynamic Festival London. The plan is for major incidents i.e. those potentially involving a considerable number of casualties and identifies:

- Key decision making personnel
- Procedures for stopping the event
- Details of messages to alert and stand down management and stewards
- Details of the script of public announcements to the audience
- Identification of forward holding areas for emergency services; and
- An outline of the roles and responsibilities of those involved.

Intention

The intention of the plan is to:

- Secure a speedy and successful partial or full evacuation of the event site
- Treat and evacuate, where necessary all injured parties to hospitals in the immediate area
- Fully evacuate within 15 minutes
- To protect and save lives where possible.

Event Alert State

To assist the crowd management stewards and security to monitor the area, it is intended to operate a simple three-tier system. Upon raising the alert state the Head of Security will notify Event Control. Equally, and security and stewards who feels the alert states needs to be lifted should raise this matter with the Head of Security as soon as possible. Should the alert state need to be raised it is imperative that all stewards are informed.

When raising the Alert State the Head of Security will use the relevant internal 'Kilo Codes' to notify all radio holders.

GREEN indicates:
No problem reported.

AMBER indicates (for example)
Unusually heavy pressure in a particular area with no free flow and areas of crowd density over 5 people/m² in large areas; or
The area is full to capacity; or
There is a bomb threat, threat of fire or threat of crowd disorder.

RED indicates (for example)
Confirmed fire, bomb threat or structural collapse or amber incident upgraded by Head of Security or Safety Advisor.
The evacuation of the area would depend upon the area affected and the information available.

Operational Method – Condition Amber

In the event that Condition Amber is declared, the Head of Security will activate the following plan:

1. Head of Security will advise representatives in Event Control
2. The Deputy Head of Security will immediately go to the location as directed by Head of Security and coordinate the incident. Resources will be deployed as requested.
3. The Head of Security will coordinate the security operation with the relevant authorities.
4. All security & stewards will maintain radio silence until contacted by Event Control.
5. All parties will be advised of the exact area of threat by reference to a common grid map.
6. Evacuation "Stand By" for all teams will be as per standby instructions in the situation escalation plans.
7. All available access points are to prepare for evacuation of the site by arranging for all obstacles to be removed. Dependent on the circumstances, at this stage the public will not be informed of any preparations and any delay in admission will be explained as production problems.
8. Any vehicles parked in any area nearby should be prevented from exiting onto public roads.
9. The R.V. Points and Forward Holding areas for Emergency Vehicles are to be staffed and secured. Where the incident is contained, "Condition Green" will be declared and all parties will be advised using the "Stand-Down" code. Where the situation could become serious, a "Stand-By" for Condition Red will be issued.

Operational Method – Condition Red

Where the incident is considered as so serious as to force the cancellation of all or part of the event, the Head of Security will assume command of all resources. Security Supervisors will be informed and will direct all stewarding and security staff to assist the Emergency Services as requested whilst the situation exists. The Head of Security will ensure the following:

1. All access points to be cleared of any obstructions (Barriers, queues, refuse etc).
2. Designated R.V. Points and Forward Holding areas to be secured for Emergency Services and Emergency routes to be cleared.
3. Cordon to be established around the effective area.
4. Decisions on the most appropriate route will be made depending on the size and nature of the incident; should any escape route become obstructed the Head of Security will decide on a suitable alternative. The audience to be directed away from the threat and the Incident area to be secured.
5. Designated stewards to be positioned in areas to inform and manage the audience.
6. Vehicles to be secured to prevent exit to the public roads.
7. All staff to maintain radio silence until further notice.

Kilo Codes

Kilo 1	MEDICAL EMERGENCY
Kilo 2	STRUCTURAL PROBLEM
Kilo 3	EXTREME WEATHER
Kilo 4	FIRE
Kilo 5	STAGE INVASION BY CROWD
Kilo 6	MAJOR CROWD PROBLEM
Kilo 7	MINOR CROWD PROBLEM
Kilo 8	SUSPECT PACKAGE FOUND
Kilo 9	BOMB THREAT
Kilo 10	TERRORIST THREAT

Depending on the type of incident, certain stewards may start to make preliminary action ready to assist, should they be needed. For example, if there is an alert due to a structural problem (Kilo 2), then the rigging team, under the direction of their crew boss, may assemble in one location, and don on their climbing PPE to be ready for deployment if require.

The use of 'FESTIVAL' will be used to manage situations:

F	Fast time assessment
E	Exact location
S	Service
T	Type of Incident
I	Inform
V	Vulnerability
A	Access
L	Log decisions and Action

Emergency Announcements

Coded Messages

Coded messages are often used at events to avoid alarm if overheard by the public. An example of this is using codes such as Mr. Ash or Mr. Sands if there is a fire or Mr. Casey if there is a suspect package.

The concept behind coded announcements is understandable but because there is no standardisation of code names in reality security companies find themselves using many different code names across many events. This often causes confusion and as a result can create a delayed response to an emergency.

As most messages are relayed via radio into an earpiece these days the modern day thinking, as conveyed by event experts at the Emergency Planning College, is that it is far more precise to relay actual details of the incident as opposed to code names so that staff/stewards receiving the message are clear of the type of incident without having to look up the code name on a piece of paper. As a result, messages are more accurate providing a clear shared understanding of information which in turn provides a more effective response.

Reporting Detection of a Fire

Details of the fire to be relayed i.e. what/where/size/level of danger

The steward for the area will immediately evaluate the situation and evacuate the area affected as necessary.

Reporting Detection of a Suspect Package

Details of the package to be relayed. I.e. what/where/size of package

DECLARING AMBER ALERT

The first message issued in this event will be: **AMBER ALERT**

This is a warning that the alert evacuation procedure is on AMBER. All staff to stand by radios and wait further instructions. Sound system staff to prepare to close down any sound systems if applicable. Stewards to stop more persons entering the area and clear exit routes.

RED ALERT

This message in this event will be: **RED ALERT**

This is a warning that the alert state has gone to RED. An evacuation of the area will follow. Stewards/security to be prepared to evacuate the event area.

EVACUATION

A full evacuation will take place when you hear one of the following announcements:

LADIES AND GENTLEMEN OWING TO AN INCIDENT (GIVE BRIEF DETAILS) IT HAS BECOME NECESSARY TO EVACUATE THIS AREA (GIVE DETAILS OF AREA TO BE EVACUATED) PLEASE LEAVE FOLLOWING THE DIRECTIONS OF STEWARDS AND EMERGENCY SERVICES. PLEASE MOVE AS QUICKLY AND QUIETLY AS POSSIBLE AS DIRECTED.

STAND DOWN

If it is decided not to evacuate once the alert state has gone to amber or red, the following announcement will be broadcast on the radio: **THE PREVIOUS MESSAGE IS CANCELLED.**

Evacuation Procedures

The purpose of evacuation is to move people away from the actual or potential danger area to a safer place. In the context of this event there are two levels of evacuation.

Small Scale

In situations requiring the evacuation of members of the public from part of the arena, the evacuation area will be identified by the Event Manager and Event Safety Advisor in consultation with the ELT. Stewards and security will assist in the process of evacuation.

Full Scale

For incidents requiring the full evacuation of the public from the whole site, persons will be evacuated by the Emergency Services and assisted by stewards and security staff. The decision to evacuate persons from the event site will be by the Event Manager or Event Safety Advisor and the ELT.

All evacuated persons will be directed away from the incident to a place of safety, dependent on prevailing circumstances. These arrangements will remain flexible dependent on the incident.

Evacuation Routes

Before implementing an evacuation, there will be a standby phase during which personnel involved in the evacuation process are able to be deployed to their evacuation positions. Circumstances may not always permit this phase.

Rendezvous Point (RVP)

The RVP is where all resources arriving in response to the incident are initially directed for logging, briefing, equipment issue and deployment. RVP's will be dynamically determined by Commanders dealing with the incident but are usually set at a distance to the incident itself.

Blue Route

The designated blue-light access route to the event is via Morden Park Car Park.

Receiving Hospitals

The availability and use of the receiving hospitals will be identified by the appointed medical contractor and the local ambulance service.

Bomb Threats

Bombs can be constructed to look like anything and can be placed or delivered in any number of ways. The probability of finding a bomb that looks like the stereotypical bomb is almost non-existent. The only common denominator that exists is that they are all designed and intended to explode.

A bomb threat is generally defined as a verbal threat to detonate an explosive or incendiary device to cause property damage or injuries, whether or not such a device actually exists.

There are two main reasons someone may call with a bomb threat:

- The person knows of an explosive device that is in place, and wants to minimize injuries
- The person wants to create an environment of panic/confusion or to interrupt normal everyday or special functions

The latter reason is the most frequently encountered, especially at large scale or major event e.g. Aintree Racecourse - 1997 Grand National. Unfortunately, there is often no way to determine what the motivation of the caller is until after a thorough inspection has been undertaken. This means that there will always need to be a response to the threat by the Event Manager in consultation with the ELT to determine whether there is a need to evacuate or not.

It will be necessary for site security to undertake regular patrols and all staff and stewards should be aware of what is going on around them. Staff, stewards and attendees should all take into consideration:

- Should the item be there?
- Can it be accounted for?
- Is it out of place?

Minimum Cordons

Letter size/small parcel Minimum 100 metres; Suitcase/Holdall Minimum 200metres; Vehicle Minimum 400 metres.