

VENUE MANAGEMENT PLAN

The King's Cross South Extension

September 2016 – September 2017

Zone A, Goods Way, King's Cross Central, London N1C 4UR

Revision Control

160610 – initial draft

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Section 1. About this Venue Management Plan

1.1 Why Write a Venue Management Plan?

A Venue Management Plan brings together key information regarding the planning, management, delivery and execution of an event venue. No matter what size, shape or style of the event, extensive planning will help to ensure that the four licensing objectives can be met:

The Prevention of Crime & Disorder

Public Safety

The Prevention of Public Nuisance

The Protection of Children

While not all events require an event license as dictated by The Licensing Act 2003, the four key objectives of the Act provide a management framework for the successful and safe delivery of all event projects.

This Venue Management Plan has been written with these licensing criteria in mind, it aims to explain the processes and procedures for managing and delivering the venue, as well as discussing venue infrastructure and operations.

The Venue Management Plan also demonstrates the understanding and commitment of the venue owners to ensure the health, safety and wellbeing of those who are attending the venue, as well as those who are working (in a paid or voluntary capacity) to deliver shows at the venue. As such, this document should not be read as a stand-alone document, but should be taken in context with other event documentation, which may include, but is not limited to:

Event Health & Safety Documentation

The Risk Assessment Document

Method Statement Documentation

Standard Operating Procedures

Contractor Information

This fulfilled, the intention is to stage the event safely according to the plans set out in this document and with particular reference to The Event Safety Guide 2014, to provide an enjoyable and worthwhile experience for the audience, participants and collaborating partners, whilst achieving the highest standards of health and safety and welfare of workers and attendees.

1.2 Aims & Objectives

This document has been drafted following initial roundtable management meetings with representation from relevant stakeholders.

Prior to the build of the venue, this document it will be circulated to all key construction, operations and management staff for further comments, additions and amendments in advance of the final

version of the document. It may also form part of the application for licenses and permissions for the running of venue as required.

This document, when read with the event Risk Assessment, will provide an overall method statement and management process for the delivery of shows within the venue.

The aim of this Venue Management Plan is to ensure that all necessary operational and emergency information, policies and procedures regarding the overall management of the venue, are communicated to all relevant staff, partners, external agencies and statutory authorities.

It is through the effective dissemination of information that all aspects of the venue will be considered and the necessary safety measures implemented, including compliance with the requirements of any relevant legislation, thus ensuring, as far as is reasonably practicable, the safety of all those involved or effected by the venue.

1.3 Previous Event Data

Where appropriate, this Venue Management Plan takes into account key findings and learning from a previous delivery of similar shows in similar venues, or similar venues which have been delivered by the venue management team.

1.4 Dynamic Management

Although a final Venue Management Plan will be issued, it should be noted that this document should be continually monitored, evaluated and revised as is necessary. This is particularly true for longer term or larger scale temporary event venues where different requirements may become apparent during the construction phases, or even during the live periods of shows.

Whilst this document should provide a strong and robust resource for all those involved in the management of the venue, it should not be considered to be a fixed document that cannot be changed to suit the dynamic needs and requirements of the project.

Section 2. Introduction and Background

2.1 Venue Overview

The King's Cross South Extension comprises two temporary venues to be constructed within the King's Cross Central scheme in central London. The venues will play host to the Donmar performance space, and a musical named Lazarus written by David Bowie. Ticket demand will dictate whether there is an extension to this run of shows, or whether the venue is used for other purposes once the first show is completed.

Approximate schedule details:

Build Commences:	July 1 st 2016
Build Complete:	September 16 th 2016
Rehearsals Commence:	September 1 st 2016
Venue Opens:	September 18 th 2016
Venue Closes:	September 2017
Derig Commences:	September 2017
Site Clear:	approx. October 2017

Entourage Live have been contracted by Theatre Tracks Limited to consult on matters relating to planning application, premises license, construction design & management and overall health & safety management. Theatre Tracks Limited will manage the venue during the live running of shows and be ultimately responsible for the delivery of a safe event environment. Senior managers from both companies have worked on similar events together, Peter Pan in Kensington Gardens in summer 2009, Peter Pan at The O₂ in the winter of 2009/10 and The Lion the Witch and the Wardrobe in the summer of 2012.

The maximum number of people in attendance will be 967 with an additional 100 staff to include cast, crew and support staff. Tickets are available online, as well as at a temporary box office located on site.

2.1.1 Event Objectives

The purpose of the venue is to bring a new and exciting theatre venue to the King's Cross Central scheme as a home for the award winning Donmar venue and performances of Lazarus.

2.2 Insurance

To fulfil their insurance obligations, Theatre Tracks Limited have put in place the following insurance policies:

Public Liability
Employers Liability
Product Liability Insurance

In addition, all contractors, third party suppliers and associated parties (for example, the venue) have been asked to provide copies of their insurance policies to show Public Liability to a minimum level of £5 million and Employers Liability to a minimum level of £10 million. Copies of these insurance documents will be collated prior to works being carried out by the contractors at the event site, and will be inserted in Appendix A of this document.

2.3 Licensing

2.3.1 Event License

Entourage Live will shortly apply for a premises license for the venue with Camden Licensing department. The licence will be held in the name of TBC, the Designated Premises Supervisor for the venue.

Zone A, Goods Way, King's Cross Central, London N1C 4UR
Camden Council
Applied for: TBC
Awarded: No

Premises License can be found in Appendix B.

Section 3. Health & Safety

3.1 Risk Assessment

Employers have a legal obligation to protect their health and safety and that of their workforce. Regulation 3, of the Management of Health and Safety at Work Regulations 1999 requires that all employers assess the risks to the health and safety of their employees while they are at work.

All work activity shall be assessed by a competent person in order to identify any potential hazards. The risks of these hazards will be quantified as to the likelihood of causing harm to people.

Any hazards and risks which cannot be eliminated will be controlled. The control measures, which may be physical or procedural, will be communicated to all persons who may come into contact with the hazards.

The Risk Assessments and Method Statements, together with details of relevant insurances will be sought from contractors and suppliers. This information would be taken into consideration when producing further drafts of this document.

A comprehensive Risk Assessment for The King's Cross Theatre can be found in Appendix C

3.1.1 Sequence for Risk Assessment

1. Establish an organisational structure to act in an advisory and guiding capacity, and which is accessible to all staff, contractors, volunteers and performers
2. Include Risk Management as one of the implications to be considered at every committee report
3. Adopt processes which demonstrate that Risk Management principles are being applied across the whole organisation
4. Provide training in risk awareness
5. Maintain documented procedures for the control of risk and provision of suitable information, training and supervision
6. Maintain an appropriate system for recording incidents and carrying out post show checks to ascertain causes and identify preventative measures against re-occurrence
7. Devise and maintain contingency plans in key risk areas to secure business continuity
8. Maintain effective communication with all involved
9. Monitor arrangements on an on going basis

3.1.2 Policy Statement

It is the policy of Entourage Live to adopt best practice to identify, evaluate and control risks, to ensure that they are either removed or reduced to an acceptable level. This has been agreed with Theatre Tracks Limited.

Risk cannot be eliminated completely, however all staff, contractors, volunteers and performers (where appropriate) must understand the nature of risk and accept responsibility for risks associated with their area of work.

All risk management activity will be supported from the very top of the organisation, which has the following objectives:

- To create a 'risk aware' culture amongst all those that are working on the event
- To use best practice to manage risk
- To anticipate and respond quickly to social, environmental and legislative change
- To consider legal compliance as an absolute minimum
- To prevent injury and damage and reduce the cost of risk
- To raise awareness of the need for risk management

3.2 Safety Advisory Group

Due to the nature of the project it will not be necessary to have a formal SAG, however the Entourage Production Manager will work closely with the Security Supervisor, Venue Management team, Front of House Supervisor and Theatre Management team to ensure fluid communication and briefing amongst teams and clear protocol to work to in the event of an emergency.

3.2.1 Access

As far as is reasonable, and provided the correct accreditation can be produced and suitable PPE is worn (if applicable), any authorised member of the production team, venue owner, authorised officer from any of the Blue Light services and any officer of the local authority shall have complete access to any part of the event site location, during the hours which the premises license is active for the purposes of ensuring that no license conditions are in breach, and in order to ensure the:

- Prevention instances of Crime and Disorder
- Safety of the Public
- Prevention of Nuisance to the Public
- Protection Children from Harm

Accreditation will be provided by way of a pass issued to guests, staff and stakeholders. This will be checked by security at access points.

All staff working on site will be given a safety induction by the Site Manager.

3.3 Fire Safety

Appropriate fire fighting equipment will be provided.

All branding, drapes, curtains, and materials on site will be certificated to the relevant fire resisting/retardant standard. Samples will be available for testing upon request.

In the event of an emergency fire safety trained stewards may be called upon to use fire-fighting equipment. This will only be considered as an emergency first measure. The fire brigade will be called in the event of every actual or suspected fire, even if the fire is considered extinguished.

3.3.1 Smoking

In accordance with National Legislation, smoking is not permitted in any enclosed or partially enclosed structure. There will be suitable erection of "No Smoking" signs.

Smoking will only be permitted in designated areas.

3.4 Emergency Evacuation

All audience and personnel on site will be instructed, via the PA system, to evacuate the site in the case of emergency. They will be requested to make use of stairs and ramps (if safe to do so) and to make their way to the nearest emergency door exit.

The Site Manager in collaboration with the Theatre Operations Manager will make the decision that the show should be stopped and the announcement below should be read out on the PA.

“Ladies and Gentlemen, unfortunately we must evacuate the theatre. Please quickly but carefully follow our security personnel out of the venue to the nearest emergency exit to the muster point. You will be able to collect your belongings when it is safe to do so.”

The guests will be taken to the muster point and held there until it is safe to retrieve their belongings. The muster point will be in front of the theatre entrance on King's Blvd, unless it is unsafe, in which case the secondary point will be the concourse area outside the Kings Cross station entrance. This can be found on the site plan and will be communicated to all staff in the safety briefing.

Fire and evacuation routes can also be found on the site plan.

In the event of mechanical or electrical breakdown, battery powered loud hailers will be used to provide instructions to the crowd.

3.5 Adverse Weather

Defined as “a period of concerted, sustained or freak bad weather which leads to problems with the delivery of normal services and a potential increase in demand for specific services.”

Weather activity will be monitored daily by the Site Manager. Local forecasts from reliable sources (Met Office, local airports) will be consulted for incoming weather, as well as the actual effect of weather on the site.

The Site Manager will have an anemometer to continuously monitor wind speeds. These figures will be carefully monitored.

In the event of heavy rain or wind, some equipment on site may not be able to be used and a decision will be made by the Site Manager in collaboration with the Theatre Operations Manager on whether the event should be cancelled or curtailed. Further information is available in the Severe Weather Management Plan.

3.6 Site Safety

Information on Site Safety can be found in Section 7.

3.6.1 Worker Safety

During construction periods all staff will be given a safety briefing and toolbox talk prior to working on site, to include specific information on the tasks that they will be undertaking. They will also be required to wear PPE suitable for task and hi visibility clothing.

A copy of the safety briefing can be found in Appendix D.

During the running of the venue, daily and weekly safety briefings will be held with site staff, venue stewards and security, as well as meetings between department heads and management team members.

3.6.1.1 Worker Noise Exposure

The Control of Noise at Work Regulations 2005 must be adhered to and noise strategies for workers put in place accordingly.

3.6.1.2 Manual Handling

All workers on site will be briefed on safe lifting and encourage to use mechanical lifting means wherever possible. Mechanical plant will be used during the construction of the venue, and trolleys will be available once the venue is open to assist with the movement of goods and equipment around the venue.

Section 4. Venue Management

4.1 Venue Organisational Structure

Further information to follow

4.3.1 Key People

Venue Operations Manager: Siohban Lightfoot

The Site Manager is responsible for the overall running of the theatre venue and supervising various teams to ensure that this is completed.

Site Manager: Paul Spiers

Responsible for the management of the venue infrastructure including the upkeep and daily checking of the venue structures, seating systems and cleaning of the venues:

- Completion of daily checklists
- Site cleanliness/ tidiness checklist
- Management of the access / egress to / from the site of all contractors and personnel
- Management of the site crew/ site teams to perform daily tasks

Security Manager: TBC

Responsible for the management of the security. Duties include:

- Manage the security of the venue site, before, during and after shows through provision of SIA trained security staff
- To control access to 'off-limits' areas of the venue (such as the backstage areas)
- To work with any front of house teams to ensure that all areas of the site are covered.
- To protect / prevent where possible injury or damage being caused to persons or property in relation to the event.
- Ensure that prohibited items are not brought into the venue
- Remove persons/ prohibited items from the venue
- To provide SIA trained staff for the overnight security of the venue

Due to the dynamic nature of the live event environment, communication is both significantly more important, and more difficult to manage. Efforts will be made to keep all on site and off site agencies informed of live situations.

Experienced venue management staff, stewards and managers will be able to give situation based reporting – both in the normal running of the event, but also should an incident or emergency take place.

Section 5. Venue Planning

5.1 The Planning Process

The venue management team will conduct detailed preplanning and advance liaison with all external stakeholders, venues and suppliers.

5.2 Principle and Sub Contractors

Due to the temporary nature of this venue, much of equipment, including the venue structures will be rented to Theatre Tracks Limited for the duration that the venue is in place. Staff members and/or contractors working on behalf of the rental company will in some cases operate the equipment.

In addition some, if not many, of the roles during the planning, delivery and operational aspects of the event, will be undertaken by contracted companies or freelance contracted staff.

In all cases, competent contractors will be selected to provide goods and services which are within their line of business and within which they have sufficient and demonstrable experience. They will be suitable and sufficient for the style and environment of the event.

The procurement process employed by Theatre Tracks Limited will look principally to place business with contractors and staff members who have extensive experience in the specific needs of this type of event, where possible are known to the event organisers and preferably to those who have experience of working on similar events at similar or the same venues.

When working with a new contractor it may be necessary to request:

- Their Health and safety policy and examples of risk assessments
- Qualifications and training records of their staff
- Evidence of membership of a relevant professional organisation
- Records of maintenance for equipment
- Names of previous and current clients
- Records of accidents or enforcement action taken by authorities against them
- Proof of adequate resources and proof of adequate insurance.

5.2.1 Suppliers contracted for The King's Cross Theatre

These include:

DeBoer Structures UK
Acorn Structures
Carrier Rental Systems
Prestek Services
Peak Hire Limited

5.2.2 Suppliers Obligations

To ensure a safe working environment, all contractors, subcontractors and personnel will conduct themselves and their actions in a safe and professional manner at all times. Contractors, subcontractors, their employees or the self-employed have a legal duty to acquaint themselves, understand and comply with health and safety legislation which applies to their work which may include, but is not limited to, the following:

- Regulatory Reform (Fire Safety) Order 2005
- Working at Height Regulations 2005
- Licensing Act 2003
- Management of Health and Safety at Work Regulations 1999
- Control of Substances Hazardous to Health Regulations 1999
- Construction (Health, Safety and Welfare) Regulations 1996
- Construction (Design and Management) Regulations 1994
- Electricity at Work Regulations 1989
- Provision and Use of Work equipment Regulations 1998
- Lifting Operations and Lifting Equipment Regulations 1998
- Personal Protective Equipment at Work Regulations 1992
- Manual Handling Operations Regulations 1992

5.2.3 Common Law

Contractors have duties under Common Law to provide safe places of work as well as safe systems of work. These require that safe means of access and egress are provided and maintained; safe methods of work are employed; contractors employees are trained and briefed appropriately and are competent to undertake the work safely. Also, that effective personal protective equipment is supplied/ worn where necessary and adequate supervision is provided according to the risk involved.

5.2.4 Contractor Indemnity

The contractor shall be liable for and shall indemnify the Client, the Venue and the Site Manager against any expense, liability, loss, claim, cost of proceedings which may arise in respect of any personal injury or damage to any property arising out of, or in connection with the work of the Contractor unless due to the neglect of another party.

5.2.5 Documentation

As a condition of the license, Theatre Tracks Limited has been placed under a duty to ensure, as far as is reasonably practicable, to verify the competency of each contractor employed on the site. In order to

discharge this duty, copies of the following documentation is required to be sent from each contractor to the Site Manager prior to arriving on site. It is recognised that not all items will be relevant in all cases.

All contractor documentation can found in Appendix E, including Risk Assessment, Method Statement and Insurance certification.

5.2.5.1 Insurance

Written evidence of appropriate insurances (Brokers letter or copy of certificate) valid for the duration of the event:

Public Liability (min £5m)

Professional Indemnity (min £1m)

Employers Liability (min £5m)

Products Liability (min £5m)

5.2.5.2 Organisational Safety Documentation

The following Documentation is required prior to the commencement of works on site:

- A suitable and sufficient **Health & Safety Policy Statement** detailing the organisation's overall policy on health and safety and its organisation and arrangements for carrying it out, in relation to its work on The King's Cross Theatre. The policy should be signed and dated. Only the Policy statement is required, not the full policy document.
- **Method Statements and supporting risk assessments** specific to the intended activities to be undertaken on the event e.g. Erecting a temporary structure, high-level access, manual handling etc.

Generic risk assessments and method statements may be acceptable in most cases provided that they are accompanied with a letter confirming that they are relevant to the specific works to be undertaken, otherwise specific documentation will be required.

Technical Data for temporary structures and installations on site will also be required in advance of the event. Such information may include:

- *Fire retardancy details for marquees and fabrics used on site*
- *Structural calculations for temporary structures, or summary details of the compliance to current design standards*
- *Limitations in respect of load carrying capacities*
- *Safety procedures and design limits in respect of wind loading*
- *Electrical safety data accompanying generators, power installations, distribution and cabling*
- *Copies of certification relating to the examination of lifting equipment, motors, trussing and equipment*
- *Copies of certification relation to the proficiency of drivers/ users of specialist machinery, plant, tools and equipment*
- *Copies of certification relation to the proficiency riggers / those working at height*
- *Copies of certification relation to any qualifications which may be required whilst on site (e.g. first aid proficiency)*

5.2.5.3 Competence Details

General - Certificates or other documentary evidence attesting to the competence of the contractor. This could include details of membership of trade associations (e.g.: Electrical Contractors Association, N.I.C.E.I.C, etc). General documentation attesting to the competence of employees to be used on site should be included.

5.2.5.4 Nominated On Site Safety Contact

Name and contact details must be provided the nominated contact(s). Contact details should be given for liaison before the event and for the period onsite.

These documents will be made available to the statutory authorities in advance of the event, and will be available for inspection at any time whilst on site, held in the Site Office.

5.2.6 Site Crew

A build and derig team will be employed to assist the Site Manager and various contractors during the build of event site. Their activities will be varied, but are likely to include:

- Installation of event equipment
- Site dressing
- Setting up backstage and greenroom areas
- Moving equipment to/from trucks

Once the event build stage is complete, a smaller dedicated event site team will be used to help run the venue.

5.2.7 Permit to Work

Below are listed the permits to work required on site at Winner Stays. Please note that different permits are required during the build and derig phases, to during the live event phase.

- Working Above 3m
- Electrical Works
- Breaking the ground

Section 6. The Event Site

6.1 Location

Please find Site Plan in Appendix F.

Zone A, Goods Way, King's Cross Central, London N1C 4UR



This space is open air.

Section 7. Event Infrastructure

7.1 Access

7.1.1 Vehicle and Plant Movement

The King's Cross Theatre is a time-limited theatrical venue and as such requires equipment and supplies to be brought on and off site. All equipment for the venue will be brought to the site, used and then removed from site. A temporary venue build of this size and complexity will require a number of deliveries and collections, utilising vehicles of different sizes – from private cars and small vans to larger articulated lorries.

All organisations bringing vehicles on site will be supplied with clear instructions and final siting/destination information. Where possible, all site deliveries will be made when large numbers of the public are not on site. In instances where this is not possible, any vehicle movement will be

stewarded/contained in a controlled and secure area. Permission to move vehicles on site must be obtained from the Site Manager.

Plant must only be operated/driven by certified drivers, training certification must be presented to the site manager prior to operating plant.

7.1.2 Parking

Parking will be predetermined and communicated to contractors and drivers prior to the event. Smaller site vehicles will be parked within the off site car parks.

After offloading, trucks will be removed from site.

7.1.3 Drivers' Code of Conduct

All drivers will be briefed prior to working on site. A copy of this brief can be found in the appendix G.

A strict 5mph speed limit will be adhered to at all times. If available, orange beacons may be used.

All those involved in the movement of vehicles / unloading and loading, must wear a high visibility vest whilst loading and unloading on site.

All drivers must be directed on site by the Site Manager, his deputy or a banksperson. All instructions from the Site Manager and banksperson must be adhered to.

7.2 Security

7.2.1 Overview

SIA trained security personnel will be deployed on a rota, with two guards for the build, live running and de-rig of the show.

They will ensure the safety of the public, event crew and will safeguard all equipment on site. They will restrict public access to the working area and be the first point of contact for all issues regarding public disturbance.

During the live event they will check tickets and conduct bag searches as appropriate.

7.2.2 Hours of Deployment

SIA registered security staff will be present at all times the venue is open to the public. In addition, guarding will take place during closed access hours. At times when guards are not on site, remotely monitored CCTV systems are in place to ensure security of the premises at all times.

7.3 Power and Distribution

To be confirmed.

7.4 Lighting

7.4.1 Show Lighting

To be confirmed.

7.4.2 Site Lighting

To be confirmed.

7.4.3 Existing Lights

To be confirmed.

7.5 Sound

A site wide PA system will be installed covering all areas of the structures to be used for the soundscape and vocal reinforcement of the show, as well as emergency and general public address.

7.5.1 Noise Management

We will continuously monitor noise levels in the area surrounding the event, with decibel measurements taken at various intervals at designated spots.

Should we receive any complaints we will alter the noise levels accordingly. For further details please see the Noise Management Plan and Management Protocol documents.

7.6 Structures and Ballast

The venue structures will be constructed by Acorn Event Structures and Deboer International. Further information can be found in the appendices.

7.7 First Aid

Two first aiders will be at the venue throughout the show open hours.

7.8.1 Calling for external assistance

In the event that external assistance is required (i.e. an ambulance needs to be called to site to collect a patient and take them to hospital), this call will be made by the Venue Operations Manager or Site Manager. They will then ensure that all staff are informed of the inbound ambulance arrival, which gate they are likely to attend and where they are attending on site.

7.8.2 Medical Reporting On Site

All accidents causing personal injury will be recorded in accordance with RIDDOR.

Should the Venue Operations Manager discover patterns of injury or illness they will inform the Site Manager and Theatre Tracks Limited so that further investigations can be made.

7.9 Sanitation

7.9.1 Drinking Water

Drinking water will be provided for cast, crew and on site staff, as well as for the audience.

7.9.2 Toilets

Toilets will be located within the event space for use by both venues. Audience members will not be required to exit the event venues to use these facilities.

7.9.3 Disabled Toilets

One of the toilets will be accessible for those in wheelchairs.

7.10 Haulage and Transportation

Equipment will arrive at each site via various 40ft articulated trucks, rigid trucks and small vans.

All large vehicles will leave site once they have delivered / collected.

For more information, please see the Traffic Management Plan D-SE-KX-16-006

7.11 On Site Communication

As well as mobile phones, all production staff and technical teams will be provided with a two way radio for venue communications.

A Public Address system, which will be site wide, will be in place for any general or emergency communications to everyone on site.

All key personnel will be issued with an venue radio, contact list, and instructions for radio use and providing situation reports.

To prevent confusion of instructions via radio communication, all officers will address each other by their location and code signage. To avoid members of the public overhearing instructions, discreet communication and earpieces will be used. Re-chargeable batteries will be used for the two-way radios.

7.11.1 Radio Channels

The following channel allocation shall be used at the event:

CHANNEL	DESCRIPTION
1	Site Management
2	Venue Operations
3	
4	
5	
6	

7.11.2 Secure Codewords

The following codes will be utilised for the duration of the event.

Mr Sands	FIRE (DO NOT USE THE WORD FIRE)
Mr Case	SUSPECT PACKAGE (DO NOT USE THE WORD BOMB)
Mr White	DRUGS SEARCH

Also the following severity indicators

GREEN Light	No Hurry, 'As And When'
AMBER Light	Potential Problem, Move Quickly To Area Required
RED Light	Urgent Assistance Required

7.12 Backstage Area

Backstage areas will be created for greenroom, cast dressing rooms, office and storage space.

7.13 Fire Equipment

The venue will be supplied with CO2 and Powder fire extinguishers, these will be allocated evenly across the site with specific locations including the generator, sound / lighting desk, backstage area and distribution board.

In the event of a fire the fire brigade will be called even if it appears the fire has been extinguished. Untrained staff should not attempt to put out any fire themselves.

7.15 Audience Areas

TBC

7.16 Catering

TBC

7.17 Waste Management

The production crew will undertake a litter-sweep at the end of each show, waste will be collected in bin bags and arrangements with a waste contractor to remove the waste. Where possible recycling will take place.

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Section 8. Build and Dismantle

8.1 Overview

During the build and dismantle of the event Theatre Tracks Limited and their principle contractor DeBoer UK will ensure limited disruption to our neighbours, members of the public and operational use of the venue. This includes ensuring our activities do not cause any risk to public safety.

Our event space will have restricted access, only allowing event personnel and venue contacts to come on to the site. During the build and dismantle staff will be required to wear PPE including high visibility clothing and safety footwear.

8.2 Dilapidations Reporting

Prior to any works taking place on the site, a full dilapidations report will be produced to include photographs of all areas of the venue, specifically highlighting any areas of damage or signs of wear and tear. This report will be held on file with Theatre Tracks Limited and copies will be distributed to the client, venue owner and any other related parties.

8.3 Site Build Overview

For a detailed site build, operational and derig schedule, please see section 8.6

Generally the event build will take place between 0800 and 1800 every day. A comprehensive build and de-rig schedule has been compiled and is available in the accompanying documentation. This is an evolving document and timings may be subject to change to reflect time-scales and external factors.

8.4 Security

During the build, running and de-rig periods, security personnel will be contracted to provide assistance to the Site Manager to control access to areas of the event venue being used for event setup.

The following activities are licensable and require a SIA licensed person to manage:

- Sale or supply of alcohol
- Guarding premises against unauthorised access or occupation, against outbreaks of disorder or against damage
- Guarding property against destruction or damage, against being stolen or against being otherwise dishonestly taken or obtained
- Guarding one or more individuals against assault or against injuries that might be suffered in consequence of the unlawful conduct of others

8.5 Sign In Process

Visitors to the event site will be given a safety briefing on arrival to site by the Site or Production Manager.

8.6 Production Schedule

Attached in Appendix

Section 9. Live Event Operations

9.1 Public Access & Egress

9.1.1 Signposting

The entrance to the venue will be located at the north of the site, on the corner of Goods Way and King's Boulevard.

9.1.2 Timings

See attached operating schedule.

9.1.3 Disabled Access

All areas of the event site will be available to those with accessibility challenges – all gradients will be no steeper than 1:12 and where possible 1:20.

9.2 Ticket Information

Tickets can be purchased for online via the railwaychildrenlondon.com website and from the onsite box office which will be open daily between XXX.

Tickets will be checked by the security team on arrival at the venue.

9.3 Pre-Visit Communication

Initial communication about the shows and venue can be found on the railwaychildrenlondon.com website.

<http://www.railwaychildrenlondon.com>

Information regarding access and venue rules will be included on the ticket.

9.4 Audience Profile

Generally the audience will include family and mixed groups of all ages attending the venue.

9.5 Queuing System

On arrival a queuing system will be implemented to check tickets and allow entry. Additional front of house staff will be deployed for the venue opening hours.

Notices will be posted notifying visitors that random bag checks are in operation. NO alcohol, food, sharp implements or illegal substances will be allowed on site.

9.6 Stewards, Security and FOH staff

During the show there will be two SIA security guards deployed and TBC FOH staff.

9.7 Crowd Management

See attached Risk Assessment

9.8 Public Car Parking

See details in the Transport Impact Assessment in document D-SE-KX-16-006

9.9 Fire and Evacuation Routes

9.9.1 Show Stop / Evacuation

All audience and personnel on site will be directed, through the PA system, to evacuate the site in the case of emergency.

The Venue Operations Manager in collaboration with the Site Manager will make the decision that the show should be stopped and the announcement below should be read out on the PA.

“Ladies and Gentlemen, unfortunately we must evacuate the theatre. Please quickly but carefully follow our security personnel out of the auditorium via the exits to the muster point. Please do not use the lifts at this time. You will be able to collect your bags when it is safe to do so.”

The guests will be taken to the muster point and held there until it is safe to retrieve their belongings. The muster point can be found on the site plan and will be communicated to all staff in the safety briefing.

Fire and evacuation routes can also be found on the site plan.

A full venue specific evacuation plan can be found in Section 3.4.1.

9.9.2 Record Keeping

A log of all on site incidents, decisions and actions will be maintained by the Production Manager and available after the event.

Section 10. Media /PR

10.1 Media Liaison

All media passes will be issued via Charlotte Ward at EMG Media. Any members of site personnel approached by the media should refer the enquiry to her in the first instance.

Charlotte Ward
EMG Media and Marketing Limited
4th Floor, 11 Maiden Lane London WC2E 7NA
+44 (0) 20 7379 6222
charlotte@emg-ents.com

No members of staff other than the press office should speak to any one from the media, give a statement or an opinion, without express permission of the press department.

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