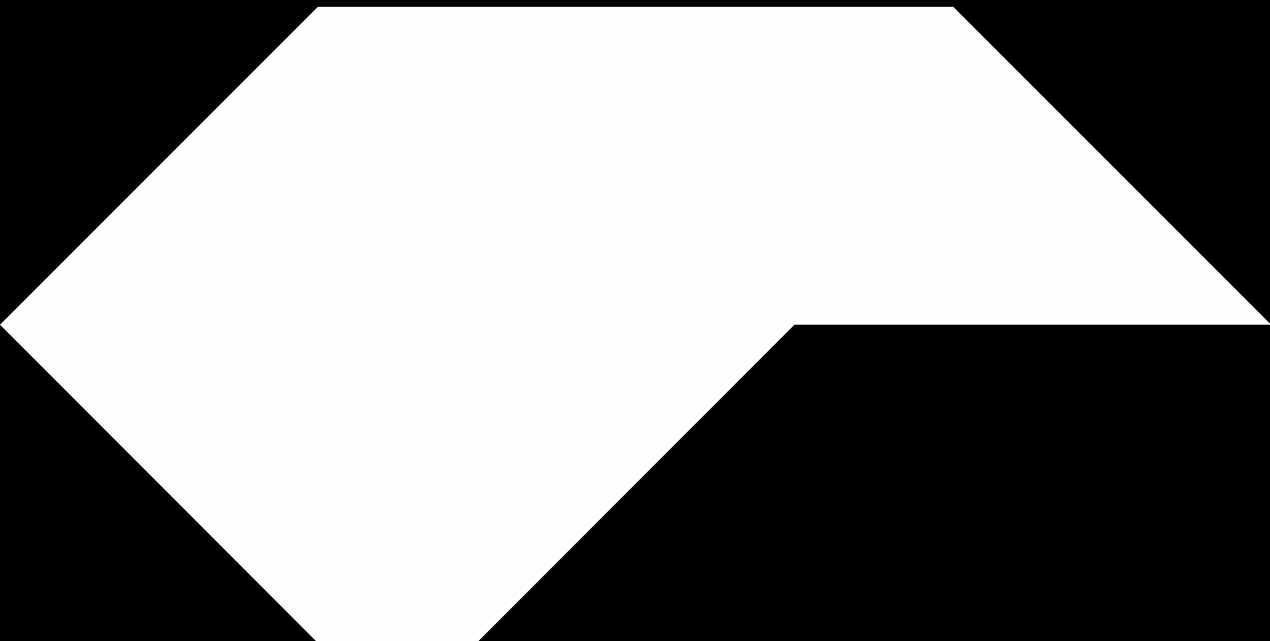


factory
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INCIDENT MANAGEMENT PLAN



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1. VERSION CONTROL

1.1. OVERVIEW

This is a working draft of the Incident Management Plan for Aviva Studios, the home of Factory International. This is not a finalised published version. It is circulated to key internal and external stakeholders for review and comment.

Please note that this document should not be printed. If a printed copy is required it will be issued to an individual and stored securely.

This will be a document kept regularly up to date by the Factory International Venue Operations team.

Last updated: 03 October 2023.

2. INTRODUCTION

2.1. PURPOSE OF THIS DOCUMENT

This manual details how the management team of Aviva Studios intend to respond to incidents in the venue and respond to emergency situations in its various modes – event, non-event and dark days.

This document should be read in conjunction with:

- Aviva Studios (Factory International) Venue Operations Manual
- Factory International Health and Safety Policy
- Factory International risk assessments (when issued)
- Factory International policies and standard operating procedures (SOPs)
- Aviva Studios premises licence and operating conditions

3. COMMAND, CONTROL AND COMMUNICATION

3.1. OVERVIEW

Robust incident management plans must also be in place to deal with any issues that arise. Defining clear roles and responsibilities for strategic, tactical and operational response with clear lines of communication is imperative for effective incident management.

The process for efficient decision-making in an emergency situation is improved if a framework such as the National Decision Model or the JESIP Joint Decision Model is utilised which arises from the Civil Contingencies Act 2004 with an aim for all emergency services and responders to work collaboratively together.

The JESIP principles have been developed by police, fire, and ambulance service colleagues. It is a nationally recognised tri-service programme. The foundation of the principles is that joint working between the three emergency services would enhance the collective ability to save lives and reduce harm.

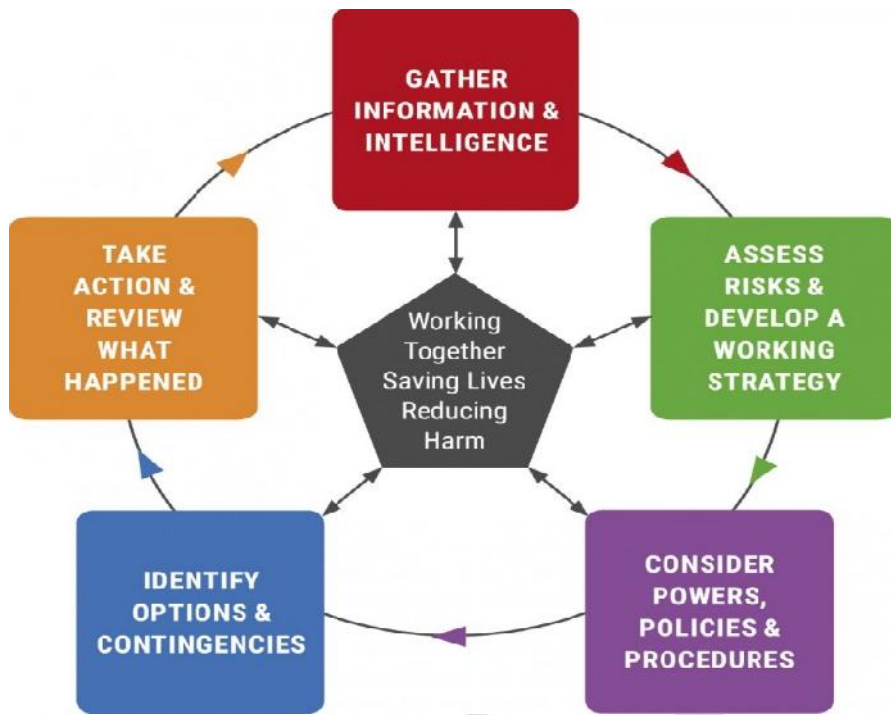
Major and complex incidents may not happen very often, but when they do there is a need to ensure that there is the most efficient, effective, and coordinated response possible.

The Commanders from each service subscribe to the principles of interoperability and it is important that Aviva Studios' incident management team achieve close coordination with the services. The venue's command and control structure will mirror that of the emergency services.

3.1.1. JESIP PRINCIPLES FOR JOINT WORKING



The Joint Decision Model is as follows:



This model will form the decision making process by the incident management team.

3.1.2. M/ETHANE

The mnemonic M/ETHANE should be used when passing information, in the initial stages, between emergency responders to enable the establishment of shared situational awareness.

- Major incident declared?
- Exact location
- Type of incident, e.g. explosion, building collapse
- Hazards present, potential or suspected
- Access – routes that are safe to use
- Number, type, severity of casualties
- Emergency services now present and those required

Further detail is available here from JESIP: <https://www.jesip.org.uk/joint-doctrine/m-ethane/>.

3.2. GOLD, SILVER, BRONZE ROLES

3.2.1. OVERVIEW

To ensure a coordinated response to incident management and business continuity, a gold-silver-bronze structure will operate for Aviva Studios depending on the event requirements.

The management of an emergency incident is highly stressful. Managers will have relatively little time to make or initiate crucial decisions. Instructions have to be delivered and received in exceptionally short periods of time.

A summary of the role and associated responsibilities is as follows:



- GOLD
 - o Strategic oversight of the incident
 - o Responsibility to enact the business continuity plan (if required)
 - o Usually, based away from the venue
- SILVER
 - o Tactical delivery of the strategy
 - o Leads the on-site incident response as detailed in the Incident Management Plan
 - o Designated member of the Front of House Management team already on duty at the venue
 - During events, the role will usually be fulfilled by Head of Visitor Operations or one of the Front of House Managers
 - Any exceptions to the above will be denoted in a specific Event Management Plan (EMP)
- BRONZE
 - o Functional role-based activity leadership
 - o Designated member of the management or wider operations team already on duty at the venue

Approved staff members to fulfil the GOLD Commander role for Aviva Studios:

- Artistic Director & CEO
- Executive Director & Deputy CEO
- Creative Director
- Venue Director
- Finance Director

3.2.2. BUSINESS CONTINUITY GROUP

It is the responsibility of the GOLD Commander to coordinate the business continuity group. The BCG consists of:

- All members of the Executive team
- All members of the Directors group
 - o Head of Commercial Operations is specifically responsible for liaising with sponsors and naming rights partner
- Head of Visitor Operations
- Head of Scheduling
- Head of Press
- Other members will be brought into the group as required by the GOLD – specific knowledge or subject matter experts may be required dependent on the nature of the incident.

3.2.3. DUTY DIRECTOR

On a rota basis, members of the Executive and Directors groups will represent the organisation at events and during general opening hours as required. This may not be required for all events or activity at the venue.

This is not an operational role or a role with incident management responsibilities, but they will support the operational teams as required.

3.2.4. TRAINING AND TESTING

All staff with responsibilities in the venue Incident Management Plan will undertake training with internal and external stakeholders to be fully versed on the role during an incident.

On at least a half-yearly basis, managerial and frontline staff will partake in a simulated exercise to review operational procedures, emergency procedures and to test both their knowledge and competence in their role but also to ensure the procedures are robust.

Training exercises will take the form of tabletop exercises or full venue-wide simulated events. A series of test events are scheduled to take place prior to the venue opening which will enable staff to test building and operational procedures in a controlled environment.

4. VENUE OPERATING MODES

4.1. OVERVIEW

When open to the public, the venue will deploy a Duty Front of House Manager or Duty Front of House Supervisor to oversee all operations at the venue, both inside the building and externally within the demise of Aviva Studios.

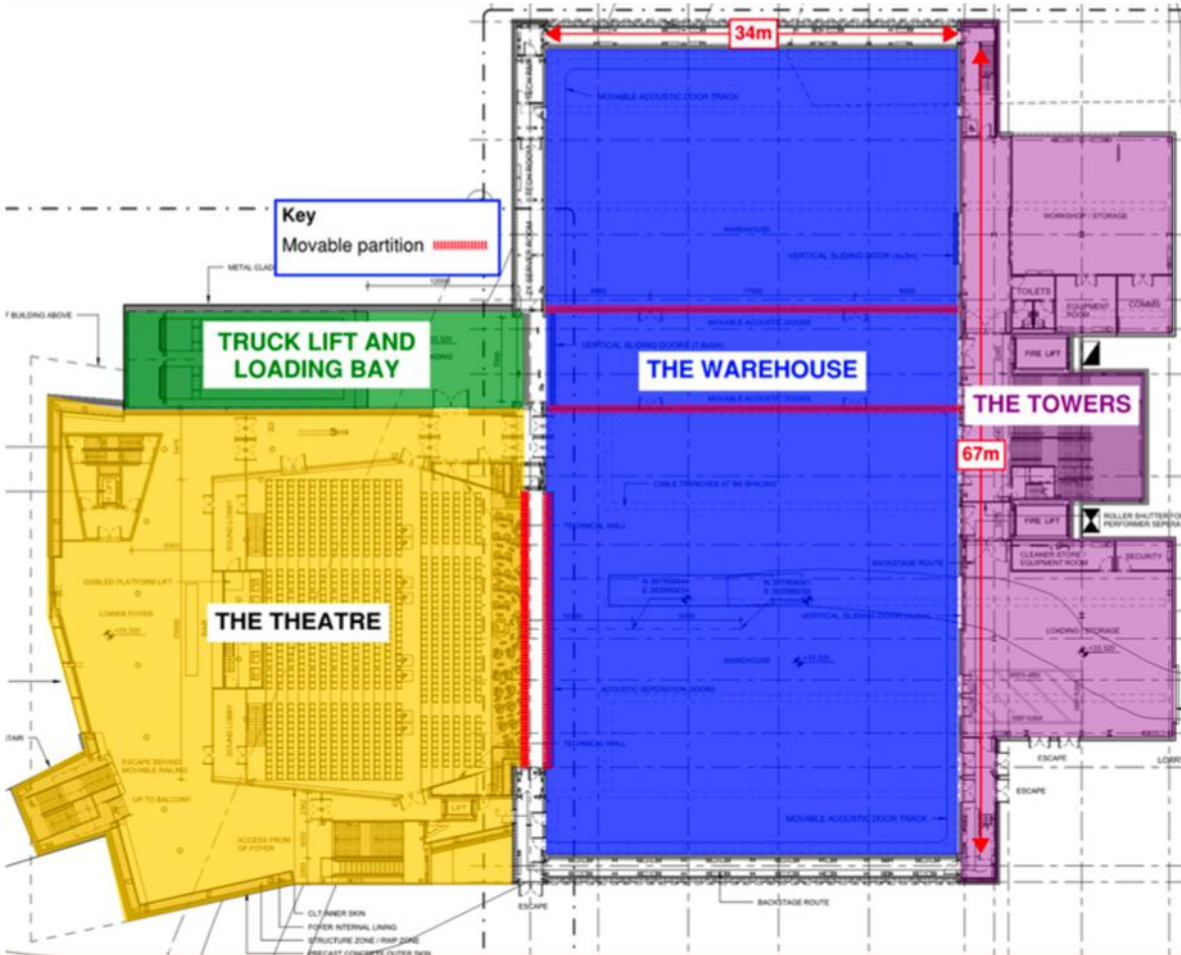
When there is no Duty Front of House Manager or Duty Front of House Supervisor on duty (usually when the venue is closed to the public) the staff within the Operations Control Room (OCR) will assume command of an incident that arises.

For events classified as a major event, the role of Duty Front of House Manager may be replaced by a Safety Officer role subject to the event risk assessment.

	Nominated person / roles	Comments
GOLD	Artistic Director & CEO Executive Director Creative Director Venue Director Finance Director	GOLD to be nominated on a rota basis as required, on-call, usually away from the venue during the event period
SILVER	Mode 1 – closed to the public and out of office hours, Operations Control Room (OCR) team on duty Mode 2 – Closed to the public, during office hours, Duty Front of House Supervisor on duty. Mode 3 – Open to the Public, no audience/delegate facing performance or event either of the large performance spaces. Duty Front of House Manager on duty. Mode 4 – Open to the public, audience/delegate facing performance or event either of the large performance spaces. Duty Front of House Manager on duty.	Mode 1 will usually apply overnight and some evenings, with some occasional daytime scenarios such as major system maintenance. Mode 2 will apply when the building is closed to the public, but has a high number of office workers and associated visitors. This is predominantly Monday daytime (0800 – 2000) Mode 3 will apply at all times the venue is open to the public and at all times the Hall or Warehouse is not for an event Mode 4 will apply at all times the venue is open to the public and there is a public or delegate facing event in either the Hall or Warehouse.
BRONZE	Any staff with nominated responsibilities during an incident	

4.2. VENUE PLAN

This plan shows the key venue areas and event spaces.



4.3. INCIDENTS OCCURRING OUTSIDE THE VENUE

The command structure will be in place for events that take place both inside and outside the venue – if the incident is in close proximity to the venue, the incident commander will liaise with other stakeholders to manage the venue's response to the incident.

4.4. REPORTING INCIDENTS

Staff can report incidents through the following methods:

- Contact the nearest radio holder or manager
- Telephone or radio the Operations Control Room (OCR) and give clear details of the incident
 - state you have a priority message to report
- A red break glass can be pressed in the event of discovery of a fire – this must be immediately followed up with a telephone or radio call to the OCR

4.5. INVESTIGATING INCIDENTS

When alerted to an incident, the venue's Silver Commander will deploy a forward control team (FCT) to investigate the alert. First response and scene management will be coordinated by the Silver Commander and any members of staff who can be deployed as Bronze Commanders.

The Silver Commander may require subject matter experts to assist in specific incidents. Where necessary, the Silver Commander will consult with these individuals as required. All those called upon to assist during an incident are to provide the Silver Commander with prompt and accurate advice to enable them to make appropriate and timely decisions.

The FCT will consist of the Duty Security Manager and Duty Technical Manager. For events during Manchester International Festival in June/July 2023, the Duty Facilities Manager/Supervisor will also be a member of the FCT.

4.6. INCAPACITATION OF KEY PERSONNEL

In the unlikely event that a key member of the incident response team is incapacitated, the most senior member of the operational structure should make contact with the Gold Commander for advice on next steps.

Indications of suitable staff to "step up" in the event of a member of the team being out of action:

Role	Suitable replacement
Duty Gold Commander	Venue Director or Artistic Director & CEO, if not already on call
Duty Front of House Manager	Duty Front of House Supervisor
Duty Front of House Supervisor	Senior member of the Front of House team
Duty Security Manager	Senior member of the Visitor Safety team
Duty Technical Manager	Another member of the Technical team who regularly works at the venue (if available)
Duty Facilities (FM) Manager	Another member of the Facilities Management team who regularly works at the venue (if available)

The designated Silver Commander will utilise all resources and staff members available to them to ensure they can still respond to any incidents which occur. These decisions may be made dynamically and with support from the Gold Commander to ensure the response strategy can still be enacted effectively.

The Silver Commander and Gold Commander may discuss the requirement for senior staff to be called to attend the venue and assume incident management roles in the absence of key personnel on site. This will be coordinated via the Business Recovery Group.

4.7. BUSINESS RECOVERY GROUP (BRG) AND BUSINESS CONTINUITY PLAN (BCP)

The Gold Commander's primary role is to support the Silver Commander in their response to any ongoing incidents.

The Gold Commander is responsible for coordinating the required members of the Business Recovery Group (BRG) as necessary and enacting the Business Continuity Plan (BCP).

Key considerations for the BRG on when to enact the BCP include:

- The loss of life or serious injury
- The scale of the disruption
- The need to protect the organisation's reputation

Membership of this group is noted earlier in this document.

5. INCIDENT MANAGEMENT

5.1. INCIDENT TYPES

The table below defines key words associated with the incident management processes at the venue.

Code words will be used to inform radio users and the OCR of incidents or a change in Alert level. At no time should the following words be used either on the radio or in public areas: fire, bomb, riot.

Code word	Type	Description	Comments / notes
Code One (1)	Smoke or fire	Alert via the fire alarm system (smoke / heat detection) or by activation / pressing of a manual call point. Verbal notification of a fire / smoke may also be given by staff to the Operations Control Room (OCR).	Consider 1 alpha to confirm fire.
Code Two (2)	Suspect item / package; suspect person; suspect vehicle	A suspicious item, person or vehicle has been identified.	See also: Counter Terror Risk Assessment .
Code Three (3)	Structural / technical problem	Structural issues that will directly affect public safety which may include: - Unsafe movement of any demountable structures or seating - Large cracks or holes appearing in flooring, walls or ceilings - Part of complete failure of	

		overhead rigging - Full or partial stage collapse	
Code Four (4)	Crowd disturbance / hazardous crowd migration	A large scale disturbance in the venue with possible use of weapons or serious crowd migration/crushing.	See also: Crowd Management Plan.
Code Five (5)	Lost child		Not designated as a major incident for the purposes of this document.
Code Eight (8)	Chemical	Visitors showing symptoms of being exposed to hazardous chemicals, gasses or materials.	In these incidents, there may not be a visible source.
Code Nine (9)	Medical	Multiply injuries or illness -overrun medical provision	
Code Ten (10)	Marauding attack		See also: Counter terrorism risk assessment.

5.2. MAJOR INCIDENTS

A major incident is any emergency that requires the implementation of special arrangements by one of more of the emergency services and will generally include the involvement either directly or indirectly of large numbers of people.

A major incident may be declared by any one of the emergency services.

Most major incidents can be considered to have four stages:

- Initial response
- Consolidation phase
- Recovery phase
- Restoration of normality

5.2. MINOR INCIDENTS

Minor incidents may have an impact on building operations but may be managed without the involvement of the emergency services. These include but are not limited to:

- Flooding (internal or from external source)
- Loss of water to the building
- Loss of hot water in the building
- Loss of power (localised or whole venue)
- Cancellation of a performance

This document offers a framework and escalation structure for dealing with a variety of incidents. The principles of clear communication, command and control must be implemented in all responses.

5.3. RADIO CHANNELS AND CALL SIGNS

5.3.1. VENUE RADIO CHANNELS

The venue operates with a secure radio network with radio channels and handsets allocated to departments / teams as below. Generally, most radio users will remain on their own radio channel but certain users will have multi-channel radios enabling them to switch.

Communication and messages can be relayed via the Operations Control Room (OCR) to cascade to other teams.

Radio channel	Department / team
1	Operations Control Room (OCR)
2	Event Security
3	FOH 1
4	FOH 2
5	Cleaning
6	Medical
7	Facilities Management (FM)
8	Technical
9	F&B
10	Ticketing
11	Volunteers
12	IT
13	Event Organiser
14	Spare
15	Spare
16	Spare

5.3.2. DUTY STAFF RADIO CALL SIGNS

Call sign	Role	Comments / notes
Venue 1	Duty Front of House Manager	Overall responsibility for the venue
Venue 2	Duty Front of House Supervisor	Use designation "Venue 2 Warehouse" for events in the Warehouse, for example.
Tech 1	Duty Technical Manager	
Sierra 1	Duty Security Manager/Supervisor	
Facilities 1	Duty Facilities Manager/Supervisor	
Ticketing 1	Duty Ticketing Manager	
Medic 1	Duty Medical Manager	Deployed for specific events with an enhanced medical deployment
Event 1	Event Delivery Lead	Will not always be on site during an event period. Use designation "Event 1 Warehouse" for events in the Warehouse, for example, when multiple events are taking place.
Volunteer 1	Volunteer Manager / Team Leader	
Super Serve 1	Duty F&B Manager for Super Serve	If another catering operator is working in the venue, adopt a suitable call sign, e.g. "Catering 1"

Others will be added to this list as required in future revisions.

5.4. FIRE PANEL OPERATING MODES

5.4.1. EVENT ACTIVITY

The fire strategy refers to Event Activity as any occasion there are members of the public in either the Warehouse or the Hall. Event Activity also includes any event build or rehearsal activity.

See also: **WSP FIRE STRATEGY**.

5.4.2. NORMAL MODE

This mode is defined as there being no event activity in either the Warehouse or The Hall. The Towers may be occupied and the Social may be open.

5.4.3. EVENT MODE 1

When the Warehouse is occupied and the Hall is un-occupied, this mode will be selected on the fire panel.

5.4.4. EVENT MODE 2

When the Hall is occupied for event activity, this mode will be selected on the fire panel.

5.5. ALERT STATE

5.5.1. OVERVIEW

There will be a managed approach to incident investigation. Changes to the alert level are authorised by the Incident Commander (Silver).

5.5.2. NORMAL MODE

No major incidents or active alerts. All staff operating to their standard roles and responsibilities for delivery of an event or activity.

Numerous issues will occur during an event which do not require an escalation of the alert level in the venue. All situations will be closely monitored – for example, reports of numerous cases of anti-social behaviour may escalate throughout an event and result in more widespread crowd disorder if not appropriately managed.

5.5.3. ALERT

An initial stage of investigation. This may be instigated by a fire alarm activation, identification of a suspect item or other reason. Verbal notification can be given to the OCR of an incident.

The investigation will be led by the Forward Control Team (FCT) consisting of the Duty Security Manager (Sierra 1) and Duty Technical Manager (Tech 1). The Duty Facilities (FM) Manager (Facilities 1) will also join the FCT when they are on duty.

The period for investigation for an activation via the fire alarm system is a maximum window of 6 minutes. The investigation time for other incident types may vary depending on the nature and complexity of the issue.

Radio and PA messages will be used to notify staff of an alert.

5.5.4. AMBER ALERT

A heightened alert stage in response to an incident which may have potential life threatening consequences. This increase in alert level will be used during a serious incident. The Duty Front of House Manager will authorise escalating the alert level to enable staff to ready for a possible evacuation.

As the period for investigation is a maximum of 6 minutes, the Duty Front of House Manager may determine to move to Amber Alert at any time within that 6 minutes to enable staff to be prepared for a manage evacuation process before the fire alarm system automatically moves to evacuation and sounds an audible alarm.

If Amber Alert stage is reached, the Silver Commander will confirm the escalation of the alert level to the Gold Commander who will convene the Business Recovery Group as required.

Radio and PA messages will be used to notify staff of an alert.

5.5.5. STAFF REDEPLOYMENTS AT AMBER ALERT

During an Amber alert, staff will move to the redeployment positions noted on their emergency procedures lanyard or event briefing document.

The lanyard will denote the position the staff member is required to report to in readiness for a potential evacuation.

5.5.6. EVACUATION

Only the Duty Front of House Manager will authorise an escalation of the alert level to require a full or partial evacuation of the venue. [If the Dut Front of House Manager is incapacitated or uncontactable the Duty Supervisor for the Largest Event in progress may make this decision.

On occasion, an audience-led evacuation may occur before the venue staff are able to fully ready the venue for egress. All staff will be trained and briefed to as quickly and safely as possible enable safe evacuation of the venue in those circumstances.

5.5.7. STAND DOWN

At either Alert or Amber Alert stage, a “stand down” may be issued. This will be authorised by the Duty Front of House Manager.

Radio and PA messages will be used to notify staff of a “stand down”.

5.6. COMMUNICATING A CHANGE IN ALERT STATE

5.6.1. RADIO AND PA ANNOUNCEMENTS

The Duty Front of House Manager, in their role as Incident Commander (Silver) will instruct the OCR to make relevant announcements to inform staff of a change to the alert level via radio communication and the venue PA system.

The use of the PA system will be tested before every event.

Alert state	PA/VA announcement (pre-record)	PA/VA broadcast zone	Radio message (if different)
Alert – initial investigation stage	“Will the Duty Manager please report to the Operations Room.”	All public areas – not audible in the performance areas	“Will the Duty Manager please report to the Operations Room. Priority message – we have a [Code X – state relevant code] in progress. Priority messages only until further notice.”
Amber Alert – escalated investigation stage	“Will the Senior Manager please contact Amber control.”	All public areas – not audible in the performance areas	“Priority message – we are now on Amber Alert. We have a [Code X] in progress. Priority messages only until further notice.”
Pre-evacuation	N/A	N/A	“Attention please all radio holders – the venue is about to be evacuated. Please wait for the live announcement by Venue 2 and then carry out your duties as per the emergency procedures.”
Evacuation	“Attention please, attention please. Please leave the building immediately. Please leave the building immediately by the nearest exit, do not use the lifts.”	All areas	“Attention please – the venue is being evacuated. Carry out your designated duties.”
Stand down	“The previous message for the Duty Manager is cancelled.”		“The previous message for the Duty Manager is cancelled. Normal radio traffic can resume.”

5.6.2. LIVE ANNOUNCEMENT FROM STAGE OR PERFORMANCE AREA

The Duty Front of House Supervisor (Venue 2) for the event will make an announcement from the stage or performance area, as required.

“Attention please. Due to unforeseen circumstances that have arisen it is not possible to continue with this event. Please leave the venue as quickly and quietly as possible using the nearest available exit as indicated by the staff.”

Front of House and Visitor Safety staff will be deployed to key egress routes and will use clear hand gestures and loud instructions to audiences stating clearly, “This way out please, this way out.”

5.7. ROLES AND RESPONSIBILITIES

5.7.1. OVERVIEW

All staff have key duties to undertake in each mode – normal, alert, amber alert and evacuation.

5.7.2. MODE 1 – CLOSED TO THE PUBLIC AND OUT OF OFFICE HOURS

-) The OCR operative takes the role of SILVER Command.
-) During this mode, no investigation will be initiated.
-) The operative in the OCR will advance the alert to full evacuation triggering the evacuation of the building.
-) Individual staff team members inside the building to evacuate and present at the nearest muster point.
-) Where larger teams are operating in the building (Cleaning, Food & Beverage, Technical). departmental leads to ensure they have all staff members accounted for and notify the OCR Operative.
-) Where production activities are taking place, the Technical Fire Marshal in each space to evacuate any technicians unfamiliar with the building.
-) Public are not permitted into the building during Mode 1.

5.7.3. MODE 2 – CLOSED TO THE PUBLIC, DURING OFFICE HOURS

-) Duty Front of House Supervisor take the role of SILVER Command. – Attends to the OCR to control oversee the management of the incident.
-) During a Fire Alarm Alert Stage Forward Advance Team (Duty Technical Manager, Duty Security Manager, Duty Facilities Manager) investigate. On evacuation leave the building by the nearest exit.
-) FOH Supervisor leads public evacuation and sweeps public spaces.
-) Group evens within the building shall be evacuated by their group lead (Fire Marshal)
-) Office Fire Marshal #1 Sweeps Towers Level 6 and Level 4, presenting themselves a the Viaduct Muster Point.
-) Office Fire Marshal #2 Sweeps Towers Level 5 and Level 3, presenting themselves at the Ground Floor Muster point.
-) Where production activities are taking place, the Technical Fire Marshal in each space to evacuate any technicians unfamiliar with the building.
-) The Welcome Point host shall attend to the ground floor muster point with the signing in sheets and iPad.
-) Super Serve, Retail and Ticketing, stop trading and secure tills during Alert phase, and evacuate to the nearest muser point.
-) Fire Marshal #2 Roll Call's from the IPAD – advises Silver Command on completion
-) Company Manager Roll Call's from sign in sheets – advises Silver Command on completion
-) Fire Marshal #1 Transfers the identity of people in the viaduct muster point to the relevant department over radio.
-) FOH Supervisor oversees any public at the muster point, coordinating with Silver command as required.

5.7.4. MODE 3 – OPEN TO THE PUBLIC, NO AUDIENCE/DELEGATE FACING PERFORMANCE OR EVENT EITHER OF THE LARGE PERFORMANCE SPACES.

-) Front of House Duty Manager (can be deputised by Front of House Supervisor) take the role of SILVER Command. – Attends to the OCR to control oversee the management of the incident.
-) During a Fire Alarm Alert Stage Forward Advance Team (Duty Technical Manager, Duty Security Manager, Duty Facilities Manager) investigate. On evacuation leave the building by the nearest exit.
-) FOH Supervisor leads public evacuation.
-) FOH Steward #1 sweeps public spaces.
-) FOH Steward #2 sweeps the green room, and then moves to the GF Muster Point. (If this status coincides with office hours the Green Room will be swept twice).
-) FOH Steward #3 / FOH Supervisor attends to the viaduct muster point, either via Towers Stairs, or via the Hall Stairs.
-) Super Serve Stewards #1 & #2 limit re-entry via the City and River Doors Respectively.
-) Hall Foyer Stewards to sweep the Hall Foyers (where they are open to the public)
-) Group evens within the building shall be evacuated by their group lead (Fire Marshal)
-) During Office Hours - Office Fire Marshal #1 Sweeps Towers Level 6 and Level 4, presenting themselves a the Viaduct Muster Point.
-) During Office Hours - Office Fire Marshal #2 Sweeps Towers Level 5 and Level 3, presenting themselves at the Ground Floor Muster point.
-) Where production activities are taking place, the Technical Fire Marshal in each space to evacuate any technicians unfamiliar with the building.
-) The Welcome Point host shall attend to the ground floor muster point with the signing in sheets and IPad.
-) Super Serve, Retail and Ticketing, stop trading and secure tills during Alert phase, and evacuate to the nearest muser point.
-) FOH Steward #1 Roll Call's from the IPAD – advises Silver Command on completion
-) Company Manager Roll Call's from sign in sheets – advises Silver Command on completion
-) FOH Steward #3 / FOH Supervisor Transfers the identity of people in the viaduct muster point to the relevant department over radio.
-) FOH Supervisor oversees any public at the muster point, coordinating with Silver command as required.

5.7.5. MODE 4 – OPEN TO THE PUBLIC, AUDIENCE/DELEGATE FACING PERFORMANCE OR EVENT EITHER OF THE LARGE PERFORMANCE SPACES

Mode 4 is our most complex scenario, and therefore each role within the incident response is outlined in more detail below. Mode for introduces an additional alert. The Alert stage introduced in Modes 1 – 3 relates to a pre-alert within the fire alarm system, specifically the first nock of the automatic fire detection system. In Mode 4 an additional status of Amber Alert is introduced and this is a pre-warning of any other alert status (such as need for a show stop or medical emergency).

Duty Front of House Manager take the role of SILVER Command.

5.7.5.1. DUTY FRONT OF HOUSE MANAGER

Normal mode	Alert	Amber Alert	Evacuation
Overall responsibility for the running of the venue (all FOH and BOH operations) Ensures all staff are fully briefed on their duties including emergency procedures	Attend the OCR to oversee incident management Take on the role of Incident Commander / Silver during an incident investigation	Ensure OCR cascade key information to all staff via radio and PAVA Prepare to make the decision to escalate to an evacuation if required Notify the event owner / Event Delivery Lead on the decision to evacuate and enact a show-stop	Oversee the evacuation from the OCR Liaise with emergency services as required Keep Gold informed as required Notify Gold of escalation of alert state

5.7.5.2. DUTY FRONT OF HOUSE SUPERVISOR (ONE PER EVENT SPACE)

Normal mode	Alert	Amber alert	Evacuation
Oversee front of house (FOH) operations in allocated event space Supervise the FOH hosts, volunteers and other Visitor Operations teams	Attend the designated meeting point to liaise with the event owner and venue's Event Delivery Lead (if one is on duty)	Prepare to make the live announcement from the stage when instructed to by Duty Manager – ensure a microphone or megaphone is available Inform Event Delivery Lead / Event Organiser they will need to stop the show when instructed to by Duty Manager	Lead the Front of House evacuation Ensure they and any other FOH hosts and security involved in the evacuation of visitors is clearly visible (wearing hi-vis) and using clear instructions and gestures to safely evacuate the audience to the muster point

5.7.5.3. FRONT OF HOUSE HOSTS

Normal mode	Alert	Amber alert	Evacuation
Deal with general queries from visitors, check tickets, issue wristbands, operate the cloakroom, operate the retail areas, etc.	Be prepared to take action - be on standby for further instructions from FOH Supervisor [Show specific or location specific actions as instructed during the briefing]	Take up redeployment positions as per the redeployment instructions Retail / merch positions to close	Follow duties as per the emergency procedures to safely evacuate the venue Some staff deployed to Refuge points as required

5.7.5.4. DUTY TECHNICAL MANAGER (TECH 1)

Normal mode	Alert	Amber alert	Evacuation
Supervisory / managerial role across all technical delivery for an event	Investigate the incident as part of the Forward Control Team (FCT) when on duty Report back to Duty Manager on the incident as required	Maintain a cordon around incident area as required Follow any instruction from the Duty Front of House Manager	Ensure any cordon is maintained Support the Duty Front of House Manager as required post-evacuation

5.7.5.5. DUTY SECURITY MANAGER (SIERRA 1)

Normal mode	Alert	Amber alert	Evacuation
Supervisory role across all security staff deployed for the event or activity	Investigate the incident as part of the Forward Control Team (FCT) Report back to Duty Front of House Manager on the incident as required	Maintain a cordon around incident area as required Follow any instruction from the Duty Front of House Manager	Ensure any cordon is maintained Support the Duty Front of House Manager as required post-evacuation

5.7.5.6. VISITOR SAFETY TEAM – SECURITY

Normal mode	Alert	Amber alert	Evacuation
Undertake search and screening	Be prepared to take action - be on standby for further instruction from Sierra 1, Duty Manager or FOH Supervisors	Take up redeployment positions	Follow duties as per the emergency instructions to safely evacuate the venue Some staff deployed to Refuge points as required

5.7.5.7. VISITOR SAFETY TEAM – MEDICAL – ONLY DEPLOYED ON LARGE SCALE EVETNS

Normal mode	Alert	Amber alert	Evacuation
Undertake routine first aid treatment as required	Be prepared to take action - be on standby for further instruction from Duty Manager or FOH Supervisors	Take up redeployment positions	Follow duties as per the emergency instructions to safely evacuate the venue Some staff deployed to Refuge points as required

5.7.5.8. SUPER SERVE / CATERING OPERATIONS TEAM

Normal mode	Alert	Amber alert	Evacuation
Deliver catering / bar operations in the venue Assist with backstage / artist related requirements as requested Provide drinking water for front of stage areas as requested	Be prepared to take action - be on standby for further instruction from Duty Manager or FOH Supervisors	Close any bars and secure the working area	Follow duties as per the emergency instructions to safely evacuate the venue Some staff deployed to Refuge points as required

5.7.5.9. DUTY FACILITIES MANAGER / SUPERVISOR

Normal mode	Alert	Amber alert	Evacuation
Monitor the Building Management System (BMS) +Respond to routine maintenance incidents	Investigate the incident as part of the Forward Control Team (FCT)	Maintain a cordon around incident area as required Follow any instruction from the Duty Front of House Manager	Ensure any cordon is maintained Support the Duty Front of House Manager as required post-evacuation

5.7.5.10. VENUE CLEANING TEAM

Normal mode	Alert	Amber alert	Evacuation
Respond to routine cleaning incidents Maintain good housekeeping of general public areas, escape routes, walkways, etc.	Be prepared to take action - be on standby for further instruction from Duty Manager or FOH Supervisors	Maintain a cordon around incident area as required Follow any instruction from the FCT or Duty Manager	Leave the venue as directed by venue staff and report to the muster point

5.7.5.11. EVENT MANAGERS / EVENT DELIVERY LEAD

Normal mode	Alert	Amber alert	Evacuation
Primary venue contact for event owners	Attend the designated meeting point to liaise with the event organiser and Duty Front of House Supervisor	Support with readying a show stop when instructed to by Duty Front of House Supervisor	Leave the venue as directed by venue staff and report to the muster point Await redeployment from Duty Manager or FOH Supervisors

5.7.5.12. EVENT OWNERS / ORGANISERS / PROMOTERS

Normal mode	Alert	Amber alert	Evacuation
Primary venue contact for the venue's Event Delivery Lead	Notify all relevant personnel on their team, e.g. stage manager, if instructed to by venue staff	Ensure the show is stopped when instructed to by venue staff	Leave the venue following instruction from venue staff Ensure all event personnel leave the venue and proceed to the muster point

5.7.5.13. SUPER SERVE, RETAIL AND TICKETING

Normal mode	Alert	Amber alert	Evacuation
Trading operations as required and as relevant to the department.	Stop trading and secure the working area	Stop trading and secure the working area	Leave the venue as directed by venue staff and report to the muster point

5.7.5.14. ARTIST LIAISON TEAM

Normal mode	Alert	Amber alert	Evacuation
Liaise with Event Owner, Event Delivery Lead, F&B team and Duty Front of House Manager to coordinate dressing room areas and artist-related activity	Be on standby for further instructions from the Event Delivery Lead	Upon instruction from the Event Delivery Lead, be prepared to assist with the evacuation of the backstage areas	Leave the venue as directed by venue staff and report to the muster point Await redeployment from the Event Delivery Lead

5.7.5.15. OFFICE FIRE MARSHALS (ONLY RELEVANT WHEN THIS MODE OCCURS DURING OFFICE HOURS)

Normal mode	Alert	Amber alert	Evacuation
Carry about every day activities, ensure duty is handed over to another fire marshal if you need to leave the office floor.	Standby and await further instruction	Standby and await further instruction	Fire Marshal #1 Sweeps Towers Level 6 and Level 4, presenting themselves at the Viaduct Muster Point. Office Fire Marshal #2 Sweeps Towers Level 5 and Level 3, presenting themselves at the Ground Floor Muster point. Await redeployment from Duty Manager or FOH Supervisors

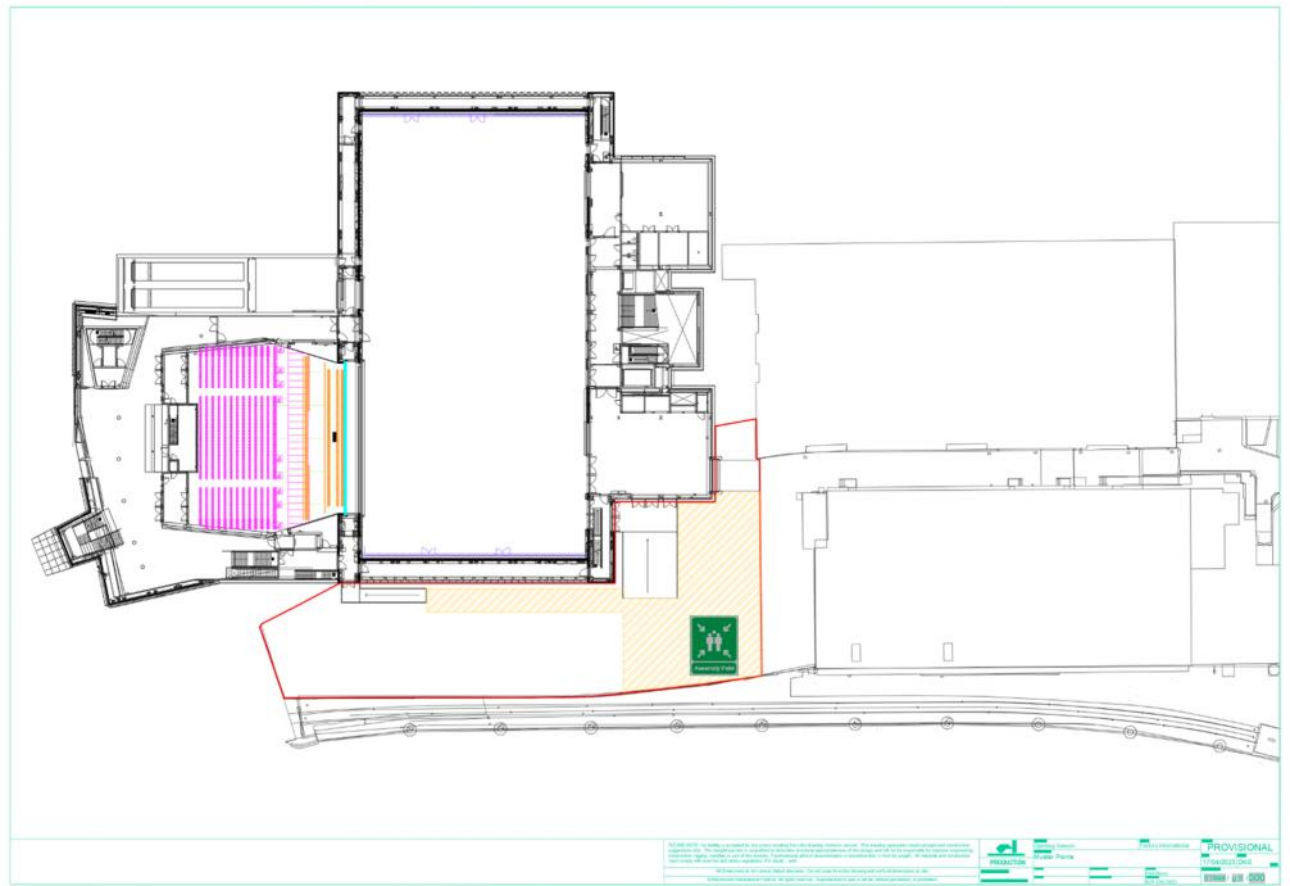
5.7.5.16. VOLUNTEER TEAM

Normal mode	Alert	Amber alert	Evacuation
Support the Front of House operation with wayfinding and general information	Standby and await further instruction	Standby and await further instruction	Leave the venue as directed by venue staff and report to the muster point Volunteers DO NOT have an active role to play in evacuation.

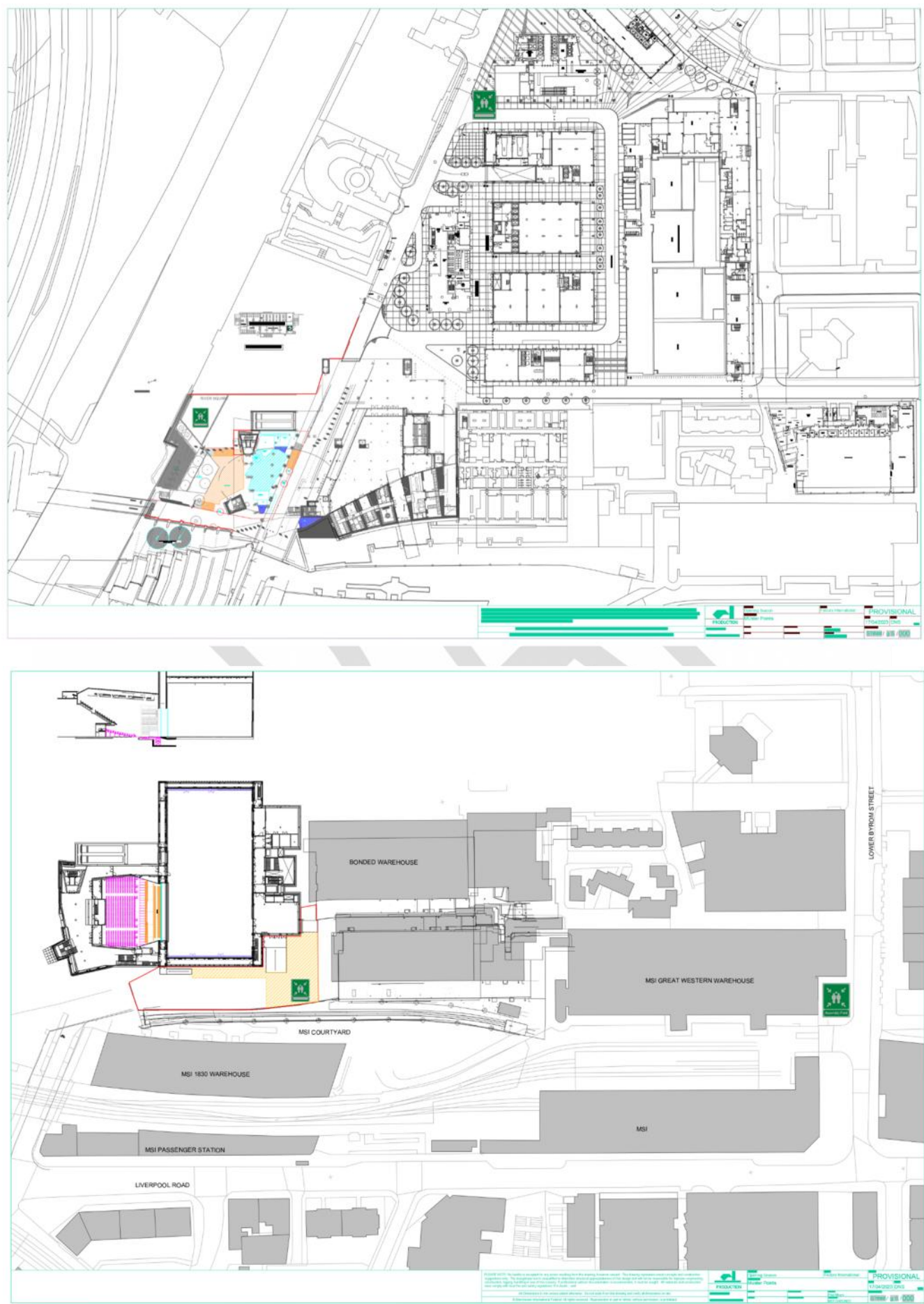
5.8. MUSTER POINTS

There are two muster points, one on the ground floor and one on the upper yard (viaduct level). Muster points will gather staff and artists, and audiences when the total capacity is <2000 people. Above this number audiences will be dispersed.

See also: **AUDIENCE DISPERSAL PLAN** in the **VENUE OPERATIONS MANUAL**.



Where the primary muster point is compromised Factory International will move the alternate muster points on both levels.



5.9. SUMMARY FLOW CHART OF PROCEDURES

This chart summarises the process.



CODE ONE (1) – FIRE/SMOKE DETECTION

OVERVIEW

All staff involved in this procedure will be trained on the venue's emergency procedures. All staff on duty with a responsibility to enact the emergency procedures will be issued instructions on their duties.

PROCEDURE (INCLUDING ROLES AND RESPONSIBILITIES)

The Operations Control Room (OCR) will be notified of Code 1 (Fire / Smoke) incident by one of the following means:

- Notification on the fire panel of a fire alarm activation (smoke / heat / manual call point)
- Verbal (either radio / phone) message from a member of staff reporting they have seen fire / smoke

Upon receiving notification, the OCR team will initiate the Emergency Procedures. This will include:

- Start their Incident Logs
- Informing the Duty Front of House Manager if not already present in the OCR
- Communicating the increase in alert state to all staff via radio and the venue PA system
- Communicating the increase in alert state to key stakeholders including St. John's Management and Science and Industry Museum

On hearing this message the following members of the operations teams must do the following:

DUTY FRONT OF HOUSE MANAGER (RADIO CALL SIGN: VENUE 1)

The Duty Front of House Manager will assume the duties of the Incident Controller during any alert stage. During a Code 1 alert, they have the responsibility as the Duty Fire Marshall.

If not already present in the OCR, the Duty Front of House Manager will confirm over the radio that they are in receipt of the alert and immediately make their way to the OCR.

The Duty Front of House Manager will then take command of the incident and monitor actions from the OCR.

The Duty Front of House Manager will make contact with the promoter/event owner as soon as is reasonably practicable to inform them of the incident. This may be communicated via the Event Delivery Lead if they are on site.

The Duty Front of House Manager will maintain contact with and receive constant updates from the Forward Control Team (FCT – Duty Security Supervisor/Manager and Duty Technical Manager). This will provide the Duty Front of House Manager with information that will assist in making decisions on whether to escalate or stand down. A member of the Facilities Management team will attend the OCR if on site to advise the Duty Front of House Manager where necessary and await further instructions.

If it is decided to escalate to Amber Alert and then to a full or partial evacuation, the Duty Front of House Manager will remain in the OCR for the entire incident so they are in a position to manage the incident / evacuation.

The decision to either escalate to Amber Alert / Evac, or to Stand Down lies solely with the Duty Front of House Manager.

DUTY FRONT OF HOUSE SUPERVISOR (RADIO CALL SIGN: VENUE 2)

The Duty Front of House Supervisor will confirm over the radio that they are in receipt of the alert and should be prepared to make their way to the agreed meeting point to make contact with the Promoter / Event Organiser if required. This meeting point will be agreed in advance. For a music event, this may be stage left or stage right; for a gallery installation this may be a back-of-house area.

They will receive regular updates from the OCR and/or Duty Front of House Manager via radio or mobile phone on the status of the incident and offer support where required.

In the event of an increase to Amber Alert, the Duty Front of House Supervisor will meet with the Promoter / Event Organiser to ensure they are fully aware of the incident and provide updates. The Event Delivery Lead may also be in attendance if they are on site.

Instruction is given via the Promoter / Event Organiser / Stage Manager to cease performance, audio, and raise house lights – the Duty Front of House Supervisor makes the decision.

If the Duty Front of House Manager decides to evacuate the venue, the Duty Front of House Supervisor will inform the Promoter / Event Organiser / Stage Manager and ask them to stop the show and begin evacuating their artistes/performers and the backstage area in general. Where possible, the Duty Front of House Supervisor will use the production microphone or loud hailer if a microphone is unavailable to make the evacuation announcement live from stage. Once the evacuation announcement has been made, the Duty Front of House Supervisor will oversee the evacuation of the Front of House and provide assistance to the Duty Front of House Manager where required.

The Duty Front of House Supervisor should remain in constant contact with the Duty Front of House Manager throughout the evacuation, providing assistance in specific areas as directed by the Duty Front of House Manager and standby for post evacuation duties as required.

FORWARD CONTROL TEAM (FCT): DUTY SECURITY MANAGER (SIERRA 1) AND DUTY TECHNICAL MANAGER (TECH 1)

Sierra 1 will confirm over the radio that they are in receipt of the alert. They will get details of the location and type of incident and make their way to the scene as part of the Forward Control Team with the Duty Technical Manager (Tech 1).

When they arrive at the scene they will assess the situation with Tech 1 and jointly make recommendations to Venue 1 on the severity of the incident. If they arrive and agree that it was a nuisance activation due to unauthorised smoking / theatrical smoke etc. they will advise the OCR controllers, who will in turn advise Venue 1 of the FCT's findings.

Venue 1 may then authorise a Stand Down. The fire panel will be re-set. The FCT will wait at the scene until it has been confirmed that the re-set of the fire alarm has 'taken' and they have heard the stand down announcement.

If the FCT agree that there is a more serious issue, they will advise Venue 1 accordingly. Sierra 1 will be responsible for placing a cordon around the affected area if safe to do so while Tech 1 tries to manage the cause of the incident. Sierra 1 will keep Venue 1 updated via the OCR. If the decision has been made to evacuate, Sierra 1 will keep their cordon in place until the venue has been confirmed as clear and then they will make their way to their designated meeting point. When at their meeting point, they will notify Venue 1 via OCR and await further instructions.

FIRE EXIT ROUTES FROM PERFORMANCE SPACES (FROM WSP FIRE STRATEGY)



CODE TWO (2) – SUSPICIOUS ITEM / PERSON / VEHICLE

OVERVIEW

All staff involved in this procedure will be trained on the venue's emergency procedures. All staff on duty with a responsibility to enact the emergency procedures will be issued instructions on their duties.

Explosive or incendiary devices come in almost any shape and form. These devices are known as improvised explosive devices (IED's). Past attacks on the UK mainland have involved incendiary devices built into cigarette packets, lunch boxes, drinking cups or tape cassettes, devices involving military high grade explosive in briefcases, sports bags or specially made for particular sites. They have also included vehicle borne improvised explosive devices (VBIED) of up to 1 tonne in size. Such an IED will cause major structural damage to buildings in a radius of 50 metres, shattered glass which is capable of killing/ maiming will fall in a radius of 250 metres and metal fragments from the device may cause injury at 500 metres and beyond. Mortar and Rocket propelled grenade (RPG) attacks have been used. Most recently Person Borne Improvised Explosive Devices (PBIED) also known as a "Suicide Bomber" have been used. These devices are generally used in crowded places with the bomber placing themselves amongst crowds and then detonating the device, often resulting in mass casualties and mass fatalities.

PROCEDURE (INCLUDING ROLES AND RESPONSIBILITIES)

Being alerted of a suspected IEDs can take many forms. The common alerts are as follows:

- Threats made over the telephone
- Suspect packages left in public/non public areas
- Person borne IED (or PBIED) is 'suicide bomber' where explosives are attached to the human who are prepared to die in the 'attack'
- Suspicious vehicle/s (these are known as Vehicle Borne Improvised Explosive Devices or VBIED's)

Upon receiving notification, the Operations Control Room (OCR) team will initiate the Emergency Procedures. This will include:

- Start their Incident Logs
- Informing the Duty Front of House Manager if not already present in the OCR
- Communicating the increase in alert state to all staff via radio and the venue PA system
- Communicating the increase in alert state to key stakeholders including St. John's Management and Science and Industry Museum

On hearing this message the following members of the operations teams must do the following:

DUTY FRONT OF HOUSE MANAGER (RADIO CALL SIGN: VENUE 1)

The Duty Front of House Manager will assume the duties of the Incident Controller during the alert.

If not already present in the OCR, the Duty Front of House Manager will confirm over the radio that they are in receipt of the alert and immediately make their way to the OCR.

The Duty Front of House Manager will then take command of the incident and monitor actions from the OCR.

If an explosive detection team is on duty at the venue, they will be put on standby and advised to await further instruction.

The Duty Front of House Manager will make contact with the promoter/event owner as soon as is reasonably practicable to inform them of the incident. This may be communicated via the Event Delivery Lead if they are on site.

The Duty Front of House Manager will maintain contact with and receive constant updates from the Forward Control Team (FCT – Duty Security Supervisor/Manager and Duty Technical Manager). This will provide the Duty Front of House Manager with information that will assist in making decisions on whether to escalate or stand down. A member of the Facilities Management team will attend the OCR if on site to advise the Duty Front of House Manager where necessary and await further instructions.

If the alert was due to a suspect telephone call, Venue 1 may initially ask for the FCT to attend the OCR for a briefing. Venue 1 may ask the OCR to contact the Police to also attend. If a code word was used, Venue 1 will give this to the Police to see if it is a valid code. The police will then give advice to Venue 1. Once the briefing has concluded, Venue 1 will give Sierra 1 the direction to 'sweep' the arena for this 'package' if required. The delta team will be requested to assist with this sweep.

If it is decided to escalate to Amber Alert and then to a full or partial evacuation, the Duty Front of House Manager will remain in the OCR for the entire incident so they are in a position to manage the incident / evacuation.

The decision to either escalate to Amber Alert or Evacuation or to Stand Down lies solely with the Duty Front of House Manager.

DUTY FRONT OF HOUSE SUPERVISOR (RADIO CALL SIGN: VENUE 2)

Venue 2 will confirm over the radio that they are in receipt of the alert and should be prepared to make their way to the Stage Left meeting point / backstage to make contact with the Promoter / Event Organiser as required.

They will receive regular updates from Venue1 via radio or mobile phone on the status of the incident and offer support where required.

In the event of an increase to Amber Alert, Venue 2 will meet with the Promoter / Event Organiser to ensure they are fully aware of the incident and provide updates.

If the alert is due to a telephone threat, Venue 2 should ask the promoter to summon the production manager and any other relevant members of their team to assist with the search of production and back of house areas as they will know what equipment should be there and may be able to find the 'package' more efficiently.

If Venue 1 decides to evacuate the venue, Venue 2 will inform the Promoter / Event Organiser and ask them to stop the show and begin evacuating their artistes/performers and the backstage area in general. Where possible, Venue 2 will use a production microphone to make the evacuation announcement live from stage. If this is not possible, they are to use a loudhailer. Once the evacuation announcement has been made, Venue 2 will attend the OCR and oversee the evacuation of the Front of House and provide assistance to Venue 1 where required.

FORWARD CONTROL TEAM (FCT): DUTY SECURITY MANAGER (SIERRA 1) AND DUTY TECHNICAL MANAGER (TECH 1)

Sierra 1 will confirm over the radio that they are in receipt of the alert. They will get details of the location and type of incident and make their way to the scene as part of the FCT (acting as the FCT Lead) alongside Tech 1.

If requested by Venue 1, Sierra 1 may have to attend the OCR for an initial briefing.

APPROACH TO DEALING WITH A SUSPECTED IED

When they arrive at the scene, the Forward Control Team will assess the situation and jointly make recommendations to Venue 1 on the nature of the package.

Sierra 1 may make use of staff they have available by putting a cordon around the affected area if safe to do so to keep non-essential staff and visitors away from the incident location. If an explosive detection dog is deployed for an event, they may be called to the scene to assist them with the investigation.

If the incident concerns an unattended bag or other item and if the owner cannot be identified very quickly, Sierra 1 will apply the HOT protocol to confirm if the item is suspicious:

- H – HIDDEN? Has there been a deliberate attempt to conceal it?
- O – OBVIOUSLY SUSPICIOUS? Looks like a possible bomb?
- T – TYPICAL? Would you expect to find it there?

If the item is not deemed to be suspicious after the application of the HOT protocol, it should be checked by the FCT and removed to Lost Property. At this point the FCT should advise Venue 1 that the package has been deemed not suspicious and has been removed. Venue 1 will then call a stand down.

APPROACH TO DEALING WITH A SUSPECTED PBIED

If the alert is caused by a suspicious person the following action must be taken:

- Staff are not to approach the suspicious person as this may cause the suspect to detonate the device
- The suspect should be monitored from a distance either on foot and / or with the use of CCTV
- A full description of the individual should be passed to the OCR
 - o Police contacted to inform them of the suspected PBIED

The following actions should be considered when dealing with a PBIED:

- If the suspect is in an open space and headed to a crowded place, can they be locked out of the venue to prevent them gaining access?
- If the suspect is in a confined area, consideration should be given for the suspect to be locked in, in order to prevent / limit them gaining access to crowds.

APPROACH TO DEALING WITH A SUSPECTED VBIED

If the alert is caused by an unattended vehicle, Sierra 1 will make use of the staff they have but putting a cordon around the suspicious vehicle if safe to do so to keep non-essential staff and visitors aware from the incident location. If an explosive detection dog is deployed for an event, they may be called to the scene to assist them with the investigation.

CONFIRM / CLEAR / CORDON / CONTROL / CHECK

A Code 2 can be confirmed by explosive detection dog, Police or in the absence of both assets being available in the opinion of Sierra 1. If confirmed, the area must be cleared and secured in order to reduce the risk of loss of life and control the site ready for the arrival of Police. This can be achieved through use of the Five Cs.

- Confirm the article is an actual IED
 - o Note the position and characteristics of the device
- Clear public and staff away to safety
 - o Consider evacuation and / or invacuation
- Cordon to the appropriate distance
 - o 100m for small objects - rucksacks / briefcases
 - o 200m for medium objects – suitcases / wheelie bins / cars
 - o 300m for large objects – vans / lorries
- Control - Ensure Police and Venue 1 are informed; protect the cordon
- Check the cordoned area is secure – consider secondary devices; check for suspects

Police will require specific information about the device. The 5 Ws should be used:

- What is it?
 - o Size, components, description?
 - o Prepare a drawing from memory
- Where is it?
 - o Exact position?
 - o Prepare a map of your approach
 - o Is it marked? How can it be found?
- When was it found?
 - o Time?
 - o Has it been moved by anyone?
- Why is it considered suspicious?
 - o Are there any suspects?
- Who are the witnesses / informant?
 - o Keep them available for Police

Throughout any IED incident ensure a minimum transmission distance of 15 meters is maintained for handheld radios.

If the package is suspected to be potentially lethal, the FCT must advise Venue 1 to this nature. Venue 1 will then consider whether to authorise a full or partial evacuation of the venue. All public and staff should be kept at least 100 metres away from the location of the suspect package, behind hard, head-high cover. This area is to remain cordoned. The police should then be contacted via the OCR. The decision to call an Explosives Officer to attend will rest with the police.

Sierra 1 will keep cordons in place until the venue has been confirmed as clear and then they will make their way to their muster point or report to the OCR if requested by Venue 1.



CODE THREE (3) – STRUCTURAL / TECHNICAL PROBLEM

OVERVIEW

To be reported as an incident, the structural or technical problems/defects have to be substantial enough that safety has been, or is likely to be, compromised if not rectified. Examples of this are as follows:

- Visible movement of pre-cast concrete
- Unsafe movement on any of the demountable/retractable seating units
- Large cracks/holes appearing in flooring that are/will be a major hazard
- Part of complete failure of overhead rigging
- Full or partial stage collapse

PROCEDURE (INCLUDING ROLES AND RESPONSIBILITIES)

Upon receiving notification of any of the above or similar, the OCR team will initiate the Emergency Procedures. This will include:

- Start their Incident Logs
- Informing the Duty Front of House Manager if not already present in the OCR
- Communicating the increase in alert state to all staff via radio and the venue PA system
- Communicating the increase in alert state to key stakeholders including St. John's Management and Science and Industry Museum

On hearing this message the following members of the operations teams must do the following:

DUTY FRONT OF HOUSE MANAGER (RADIO CALL SIGN: VENUE 1)

If not already present in the OCR, Venue 1 will confirm over the radio that they are in receipt of the alert and immediately make their way to the OCR. Venue 1 will then take command of the incident and monitor actions from the OCR.

Venue 1 will ensure that Tech 1 and/or a member of Facilities Management (if on site) is on their way to the incident location.

Venue 1 will make contact with the promoter/event owner as soon as is reasonably practicable to inform them of the incident.

Venue 1 will maintain contact with and receive constant updates from the Forward Control Team (FCT – Sierra 1, Tech 1). This will provide Venue 1 with information that will assist in making decisions on whether to escalate or stand down from each alert stage.

If it is decided to escalate to Amber Alert and then to a full or partial evacuation, Venue 1 will remain in the OCR for the entire incident so they are in a position to manage the incident.

DUTY FRONT OF HOUSE SUPERVISOR (RADIO CALL SIGN: VENUE 2)

Venue 2 will confirm over the radio that they are in receipt of the alert and should be prepared to make their way to the Stage Left meeting point / backstage to make contact with the Promoter / Event Organiser if required.

They will receive regular updates from Venue 1 via radio or mobile phone on the status of the incident and offer support where required.

In the event of an increase to Amber Alert, Venue 2 will meet with the Promoter / Event Organiser to ensure they are fully aware of the incident and provide updates.

If Venue 1 decides to evacuate the venue, Venue 2 will inform the Promoter / Event Organiser and ask them to stop the show and begin evacuating their artistes/performers and the backstage area in general. Where possible, Venue 2 will use a production microphone to make the evacuation announcement live from stage. If this is not possible, they are to use a loudhailer. Once the evacuation announcement has been made, Venue 2 will oversee the evacuation of the Front of House and provide assistance to Venue 1 where required.

FORWARD CONTROL TEAM (FCT): DUTY SECURITY MANAGER (SIERRA 1) AND DUTY TECHNICAL MANAGER (TECH 1)

Sierra 1 and Tech 1 will confirm over the radio that they are in receipt of the alert. They will get details of the location and type of incident and make their way to the scene as part of the FCT. When they arrive at the scene they will assess the situation and jointly make recommendations to Venue 1 on the severity of the incident.

A member of the Facilities Management team would also attend if they are on site if the issue is with building fabric rather than temporary technical installations for an event and will support this investigation and as quickly as possible make the assessment as to whether this can be managed or whether it is likely to worsen.

Sierra 1 may make use of any staff they have available by putting a cordon around the affected area if safe to do so while the Facilities Management team and/or Tech 1 tries to coordinate repairs or manages the cause of the incident. Sierra 1 will keep Venue 1 updated via OCR. If the decision has been made to evacuate, Sierra 1 will keep cordons in place until the venue has been confirmed as clear and then they will make their way to their muster point or report to the OCR if requested by Venue 1.

CODE FOUR (4) – CROWD DISTURBANCE / HAZARDOUS CROWD MIGRATION

OVERVIEW

This procedure has been written to give guidance on dealing with serious crowd related issues, specifically to do with serious crowd disturbances and serious unexpected crowd migration.

To be reported as an incident, the crowd disturbance will have to be substantial enough that the safety of guests/staff in the location and the continuation of the event has been, or is likely to be, compromised if not de-escalated. Examples of this are as follows:

- a large scale disturbance in the arena
- discovery of weapon/s (knife, firearm etc.)

To be reported as an incident, the crowd migration has to be of a hazardous nature where persons are moving without control or direction from event staff and / or where persons are either suffering the effects of / or are at imminent risk of crush injuries.

PROCEDURE (INCLUDING ROLES AND RESPONSIBILITIES)

Upon receiving notification of any of the above or similar, the OCR team will initiate the Emergency Procedures. This will include:

- Start their Incident Logs
- Informing the Duty Front of House Manager if not already present in the OCR
- Communicating the increase in alert state to all staff via radio and the venue PA system
- Communicating the increase in alert state to key stakeholders including St. John's Management and Science and Industry Museum

On hearing this message the following members of the operations teams must do the following:

DUTY FRONT OF HOUSE MANAGER (RADIO CALL SIGN: VENUE 1)

If not already present in the OCR, Venue 1 will confirm over the radio that they are in receipt of the alert and immediately make their way to the OCR.

Venue 1 will then take command of the incident and monitor actions from the OCR. Venue 1 may choose to inform the police at any stage of the incident and request they attend the venue.

For serious crowd disturbances, the most severe action taken would be to temporarily suspend the event, clear the area of bystanders and deal with the incident if safe to do so with appropriately trained members of staff and/or members of the police. However, if the incident leads to a criminal offence being committed, for example a stabbing, the event may have to be permanently stopped and the venue evacuated as it would be declared as a crime scene.

For hazardous crowd migration incidents, a dynamic assessment should be given, giving consideration to:

- The immediate rescue / assistance to those in immediate danger
- Measures to prevent the situation worsening
- Requesting the Emergency Services as required

See also: **Show Stop Procedure** in the **Venue Operations Manual**.

Venue 1 (via the OCR team) will be able to provide the FCT with information on the wider incident picture by utilising the venue CCTV system.

DUTY FRONT OF HOUSE SUPERVISOR (RADIO CALL SIGN: VENUE 2)

Venue 2 will confirm over the radio that they are in receipt of the alert and should be prepared to make their way to the Stage Left meeting point / backstage to make contact with the Promoter / Event Organiser if required.

They will receive regular updates from Venue 1 via radio or mobile phone on the status of the incident and offer support where required.

In the event of an increase to Amber Alert, Venue 2 will meet with the Promoter / Event Organiser to ensure they are fully aware of the incident and provide updates.

If Venue 1 decides to evacuate the venue, Venue 2 will inform the Promoter / Event Organiser and ask them to stop the show and begin evacuating their artistes/performers and the backstage area in general. Where possible, Venue 2 will use a production microphone to make the evacuation announcement live from stage. If this is not possible, they are to use a loudhailer. Once the evacuation announcement has been made, Venue 2 will oversee the evacuation of the Front of House and provide assistance to Venue 1 where required.

FORWARD CONTROL TEAM (FCT): DUTY SECURITY MANAGER (SIERRA 1) AND DUTY TECHNICAL MANAGER (TECH 1)

Sierra 1 and Tech 1 will confirm over the radio that they are in receipt of the alert. They will get details of the location and type of incident and make their way to the scene immediately to assess how severe the incident is and make recommendations to Venue 1 on the incident.

Sierra 1 will make use of any staff they have available by either trying to separate and stop the incident if safe to do so. If it is assessed that this may endanger the staff, Sierra 1 will put a cordon around the incident to try and keep bystanders away from the disturbance.

Sierra 1 may ask Venue 1 to request police assistance. Sierra 1 will keep Venue 1 updated via OCR. If the decision has been made to evacuate, this will be due to the incident escalating, e.g. a stabbing etc. Sierra 1 will keep their cordon in place and ensure that the crime scene is maintained until the police arrive and take over the investigation.

When the venue is clear and the police are at the crime scene, Sierra 1 and Tech 1 will make their way to their muster point or report to the OCR if requested by Venue 1.

For crowd migrations incidents, Sierra 1 will make an assessment of the situation from their findings on the ground. This will also be supported by Venue 1 and OCR who will give details of the incident from CCTV images. Sierra 1 may request additional resources, including additional staff / response teams and / or assistance from Police.

It may be necessary to evacuate customers from the incident scene or from the wider site. This should be done in liaison and under guidance from Venue 1.

CODE FIVE (5) – UNACCOMPANIED CHILD / REPORT OF A LOST CHILD

OVERVIEW

Whilst not classified as a major incident, a report of an unaccompanied or lost child will require a coordinate response from the venue team to reunite the child with their guardian.

Code words and protocols are to be adhered too to ensure security and safeguarding principles are upheld.

The Safeguarding Lead should be informed of any occurrences of unaccompanied or lost children and would be included in the escalation process.

REPORT OF A LOST CHILD

In the instance of a child being reporting lost, the following information will need to be passed on to the Operations Control Room (OCR) or by stating Code 5 over the radio by the Duty Front of House Supervisor, Duty Front of House Manager or Duty Security Manager:

- Child's name
- Child's age
- Accompanying person's name and contact details
- Child's address or name of school/group
- Physical description of the child (height, colour of hair, distinctive clothing)
- Where & when the child was last seen

The Operations Control Room staff will issue a radio message to all staff to check their respective areas for a child of the given description and to keep a further look out. OCR should also be contacted in case the individual has left the venue. This will constitute the initial search. All staff will keep in radio contact if possible and set a time limit for the search. The Duty Front of House Manager will keep the guardian informed of progress.

Particular attention should be paid to footwear (colour, make, size etc) and the colour of the child's eyes (distinguishing marks as hair and clothes can be quickly changed).

If the child has been lost inside the venue, staff should be deployed to all exits to stop any child being taken out of the venue.

The parent/guardian should remain in the area where the child was last seen and they will be updated by the Duty Manager. In the event that a performance is about to finish and egress is commencing the parent or guardian should be taken to the main egress points from the Social.

No unaccompanied child should leave the venue – staff should ask them to wait beside the exit until a parent / guardian can vouch for them.

If possible, a second parent/guardian/teacher should be located near an alternative exit point to assist with identifying the child.

During a code 5, staff should challenge any child being taken out of the venue, asking them who they are leaving with, this question should be asked to the child and not the adult.

If the child has still not been found, then the Duty Front of House Manager in consultation with the child's guardian will take the decision on the next course of action. This may involve extending the search or contacting the Police.

INSTRUCTIONS FOR STAFF IF THEY ARE APPROACHED BY A LOST CHILD

Staff are to follow these guidelines:

- Introduce yourself to them by telling them your name and explaining that you work at the venue, using a friendly, composed demeanour to gain their confidence, reassure them and allay their fear
- Ensure, as far as possible, that there is at least one other member of staff with you and that you are in full view of other people. Do not remove the child to an office or enclosed area. (This will afford protection from suspicion as well as the child from harm)
- Do not allow the child to become crowded (i.e. lots of concerned adults will be daunting to the child)
- Talk to the child in appropriately moderated tone and ask them to tell you who they came with and for a description of their parent/guardian/carer (Note, do not ask where mum or dad, or similar, is as this might confuse them)
- Tell the child that you will help find their group and remain with them or introduce them to a colleague who can look after them
- If the child does not speak English and you can deduce their first language then you should attempt to find a member of staff who can speak that language
- Remain in the vicinity of where the child was found as this is likely to be nearest to their group
- Take the child to a quieter public space if required, try to avoid unnecessary physical contact
- Always avoid unnecessary contact. If the child is particularly distressed, avoid over familiarity and if a child clearly does not welcome touching then do not do so
- Do not pick the child up or offer them any form of food, sweets or drink as a comforter
- If you have a radio then contact OCR and say Code 5 – (repeat if necessary) at (give precise location). Do not announce over the radio that you have a lost child as your words may be heard by members of the public and you must ensure that the child is protected at all times
- If you do not have a radio, then contact your Supervisor and inform them that you have a "Code 5"
- Ensure that you obtain the necessary information as listed above and relay this to the OCR. If possible use a landline rather than a radio.

Following authorisation from the Duty Front of House Manager, a PA announcement, if appropriate, will be transmitted in an effort to contact the named guardians. That message will not indicate in any way that there is a lost child - it will merely say "Will [NAME] please come to the [info point / bar / etc.]....."

If the child is too distressed or unable to communicate then the child may be taken to the Quiet Space or first aid room and remain with them until a parent/guardian makes contact clearly indicating that they are who they claim to be.

When the parent or guardian is identified, the Duty Front of House Manager will make the decision whether to reunite them with the child – they may require some form of identification to be shown or another identifier like photos on their phones or by visible recognition from the child.

INSTRUCTIONS FOR STAFF IF THEY ARE APPROACHED BY A PARENT OR GUARDIAN OF A LOST CHILD

Staff are to follow these guidelines:

- Attempt to calm them down and try to elicit as much information as you can about the child i.e. a description of the child, including age, clothing, height, distinguishing features
- Find out where they were when they lost contact with the child and when they last saw the child
- Obtain the parent/guardian's name and a contact number and any other useful information they wish to give. (Do they have a photograph?)
- If the child had a phone, obtain this number and relay to the OCR so they can attempt to contact the child
- Reassure them that everything possible will be done speedily and allay their fears as far as possible using a confident approach
- Pass all this information to the nearest Supervisor who is in radio communication who will contact the Duty Front of House Manager who will decide how a search for the child will be organised. It is important that the child's name is not transmitted over the radio
- A description of the child should also be given to OCR who will undertake a premises search using CCTV
- The staff at the main entrances are to be alerted to ensure that no child has made their way to the exits
- If a lost child cannot be located, the Duty Front of House Manager will consult with the parents and Duty Security Manager to agree upon the next action to be taken which may involve a wider search within the complex and its environments and which may also involve the Police

CODE EIGHT (8) – CHEMICAL INCIDENT

OVERVIEW

More details given in the Counter Terror Risk Assessment.

Guidance from ProtectUK: <https://www.protectuk.police.uk/chemical-biological-and-radiological-cbr-attacks>:

Attacks using chemical, biological or radiological (CBR) material have the potential to cause significant harm and disruption, but they are difficult for terrorists to carry out effectively and weaponising often require specialist knowledge and expertise.

Alternative methods of attack, such as explosive devices, are more reliable, safe and easier for terrorists to acquire or use. Nevertheless, it is possible that a terrorist group may seek to use chemical, biological or radiological material against the West in the future.

TRAINING REQUIREMENTS FOR VENUE STAFF

All frontline venue staff working in Visitor Operations – Front of House and Visitor Safety – are required to undertake Action Counters Terrorism (ACT) e-learning: <https://ct.protectuk.police.uk/>. This is a venue licensing requirement and will be monitored on a regular basis to ensure all staff knowledge is current.

ROLES AND RESPONSIBILITIES

OVERVIEW

Following prevalent advice, all staff should understand the concept of REMOVE, REMOVE, REMOVE which is featured in the ACT Awareness e-learning and that advice should be followed accordingly.

CODE RED – MARAUDING ATTACK

OVERVIEW

Guidance from ProtectUK - <https://www.protectuk.police.uk/advice-and-guidance/response/marauding-terrorist-attacks>:

Marauding terrorist attacks (MTA) are fast-moving, violent incidents where assailants move through a location aiming to find and kill or injure as many people as possible. Most deaths occur within the first few minutes of the attack, before police are able to respond.

MTAs can take many forms and include a combination of the following:

A lone attacker, multiple attackers or multiple groups of attackers

Arrival at a location on foot, in a vehicle or an attack perpetrated by insiders

Entering without using force or forcing entry using an explosive device, a vehicle, coercion of someone with access or a combination thereof

Attackers armed with bladed weapons, firearms, pipe bombs, petrol bombs suicide vests or multiple weapons

Bladed weapon attacks progress less rapidly than those involving firearms since attackers must be within striking distance of their victims and expend more energy on each person.

It is more important than ever that your organisation or premises is aware of the heightened risks and adequately prepared for any potential attack. CPNI have also produced guidance to enhance the capability of SCR operators to respond to the immediate impact of a terrorist incident.

New and detailed guidance is now available providing information as to the range of measures that can be taken to minimise the impact of an attack and help save lives. These measures range from implementing simple changes to security processes and technical systems to introducing new and sophisticated security systems. This guidance sits alongside the Run Hide Tell campaign, which is designed for general members of the public. The MTA guidance is designed to help organisations develop a security plan, based on the principles of RHT.

TRAINING REQUIREMENTS FOR VENUE STAFF

All frontline venue staff working in Visitor Operations – Front of House and Visitor Safety – are required to undertake Action Counters Terrorism (ACT) e-learning: <https://ct.protectuk.police.uk/>. This is a venue licensing requirement and will be monitored on a regular basis to ensure all staff knowledge is current.

ROLES AND RESPONSIBILITIES

OVERVIEW

Following prevalent advice, all staff should understand the concept of Run Hide Tell from the ACT Awareness e-learning and that advice should be followed.

A dynamic lockdown and invacuation may be the most appropriate cause of action.

More detail will be added here once the final version of the venue counterterrorism assessment has been made.

APPENDIX A – EMERGENCY SERVICES & AVIVA STUDIOS HANDOVER FORM

Event: _____

Date: _____

Duty Front of House Manager: _____

Summary of incident:

Give details of incident and actions taken to this point. Include timeline of events. Print OCR log for additional information if required.

Handover of venue to: _____

Signature (venue): _____

Signature (emergency services): _____

At the conclusion of the incident, the venue can be handed back.

Handover of venue to: _____

Signature (emergency services): _____

Signature (venue): _____

Date: _____

APPENDIX B – EVENT OWNER EMERGENCY PROCEDURES

OVERVIEW

The below are extracts from the Aviva Studios Incident Management Plan which give an overview of the venue's emergency procedures and detail the actions and responsibilities expected of an Event Owner / Event Organiser in the event of an incident occurring at the venue.

PRE-EVENT BRIEFING

A pre-event meeting will be held with an Event Owner and the venue's Event Delivery Lead, Duty Front of House Manager and Duty Security Manager prior to the live event commencing. The emergency procedures will be discussed as will roles and responsibilities for all personnel involved to ensure everyone is fully apprised of the processes.

SUMMARY FLOW CHART OF PROCEDURES

This chart summarises the incident management process.



EMERGENCY ANNOUNCEMENTS AND INCIDENT INVESTIGATION

The Duty Front of House Manager, in their role as Incident Commander (Silver) will instruct the OCR to make relevant announcements to inform staff of a change to the alert level via radio communication and the venue PA system.

The use of the PA system will be tested before every event.

Alert state	PA/VA announcement (pre-record)	PA/VA broadcast zone	Radio message (if different)
Alert – initial investigation stage	“Will the Duty Manager please report to the Operations Room.”	All public areas – not audible in the performance areas	“Will the Duty Manager please report to the Operations Room. Priority message – we have a [Code X – state relevant code] in progress. Priority messages only until further notice.”
Amber Alert – escalated investigation stage	“Will the Senior Manager please contact Amber control.”	All public areas – not audible in the performance areas	“Priority message – we are now on Amber Alert. We have a [Code X] in progress. Priority messages only until further notice.”
Pre-evacuation	N/A	N/A	“Attention please all radio holders – the venue is about to be evacuated. Please wait for the live announcement by Venue 2 and then carry out your duties as per the emergency procedures.”
Evacuation	“Attention please, attention please. Please leave the building immediately. Please leave the building immediately by the nearest exit, do not use the lifts.”	All areas	“Attention please – the venue is being evacuated. Carry out your designated duties.”
Stand down	“The previous message for the Duty Manager is cancelled.”		“The previous message for the Duty Manager is cancelled. Normal radio traffic can resume.”

ROLES AND RESPONSIBILITIES

OVERVIEW

All staff have key duties to undertake in each mode – normal, alert, amber alert and evacuation.

Team members will be familiar with their duties during normal mode (or business as usual) but some key considerations are outlined below.

The below tables summarise the roles and responsibilities an Event Owner is most likely to interact with.

DUTY FRONT OF HOUSE MANAGER (VENUE 1)

Normal mode	Alert	Amber Alert	Evacuation
- Overall responsibility for the running of the venue (all FOH and BOH operations) - Ensures all staff are fully briefed on their duties including emergency procedures	- Attend the OCR to oversee incident management - Take on the role of Incident Commander / Silver during an incident investigation	- Notify Gold of escalation of alert state - Ensure OCR cascade key information to all staff via radio and PAVA - Prepare to make the decision to escalate to an evacuation if required - Notify the event owner / Event Delivery Lead on the decision to evacuate and enact a show-stop	- Oversee the evacuation from the OCR - Liaise with emergency services as required - Keep Gold informed as required

DUTY FRONT OF HOUSE SUPERVISOR (VENUE 2)

Normal mode	Alert	Amber alert	Evacuation
- Oversee front of house (FOH) operations in allocated event space - Supervise the FOH hosts, volunteers and other Visitor Operations teams	- Attend the designated meeting point to liaise with the event owner and venue's Event Delivery Lead (if one is on duty)	- Prepare to make the live announcement from the stage when instructed to by Venue 1 – ensure a microphone or megaphone is available - Inform Event Delivery Lead / Event Organiser they will need to stop the show when instructed to by Venue 1	- Lead the Front of House evacuation - Ensure they and any other FOH hosts and security involved in the evacuation of visitors is clearly visible (wearing hi-vis) and using clear instructions and gestures to safely evacuate the audience to the muster point

DUTY TECHNICAL MANAGER (TECH 1)

Normal mode	Alert	Amber alert	Evacuation
- Supervisory / managerial role across all technical delivery for an event	- Investigate the incident as part of the Forward Control Team (FCT) when on duty - Report back to Venue 1 on the incident as required	- Maintain a cordon around incident area as required - Follow any instruction from the Duty Front of House Manager (Venue 1)	- Ensure any cordon is maintained - Support the Duty Front of House Manager as required post-evacuation

DUTY SECURITY MANAGER (SIERRA 1)

Normal mode	Alert	Amber alert	Evacuation
- Supervisory role across all security staff deployed for the event or activity	- Investigate the incident as part of the Forward Control Team (FCT) - Report back to Venue 1 on the incident as required	- Maintain a cordon around incident area as required - Follow any instruction from the Duty Front of House Manager	- Ensure any cordon is maintained - Support the Duty Front of House Manager as required post-evacuation

VISITOR SAFETY TEAM – SECURITY

Normal mode	Alert	Amber alert	Evacuation
- Undertake search and screening	- Be prepared to take action - be on standby for further instruction from Sierra 1, Venue 1 or Venue 2	- Take up redeployment positions	- Follow duties as per the emergency instructions to safely evacuate the venue - Some staff deployed to Refuge points as required

EVENT MANAGERS / EVENT DELIVERY LEAD

Normal mode	Alert	Amber alert	Evacuation
- Primary venue contact for event owners	- Attend the designated meeting point to liaise with the event organiser and Duty Front of House Supervisor (Venue 2)	- Support with readying a show stop when instructed to by Duty Front of House Supervisor (Venue 2)	- Leave the venue as directed by venue staff and report to the muster point - Await redeployment from Venue 1 or Venue 2 as required

EVENT OWNERS / ORGANISERS / PROMOTERS

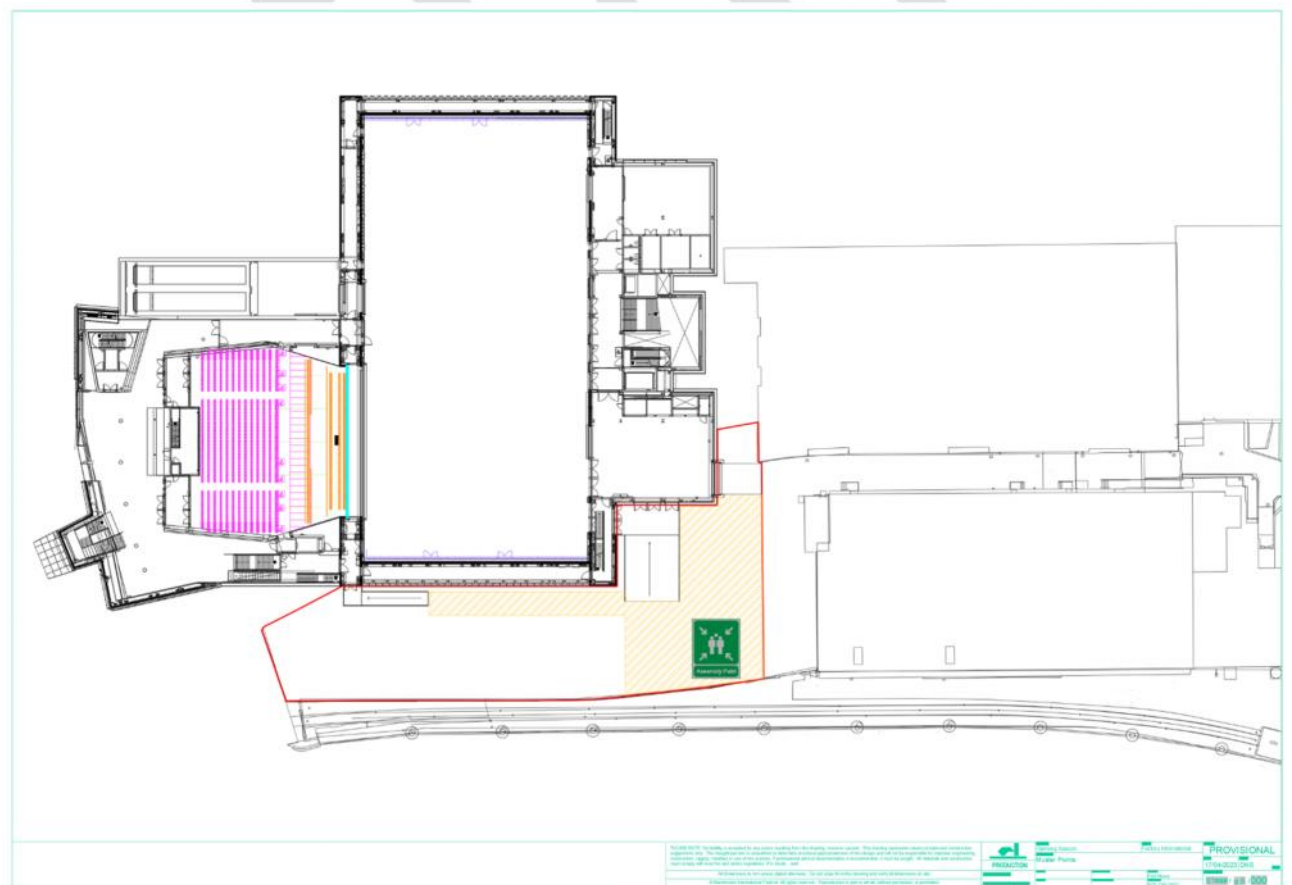
Normal mode	Alert	Amber alert	Evacuation
- Primary venue contact for the venue's Event Delivery Lead	- Notify all relevant personnel on their team, e.g. stage manager, if instructed to by venue staff	- Ensure the show is stopped when instructed to by venue staff	- Leave the venue following instruction from venue staff - Ensure all event personnel leave the venue and proceed to the muster point

ARTIST LIAISON TEAM

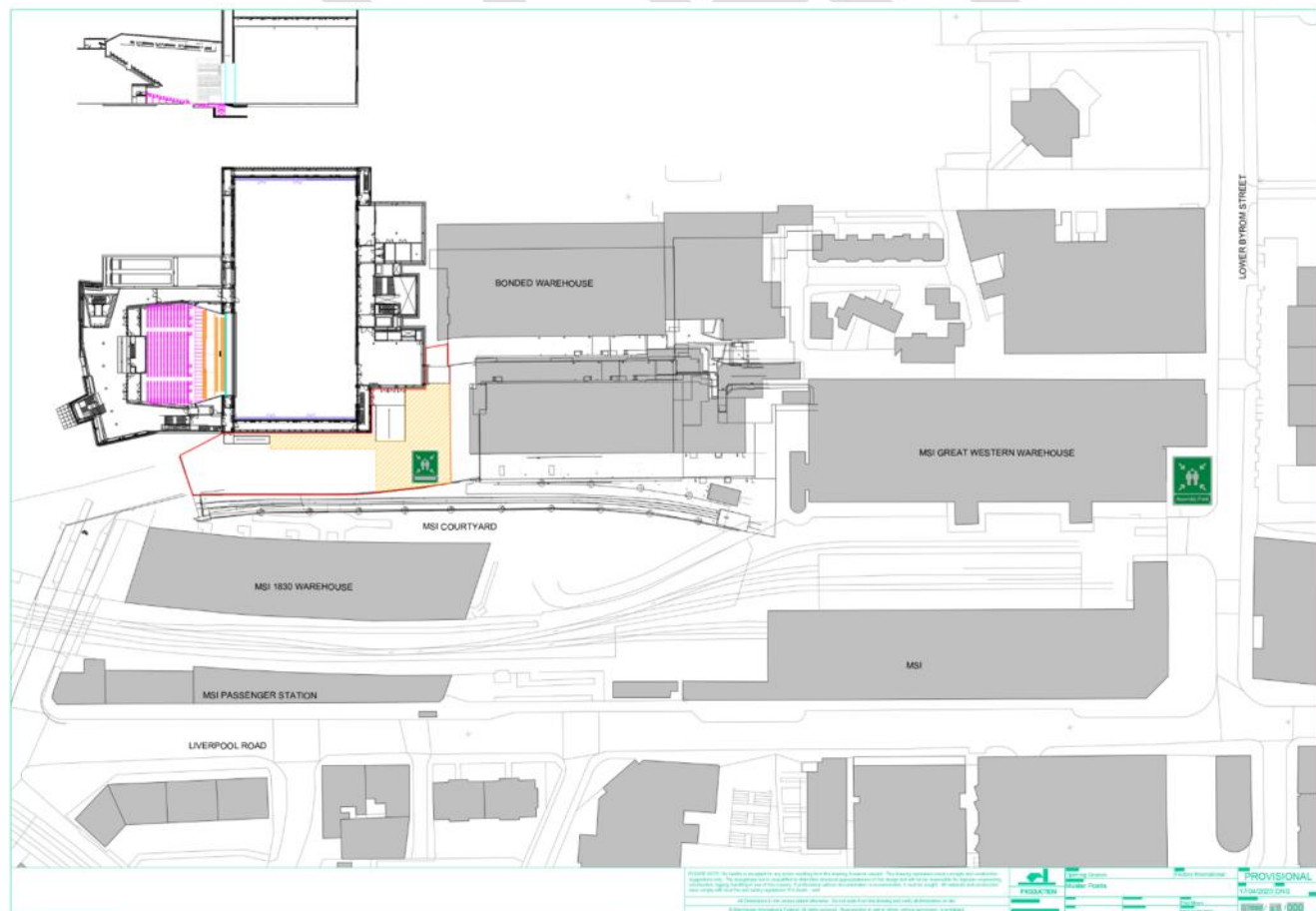
Normal mode	Alert	Amber alert	Evacuation
- Liaise with Event Owner, Event Delivery Lead, F&B team and Duty Front of House Manager to coordinate dressing room areas and artist-related activity	- Be on standby for further instructions from Venue 1 or the Event Delivery Lead	- Upon instruction from Venue 1 or the Event Delivery Lead, be prepared to assist with the evacuation of the backstage areas	- Leave the venue as directed by venue staff and report to the muster point - Await redeployment from Venue 1 or Venue 2 as required

MUSTER POINTS

There are two muster points, one on the ground floor and one on the upper yard (viaduct level). Muster points will gather staff and artists, and audiences when the total capacity is <2000 people. Above this number audiences will be dispersed.



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