

factory
international

VENUE OPERATIONS MANUAL

Version 1.0 – June 2023

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1. VERSION CONTROL

1.1. OVERVIEW

This is an initial draft of the Venue Operations Manual for Factory International. This is not a finalised published version. It is circulated to key internal and external stakeholders for review and comment.

This is Version 1.0 of the Venue Operations Manual.

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

An initial submission of this document supports the discharge of specific planning conditions as detailed in 1.2 below.

Last updated: 8 June 2023.

1.2. PLANNING CONDITIONS COMMENTARY

1.2.1. OVERVIEW

This document includes supporting material for the discharge of specific planning conditions. The text of the planning conditions is copied below with signposts to the location of the relevant information. The wording of the planning conditions is stylised in italics and the commentary against them is in regular typeface.

1.2.2. CONDITION #8

“Prior to first occupation of the development, a servicing and access management plan to be submitted to and agreed by the City Council as local planning authority (and complied with thereafter). The plan is to include:

- *Details of management and enforcement of the coach parking strategy;*
- *Details of how access to the service road would be designed so that HGVs do not over run the pavement (and including banksmen to aid manoeuvres);*
- *Details of refuse collection through the APRN bollards (from Grape St, accessed via Water St);*
- *Schedule of loading and unloading locations and times, including servicing to take place outside of peak hours and during non-event hours to reduce congestion on the adopted highway”*

For detail on relevant processes and procedures in relation to this condition please see the following sections of this document in particular:

- Section 7.31.3. Coach Parking
- Section 7.31.5. Servicing Vehicles
- Appendix C – Factory International Travel Plan

- Appendix K – Vehicle Movements

1.2.3. CONDITION #10

“The development must be implemented in accordance with the Travel Plan prepared by Vectos dated June 2018 (as approved in Planning Decision Notice Ref. CDN/17/0423).

Within 6 months of the first use of the development:

- *a revised Travel Plan to be submitted to and approved in writing by the city council as local planning authority;*
- *taking into account the information about travel patterns referred to at point (b) above.*

The approved Travel Plan must be implemented in full at all times when the development is in use.

The results of the monitoring and reviewing process must be submitted in writing to the local planning authority. Any measures identified to improve effectiveness to be adopted /implemented.”

For detail on relevant processes and procedures in relation to this condition please see the following sections of this document in particular:

- Appendix C – Factory International Travel Plan

1.2.4. CONDITION #11

“The Event Management Strategy (prepared by Deloitte) is to be updated and submitted to the city council as local planning authority for approval in writing.

To strategy is to include all of the details required in condition 10, as well as:

- *details of operational hours;*
- *event schedules, including the number and types of event being held and the timings of these events;*
- *details of how events will involve, include and engage with the Manchester Community including older age groups;*
- *dispersal routes;*
- *how conflicts with other venues will be managed;*
- *the agreed approach to servicing hours and servicing within the public realm.*

The development must be operated in accordance with the approved strategy at all times.”

The intention is for this document – the Venue Operations Manual – to replace the original Event Management Strategy produced by Deloitte.

For detail on relevant processes and procedures in relation to this condition please see the following sections of this document in particular:

- Appendix C – Factory International Travel Plan
- Section 2.2.2. Operating Hours

- Section 2.2.3. The Operator
- Section 2.2.4. The Programme
- Section 2.3. Participation and Creative Engagement and, specifically, 2.3.9. Older Audiences
- Section 7.4. Audience Dispersal
- Section 7.12. Crowd Management
- Section 7.22. Noise Management
- Section 5.6. Scheduling
- Section 7.34. Zone Ex Coordination
- Section 7.31.5. Servicing Vehicles
- Appendix K – Vehicle Movements

1.2.5. CONDITION #12

“If kitchens are installed:

- *fumes, vapours and odours must be extracted and discharged from the premises in accordance with a scheme to be submitted for each unit and approved in writing by the city council as local planning authority before the use commences;*
- *any works approved shall be implemented before the use commences and retained thereafter.*

Mixed use schemes are to ensure provision for internal ducting in risers that terminate at roof level. Schemes that are outside the scope of such developments shall ensure flues terminate at least 1m above the eave level and/or any openable windows/ventilation intakes of nearby properties.”

Kitchen extract system is delivered jointly with some components by the base build / Capital Project team and some by tenant fit-out. Parties involved have included BDP, Laing O’Rourke/CHt, Catering Projects Limited, Avison Young.

Fumes, vapours and odours from the kitchen are extracted without the need for an external flue by using existing building services terminating at rooftop extraction.

The base build provides dedicated kitchen extract ducting from kitchen that terminates at rooftop and this includes a fan for which base build should provide details on noise levels that would be generated from the proposed system.

Tenant fit-out provides the specific part of that system that enables control of fumes, vapours and odours. Responsibilities for planned preventive maintenance and reactive maintenance will be managed by Factory International.

The solution agreed on between base build and fit-out contractors is:

- Catering Projects Limited will be asked to free issue the triple stacked 4500 ESPs
- Laing O’Rourke(LOR)/Crown House Technologies (CHt) will supply and install the fan which is contract works

- LOR/CHT will supply and install the attenuators and (replacement) transition pieces and install the free-issue triple stacked 4500 ESPs including for install of power and control.

A full report will be submitted via the Capital Project team to outline the works undertaken.

1.2.6. CONDITION #13

“If the ground floor commercial units are to be used as A3 or A4 use classes (Café/Restaurant, or Pub/Drinking establishment):

- *a noise study and scheme of acoustic treatment is to be submitted and approved in writing by the city council as local planning authority;*
- *the units must be acoustically insulated and treated to limit the break out of noise, in accordance with the noise study and scheme;*
- *the scheme must be implemented in full prior to use and should consider the impact of the noise in relation to other noise sensitive locations including the office space above; and*
- *the scheme should be designed so that low frequency sound emission within any dwelling does not exceed 47dBLeq in the 63Hz octave frequency band and 41dBLeq in the 125Hz band”*

For detail on relevant processes and procedures in relation to this condition please see the following sections of this document in particular:

- Section 7.22. Noise Management, specifically, 7.22.4. Noise Levels in The Social
- Appendix N – Noise Management Plans for Events

1.2.7. CONDITION #15

“Deliveries, servicing and collections (including waste collections from the Water Street loading bays and Factory Servicing Yard servicing access) must not take place outside of:

0700 and 1100: Monday to Saturday

1000 and 1100: Sundays and Bank Holidays

With the exception of:

- *limited additional deliveries and servicing to the Water Street loading bays and Factory Servicing Yard servicing access may take place between 1500 and 1800. This is subject to confirmation of the type and frequency of activity (to be agreed via the Servicing Management Plan submitted in accordance with condition 9). and*
- *deliveries and takedowns associated with events and performances utilising the truck lifts. These shall be able to take place at extended times (to be agreed via the updated Event Management Strategy in accordance with condition 17 and the Servicing Management Plan submitted in accordance with condition 9).*

Extended servicing hours are subject to the following operational strategy/limitations:

- Personnel to use two way radios (or similar) to prevent noise disturbance;*
- No reversing beepers on vehicles. All vehicles to safely reverse using banksmen;*

- iii. *Engines switched off during loading/unloading;*
- iv. *No cab radios operated during specified hours.”*

For detail on relevant processes and procedures in relation to this condition please see the following sections of this document in particular:

- Section 7.31.5. Servicing Vehicles
- Appendix C – Travel Plan
- Appendix K – Vehicle Movements procedure

1.2.8. CONDITION #18

“Prior to first occupation of the development, a drainage management and maintenance plan for the lifetime of the development is to be submitted to the local planning authority for approval in writing.

The plan must include as a minimum:

- a. arrangements for adoption by an appropriate public body or statutory undertaker, or, management and maintenance by The St. John's Management Company; and*
- b. arrangements concerning appropriate funding mechanisms for its ongoing maintenance of all elements of the drainage system (including mechanical components). This will include elements such as ongoing inspections relating to performance and asset condition assessments, operation costs, regular maintenance, remedial works and irregular maintenance caused by less sustainable limited life assets or any other arrangements to secure the operation of the surface water drainage scheme throughout its lifetime.”*

Details on this condition have been previously submitted elsewhere via the Capital Project team as this is not the sole responsibility of the operator.

Relevant processes and procedures in relation to this condition can also be found here:

- Appendix F – St. John's Estate Management Handbook

1.2.9. CONDITION #20

“Prior to commencement, details of the proposed operating hours for each use to be submitted to the city council as local planning authority for approval in writing. The uses must not be operated outside of the approved hours.”

For detail on relevant processes and procedures in relation to this condition please see the following sections of this document in particular:

- Section 2.2.2. Operating Hours
- Section 7.4. Audience Dispersal
- Section 7.12. Crowd Management

1.2.10. CONDITION #21

“Prior to first use of the public realm, full details of a maintenance strategy to be submitted to the city council as local planning authority for approval in writing.

The strategy is to include details of:

- *who will be responsible for the ongoing maintenance of surfaces, lighting, street furniture, drainage, planting and litter collection; and*
- *details of where maintenance vehicles would park*

The approved strategy must then be in operation for perpetuity.”

For detail on relevant processes and procedures in relation to this condition please see the following sections of this document in particular:

- Section 7.31.5. Servicing Vehicles
 - o Parking for maintenance vehicles can be permitted in the service yard area via Victoria Street or in the truck lift
- Appendix F – St. John’s Estate Management Handbook
 - o The Public Realm surfaces, lighting, street furniture, drainage, planting and litter collection are the responsibility of St. John’s Estate Management
 - o Factory International will supplement these services as required for ad-hoc event activity or when deemed necessary by the venue management or facilities management team
- Appendix K – Vehicle Movements procedure

1.2.11. CONDITION #23

“Prior to use of the building, full details of the following are to be submitted to the city council as local planning authority and must be agreed in writing:

- ~~(a) Details of method to protect from the risk of falling at the interface of the ramp and seating steps;~~
- (b) *Details of bin design within the public realm;*
- ~~(c) Details of the River Wall Balustrade;~~
- (d) *Details of a signage strategy in relation to way finding within the development and associated public realm;*
- ~~(e) Building and public realm lighting scheme;~~
- ~~(f) Details and location of traffic calming measures and management of crossings within public realm;~~
- (g) *Details of illuminated with art work projections;*
- ~~(h) Seating column rings; and~~
- (i) *Implementation programme for items (a) to (h).*

The above must be implemented in accordance with the approved details and programme.

In relation to the illuminated art work projections:

(a) No individual projection shall contain moving images, animation, video or full motion images or any images that resemble road signs, traffic lights or traffic signs;

(b) No individual projection shall be displayed for duration of less than 10 seconds;

(c) Controls shall be in place to ensure smooth uninterrupted transition of projections displayed;

(d) There should be a mechanism in place such as a sensor designed to adjust the brightness to changes in ambient light levels;

(e) A mechanism shall be in place so that if the installation breaks down, it defaults to a black screen to avoid any flashing error messages or pixilation.”

Note – there are other conditions not under the jurisdiction of the operator and only those relevant to Factory International have been included above. These have been stylised above as a strikethrough (example: ~~text~~) for aspects not in the scope of the operator.

For detail on relevant processes and procedures in relation to this condition please see the following sections of this document in particular:

- Appendix F – St. John’s Estate Management Handbook
 - o Details on signage and wayfinding for the wider estate – this is not under the control of the operator
 - o Details on bin design – none due to be installed in June 2023 in the areas of the public realm being managed directly by Factory International
- Appendix K – Vehicle Movements procedure
- Appendix M – Wayfinding Strategy
 - o Details on signage and wayfinding for the venue itself

Note – no illuminated art work projections are currently planned but if they are commissioned the guidance above will be followed.

2. INTRODUCTION

2.1. PURPOSE OF THIS DOCUMENT

This manual details how the management team of Factory International intend to operate the venue in its various modes – event, non-event and dark days.

This manual and its relevant appendices support specific conditions on the venue's premises licence as well as being used in support in the discharge of several planning conditions for the Factory International building. All related documents are available to the responsible authorities and any amends to this document will be circulated

This document should be read in conjunction with:

- Factory International Health and Safety Policy (Appendix A)
- WSP The Factory Manchester Fire Strategy Report – April 2023 (Appendix B)
- Factory International Travel Plan (Appendix C)
- Factory International Incident Management Plan (Appendix D)
- Factory International risk assessments (when issued)
- Factory International policies and standard operating procedures (SOPs)
- Factory International premises licence and operating conditions (Appendix E)
- St. John's Estate Management Handbook (Appendix F)
- Other appendices as set out in Section 8 of this document

2.2. VENUE OVERVIEW

2.2.1. INTRODUCTION

Factory International is a landmark new cultural space in Manchester city centre.

Inspired by Manchester's unmatched history of invention, Factory International will commission, produce and present bold new work by the world's most exciting artists, providing a space to make, explore and experiment.

It's unique, ultra-flexible spaces will host an ambitious year-round programme of original creative work, music and special events - from major exhibitions and epic concerts, to intimate performances and ground-breaking digital experiences. Outside, two new public areas will come alive with pop-up music, events and markets, creating a thriving riverside destination for everyone to enjoy.

Harnessing the potential of emerging digital technologies and the expanding virtual spaces beyond its physical structure, Factory International will be a laboratory for experimentation and R&D. Factory International will be a training ground for the next generation of creators with artists from Manchester and all over the world commissioned to make new work in physical and online realms.

Factory International Academy will provide skills and training opportunities to enable more people to enjoy careers in the arts and creative industries – helping to build the new generations of technicians, producers and other creative talent that will bring the future alive.

Factory International will have a deep level of community engagement and will be a space where people can get actively involved – from participating in flagship commissions, co-designing our programmes of activity, to shaping the organisation through involvement in our public forums.

From families to local workers and young city dwellers, to cultural aficionados, gig goers, community groups, and tourists, Factory International will welcome an estimated 850,000 visitors annually, throughout the day and into the night.

Factory International is designed by the internationally-renowned architects Rem Koolhaas' Office for Metropolitan Architecture (OMA), with Ellen van Loon as lead architect. It is their first cultural building in the UK.

The development of Factory International is led by Manchester City Council, with backing from HM Government and Arts Council England.

Factory International is central to the development of the new £1bn St. John's neighbourhood which is being developed by Allied London, in partnership with Manchester City Council, on the site of the former Granada TV Studios, a previously derelict area of the city centre.

Located next to the Science and Industry Museum, Factory International will be a beacon for a dynamic cultural, creative and technological hub and make a major contribution to the ongoing regeneration of this part of the city centre.

2.2.2. OPERATING HOURS

The venue will operate as a multi-use arts, cultural, music and events venue. From June 2023, the intention is that standard venue operating hours when open to the public will be Tuesday – Sunday, 10:00 – 23:00. Specific event activity may dictate operating longer hours than this. Some exceptions will be made to open on Bank Holiday Mondays.

The venue has a premises licence which permits the operation for regulated entertainment and the provision of late night refreshment inside the building 24-hours a day, 7 days per week. Alcohol sales are permitted between 08:00 and 04:00 (20 hours per day). Alcohol sales are not permitted between 04:00 and 08:00.

Regulated entertainment, the provision of late night refreshment and the sale of alcohol is permitted in the external areas of the venue from 08:00 to 00:00 each day. On 12 weekends per year, the venue is permitted to operate event activity in the public realm beyond 00:00 to a curfew of 02:00. A weekend consists of three consecutive days between Thursday and Sunday.

Where practical a last entry policy will be enacted on events to curtail admissions past a certain point. This will be advertised to ticket holders in advance and enforced at the point of entry to the venue/event.

2.2.3. THE OPERATOR

Manchester International Festival (MIF) has been at the forefront of the cultural sector's surge in the City since its advent in 2007. As the world's first festival of original, new work and special events delivered biennially, MIF has built an international reputation and audience for creative, ambitious, technically sophisticated new work that reaches across artforms and popular culture. MIF has

supported artists working across performing arts, visual arts and popular culture to explore, experiment and build audiences for ambitious new work, which has then toured across the world. Over the last 15 years it has become the premier international festival for work of this kind and the hub of a new network of international cultural partners. MIF's commissioning function is one of its distinctive features, engaging with artists across the UK and internationally to secure innovative productions and works that places Manchester on a world stage. Over the past 5 years MIF has significantly invested in work that forges deep relationships with local communities and creatives, establishing local talent development initiatives and community and skills and training programmes that build local creative capacity and expertise. The acceleration of this work, alongside the growth of the festival, is playing an important role in raising awareness and developing audiences for Factory International.

It is from this success that proposals for Factory International have grown, allowing the pioneering content-led approach of MIF to develop into a year-round programme. Significant progress has been made in transforming the MIF team, bringing in key experience and skills that will play a vital part in the running the venue.

Factory International will pay Manchester living wage, as Manchester International Festival currently does.

2.2.4. THE PROGRAMME

Factory International will operate with a compact team of expert staff who will run the venue and provide artistic, technical, production and marketing support for a wide ranging programme including MIF commissions, a music programme, commercial events, in coming productions, community and artist development programmes, all underpinned by a comprehensive skills and training offer through Factory International Academy.

Factory International offers a year-round invitation to artists to create work that connects to now, the future and the unknown. Work created for its epic physical spaces, for the digital and virtual worlds that are changing public engagement with culture and for a blended hybrid of both. To achieve that vision the MIF team are developing new models of capitalising, making and distributing work, and new ways of engaging and co-creating with communities and audiences. The artistic programme at Factory International grows from the legacy of MIF, a Festival that has encouraged artists to create in new ways and to collaborate across disciplines, to experiment with technology and forge the art of the future.

For all performances, a proportion of tickets will cost no more than £10 during 2023/24 and this policy will be reviewed on an annual basis as the venue is committed to affordable tickets being available for all audiences. Complimentary or discounted tickets will be available to customers with access requirements and have someone accompanying them to an event. A dedicated access booking line is available. Details on all ticketing matters are set out in the organisation's Ticketing Strategy.

Free to attend events in the Warehouse or Hall will often have a ticketing or registration system implemented as a means of controlling capacity.

Use of the spaces could incorporate a range of activities including, but not limited to the list below, which provides indicative maximum capacities and hours of operation overleaf:

- Theatre and dance productions: located within both the warehouse and theatre spaces
- Live music events: performances from various genres including jazz, rock and pop, opera, musical theatre, classical, acoustic and amplified ensembles. The capacity will vary, depending on the

nature of the artist and performance, up to 5000. Opera and classical performances would take place in either the warehouse or theatre spaces

- Pre-recorded music events: dance music and DJ events would be subject to demand, but would not exceed the maximum capacity of 5000
- Smaller theatre events: includes spoken word and speeches, theatrical presentations and comedy. Would likely use the warehouse space, with the potential to utilise the theatre space
- Cross-art form productions: based around live performance, video and broadcast media, which would have a capacity of 1,500 people and be located in the warehouse space
- Immersive theatre: likely to take place within the theatre space with a capacity of 800 people
- Circus-style performances: could be accommodated in the warehouse
- Exhibitions: to take place within the warehouse space and foyer space and are generally likely to be open to the public
- Trade fairs and conferences: would utilise the foyer and warehouse space. These would primarily be day-time events
- Other internal events that are likely to take place include cinema and film screenings, community events, children and young people events
- Public Realm: the two new public spaces in City Square and River Square will generally be open for public use and are also designed to accommodate performances and activities

The artistic programme at Factory International is intended to consist of:

- 8-10 new works each year made and premiered at Factory International: interdisciplinary work and exhibitions of scale; VR, AR, mixed reality and gaming projects that create new audience experiences and extend MIF's work into new platforms; installations and performances for the public and outdoor spaces. These new works, along with the presentation of existing works will reach 250,000 audience members per year. Through touring and broadcast many of these works will extend beyond Manchester, across the UK and internationally.
- 3-5 landmark existing productions presented in Manchester for the first time
- A year-round programme of live music of 80-100 events each year in the Warehouse and Hall to audiences of 265,000. This will bring a world class music programme to Manchester with a diversity across genres and audience reach through a combination of hires to commercial - promoters and Factory International's own promotions.
- A year-round public programme of events and activities attracting 150,000 people a year across Factory International's indoor and outdoor public spaces that drives daytime activity and audiences, amplifies the core work of Factory International and, through a mix of low cost and free to access activity, provides accessible touch-points into Factory International for a broad range of audiences. This activity will include artist talks, workshops, open rehearsals, tours, school visits, Factory Lates, free music events, markets, screenings and artist, business and community social and networking events.
- Festival - A centrepiece of MIF's artistic output will be its biennial Festival, taking place in 2021, 2023 and 2025, reaching 300,000 people at each festival edition. The Manchester International Festival will continue to be a global showcase for artistic experiment, focussed exclusively on the creation of new, interdisciplinary work that traverses the live and the virtual. The Festival will have a new hub – Factory International – with Festival Square re-located to

Factory International's public realm, but it will continue to be presented across Manchester and the wider Greater Manchester region. As Factory International becomes the home of the landmark, interdisciplinary commissions that have defined the Festival to date, it will take on new priorities including: a renewed focus on supporting emergent and mid-career artists; greater opportunity for artists from Manchester and the wider North to make and present work at the Festival; a more distributed footprint in Manchester and Greater Manchester

As part of the public programme, public events can commit to regular weekly activity in the venue, however, we can't commit to the same space each week.

2.2.5. VENUE HIRE AGREEMENTS

Some events at the venue will be contracted by Manchester International Festival trading as Factory International and others will be contracted by the trading subsidiary Factory International Trading Services.

All corporate events are always Factory International Trading Services (our subsidiary) – any exceptions would be agreed by the Executive team.

All music events are always Factory International and not the subsidiary.

All public programme events are always Factory International.

2.2.6. ST. JOHN'S ESTATE / ENTERPRISE CITY

The venue is an integral part of the approved masterplan for St. John's and is located within the south western part of the St. John's area. The site is bounded by the River Irwell and surface car parking (subject to future redevelopment) to the west, Grape Street and the Bonded Warehouse to the east, the Museum of Science and Industry complex, including the 1830 Warehouse (Grade I Listed) to the south and Water Street and office development to the north.

The wider estate masterplan involves the development of flexible spaces to be used for theatre, music, dance, art and other performance-related events and associated facilities, including complementary retail and bar uses, office, administrative and back of house function, servicing and access arrangements, circulation and external landscaped areas.

Given the scale of the development, the types of cultural events that will take place at Factory International, and the future plans for St John's, it is essential that an events management strategy is in place to both enhance visitor experience and mitigate the potential effects on the residents and businesses within the local neighbourhood.

Neighbouring build sites will not be completed until after Factory International opens. Dates are as follows:

- Some F&B outlets on the St. John's estate are targeted to open Summer '23 - no tenants confirmed as yet
- A food hall on the estate is being targeted for September '23 - not confirmed as yet
- Tower 1 construction by Renaker on Water St to be complete June '24
- Tower 2 construction by Renaker on Water St to be complete April '25

2.3. PARTICIPATION AND CREATIVE ENGAGEMENT

2.3.1. JOIN IN

There is so much expertise and wisdom across Greater Manchester. Our best chance of success at Factory International is by adopting a wide range of voices, opinions and suggestions.

Over the past few years the people of Manchester have helped create major artworks, hosted their own festivals and co-curated an extraordinary range of events for MIF/Factory International.

We also have public forums where local residents can get involved in decisions around our long-term plans, discuss specific issues such as access, transportation or ticket prices, plus a whole lot more.

Our goal is to deliver a year-round programme that the people of Manchester can create with us, help design and take part in.

2.3.2. ARTIST DEVELOPMENT

At the heart of Factory International sits the engine of artistic ambition and experimentation. This is the place for artists to dream big and to venture boldly into collaborations and artistic conversations not possible elsewhere. At the festival we've pioneered many ways to support artists as they develop their ambitions, and with Factory International we will offer space year round for artists to stretch out, invent and evolve.

2.3.3. FACTORY SOUNDS

In 2023, we're offering financial support of up to £1,000 for anyone based in Greater Manchester who's involved in music, whether as professional or amateur – musicians and DJs, producers and promoters, even label owners and managers. Simply send us a proposal mapping out why you'd like to receive financial support (details are below) and we'll consider your pitch.

Maybe you need help to make or complete a recording. Perhaps you're a label wanting to promote some new releases. Maybe you're looking for support to present a gig or live event. Or perhaps a little financial support will go a long way towards giving you the headspace just to make new music.

Successful applicants will receive peer to peer support through regular meetings with your Factory Sounds cohorts, members of the Factory International team, alongside opportunities to participate in workshops and specialist music development sessions, plus £1,000 to support your creative development. You'll also get the opportunity to work with our digital team to create bespoke video and social media content.

2.3.4. ARTIST TAKEOVERS

For four weeks or more every year, the vast spaces of Factory International will be handed over to cohorts of up-and-coming artists who want to explore working at epic scale.

We'll support local artists who may be relatively early in their development, but have big dreams; and artists from across the globe who may already be working successfully but haven't had access to these kinds of spaces. There won't be a pressure to put on shows, instead there will be an opportunity to play and imagine. Some of these residencies will turn into full productions, and every year at least two Manchester artists or companies will be given full productions at Factory International.

Some of our Artist Takeovers will be curated, others will have open calls. You can register your interest below.

We will make a particular effort to provide these resources to artists from communities that are under-represented, particularly in the world of large-scale work. These opportunities will be for artists from all disciplines – especially anyone who wants to collaborate with creatives from other fields.

2.3.5. REFRAME

REFRAME is supported by Apple and produced by the Southbank Centre with Factory International, STEAMhouse and Midlands Arts Centre (MAC).

The ambitious programme is part of Apple's global Racial Equity and Justice Initiative (REJI) – marking REJI's expansion into Europe.

Through this partnership, Southbank Centre, Factory International, STEAMhouse, Midlands Arts Centre (MAC) and Apple support the skills and ambitions of emerging Black creatives, who for too long have been locked out of opportunities and pathways to careers in the industry.

REFRAME provides the technical tools and resources for aspiring young artists and creatives in the UK to develop their own voices and position themselves for long-lasting careers in their chosen fields.

The programme has two key components:

The Residency: an intensive, industry-led training and development programme for up to 80 emerging creatives aged 18 – 30 looking to develop their skills in music, photography and film-making.

Inspire Schools: a project for 21 secondary schools to spark a passion for creativity among the next generation of talent, providing a powerful creative experience for participants early in their creative journeys.

These two distinct programmes are offered across three creative hubs: in London at the Southbank Centre, in Manchester at Factory International, and in Birmingham at STEAMhouse and Midlands Arts Centre.

Together, this partnership aims to inspire Black creatives to make the art of the future, building a cultural legacy for the UK.

2.3.6. PARTICIPATE

For each edition of MIF hundreds of people across Greater Manchester take part in several of our major events. With our new permanent home and building Factory International coming in 2023, there will be even more ways to get involved.

From taking to the streets for a performance that lights up the city, to residents showing off their culture, passions and expertise as collaborators and curators, to joining a choir throughout the city, or walking the walk on a 100m yellow runway – the people of Manchester have been central to the unique spirit of MIF over the years.

You don't have to be an artist or creative to join in – you just have to be open to trying something new. Whether that's dancing in the street, telling your story, sharing a meal, raising your voice or speaking your words.

And if behind the scenes work is more your thing, you can also join in by curating with us, or joining one of our Forums, where local residents can inform our approach to access, transportation and a whole lot more.

2.3.7. YOUNG FACTORY

If you're age 16-26 join today for free and you'll get discounted tickets for gigs, exhibitions, the theatre and other arty adventures.

We'll also be offering insights and opportunities to start careers in the creative industries. There will be workshops, Q&As, skills development sessions through Factory Academy, you name it, just watch this space.

We will send you a regular newsletter with offers, recommendations and other things to tempt you.

And the best bit? You can connect with other young people from across Greater Manchester at quarterly Factory Lates and other events throughout the year. Feel part of a buzzing community, exchange ideas...

Second best bit: it's free.

2.3.8. NEIGHBOURHOOD ORGANISERS

Neighbourhood Organisers are vital links between Factory International and the many communities of Greater Manchester. They are residents from Rochdale to Salford and Gorton to Wythenshawe, working within their own communities to connect and inspire.

They are passionate about people and want to help their local community get the most out of Factory International.

Supported by the Esmée Fairbairn Foundation, these paid roles are an integral part of the Factory International team.

2.3.9. OLDER AUDIENCES

Factory International are developing partnerships with organisations working with older adults to help shape further engagement programmes. All of our main programme includes adults of all ages.

3. VENUE FACILITIES AND SERVICES

3.1. OVERVIEW

Factory International is capable of hosting everything from major concerts to intimate performances, immersive theatre, exhibitions and installations. The building design is based around open flexible spaces that can change and reconfigure to meet the needs of the work created and shown in it. The overall site has a gross internal area of 13,350 square metres.

Further details are in the Facilities Management Operating Guide.

3.1.1. WELFARE

The welfare areas represent toilets, changing, and baby units. Welfare units have been allocated to meet building regulations and to enable zoning i.e., allowing the operational teams to manage/close/control specific areas depending on building set-up.

3.1.2. FIRST AID

Medical provision will be determined on an event-by-event basis with first aid rooms set-up for particular events.

The East Warehouse is a space being explored for a potential Welfare Room for first aid provision.

3.1.3. PRAYER ROOM AND QUIET SPACE

Dedicated facilities will not be available to audience members when the building first opens in June 2023 but options are being explored for October 2023 onwards.

3.1.4. FLOORS AND LIFT DIRECTORY

The chart below details the areas of the venue and which lifts call to which floors:

Description	Description		LIFT DIRECTORY		
Hall	Warehouse/Towers	Floor	Hall Lift	Helix Lift	Tower Lifts
-	Plant & Roof	8			8
Plant & Ducts	Grid	7	7	7	7
Control Room	Flexible Space & Crew Room	6	6	6	6
Upper Circle	Office	5	Upper Circle	Upper Circle	5
Mid Circle	Dressing Rooms	4	Mid Circle	Mid Circle	4
Lower Circle	Green Room	3	Lower Circle	Lower Circle	3
Stalls	Warehouse Floor	2	Hall	Hall	Warehouse
Orchestra Pit		1	Orchestra		
The Social	The Social	G	G	G	G

3.2. PUBLIC AREAS (EXTERNAL AND FOYERS)

3.2.1. OVERVIEW

The public spaces in Factory International include three Foyers (The Ground Floor Foyer, Hall Foyer, Upper Hall Foyer) Public Realm (Including River Square and City Square), Warehouse and the Hall. This section provides an overview of these spaces. The spaces are serviced by truck elevators that allow large trucks to rise up and drive into the Warehouse, making get in and out as efficient as possible.

The Public Realm consists of two new spaces – River Square and City Square – that will support the programme inside Factory International as well as providing visitors to the site with a new setting to enjoy the building and surrounding environment, including opening-up views to the River Irwell. Supplementing the new squares, Water St, that bisects and runs under the building, will be closed to through traffic under a Prohibition of Driving Order, creating a large, covered, and connected external public space, The Undercroft.

The public realm surrounding the venue is a licensed area with capacity for up to 2000 visitors for licensable activity. The area is fully landscaped as part of the development with new space opened up by the River Irwell.

Whilst no public naming of the external spaces is visible, Factory International will refer to the space closer to the river as River Square and to the space closer to the wider St. John's development as City Square.

No branding other than to support a naming rights partnership will be appear on the façade of the building. The doors leading into the venue will not be permanently branded or named but may be customised for certain events if required.

3.2.2. WATER STREET ADOPTED HIGHWAY

The highway bisecting and running underneath the building. Water St will be closed to through traffic under a Prohibition of Driving Order, with controlled access only for servicing, emergency vehicles, and statutory undertakers. A level and consistent finish will be provided across the highway, connecting the two squares.

3.2.3. UPPER VIADUCT

Accessed via Lower Byrom Street and Victoria Street, a hardstanding area above the listed railway arches, predominantly used as a tertiary access and servicing point, as well as emergency escape route from the Warehouse.

3.2.4. RIVER SQUARE

The building's primary public realm space for event set-up, adjoining the River Irwell. This space will be home to Festival Square during MIF with stages and food outlets as well as a space for installations.

There is WiFi connectivity in this area with power supplies for temporary events. No toilet facilities are provided in the external areas – it is assumed the toilets inside in The Social will support events or temporary facilities will be brought in.

3.2.5. CITY SQUARE

A shared space with Allied London. The primary public realm space visitors will traverse accessing and egressing the building. It may be used for event activity.

3.3. GROUND FLOOR

3.3.1. OVERVIEW OF THE SOCIAL

The ground floor foyer area will be known as The Social. All pedestrians entering the venue will use this as their entry point. This is a public space open to all visitors to Factory International and will include a café/bar operation, toilets, merchandise space, art installation space, and more.

The toilets will be used for all Warehouse events.

There will be a link through to the Science and Industry Museum scheduled to be open in late 2023 with a possible trial of the link in the summer of 2023.

Furniture of The Social will need to be cleared ahead of full Warehouse events – this process will require approximately two hours.

3.3.2. FOOD AND BEVERAGE

The ground floor foyer has the largest food & beverage outlet with a permanent bar/café with c. 150 covers expanding operations at performance times to meet the size of the audience.

3.3.3. RETAIL AND MERCHANDISE

There is no fixed permanent retail location within Factory International. It is envisaged that pop up solutions will meet the variety of requirements from concert merchandise to event based retail such as food fairs.

3.4. THE HALL

3.4.1. OVERVIEW

The Hall is a more conventional theatre space capable of accommodating between 1,500-2,100 people depending upon its configuration, it is made exceptional by its relationship to the Warehouse through a supersized proscenium. The increased stage depth and the ability to programme work across both spaces transforms what is possible to produce and witness in a theatre setting.

The audience is divided between a fixed circle and flexible stalls seating that can be removed or placed in the Warehouse or reduced to allow for different staging configurations. The technical infrastructure and grid have been designed to allow production effects to happen across the space to allow for a more immersive relationship between stage and audience. It is possible to seat or stand the audience in the Warehouse and perform within the Hall. The Hall space can be used independently of the Warehouse with varying stage depths, including an orchestra pit for up to 80 musicians that can be revealed or floored over depending on the use and is supported by dedicated control rooms. The Hall volume is architecturally expressed by 'wrapping' the structure needed to create the volume and unencumbered sight lines within the Hall and supporting foyers.

The Hall and Warehouse can be physically separated using large acoustic doors which allows performance, rehearsal, installation, and get-in activities to happen independently and simultaneously.

The two Hall foyers have additional bars serving their respective audiences. Due to the flexible nature of the space, it is anticipated that theses will be supplemented by temporary solutions for outdoor events and large scale concerts.

The Hall Foyer bars can be used as public bars during full Warehouse gigs, using separate entrance (contingent on segregation of audiences at the River Square doors). This will only happen on a small scale in the first year, if at all. Bars must close/be emptied prior to Warehouse egress.

3.4.2. TOILETS

Audience toilets for the Hall are situated in the Circle foyer. Accessible toilets are also located in the stalls level.

3.5. WAREHOUSE

3.5.1. OVERVIEW

The Warehouse is a super-sized volume 33m(w) x 66m(l) with clear floor to ceiling height of 21m, higher than four double decker buses stacked on top of each other, and the length of a passenger jet. As a single room it is capable of holding audiences of up to 5,000. Two acoustic dividing walls can split the space into the North and South Warehouse. The North Warehouse creates a smaller 800-500 seater Hall space or versatile flat floor space in a variety of formats. In addition to creating a similar space the South Warehouse can also act as a stage, whilst the Hall forms its Hall. It is designed to allow huge sets, production rigs or performers to be suspended from the walls or the universal technical grid, the floor can be driven over, built upon as the production demands.

3.5.2. TRUCK LIFT

The venue's event spaces are serviced by truck elevators that allow large trucks to rise up and drive into the Warehouse, making get in and out as efficient as possible. Hall events can also be serviced by the truck lift but large vehicles cannot drive into the performance space.

3.6. BACK-OF-HOUSE TOWERS

3.6.1. OVERVIEW

The Back-of-House Towers contain the support spaces for artists, visiting companies and core staff. This includes dressing rooms and relaxation spaces, costume laundry, scenery workshop, green room, office spaces, a flexible development and project space, meeting rooms, technical areas, and operational control rooms.

Support areas cover kitchens/kitchenettes (aside from commercial kitchens) and storage areas that support the building. This principle of level access has been extended into all areas of the building to ensure access for all.

3.6.2. EAST WAREHOUSE – FLOOR 2

The East Warehouse is a double-height space, allowing vehicular access to the Warehouse from the Viaduct level. On rare occasion, the space may be used for performances and events.

Testing will be undertaken to ensure the space is useful for a Quiet Space for future Warehouse gigs for neurodivergent audience members and to provide a monitored Welfare Room for those requiring both non-medical assistance and first aid.

3.6.3. WORKSHOP – FLOOR 2

The workshop is designed to meet the operational requirements of installing new work and the technical process. A space to allow elements to be modified and worked on separately from the main performance spaces and loading areas. It is not envisaged that this space will manufacture items from scratch.

3.6.4. GREEN ROOM – FLOOR 3

Located in the back-of-house towers, providing a haven for artists and staff during meal breaks and other down time. It overlooks the North Warehouse and is designed to encourage staff and artists to mingle.

The Green Room is a shared space for Factory International staff and artists, it cannot be exclusively booked.

The Green Room kitchen facilities will be split in two, one half for staff one half for venue or external catering teams.

3.6.5. DRESSING ROOMS – FLOOR 4

Dressing room accommodation is split across the two Back-of-House Towers on level 4. Both Towers feature flexible chorus rooms designed to be reconfigured to meet production requirements with a shared toilet & shower block in each Tower. The North Tower has a fully accessible en-suite star dressing room with the South Tower having two en-suite dressing rooms. Both Towers have a lounge area, complete with kitchenette. Between the two dressing room blocks is a production wardrobe room for laundry and small alterations.

3.6.6. STAFF OFFICE – FLOOR 5

The administrative offices take up the full floor on level 5 of the Back-of-House Towers. As the only office accommodation for the building these will work hard and their use will be optimised by flexible working and a mixture of desks and team working environments. The offices also house two 12 person meeting rooms. Designs and layouts are being finalised but the below image gives an indication of potential use of the space.

Meeting Rooms will be booked via Microsoft Teams and not the Artifax scheduling system.

3.6.7. FLEXIBLE SPACE – FLOOR 6

Level 6 of the North Back-of-House Tower is taken over by a pair of bookable spaces joined by a kitchenette. There is a small (c. 20 person) board room for larger internal meetings, and formal external events. The majority of the space is given over to a 76 person flexible space. This large room will service a wide range of requirements from a warm up space for production, to a workshop space for Creative Engagement or a formal event space for a commercial hire or development event.

3.6.8. CREW ROOM – FLOOR 6

This space will have a tea point to enable crew to have a dedicated welfare space.

3.6.9. TECHNICAL GRID – FLOOR 7

Access to the grid level is for authorised persons only.

3.6.10. PLANT & ROOF – FLOOR 8

Access to the roof level is for authorised persons only.

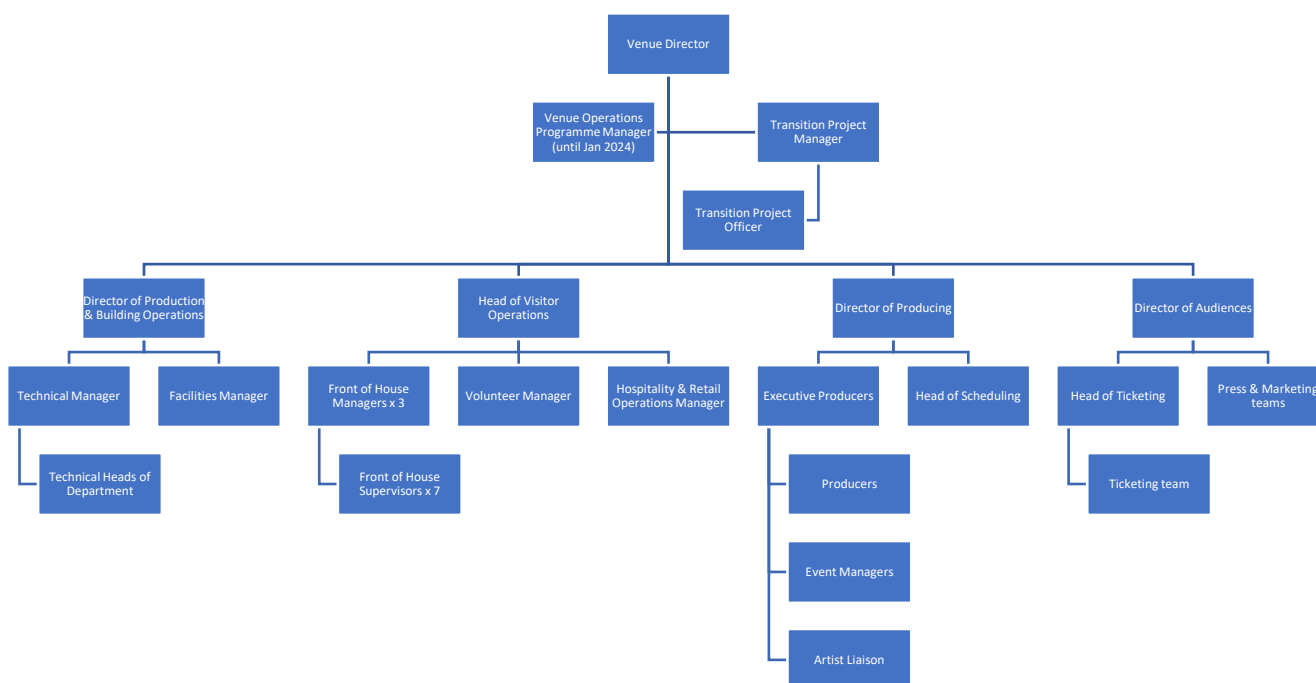
4. VENUE MANAGEMENT

4.1. ORGANISATIONAL STRUCTURE

This organisational chart below refers to members of the Factory International team who have a key role in operational delivery or incident response at the venue.

The reporting lines shown below are all anticipated to be in place from June 2023. Recruitment for some roles is ongoing.

Please note this chart does not attempt to cover all roles at the venue – see separate company HR documents for the full company-wide organisational structure.



Organisation chart for key operational teams.

4.2. KEY ROLES AND RESPONSIBILITIES FOR SELECT ROLES

4.2.1. VENUE DIRECTOR

- Member of the Factory International Executive team advising on all venue operational matters
- Strategic lead for Visitor Experience programme
- Contract director for the partnership with Superserve (principal food and beverage partner)

4.2.2. DIRECTOR OF PRODUCTION AND BUILDING OPERATIONS

- Senior staff member with responsibility for Health and Safety matters
- Leadership of Technical, Production and Facilities Management teams

4.2.3. VENUE OPERATIONS PROGRAMME MANAGER (UNTIL JANUARY 2024)

- Interim management of Super Serve, Visitor Safety and other operational contracts to support the Head of Visitor Operations and Venue Director
- Lead on compliance with planning conditions and licensing conditions

4.2.4. HEAD OF VISITOR OPERATIONS

- Coordinate quarterly Event Review Meeting (ERM) with responsible authorities in respect of upcoming licensable activity at the venue
- Line manage the 3 x Front of House Managers, Head of Ticketing (from September 2023), Volunteer Manager and Hospitality and Retail Operations Manager
- Designated premises supervisor (DPS) for the venue's premises licence including all internal and external areas

4.2.5. FRONT OF HOUSE MANAGERS AND FRONT OF HOUSE SUPERVISORS

- Act as Duty Front of House Manager or Duty Front of House Supervisor on allocated events as per the Front of House Duty Rota
- Fulfil the venue's incident commander role and execute roles and responsibilities as detailed in the Incident Management Plan when required
- Recruit, manage and develop the Front of House team for the venue and Factory International events at other venues

4.2.6. HOSPITALITY AND RETAIL OPERATIONS MANAGER

- Provide contract management for the partnership with Superserve (principle food and beverage partner)
- Provide contract management for the partnership with a retail management specialist (currently out to tender)
- Etc.

4.2.7. HEAD OF TICKETING

- Lead the ticketing department and work with the Visitor Operations and Technical teams to ensure accurate ticketing manifests are agreed prior to on-sale
- Manage the ticketing process including allocations to third-party ticketing platforms

4.2.8. PRODUCERS, PRODUCERS, EVENT MANAGERS

- Act as the Event Delivery Lead for the majority of event activity in the venue
- Liaise with third-party promoters, event organisers and creative teams to be the central point of contact for Factory International colleagues for event specific information
- Produce Event Manager Plans (EMP) as required
- Work with colleagues in Artist Liaison to coordinate artist movements to/from the venue amongst other duties

4.2.9. TECHNICAL MANAGER

- Oversees the Technical department
- Ensures a Duty Technical Manager is deployed on all events

4.2.10. FACILITIES MANAGER

- Oversees the Facilities department and associated hard and soft FM contracts

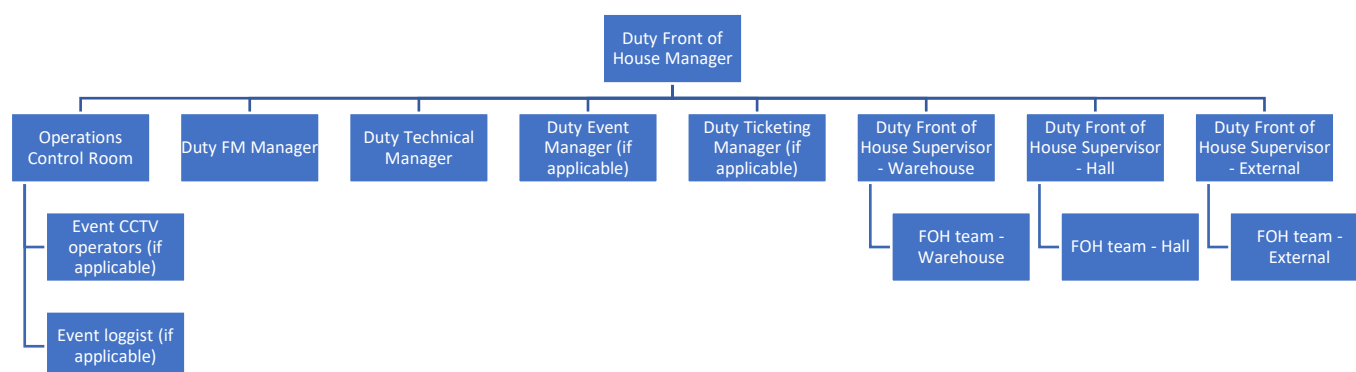
4.2.11. HEAD OF SCHEDULING

- Central point of contact for diary and space management at Factory International utilising the Artifax system
- Represent Factory International at external meetings with agencies including MCC, TfGM and others to share information about event activity and flag any clashes

4.3. FRONT OF HOUSE MANAGEMENT

4.3.1. OPERATIONAL DELIVERY STRUCTURE

The operational delivery structure for the Front of House team for an event is expected to take this form on the majority of shows:



4.3.2. OPERATING PRINCIPLES

Duty Managers will have ‘shared’ mobiles to allow them to pass on a fixed mobile number, radio set and keys at each shift handover.

4.4. COMMAND, CONTROL AND COMMUNICATION

4.4.1. OVERVIEW

This process is fully detailed in **APPENDIX D – INCIDENT MANAGEMENT PLAN**.

4.4.2. DECISION MAKING

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.

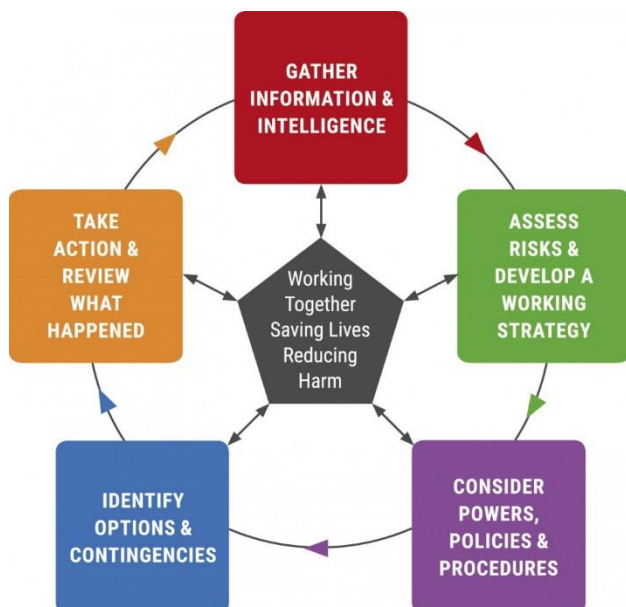
Major and complex incidents may not happen very often, but when they do there is a need to ensure that there is the most efficient, effective, and coordinated response possible.

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

The JESIP principles for joint working are as follows:



The Joint Decision Model is as follows:



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

4.4.3. METHANE

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/>.

4.4.4. GOLD, SILVER, BRONZE

To ensure a coordinated response to incident management and business continuity, a gold-silver-bronze structure will operate at Factory International.

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

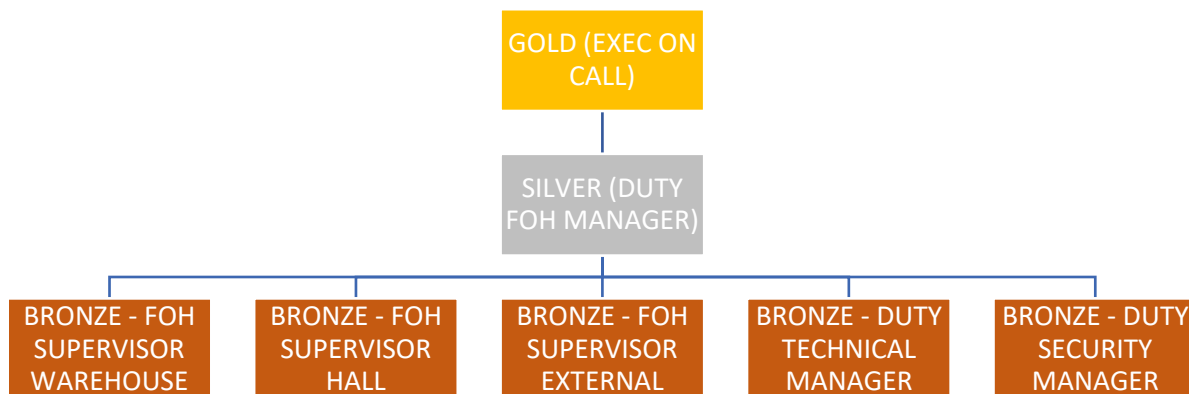
- Responsibility to enact the business continuity plan (if required)
- Usually, based away from the venue
- SILVER
 - Tactical delivery of the strategy
 - Leads the on-site incident response as detailed in the Incident Management Plan
 - Designated member of the Front of House Management team already 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
 - Functional role-based activity leadership
 - Designated member of the management or wider operations team already on duty at the venue

Approved staff members to fulfil the GOLD role for Factory International:

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

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

- All members of the Executive team
- All members of the Directors group
 - 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.



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

4.4.6. 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.

5. VENUE OPERATIONS TEAMS

5.1. VISITOR OPERATIONS

5.1.1. OPERATIONS CONTROL ROOM (OCR)

The Operations Control Room (OCR) will operate 24/7. Shift patterns will generally ensure 2 staff working a day shift with 1 staff working a night shift. The OCR is located in the East Warehouse.

The OCR is the central hub for communications at the venue and is staffed by trained personnel who can make and receive radio calls, operate and monitor the CCTV system, log incidents, make announcements via the PA/VA system and operate the fire panel and other building management systems including access control.

The OCR staff will be in regular contact with colleagues in the control room for the St. John's management team and the Science and Industry Museum as well as contacts with TfGM and Manchester City Council.

During an event, the staffing levels may be uplifted with a dedicated CCTV operator and event loggist as required.

Factory International staff and visiting organisations will be briefed on the methods for contacting the OCR and reporting accidents, suspicious behaviour and other incidents. If a report needs to be investigated, the OCR will liaise with Visitor Safety and Front of House team colleagues.

5.1.2. FRONT OF HOUSE MANAGEMENT

During standard opening hours and during all event activity, the Front of House team will be deployed to deliver customer service, visitor safety and overall event management.

The Front of House team also provided Monday – Friday, 09:00 – 18:00 office-based cover to respond to customer enquiries, feedback and complaints. All staff working on the frontline at the venue will have customer service training and will endeavour to deal with any issues during an event to avoid a complaint being lodged.

The venue is breastfeeding welcome.

Staff will be brief to continually patrol and check their immediate area to observe public behaviour within their area and to be a visible presence for public to approach for assistance if required. If something suspicious is spotted by any member of staff, they will notify the local supervisor or manager to investigate, assess and deal with as appropriate. The Duty Front of House Manager will be summoned if necessary.

During events, the Front of House team will be deployed throughout the building to assist with wayfinding, access requirements and general enquiries. Signage will also support ticket holders finding their seat or standing area.

If visitors have any difficulties, e.g. someone is already in their seat, the seat is damaged or dirty, etc, the staff must report this immediately to their Supervisor or Manager. Whilst waiting for the supervisor to arrive, the stewards should find a convenient location for the customers to wait, which makes them feel comfortable and does not inconvenience any other customers. The Supervisor or Manager will take appropriate action.

The Front of House team will provide a portering function including room set-up with either dedicated porter roles or the responsibilities as part of the Front of House Host roles.

5.1.3. CLOAKROOMS AND BUGGY PARKS

As a standard, dedicated cloakrooms and buggy parks are not provided at the venue. The Front of House team will assist with storing items on an ad-hoc basis, where possible, but items will be left at the owner's risk.

If the venue management determine demand for these services may be high for a particular event or activity, a temporary facility will be arranged.

Audiences will be informed ahead of an event as to what cloakroom facilities are or are not available and what bag policy will be in place for particular events.

See also: **ADMISSION POLICY**.

5.1.4. VISITOR SAFETY – SECURITY AND STEWARDING

Factory International are working with FGH Security to provide these services in the Operations Control Room (24/7) and for events on an ad-hoc basis.

Event control room staff will be deployed into the OCR on certain events for the purposes of monitoring CCTV and logging incidents. An event controller operator will be responsible for conducting radio checks, coordinating pre-doors checks with all departments, and informing the Duty Front of House Manager of any issues and incidents during the course of the event.

All security staff who have a front line role involving the following will be SIA registered, as will any company subcontracted to provide such staff, in line with Private Security Industry Act 2001 (with amendments):

- Screening a person's suitability to enter the event or venue e.g. individuals under the influence of alcohol or drugs or demonstrating anti-social behaviour. This includes those who are searching bags to ensure that there is no unauthorised access or any damage to property or injury to others
- Responding to incidents within crowds, queues or the audience to control behaviour which is anti-social, undesirable or likely to result in harm to others
- Ejecting individuals from a venue or event or designated area e.g. concert pit or backstage areas
- Providing a security presence to prevent and detect crime within a designated area
- Guarding property and/or equipment in situ during the setup and breaking down of an event or exhibition
- Patrolling the perimeter of an event to prevent unauthorised entry being gained by individuals, through the climbing or breaching of any fences or barriers, or through being let in via an access point
- Observational and reporting roles as part of or in support of guarding fall within paragraph 2(1) as a result of paragraph 2(3) of Schedule 2 of the Private Security Industry Act which includes as licensable activity providing a physical presence or any form of surveillance as to deter or

otherwise discourage something from happening or to provide information if it happens about what has happened

- Stewarding roles to provide information or direct people towards the event, or organise transport are not required to be SIA registered. Such stewards may also help in evacuation procedures and to monitor crowds during dispersal, or maintain a silent presence along dispersal routes.

5.1.5. VISITOR SAFETY – FIRST AID AND MEDICAL

A number of venue staff and contractors will undertake first aid training on a regular basis.

Where required to uplift medical provision for particular events, in accordance with a risk assessment, additional cover will be brought in via a specialist third-party partner.

Factory International currently work with Mersey Medical for medical support on events.

5.2. CLEANING

5.2.1. OVERVIEW

Cleaning will be outsourced and will be split in to routine cleaning, which will scale depending on the nature of the programme, and specialist cleaning services, including waste disposal. Overall the cleaning provision will be contract managed by the Facilities Manager, with day to day staff scheduling by the Visitor Operations team to ensure smooth delivery of service. Standards for environmental performance of the cleaning team, particularly waste disposal, will be set and monitored by the Environmental Sustainability Manager.

The routine cleaning will consist of a daily team working in the morning to a predefined programme, intensifying work in high traffic public facing areas, through to less frequent coverage of low traffic Back-of-House areas. During opening hours a duty cleaner will ensure any incidents or small events can be supported. Where necessary this team will be expanded to meet the requirements of high capacity events. The cleaning team will work with the front-of- house stewards to assist with Hall turnarounds. It is anticipated that the Food & Beverage team will lead on first line cleaning of catering areas and similarly the Technical Team with cleaning of production specific areas.

The routine cleaning team will be led by a working supervisor, who in conjunction with the Duty Front-of- House Manager will ensure the cleaning services are directed towards the areas of greater need rather than following the pre-determined frequencies too rigidly.

Specialist contracts services will be separately managed and will include items such as feminine hygiene, waste disposal and exterior window cleaning. These will be managed by the Facilities Manager and kept to a high standard.

Factory International currently work with Floorbrite for cleaning services in the building and for events.

5.2.2. STAFFING LEVELS

There will be a core cleaning team for the venue with specific uplift for events arranged on an event specific basis.

5.2.3. OTHER OPERATING PRINCIPLES

Full performance spaces will be cleaned after each performance and directly prior to the first performance.

Cleaners working the daily clean will not be expected to carry out additional customer facing duties.

Cleaners will clean all staff and public areas daily with the exception of plant rooms, comms rooms, the Hall and Warehouse.

There will be one 'check cleaner' in addition to the daily clean during all operational hours to deal with incidental spillages etc.

Performance Spaces will be cleaned as a cost to the show and will be built into the show budget (for both produced and presented work).

Depending on the profile of the show additional check cleaners may be required and coded to the show.

Additional bins (including recycling) will be provided in performance spaces during tech periods.

Back of house areas not covered in the daily clean (e.g. plant rooms) will have a 6 monthly clean.

External glazing is cleaned monthly.

Cleaning staff can be dispatched to the Zone Ex areas including St. John's Gardens particularly on larger events to ensure litter is picked and not an issue for the local area. This forms a key part of the sanitation plan for ensuring the impact of a large audience does not extend widely into the city centre.

5.3. VOLUNTEER MANAGEMENT

5.3.1. FACTORY INTERNATIONAL VOLUNTEERS

For full details, please refer to the Factory International Volunteering Strategy.

5.3.2. EVENT WITH NON-FACTORY INTERNATIONAL VOLUNTEERS

Some events or activities at the venue will want to utilise their own staff as volunteers. Volunteers can be useful to help communicate specific messages (if language barriers exist, for example) or as sources of information about the event for customers. However, there are restrictions to the roles they can carry out, the responsibilities they have and the areas of the venue where they can operate.

As such, the Event Delivery Lead (usually an Event Manager or Producer) must ask event organisers to supply the following information regarding their volunteer use:

- Who the volunteer teams are made up of
- Any past experience of the event or of the venue
- What their roles and responsibilities are during the event and provide a copy of the briefing document in advance of the first event day
- The reporting structure and what the communication lines and methods are. I.e. how does important information get disseminated to the volunteers quickly and efficiently?

- How many volunteers will there be and what are their locations
- What uniform they will be wearing throughout the event i.e. how can they be identified by customers and venue staff (and differentiated from venue Visitor Safety team)
- What accreditation they will have on event days

It is also the Event Delivery Lead's responsibility to ensure that the organisers are aware of the following:

- The volunteers must be briefed that in the event of an emergency they become a member of the public and venue staff will lead evacuations
- Volunteers are not permitted to operate outside of the hired event space unless with specific agreement of the venue management

Volunteers should be monitored by the Duty Front of House Manager throughout their deployment.

5.4. HOSPITALITY

5.4.1. OVERVIEW

Food and beverage services at the venue are primarily provided by Factory International's principle food and beverage partner, Superserve. On occasion, other food and beverage vendors will be brought in to support event activity.

Superserve, and any other food and beverage vendors, will be responsible for enforcing the Challenge 25 Policy. Responsible drinking will be promoted through the following:

- Checking ID or anyone who appears to be under the age of 25
 - o Acceptable forms of ID must include a photograph and date of birth of the visitor and either a holographic mark or an ultraviolet feature
- Limiting sales of alcoholic drinks to a maximum of 4 per person in a single transaction
- Spirits will be sold in measures of 25ml or 50ml only
- Wine will be sold in measures of 125ml or 250ml
- Information signage will be displayed
- Bottle tops to be removed from any crushable bottles

In accordance with the Licensing Act 2003, staff will be trained to monitor visitors for signs of intoxication and anyone deemed to be intoxicated will be refused service with an appropriate refusals log managed by the bar operators via their electronic point of sale (EPOS) system.

If staff are not following guidelines for the responsible sale of alcohol, this should be reported to the Duty Front of House Manager and/or Designated Premises Supervisor (DPS) to investigate further.

Superserve will be the primary operator of the bars in The Social, Hall Foyers and the temporary bar in the Warehouse for music events. Superserve also occupy the kitchen on the ground floor which includes a small office for their management team.

If another operator is brought into the venue for an event and there is no involvement from Superserve, the incoming operator will be required to follow all venue policies and procedures and will be briefed accordingly.

5.4.2. SUPERSERVE ORGANISATIONAL STRUCTURE

As of June 2023, these are the key people involved from an operational perspective at Superserve:

- Managing Director
- Operations Director
- Operations Manager
- Executive Chef
- Warehouse & Events Director
- People Director

5.4.3. TRAINING POINTS

Bar staff are responsible for refusing the sale of alcohol to customers already appearing excessively intoxicated. Whilst less inebriated customers may attempt to purchase alcohol for those refused a sale, bar staff and management will continue to work closely with Front of House to minimise the number of customers becoming excessively intoxicated within the venue. The Challenge 25 policy is enforced at all times.

It is important not to quickly jump to the conclusion someone is drunk, as several medical complaints can present similar symptoms to being drunk – one of the most dangerous is a diabetic with low blood sugar levels may slur words, be disorientated and fall unconscious. First aiders and medical teams (when deployed) can support with making assessments.

5.4.4. BAR METERAGE FOR EVENTS IN THE WAREHOUSE

The following matrix shows the required total bar meterage for standing events based on Super Serve's specification:

The Warehouse Bar Meterage Requirement Matrix

Show Capacity	The Social absorbption (25%)	The Warehouse Req. (1 per 85)
4000	1000	36
3500	875	31
3000	750	27
2500	625	23
2000	500	18
1500	375	14
1000	250	10
500	125	10

5.4.5. MANAGING THE BAR IN THE STANDING AREA (WAREHOUSE)

To accommodate audiences in the Warehouse for standing events, a temporary bar will be set up utilising the Assisted Viewing Platform (AVP). Audience members, mostly with access requirement, will be seated on top of the platform and the bar will operate underneath utilising temporary infrastructure including fridges, service points, etc. Additional lighting will be required for operational purposes.

For events in the Warehouse, this temporary AVP bar will be operated by Superserve. The bar will be fully stocked and operational 15 minutes prior to doors opening. All stock movements during an event period will be managed to ensure visitor and staff safety is not compromised. The multiwall routes around the Warehouse can be utilised for moving of stock through non-public areas.

The temporary structures and installations for the bar will be signed off by Superserve and Technical.

For these events, a decant may be required with all drinks served or poured into cups. If a full decant is not required and drinks are to be served in bottles, the tops will be removed.

CCTV and staff patrol at ground level will be used to monitor queues at the bar. In the event of large queues, customers can be re-directed to the bar in the ground floor area of the Social.

Alcohol sales at this bar, and all other bars, would cease 20 minutes prior to the end of the performance. On some occasions, the bars may remain open to serve water and soft drinks – this will be at the discretion of the venue management.

Free drinking water will be available to the public at all times. Drinking water will also be distributed by security staff in the front of stage pit area.

5.4.6. HAWKING

On certain events, the catering team may wish to supplement the bars retail outlets by increasing the availability of refreshments to customers by use of hawkers. Such provision reduces walking distances for customers, alleviating congestion at main outlets and reducing queuing times. Agreement on location and number of hawking units or operatives will be agreed between the catering team, Head of Visitor Operations and the Hospitality and Retail Operations Manager.

Temporary stands will be added to an event floorplan, must not obstruct fire lanes or egress routes and should be removed from public areas once safe to do so.

5.5. RETAIL AND MERCHANDISING

5.5.1. OVERVIEW

The Hospitality and Retail Operations Manager oversees planning for retail operations during event and non-event modes. They will liaise with external merchandising contacts, e.g. touring merchandise managers for music events, and source products for the venue's retail partner to sell from mobile retail units around the venue.

When providing retail services, the venue will charge a commission rate of 20% to event organisers on gross sales. This may be flexible on certain events depending on the venue hire agreement or agreement with an artist or agent.

5.5.2. LOCATIONS

The mobile retail units will generally be kept within the ground floor (The Social) but may on occasion be moved around the venue to support event activity.

5.5.3. STAFFING

Staff deployments for events will be determined by a number of factors including:

- Expected spend per head for the event
- Expected product lines
- Event attendance and audience demographics
- Operating times of the retail stand for other activities
- Requirement for queue management and crowd management
- Requirement to monitor any bootleg merchandise operations external to the venue (security support may be required to disperse any traders operating without permission)

Programmes will be sold when available.

5.5.4. STOCK CONTROL AND STORAGE

Full processes to be outlined by retail partner when appointed.

5.5.5. CASH HANDLING

Whilst the majority of transactions are anticipated, cash will be accepted. Full processes to be outline by retail partner when appointed.

5.5.6. PRODUCT SAFETY

All items sold at the venue must be safe and suitable for sale to the public. The retail partner and Hospitality and Retail Operations will determine whether a product may have to be restricted for sale, e.g. only on egress, or not permitted for sale at all.

The venue reserves the right to remove from sale any product it deems to be unsafe for sale to the public.

5.6. SCHEDULING

Factory International's Head of Scheduling is responsible for centralised, coordinated management of event and non-event activity within the event spaces inside and external to the venue.

In addition to our own event activity, key events taking place across the city are factored in to the diary (held on the Artifax system) so any city-wide activity or event activity in close proximity to Factory International is highlighted to operational delivery teams so an impact can be assessed. For example, road closures for the Great Manchester Run may impact on event logistics or an audience's ability to access the venue so it may be decided to avoid programming any activity that day.

The Head of Scheduling also represents the organisation at regular Manchester Event Forward Planning ESAG meetings coordinated by Manchester City Council to report on our upcoming event activity and highlight any possible crossovers or conflicts with other local venues.

Diaries of event schedules are regularly shared with TfGM.

5.7. SIGNAGE AND WAYFINDING

Factory International are working with Astra Signs on general venue signage requirements and will Placemarque on venue wayfinding requirements.

The St. John's Estate Management provide general wayfinding signage across the wider estate. Stewards may be deployed to certain areas to assist audience members with navigating their way to and away from the venue during events.

See also: **APPENDIX F – ST. JOHN'S MANAGEMENT HANDBOOK** and **APPENDIX M – WAYFINDING STRATEGY**.

5.8. SUSTAINABILITY

As well as being acoustically well-insulated, spaces in the Factory are incredibly well thermally insulated which hopefully will mean using a smaller amount of energy for heating than other comparable spaces.

We're putting in place operational processes and procedures that help us work towards achieving our sustainability goals. We're going to monitor and measure energy, water use, waste, transport and travel as much as possible in our first year so we can calculate an accurate operational carbon footprint. We will use that as a baseline for robust and realistic reduction targets along a net-zero carbon pathway.

We are committed to Manchester's target of being carbon neutral by 2038. Factory International can become not just a carbon neutral building but also a place of knowledge exchange and learning around sustainable building management.

Key to this is establishing a baseline of energy consumption and setting benchmarks and reduction targets. A metering strategy will enable effective energy management, monitoring where energy is actually being used to enable targeted reduction strategies. A practical control strategy and simple, well-designed controls (interactive and intuitive) will enable building users to gain a clear understanding of building services systems and correct controls settings.

High standards of internal environments, such as air quality and lighting, are recognised to improve wellbeing, productivity and satisfaction of people working in buildings. This integrates human health with environmental performance alongside financial value with resilience to future challenges and improvements to operational performance.

5.9. TICKETING

5.9.1. ADVANCE SALES

Depending on the event, seat location / configuration and other visitor requirements, access to Factory International events and performances will be available at a range of prices.

Tickets will generally be available on-line via a dedicated website or ticketing organisation; there is also likely to be a dedicated access booking line.

The Head of Ticketing will liaise with the Director of Production and Building Operations and/or Technical Manager and Head of Visitor Operations to ensure the ticketing manifest for shows is accurate before on-sale.

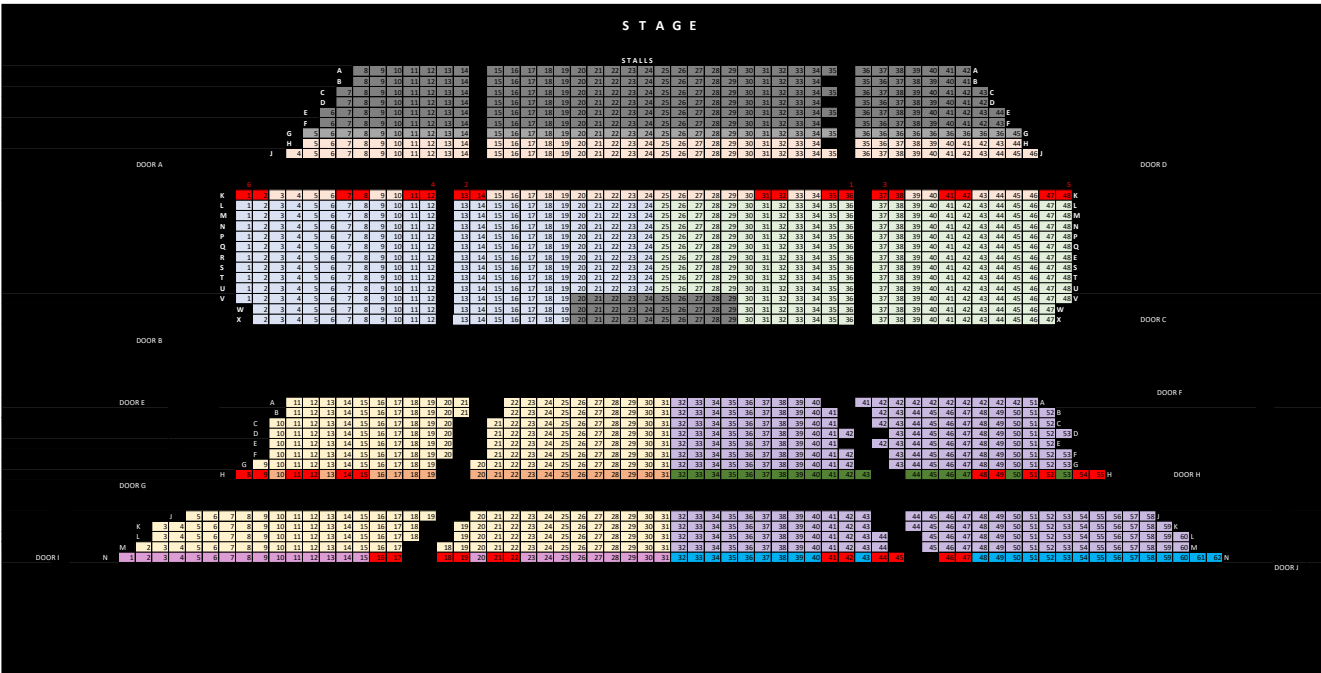
Seating holds for guests, access requirements and other needs will be factored in ahead of the on-sale.

Quay Tickets provide after-sales services to customers.

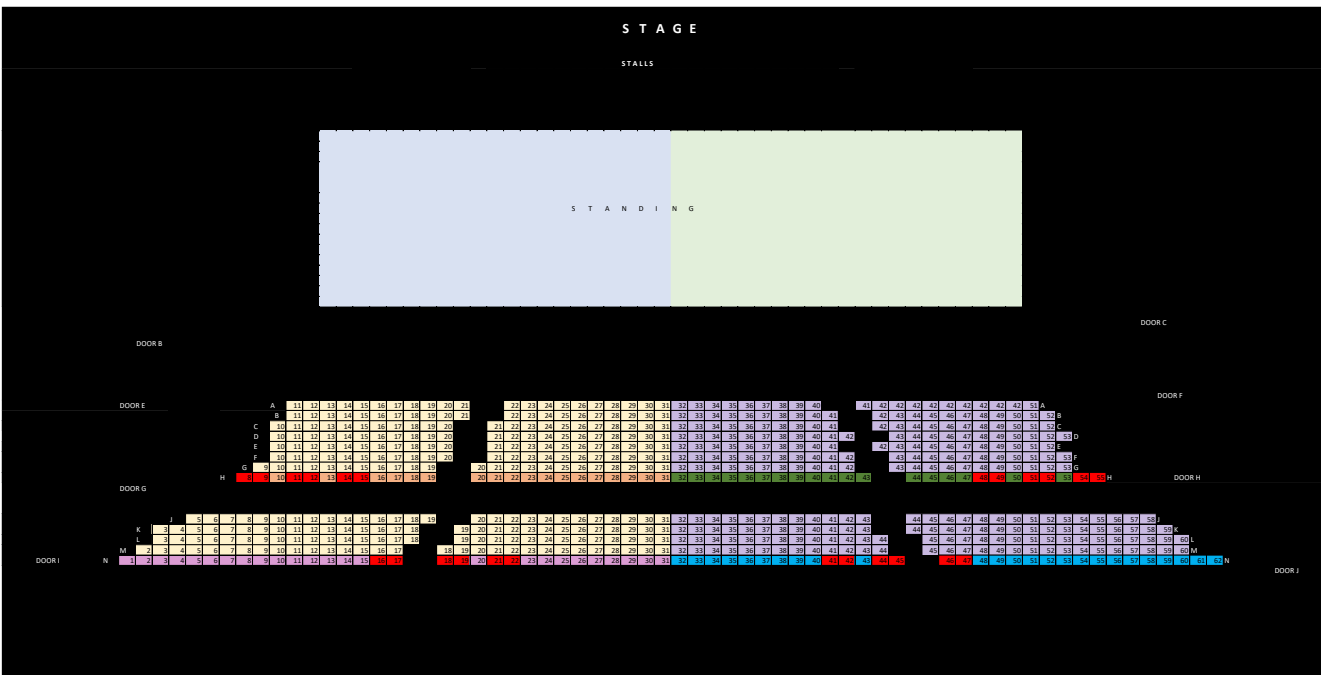
5.9.2. SEATING PLANS

The Ticketing team will build seating plans into Spektrix (ticketing platform) for each public event.

Standard configuration for seated shows in The Hall is as follows:



Standard configuration for standing shows in The Hall is as follows:



5.9.3. BOX OFFICE

It is not intended to provide a physical box-office on-site; however, there will be an information desk and bar in the foyer where tickets can be purchased. For some events a temporary box office may be set-up outside in the public realm if access to The Social is restricted. Collections will be managed by Factory International staff or external event organisers.

Guest lists will be managed by Factory International staff or external event organisers.

5.9.4. OTHER OPERATING PRINCIPLES

Spektrix will be the Factory International ticketing system.

The seating convention that goes on sale will be stuck to, with clear information available to the customer online and on their ticket, including for example where the front row is. This will reduce disruption to the customer and prevent adjustments which impact the operational teams.

5.10. ACCESS

5.10.1. ATTITUDE IS EVERYTHING

The venue is working towards Gold accreditation in line with the Attitude is Everything customer charter.

5.10.2. SUPPORT AVAILABLE AT THE VENUE

BSL, captioning, audio description and other services will be available for performances at Factory International and will be clearly advertised in advance if they are only used on specific performances. The Rider Coordinator in the Technical team will ensure all required tech is in place for these events.

Whenever a BSL interpreter is working on an event, it will be the responsibility of the Event Delivery Lead to introduce the interpreter to the artist and/or production team as required.

Touch tours on audio described events can be sold as separate events.

Induction loops will be available in public areas including bars and any other service points.

The Public Programme will have a baseline offer of accessible events across the year rather than a response offer.

5.10.3. ACCESSIBLE SEATING AND WHEELCHAIR ACCESS

Each designated wheelchair platform or allocated accessible seating area will have a staff member dedicated to it.

The Front of House team will store an audience member's wheelchair in a suitable location on the same level of their seating area if the wheelchair cannot be safely stored in the seating area itself.

Mobility scooters may need to be parked in The Social or in a suitable area of one of the foyer spaces – the Front of House team will make a decision during the event on the optimum location.

2 standard wheelchairs and 1 bariatric wheelchairs are available to audience members to use when in the venue. Audience members can pre-book this service via access@factoryinternational.org.

For events in the Warehouse, and where required in The Hall or other spaces, an Accessible Viewing Platform (AVP) will be built. For the Warehouse AVP, bar facilities will be situated underneath.

5.10.4. ESCALATORS AND LIFTS

If an escalator has a mechanical failure, it will not be operated as a static staircase as the difference in tread height would not comply with British Standards. Any escalators not being used during peak audience periods should have a barrier placed at the top and bottom. Faults will be logged with the OCR and Facilities Management team to be rectified as soon as possible.

If a lift fails when there is no one inside then it is important that this is locked off at ground level and signage should be placed stating that this is 'out of order' on all levels.

If it fails where there are people trapped inside, they will press the alarm which will sound in the OCR. OCR staff will answer the alarm call and liaise with Facilities Management for someone to attend the lift.

All technical issues should be reported via radio or by using a telephone, into the OCR for them to log and contact the relevant department for repair.

Event staff need to familiarise themselves with the closest alternative lift to direct any patrons requiring such a facility.

The Duty Front of House Manager should be made aware if any of the lifts being taken out of action in order this can be factored into the ingress/egress plans if applicable.

5.10.5. ACCESSIBLE TOILETS

No keys (RADER or otherwise) are required to use accessible toilets in the venue. Accessible toilets are available on all public floors of the venue. Performers/staff working back of house also have accessible toilet access on floors they will have access to as well.

5.10.6. ASSISTANCE DOGS

Assistance dogs are welcome in the venue and can be taken to designated wheelchair areas within the Warehouse or the Hall. If you are seated within an ambulant seating area, a member of the Front of House team will be happy to look after any assistance dogs during the performance. Water bowls are available on request.

Prior to the handover of the dog, the owner should be asked of any specific care instructions. Whilst the dog is kept with the Front of House team, it should always have a supply of clean drinking water but should not be fed any food or snacks.

In the event of incident that requires elevation to of the alert state, if possible Front of House will go to the customer's seating area with the dog to re-unite it with its owner. If this is not possible, the member of staff allocated to the dog will evacuate with the dog outside the venue and another member of Front of House staff will go to the seats to meet the customer and escort them out of the venue. They will be re-united with the dog once they are in a place of safety.

There is not currently a designated dog-spending area on the premises but the outdoor spaces have both hard standing and grass to be used as required.

5.10.7. QUIET SPACES

There will not be consistent access to a quiet space for audience members when the building first opens in June 2023. When the building formally opens in October 2023, there will be a quiet space available on Level 4. Further details to be added here at a later date.

The East Warehouse is a space being explored for a potential Quiet Space.

5.10.8. EMERGENCY AND PEEPS

Where required a Personal Emergency Evacuation Plan will be produced by the Access and Visitor Operations team with clear roles and responsibilities.

5.11. TECHNICAL AND PRODUCTION

5.11.1. OVERVIEW

An in-house technical department supported by freelancers and casual crew will provide technical service to all productions at the venue either as full delivery or in a supervisory capacity.

The technical team will provide a Duty Technical Manager to all events and that person will form part of the incident management response alongside the Front of House team and Visitor Safety team.

5.11.2. LIGHTING

The Hall with a bespoke lighting system installed which touring productions can utilise but the Warehouse will have no permanently installed infrastructure.

5.11.3. SOUND

The Hall with a bespoke sound system installed which touring productions can utilise but the Warehouse will have no permanently installed infrastructure.

The venue employs a Head of Sound who will have responsibilities related to noise management and monitoring.

5.11.4. SCENIC AND GALLERY INSTALLATIONS

There is no permanent stage in either the Warehouse or the Hall and these will be built either by venue personnel or touring personnel.

Any materials brought into the venue for use on stage as part of a performance must be non-combustible, inherently non-flammable or durably flame-proofed.

5.11.5. RIGGING

All rigging operations will be carried out under the supervision of NRC qualified, or other appropriately qualified, rigging technicians.

Validity of motor certs and capacity of motors (or a sample of each) will be checked by the Production/Technical team on each event.

The Lifting Operations Lifting Equipment Regulations (LOLER) are a set of regulations under The Health & Safety of Work Act 1974 which cover the safe use of any equipment used for lifting operations.

These regulations state:

- Equipment must be strong and stable enough for its particular use and should be marked to indicate safe working loads
- Positioned and installed to minimize risks
- Use is planned and carried out by a competent and trained person
- All lifting equipment must undergo regular examination and inspection by competent and trained person.

Under LOLER it is a legal requirement for any motors used in event rigging (for equipment) to be inspected a minimum of every 12 months. If any motors are to be used to lift people, they must be inspected a minimum of every 6 months.

During the planning phase, ideally when sending the rider response, the Event Delivery Lead should advise the event organiser that we require sight of motor certificates of inspection dated within the last 12 months (or 6 months where required) for all motors being used. These can be sent in advance or provided first thing in the morning during load-in.

Once received, the Event Delivery Lead should ensure that the motor certs are filed electronically within the event folder and the Event Delivery Lead or Duty Technical Manager can check the motors being used on the day. If there are a very high number of motors in use, it is possible for the Event Delivery Lead or Duty Technical Manager to select a percentage of the motors, take their serial numbers and check them off against the certificates.

It is imperative that motor certs are received first thing so that they can be checked. If any are out of date the Promoter / Production Manager should be alerted immediately so that they can check with their contractors for any updated certs. Any motors that do not have valid certification should not be used as these are illegal.

5.11.6. LIVE BROADCAST

Parking for OB vehicles will be agreed on an event-by-event basis.

5.11.7. PROSCENIUM DOOR

The Proscenium Door can be stopped mid-travel. Audiences are not permitted to go under the Proscenium Door if it is stopped mid-travel.

5.11.8. WAREHOUSE MULTIWALL

The Warehouse multiwall doors take 1 week to service. There is a 6-month and 12-month service for the multiwall.

It takes two people between half a day and a full day to move the multiwall into position.

The control for the Multiwall will be on an iPad/ screen, with a physical link. This will be plugged in at ground level. This will be futureproofed for Wi-Fi compatibility if this was a future requirement.

The Multiwall boards are a laminate board with an acoustic cassette. There would be a wipe down clean, rather than water being used to clean.

The doors within the Multiwall will have a push bar fitted and the doors are free swinging, so they can push back on themselves.

5.12. FACILITIES MANAGEMENT

5.12.1. PERMIT TO WORK

The following tasks will be restricted by the venue's permit to work system and will include, but not be limited to:

- Working at height

- Working in confined spaces
- Access to plant rooms
- Access to LV / HV switch rooms

5.12.2. EVENT COVER

A member of the FM team will be on duty for all events up until at least the start of a main act for a music event or the start of the second act of a theatrical performance.

5.12.3. OTHER VENUE OPERATING PRINCIPLES

Hard and Soft FM services (Building management/maintenance, Security & Cleaning) will be outsourced.

Facilities will 'own' the Hard FM IT systems rather than Factory International Venue IT.

There is one source of power to the building. In the event of power down all shows will stop, there is one small generator for emergency evacuation only with a run time of 30 minutes.

Factory International will have full responsibility for statutory, planned and reactive maintenance and testing for all Landlord's Fixtures & Fittings. This includes for all mechanical and electrical assets.

5.13. VENUE IT

5.13.1. OVERVIEW

IT infrastructure within the building is built on an active-active fully redundant backbone; dual 10Gb fibre lines from different exchanges will arrive and physically separate server rooms within Factory International. Initially the venue is likely to only use 1-2Gb on each line, providing room for future expansion.

There will be strong Wi-Fi throughout the building; with separation of public and a variety of business networks through a range of VLans facilitating flexibility within the building whilst maintaining critical security protocols. Quality of Service protocols will be implemented to ensure smooth delivery of key services (such as live broadcast or other production related requirements).

Factory International is currently migrating most services to cloud based solutions, improving the business continuity performance and reducing the need for onsite hardware. As part of the review of software packages, improvements efficiency and a fully digital workflow are being investigated to reduce administration time and cost.

6. EVENT CONFIGURATIONS

6.1. STANDARD CONFIGURATIONS OPERATING PRINCIPLES

Built stages are to be used for rock/pop standing gigs in Warehouse & Hall. The Warehouse will have a rented built stage for music events. This will be hired in (along with the Mojo barrier) and costed to the run of gigs.

The standard format for the Hall is a Medium Stage 5.5 meters depth, with a seated audience. This includes the Sound position (size to be defined). When booking the space producers will confirm with scheduling if it is required or not.

Standing gigs in the Hall will have a flat floor and the 5.5m deep stage at 900mm high with a hired mojo barrier to the front. This will be costed to the run of gigs.

Further details of building configurations are outlined below.

6.2. FULL WAREHOUSE

The Full Warehouse presents 2178m² of space, with a full grid above capable of supporting 200 tonnes of scenery and production equipment. In this format production opportunities can range from a large format concert (up to 5000 capacity) to a full Warehouse exhibition or gallery experience. When used in this format the ground floor foyer will provide the pathway for the audience, including the bar and toilets. For these Full Warehouse concerts, the ground floor foyer will only be available for ticket holders to allow for a high quality customer experience. The space is serviced by truck elevators that allow large trucks to rise up and drive into the Warehouse, making get in and out as efficient as possible.

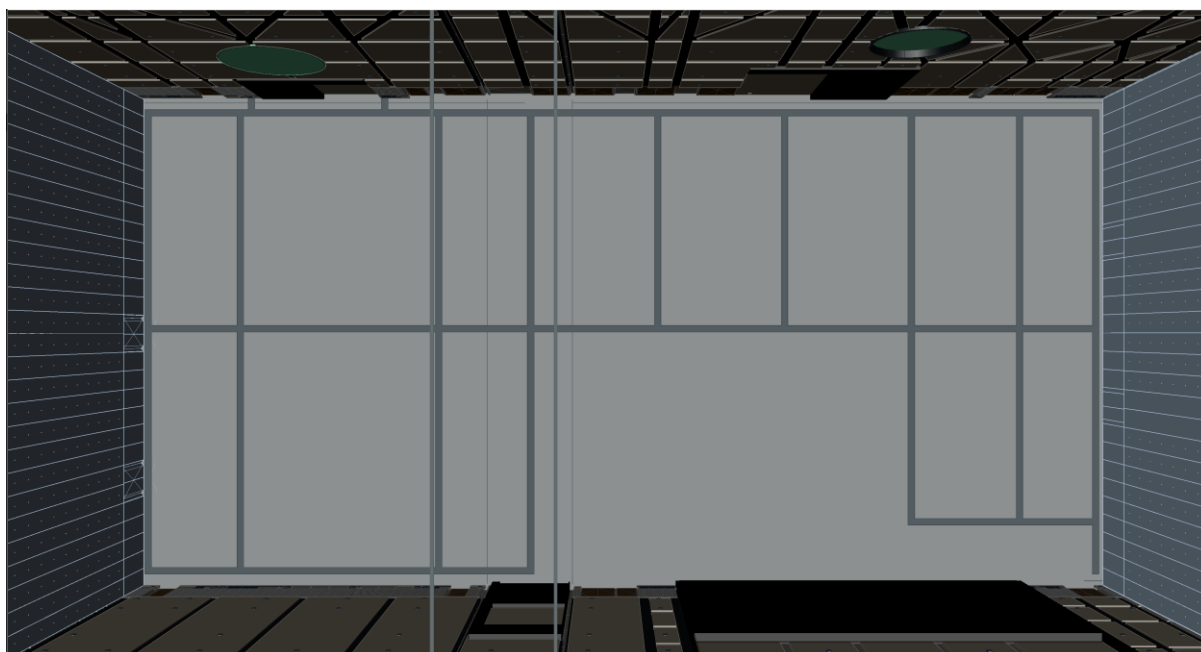


Figure 1 Full Warehouse from above

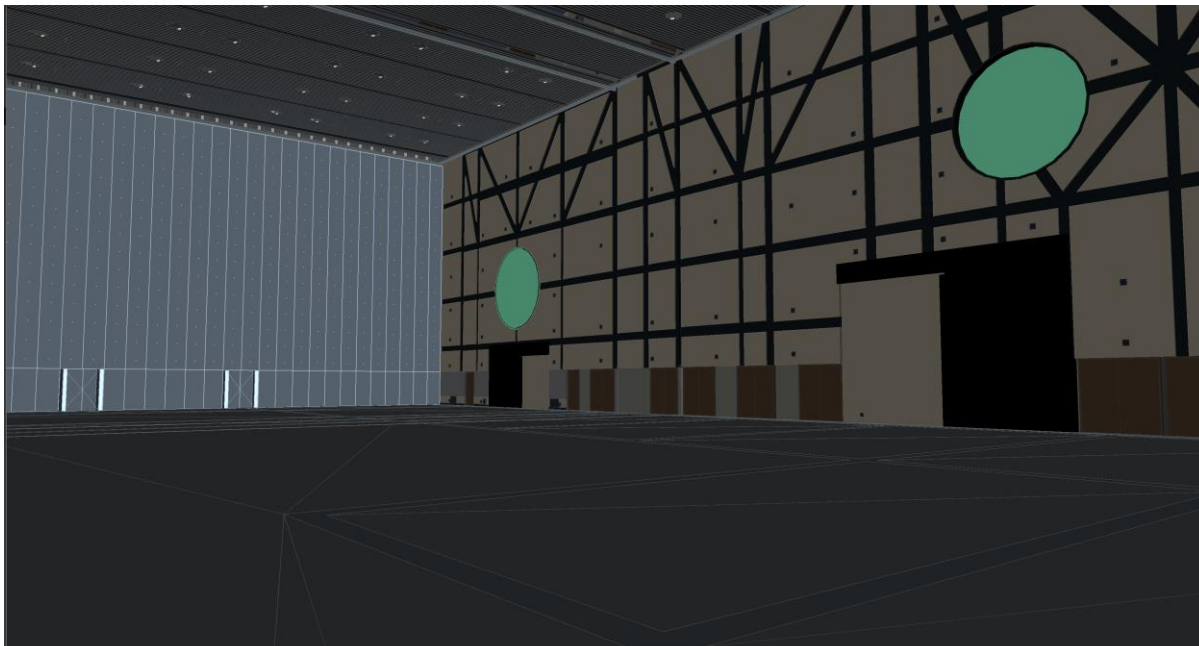


Figure 2, Full Warehouse from south west corner

6.3. NORTH WAREHOUSE

The North Warehouse provides a 23m x 33m room, created by dividing the full Warehouse with a pair of acoustic walls. Still serviced by the truck lift, this space has a broad range of possibilities. As an end-on performance space it can accommodate c.800 people with a large playing space complete with the height to support large scale flown scenery.

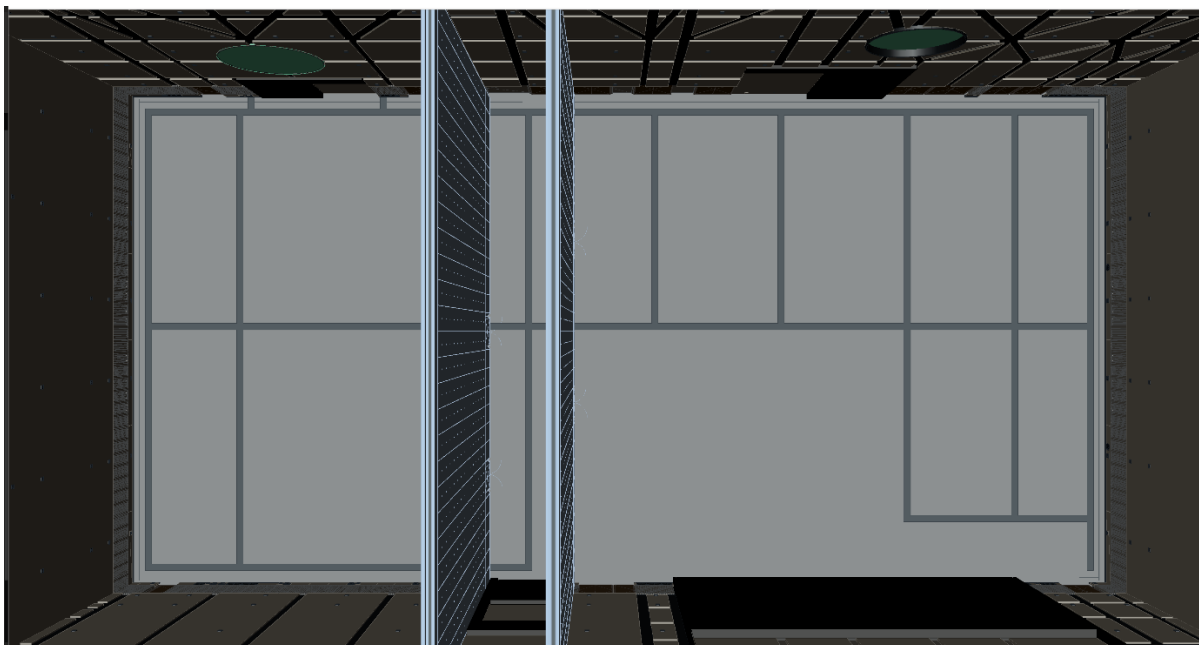


Figure 3, Warehouse with the dividing walls in place, North Warehouse is on the left, South Warehouse on the right

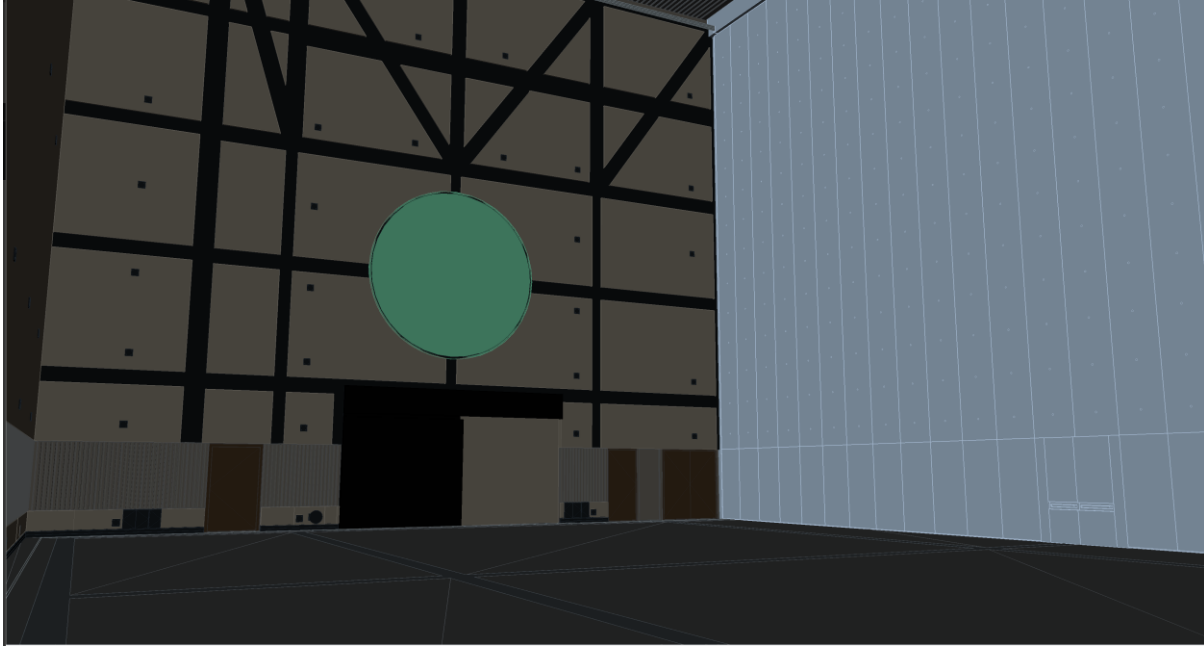


Figure 4 North Warehouse, from the north west corner

6.4. SOUTH WAREHOUSE

The South Warehouse is the larger space when split, providing a 35m x 33m space which creates an array of opportunities. It is anticipated that this space won't often be used on its own and more likely combined and used as part of the full Warehouse or full Hall formats.

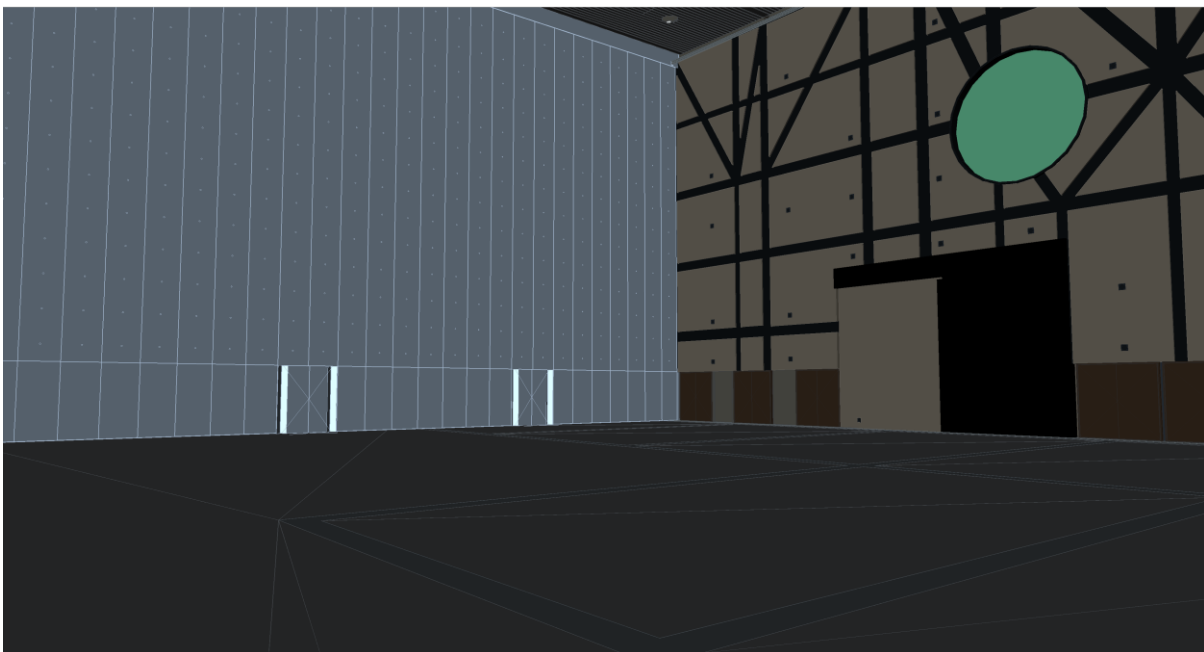


Figure 5, South Warehouse, from south west corner

6.5. THE HALL

The Hall provides a 640 seat circle overlooking stalls which can be seated or flat floor. Above the space is a raked grid space with rolling beams, providing flexible rigging solutions for scenic and production elements. The Hall is separated from the South Warehouse by a 22m wide x 11m high proscenium arch complete with a pair of acoustic shutters.

The rear stalls has a retractable bleacher seating block that seats 621 people, and the front stalls comprises of 9 rows that can be removed to allow for a stage to be installed or flattened to floor level. The different configurations are outlined below.

6.5.1. NO FORESTAGE (SOUTH WAREHOUSE AS STAGE)

When used without a forestage the Hall has a capacity of 1604 fully seated, reducing to 1500 with the orchestra pit in use.

6.5.2. SMALL STAGE

The first three rows of seats can be removed to provide a stage extension to the South Warehouse, or a small stage in its own right. At 2.5m deep this stage would accommodate lecture presentations or pre and post event talks. For a fully seated event this would have a capacity of 1500.

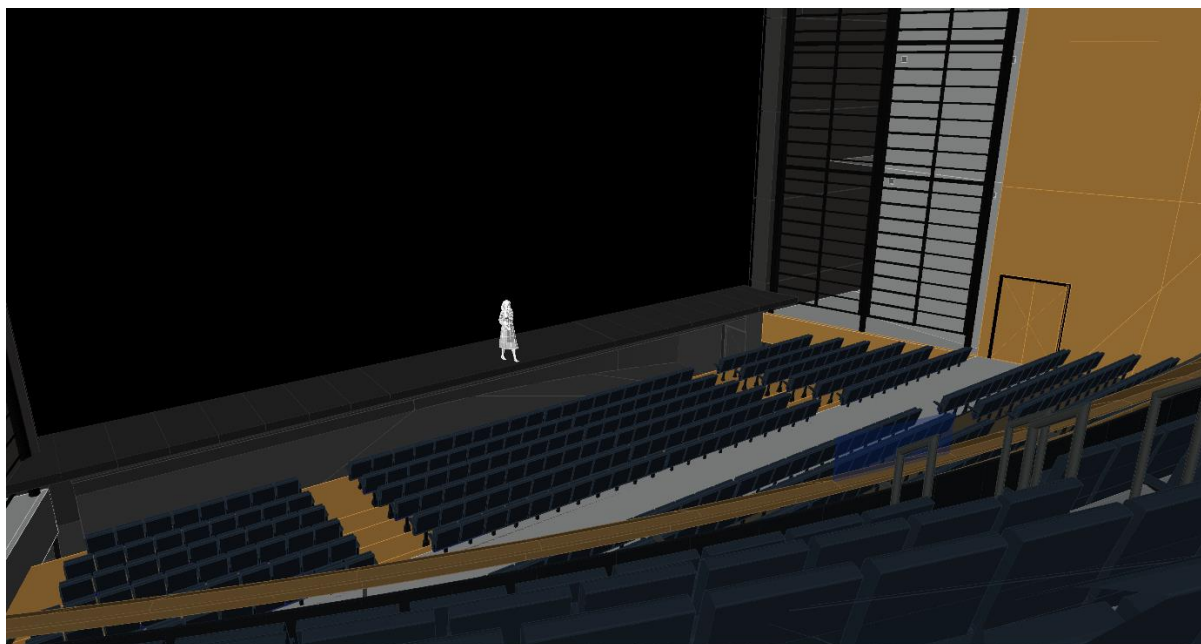


Figure 6 Small Stage, View from the Circle

6.5.3. MEDIUM STAGE

Removing the next three rows (i.e. 6 rows in total) provides for a 5.5m deep stage whilst still retaining a seated capacity of 1380. This depth provides a greater range of options for artists, and event producers. It is very generous for corporate events and deep enough for some theatrical presentations and music events.

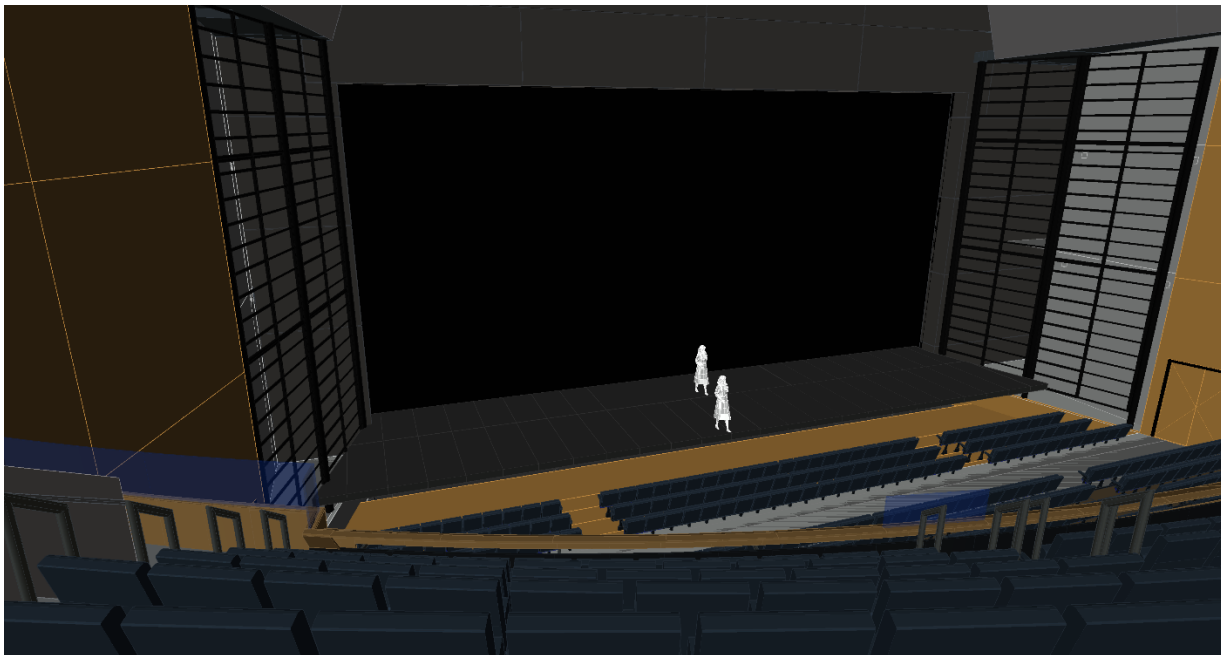


Figure 7 Medium Stage, view from the Circle

6.5.4. LARGE STAGE

The large stage format takes the full front 9 rows out of the Hall to provide an 8.2m deep stage, suitable for a very large range of events. This has an audience capacity of 1261 when seated. Even at this depth the sightlines from the circle are preserved for both a flat floor presentation and the proposed 900mm high standalone stage.

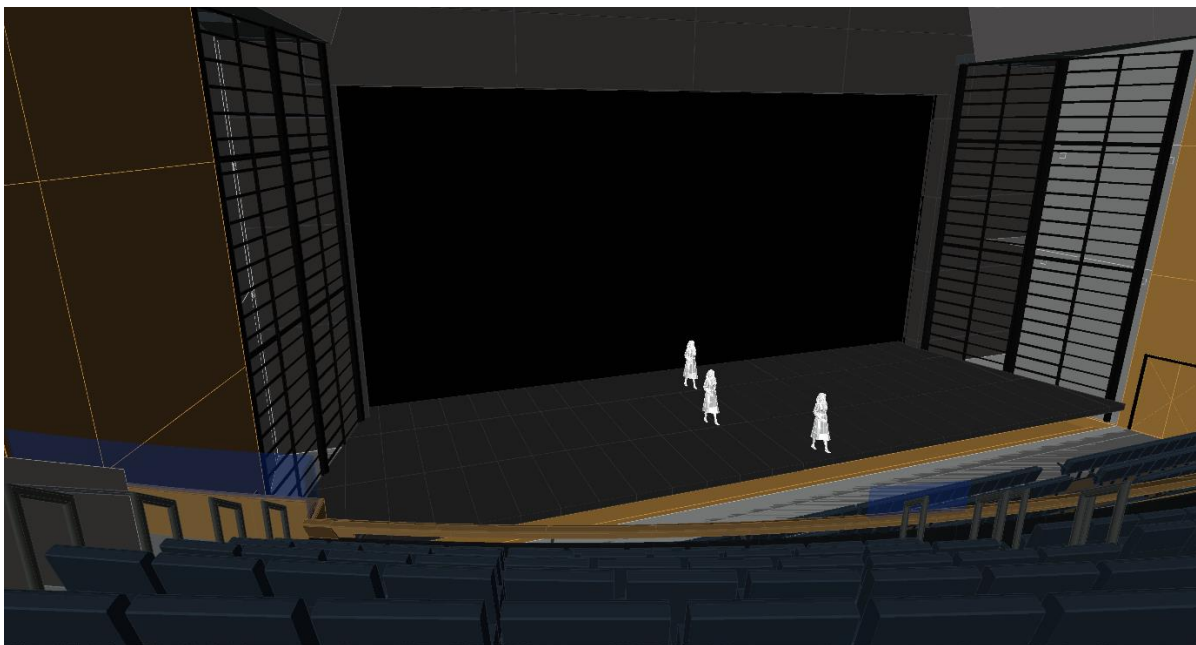


Figure 8 Large Stage, view from the Circle

6.5.5. BLEACHERS RETRACTED

When the rear stalls are seated, the bleacher seating can be pushed back to create a 20m x 10m studio space. This can be used for both participatory events and rehearsals and quickly reverted back to a seating configuration for an evening audience.

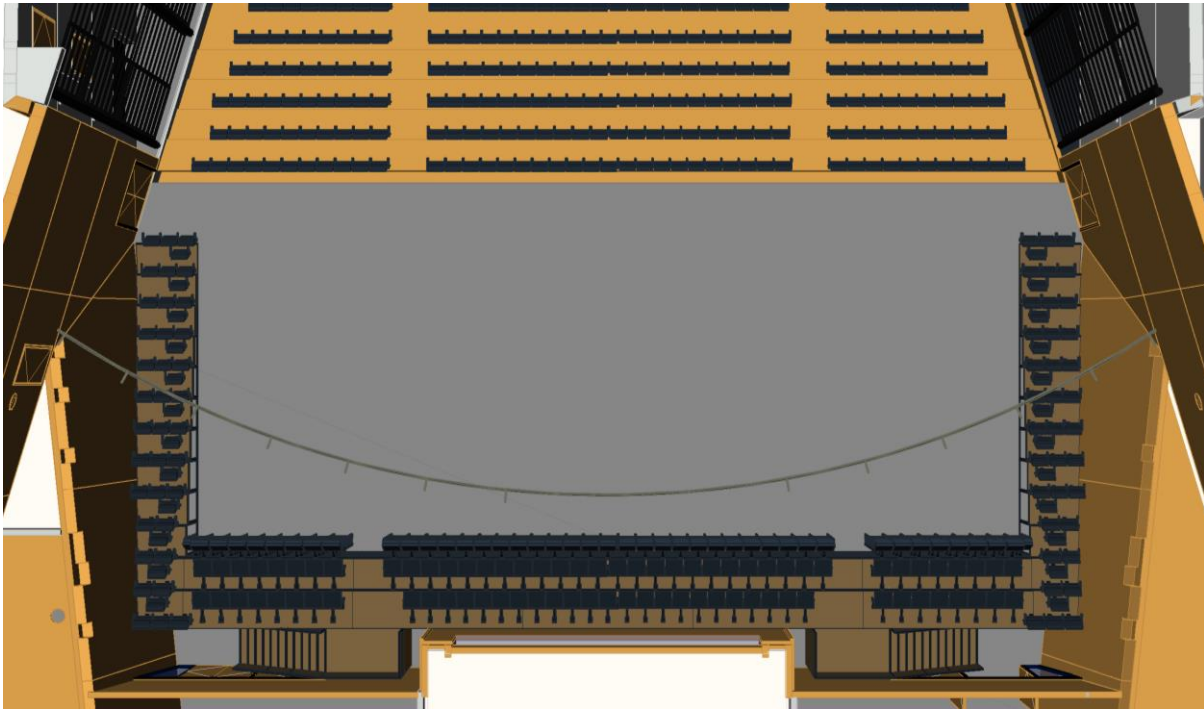


Figure 9: Bleachers Retracted, with the Circle rail indicating the location of the Circle front above.

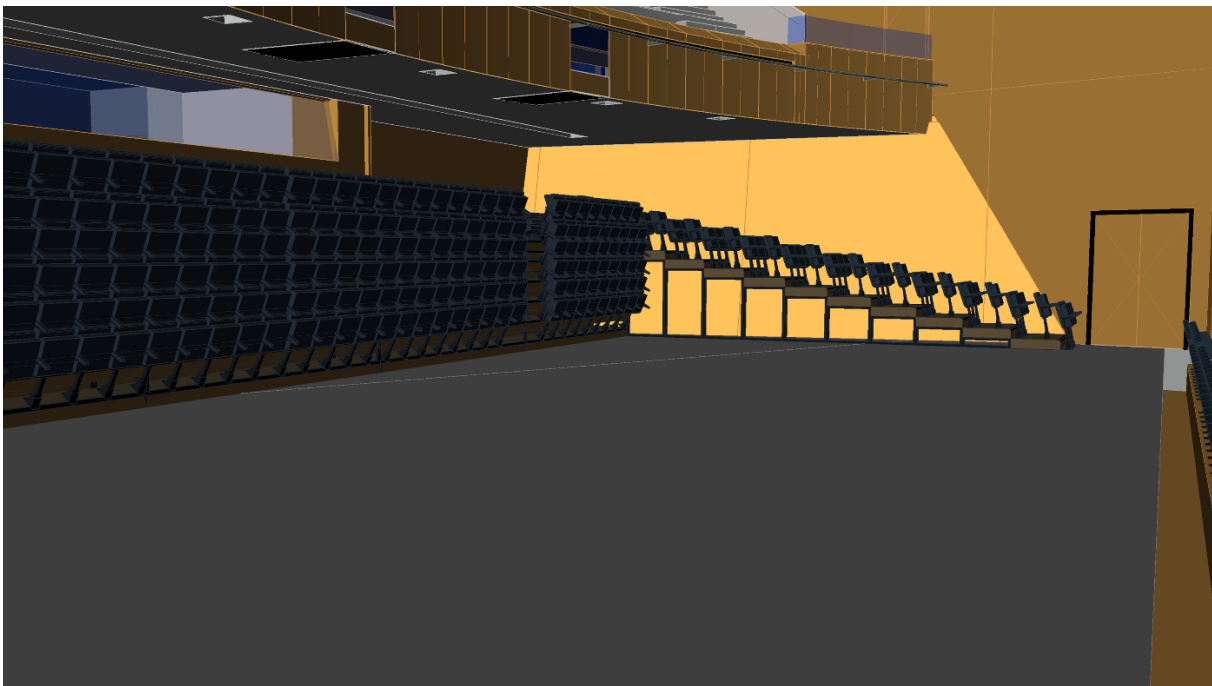


Figure 10 : Bleachers Retracted, view from the front right stalls door

6.5.6. FULL HALL

Lifting the proscenium shutter joins The Hall with The Warehouse to create a large theatre space, that can flat floor through as one large space. Used with the seating configurations outlined above this can provide a wide range of possibilities. When in a flat floor set up, an array of temporary seating configurations can be deployed facilitating thrust, traverse and in the round configurations. As a standing venue with a stage against the East wall of the Warehouse, this space could accommodate a 3000 capacity music event.

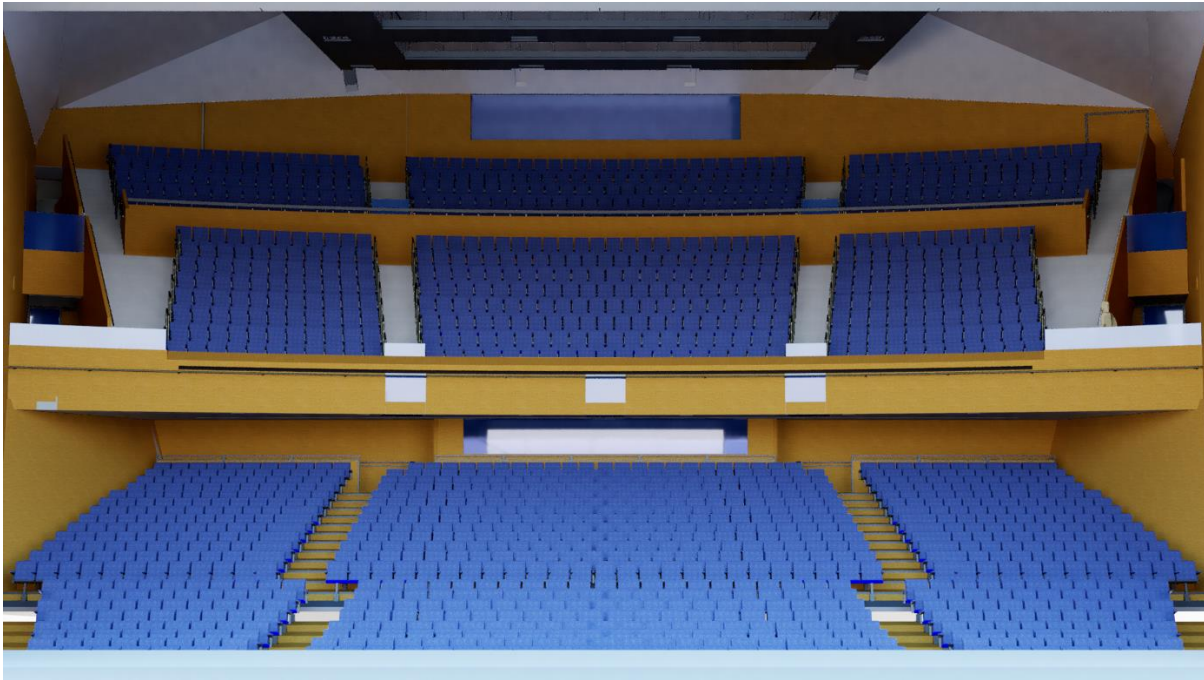


Figure 11 Full Theatre seating, view from the stage.

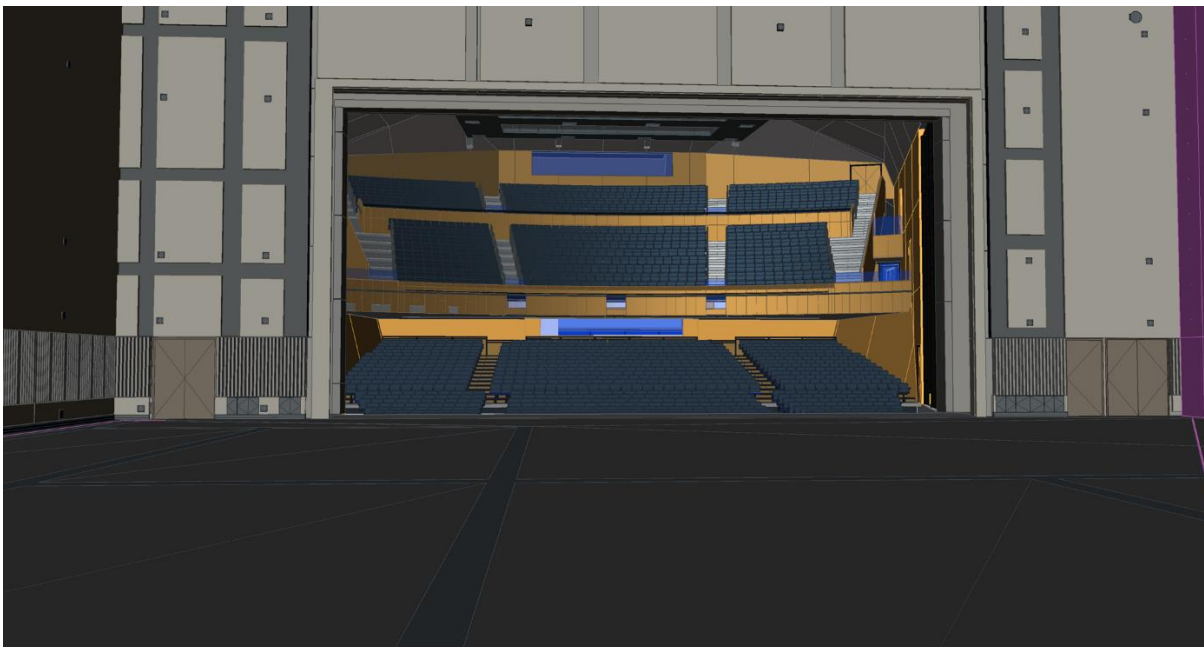


Figure 12 Full Hal with stalls, facing audience.

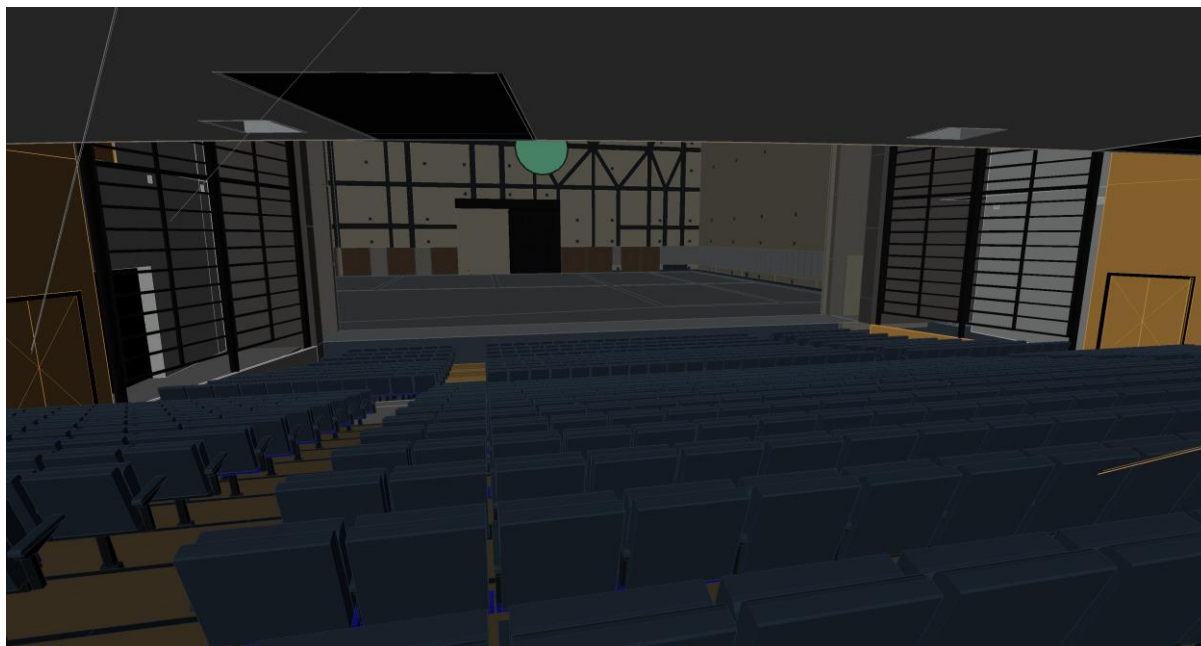


Figure 13 Full Hall with stalls, facing the stage.



Figure 14 Full Hall, Flat Floor, facing the stage.

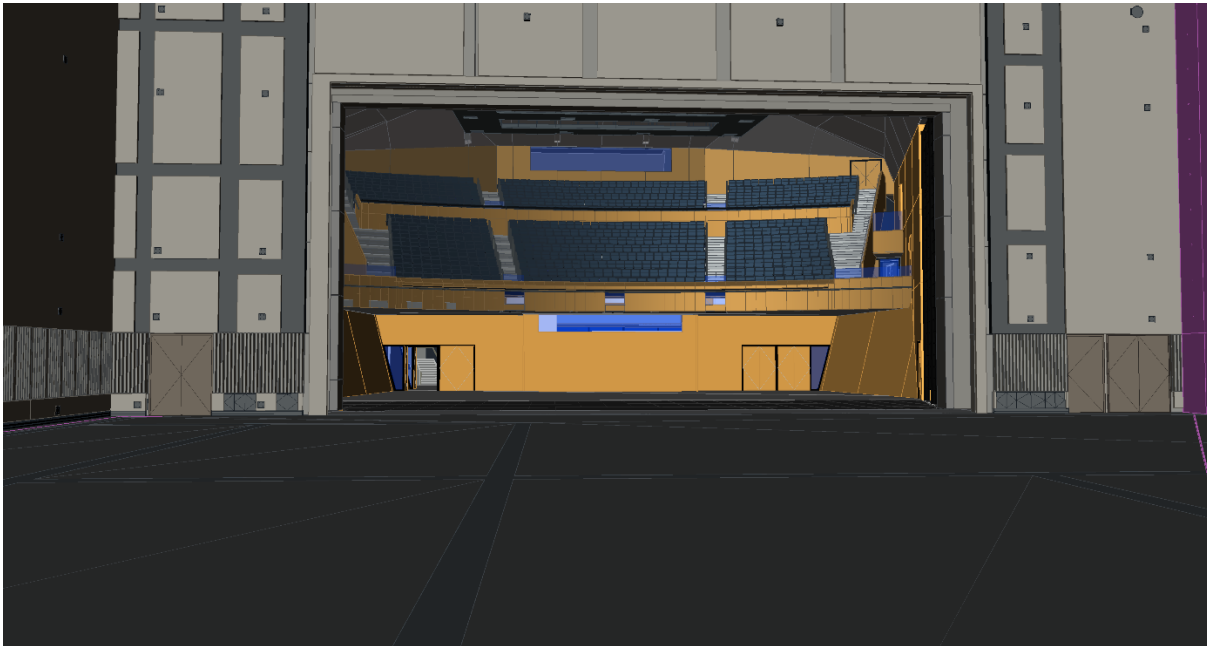


Figure 15 Full Hall, Flat Floor facing the audience



Figure 16 Full Hall with stalls and Small Stage Extension, facing the stage

6.6. WAREHOUSE AND THE HALL COMBINED

Removing the proscenium shutters and opening The Warehouse up creates a very large ‘L’ shaped space, with the potential for a flat floor through-out. This format is envisaged to accommodate immersive and site specific events, and the largest of creative imaginations.

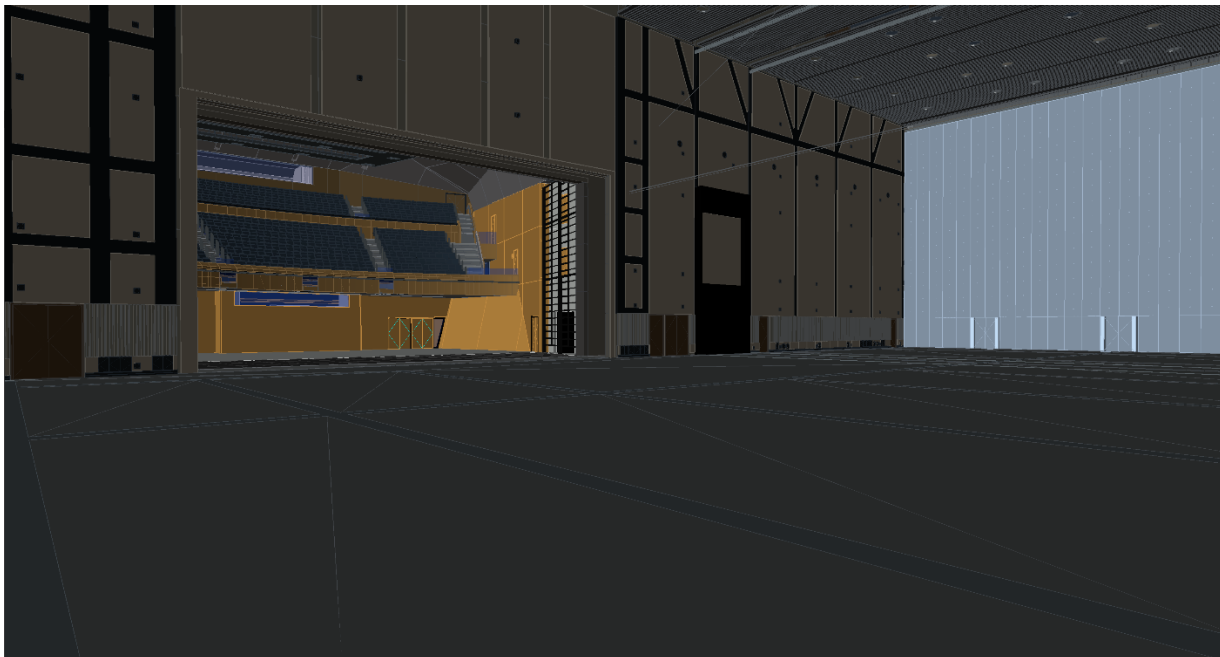


Figure 17, Single Flat Floor Space

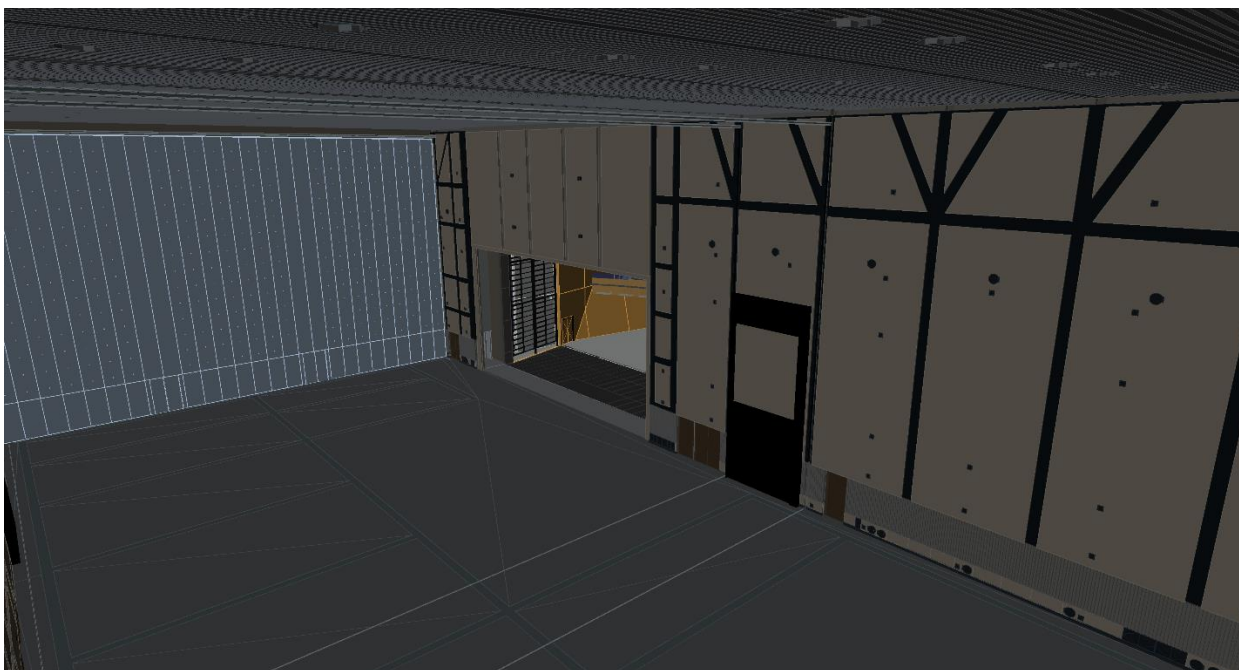


Figure 18, Single Flat Floor Space

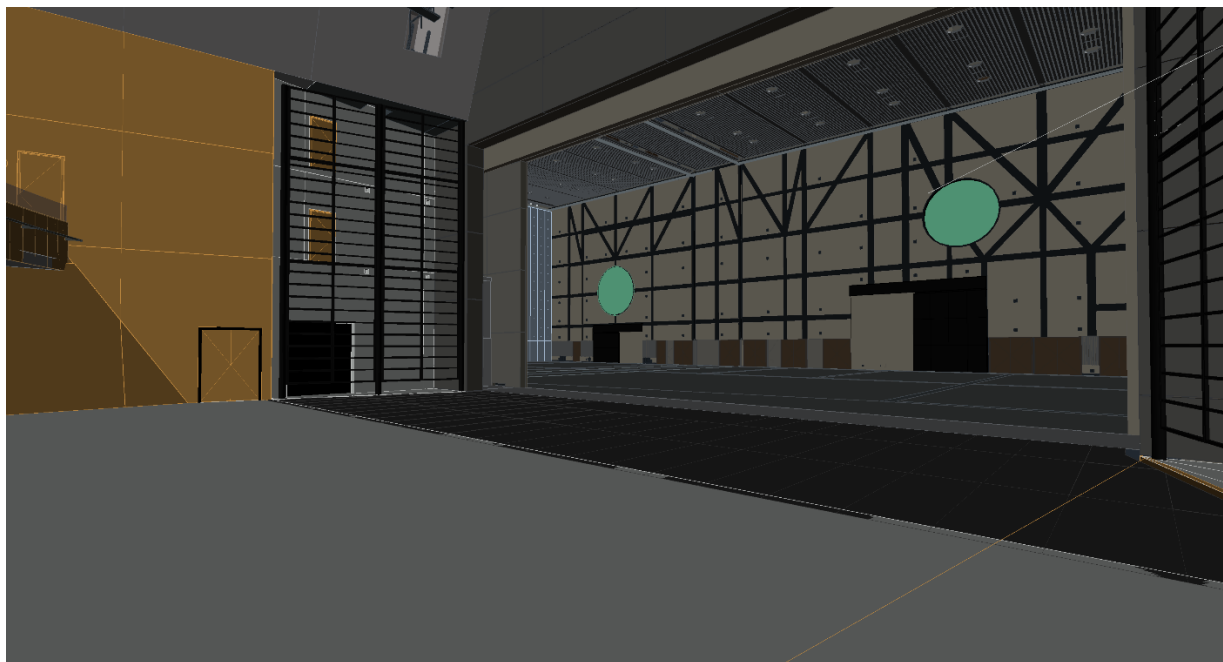


Figure 19, Single Flat Floor Space

6.7. PUBLIC REALM

The Public Realm that surrounds Factory International will have a multitude of functions. There are zoned areas in the diagram below which indicate the different functions of the space.

The Truck Turning area will service the Truck Lift for vehicles coming in and out of the building. The undercover area to the west of Factory International leads to River Square whilst the undercover area to the North leads to City Square, the smaller of the two external spaces. Both area's provide a sheltered space for audiences and can host a variety of events and activities.

Water Street that bisects Factory International is open to emergency services only.



Figure 20, Floor Plan of the Public Realm

6.8. RIVER SQUARE

The larger of the two external spaces, leading down towards the river Irwell, provides a wide range of opportunity for events and installations. This may include visual art sculptures, pop up markets or performance stages .



Figure 21, River Square

7. VENUE POLICIES AND PROCEDURES

7.1. ACCESS

Performances at Factory International will have BSL interpretation, captioning or audio-description wherever those services can be provided.

See also: **Appendix TBC – Factory International Access Policy.**

7.2. ADMISSION POLICY

7.2.1. GENERAL PRINCIPLES

Factory International aims to be a welcoming, safe environment for all audience members. Subject to the event activity and the risk assessment and security assessment, visitors may be required to undergo search and screening at the entrances. This may include bag searches and body searches by trained Visitor Safety staff.

It is likely for most public events, bag size will be restricted to an A4 size. On some events a no-bag or clear-bag policy may be implemented and this will also be communicated to audiences in advance,

In regards to re-admission once a visitor has already entered the venue, dependent on event logistics and the risk assessment, the venue management may choose to permit or restrict re-admission. Re-admission may be disruptive to a performance if there is no interval.

7.2.2. PROHIBITED ITEMS

Prohibited items include, but are not limited to, glass, tools, fireworks, darts, scissors, blades, knives, air horns, alcohol, flag poles, banners, radios, bottles, cans, firearms, narcotics, and any other items that the venue management deem unsafe or a danger to other visitors.

On certain events, bag sizes may be restricted for security and logistical reasons. On some events, bags may not be permitted at all. This will be communicated to ticket holders in advance.

Some customers may require an exemption to bring items which are usually prohibited – e.g. diabetics with needle kits. Customers can email access@factoryinternational.org in advance to request an exemption. Notification will be passed to the Front of House team and the customer will be provided with an email they can present on entry.

See also: **DRUGS AND ALCOHOL.**

7.2.3. CAMERA POLICY

In non-event mode, the venue will permit visitors with professional equipment to take photographs in and around the venue. Any suspicious behaviour will be investigated by the Visitor Safety team.

Professional cameras or other recording equipment will not be permitted for specific events – this will be advertised in advance on the Factory International website. Video or audio recording of specific events will be strictly prohibited.

If an event were to require further restrictions – for example, if all cameras and phones had to be confiscated, the Event Manager and Front of House Manager would agree on additional costs for this operation and the costs would be recharged to the event organiser.

7.2.4. SMOKING POLICY

Factory International is a non-smoking venue. This includes the use of e-cigarettes and vapes. In the public realm around the venue, smoking is permitted in designated smoking areas only – there will be no smoking areas in the Undercroft area or any areas adjacent to the venue doors. To facilitate re-admission, where permitted, events will have designated smoking areas away from the doorways and fresh-air intake of the venue.

Fines will be levied to any staff, production crew or artists who are caught smoking or using e-cigarettes or vapes outside of the designated smoking areas. The fines may be levied directly with individuals or via the event organiser's post-event settlement.

Clear signage will be displayed around the venue confirming the no-smoking policy.

Staff will check toilets regularly, particularly during busy events, to ensure that audience members are not smoking in them.

7.3. AGE RESTRICTIONS

7.3.1. OVERVIEW

Factory International will generally be open and accessible to visitors of all ages. The Venue Director or Head of Visitor Operations (in their capacity as DPS) will determine whether entry for children (visitors aged under 18) should be curtailed at a particular time of day.

The appropriate age restriction for any events will be determined prior to the on-sale and form part of the risk assessment process for that event.

Where age restrictions are in place for events, customers will be asked to acknowledge the age restrictions before purchasing their ticket.

For events at the venue, any ticket holder aged 14 or under must be accompanied by an adult aged 18 or older. For events at the venue with a standing area, visitors under the age of 16 will not be permitted in the standing area and must be seated. This is part of the admissions policy and terms and conditions and is a safety precaution based on the potential dynamics of the standing area.

7.3.2. STANDING FLOOR EVENTS

Staff working on entrances should remain vigilant for any members of the public that appear too young or whose stature may render them unsuitable to cope with the standing floor. This monitoring should take place at the very start of any queue in order that the customer is advised as early as possible that there is an issue. The staff member will notify their Supervisor who will make a decision on whether entry can be allowed.

If the customer in question is accompanied by an adult (aged 18+), the supervisor can speak to that adult and ask them to stand nearer the back as these are 'safer', less dense areas with minimal to no crowd movement. This is only if a Supervisor or Manager deems this appropriate in relation to the particular event's crowd profile (e.g. a standing show with a high proportion of younger audience members). If they decline to accept this arrangement, a seated alternative will be offered. If they

decline the seat offer, the Supervisor will escalate this to the Duty Front of House Manager who will refuse access for their own safety and the safety of others.

If anyone that is deemed unsuitable is unaccompanied by an adult (18+), they will be asked to move to the seated area. A Supervisor or Manager will escort the customers to Customer Services who will issue house seat tickets and remove any floor wristbands (if they've received them) or swap them for the un-used wristbands. The floor wristbands that are now not being used will be 'recycled' by Customer Services for other customers as required.

The same procedure can be followed by floor staff if they deem it necessary.

7.4. AUDIENCE DISPERSAL

All staff working front-of-house on an event will be briefed regarding the appropriate and agreed dispersal routes to use for egress with particular attention given in the brief to the proximity of local residential properties including but not limited to Quay Street, Lower Byrom Street, Liverpool Road and the surrounding areas.

The dispersal plan for Factory International has been developed to manage dispersal safely and efficiently, reducing disturbances to local residents and mitigating the risk of antisocial behaviour on egress.

The dispersal plan shall initially require all audiences to be directed to Water Street, with no access through to the adjoining St John's development area. The St John's Management Company will then consider at its absolute discretion and in the light of operational experience of Factory International, whether dispersal through other areas of St John's shall be permitted and on what basis.

The following potential dispersal strategy for events of between 2,090 and 5,000 capacity will be taken into account and may form the basis of a permitted dispersal strategy, which allows access through the St John's development area.

The strategy has been developed for events of 2,090 and 5,000 capacity, where egress will occur over periods up to 30 minutes. Events where dispersal occurs over a longer time in smaller numbers, such as exhibitions are unlikely to require specific dispersal management during day time events, and for later finishes are covered under the same strategy as the 5,000 capacity event.

Visitors for events that finish before 23:00, and those that finish after 23:00 will be managed in different ways to minimise the risk of disruption to local residents.

Whilst the design of the building will allow the audience to exit the building within 10 minutes after event finish, and the majority will disperse in this time, the remainder are likely to do so up to 30 minutes after event finish.

The areas surrounding Factory International will be active areas at least 1 hour after event finish. A proportion of the dispersing visitors will be absorbed by this active area. The remaining numbers are forecast to disperse via different means are low and the space may continue to function as normal. Dispersal will be monitored by a limited number of stewards around the exits.

For events that finish after 23:00, fewer public transport options will be available for dispersing visitors, which implies an increased use of taxis and individual pick up/drop off, or people walking further afield.

People will be guided to leave via signed egress routes, without any hard measures to manage access. With the number of people leaving the building, a natural dispersal is the best method to minimise noise by spreading out the quantity of visitors leaving via different routes.

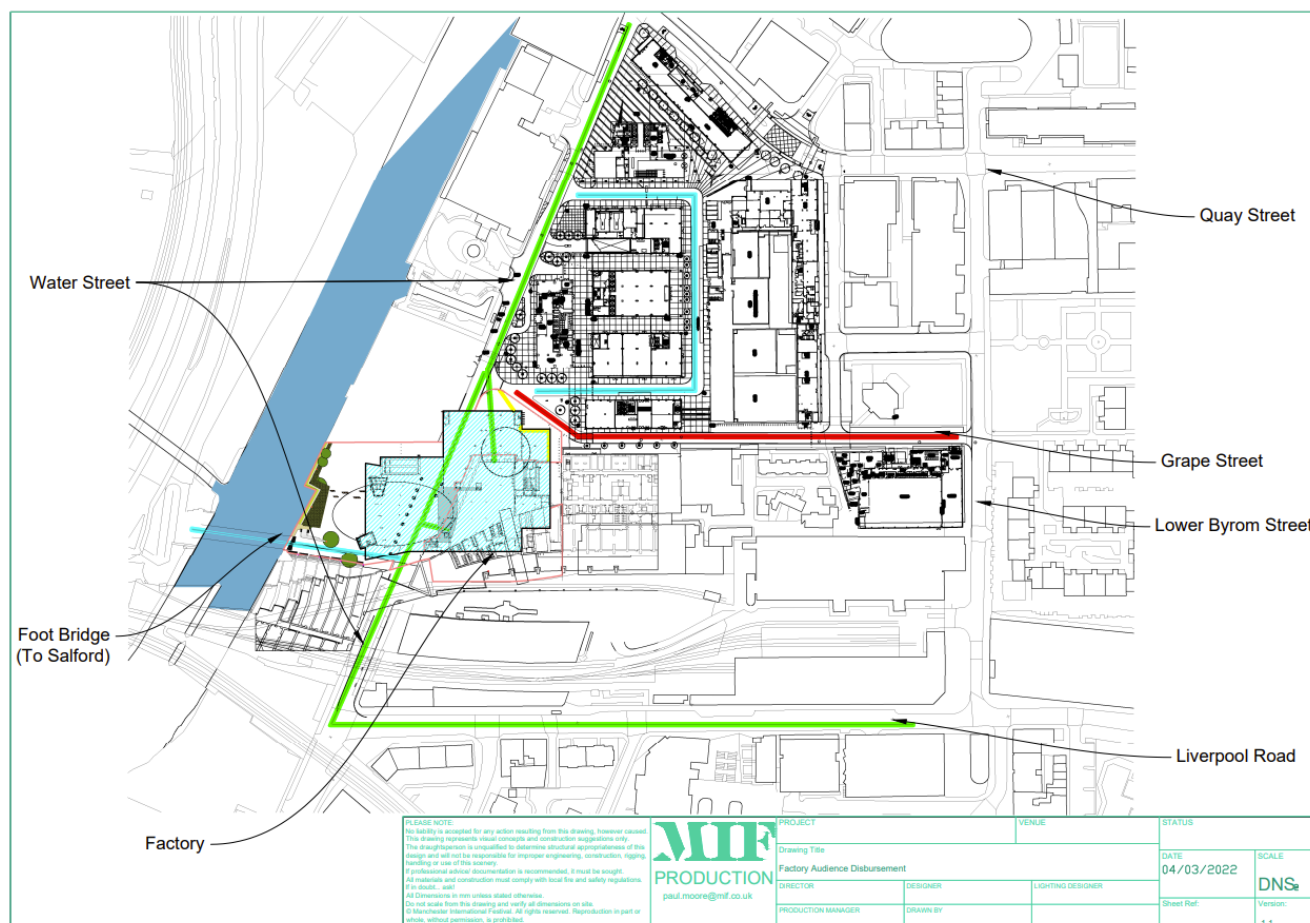
Signs will be clearly visible asking visitors to be courteous to residents, and routes will be monitored by stewards to reduce noise levels and reduce anti-social behaviour.

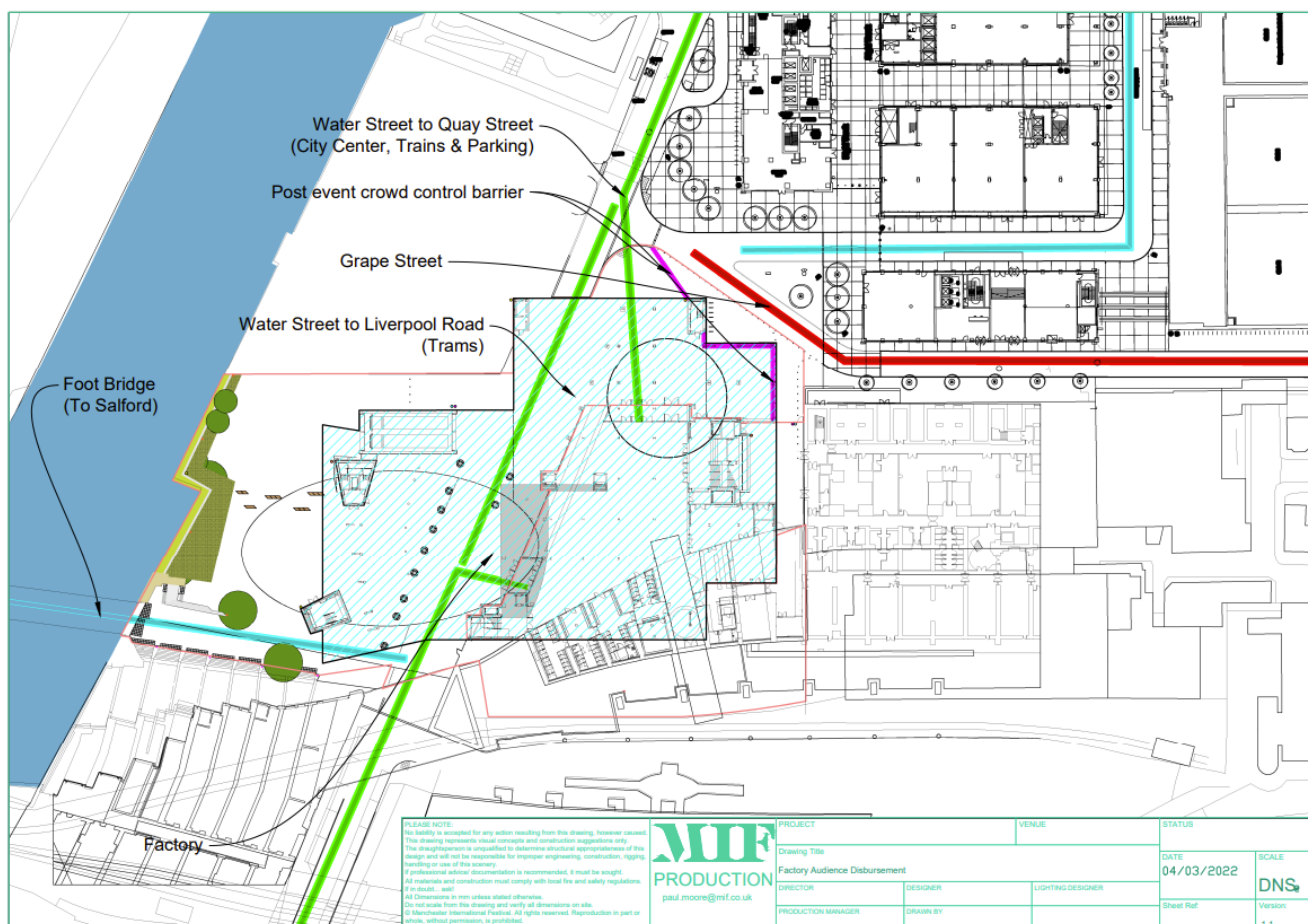
However, if undue disturbance is experienced then the harder measures referred applicable to 5,000 capacity events finishing after 23:00 will be implemented.

To reduce disturbance to residents, harder measures are to be put in place to guide crowds away from sensitive areas and where diversion past residential areas is unavoidable, enhanced stewarding provisions will be in place to mitigate the risk. In particular, Grape Street would not be used for large numbers of audience members leaving the venue to prevent disturbance to residents on Lower Byrom Street / Culvercliffe Walk / areas around St. John's Gardens. People on Water Street will be stewarded to reduce noise. When people reach Quay Street and New Quay Street, they will disperse meaning lower numbers of people will pass by residences on Left Bank meaning a stewarding presence is not seen as necessary in this area.

Whenever coaches are in operation in the area, people will be asked to board coaches and wait, rather than standing outside. Drivers will be requested not to leave engines idling.

The dispersal plans will be regularly reviewed in light of operational experience at different types of events and will be adjusted as required.





See also: 7.12.15. CROWD MANAGEMENT > EGRESS

7.5. BACKSTAGE ACCESS

All areas of the backstage or production areas which must be secure will be protected using the venue's access control system combined with security staff deployed to key check points. Staffing provision will be agreed between the venue management and any third-party event organisers.

7.5.1. ACCESSING THE BUILDING

Standard operating mode is for all visitors to the venue to access via The Social – there is no designated “stage door”. Visiting productions will be required to share crew names in advance so these can be signed into the building on arrival.

Staff will sign in the Operations Control Room at the East Warehouse.

7.5.2. PHOTOGRAPHERS AT EVENTS

Photographers are usually invited to take photos of the main act on stage at a concert, for example. The backstage security team provided by the venue will be in charge of these personnel and will escort them to the agreed location. The venue or event organiser will issue photo passes which should be attached to the photographer (these should not be loose – they should be stuck onto clothing) and visible at all times during their time in the venue.

They may have a time limited presence in and around the stage area – e.g. first three songs of a performance only.

Photographers are not permitted to leave bags or any other personal belongings at entrances or in corridors when in the venue.

7.6. BARRIER SYSTEMS

There are a number of barrier types that may be used in the venue summarised as follows:

7.6.1. CYCLE RACK / PEDESTRIAN

These are 6' metals barriers with 4 splayed feet. They have no crowd loading and should only be used in areas with no dynamic crowd movement or pressure.

They are typically used as a form of demarcation of areas. They can also be used to form queuing lanes as these are areas of controlled and are likely to have minimal crowd movement.

They can be used to form a demarcation line around a FOH mixer position on a seated show but should never be used on a standing floor anywhere. They should also not be used along the route of emergency egress as they are easily knocked over and would then become a trip hazard.

7.6.2. POLICE BARRIER

These are more compact in size than cycle racking and have a flat 'triangle' base. They therefore offer slightly more stability.

These barriers would also be used to show demarcation between areas but can be used along a route of emergency egress.

These should not be used on a standing floor for a music event.

7.6.3. ROPE & POST

For some seated events or in public areas like The Social it may be possible to use only rope & post as a demarcation between the public and restricted areas.

Rope and post should not be used if there is equipment in the pit area of a stage, e.g. camera tracks or pyro, etc. This should only be used after a full risk assessment of audience profile has taken place.

7.6.4. MOJO STYLE (CROWD LOADED)

This is a barrier system which is rated to withstand different crowd loads. MOJO-style barrier should always be used in areas of dynamic crowd movement and high pressure. MOJO-style barrier should be used as standard as the front of stage barrier in all Warehouse shows (seated or standing). It is the only barrier type which is permitted anywhere on a standing floor.

For a seated show, the barrier line can be straight and should be set a minimum of 4'/1.2m (clear space) from the nearest obstruction (e.g. bass cabs set in front of the stage). When there is pyro on the downstage edge, this distance must be increased.

For a standing show in the Warehouse, the barrier line should be set from the back of the barrier footplate (not the upright). This should be set at a distance to allow for sufficient working space for the pit crew and to allow for a medical crew and stretcher if required. As a minimum, this should also

be set with a minimum of 4'1.2m clear space from the back of the footplate of the barrier (not the upright). If any pyrotechnics are being used, this distance must be increased.

A secondary barrier can be positioned further down the Warehouse to reduce the likelihood of crowd surges on events with large numbers expected over the barrier or higher risk crowd dynamics.

It is extremely important to sign off the barrier design in advance, especially with touring barriers. We need to ensure the correct configuration is shown on the ticketing plan at all times.

If a touring production is bringing their own front of stage barrier system, the Event Delivery Lead should request the construction and weight loading calculations from the promoter in advance. The minimum weight loading that we would ask them to work towards is 5kN. The barrier should be inspected when built to ensure it has been built as per the technical spec and a sign off received from the production.

The barrier should be checked for the following:

- Ensure have smooth lines/joints between each piece of barrier – all joints to be taped
- have no rust or disfigurement
- have all rivets in place, secured tightly and not rotating
- have smooth weldings, with no fractures
- be stable, with all bolts or fixings correctly installed to prevent movement and possible finger / toe entrapment
- have no access gates or vario pieces on pressured sections
- Rubber matting must be in place underneath the barrier on all standing shows (this includes any show that has a standing pen(s))
- Any gates should also be toured and to be of the same weight loading as the rest of the barrier
- All barrier should have a chamfered top edging
- Any shows touring a facia-style or 'bumper' barrier must be informed that these barriers must also be crowd loaded, and the necessary supporting documentation should be submitted for approval & signed off prior to agreeing for it to be used

7.7. BOTTLE TOPS, CANS, GLASS RECEPTACLES

Distribution of drinks in cans or glass will be restricted in the venue subject to the risk assessment for an event. The risk assessment may also dictate that bottle tops should be removed where applicable.

The risk assessment and security assessment may dictate If a promoter requires a full decant on an event where cans and/or glass may be served over the venue's bars, a decant fee will be levied on the post-event settlement.

7.8. CAPACITY MANAGEMENT

7.8.1. GENERAL OPERATION

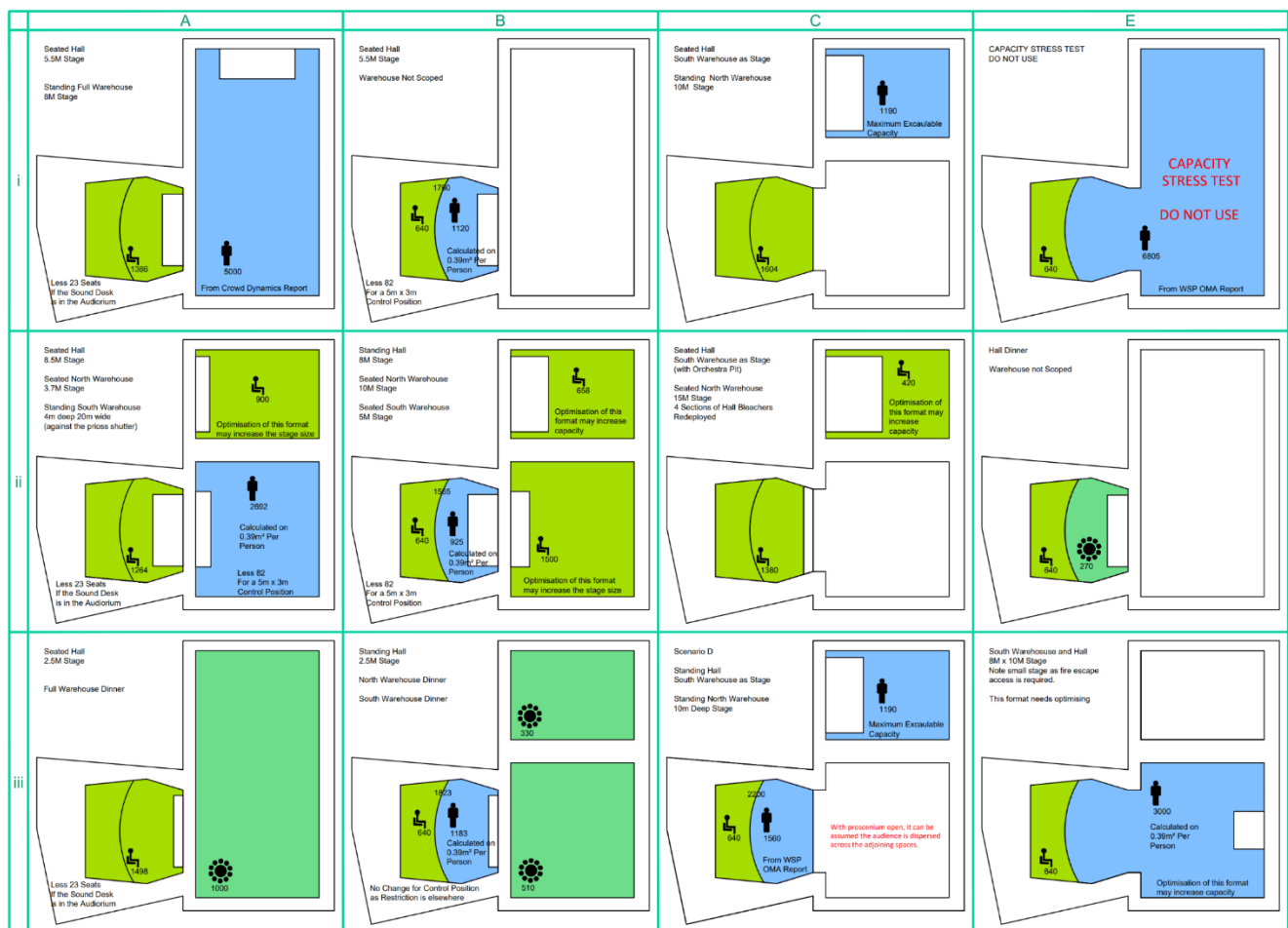
The venue's CCTV system has people counting capability for monitoring capacity inside the venue. This tool will monitor footfall and visitors to the venue to provide data to Arts Council England and Manchester City Council in line with the terms of Factory International's lease as operators of the venue.

7.8.2. SUMMARY OF EVENT SPACE CAPACITIES

All event capacities are subject to final approval by and will be reviewed prior to an event being approved to go on-sale:

- Director of Production and Building Operations and/or Technical Manager
- Head of Visitor Operations
- Head of Ticketing

Indicative maximum capacity for each performance space is shown in the chart below. All capacities are subject to final production requirements, including stage size, rigging, catering provision amongst other considerations. An appropriate crowd density calculation will be applied as part of the event risk assessment.



7.8.3. EVENTS IN EXTERNAL AREAS

Where required, security staff will be positioned on designated entry and exit points to event spaces with defined boundaries to use manual clickers to count the number of people into and out of the space.

Events within the external Public Realm areas of the venue are limited to a maximum capacity of 2000 (excluding staff, security and performers).

7.8.4. EVENTS WITH STANDING AREAS

For events with a standing area in the Warehouse or Hall, the capacity of the standing areas will be strictly controlled to ensure a safe capacity is maintained. The standing capacity and crowd density will be agreed in advance of the event on sale between the Head of Visitor Operations (with input from the Visitor Safety security team), Technical Manager and Head of Ticketing.

A wristband or similar accreditation will be required to enter the standing area. The wristbands will be held and issued by the Duty Front of House Manager to the event security team. A log will be kept of wristbands issued, broken, replaced and unused.

Staff will be positioned to manage a safe and controlled crowd ingress. When moving from the queuing area, through the ticket check and security check and into the venue, ticket holders will be encouraged to move at a walking pace and proceed slowly up the stairs or escalator to the event space. Lifts are available.

Once the ticket holders take their position at the front of stage barrier, and if the crowd profile requires it, Visitor Safety staff in this area will ask all patrons to sit down to create their own space preventing the need for long periods of standing. Once at this point the barrier security (pit crew) will monitor from the front of the stage and the spotters will monitor from either side of the performance area.

7.8.5. QUEUING

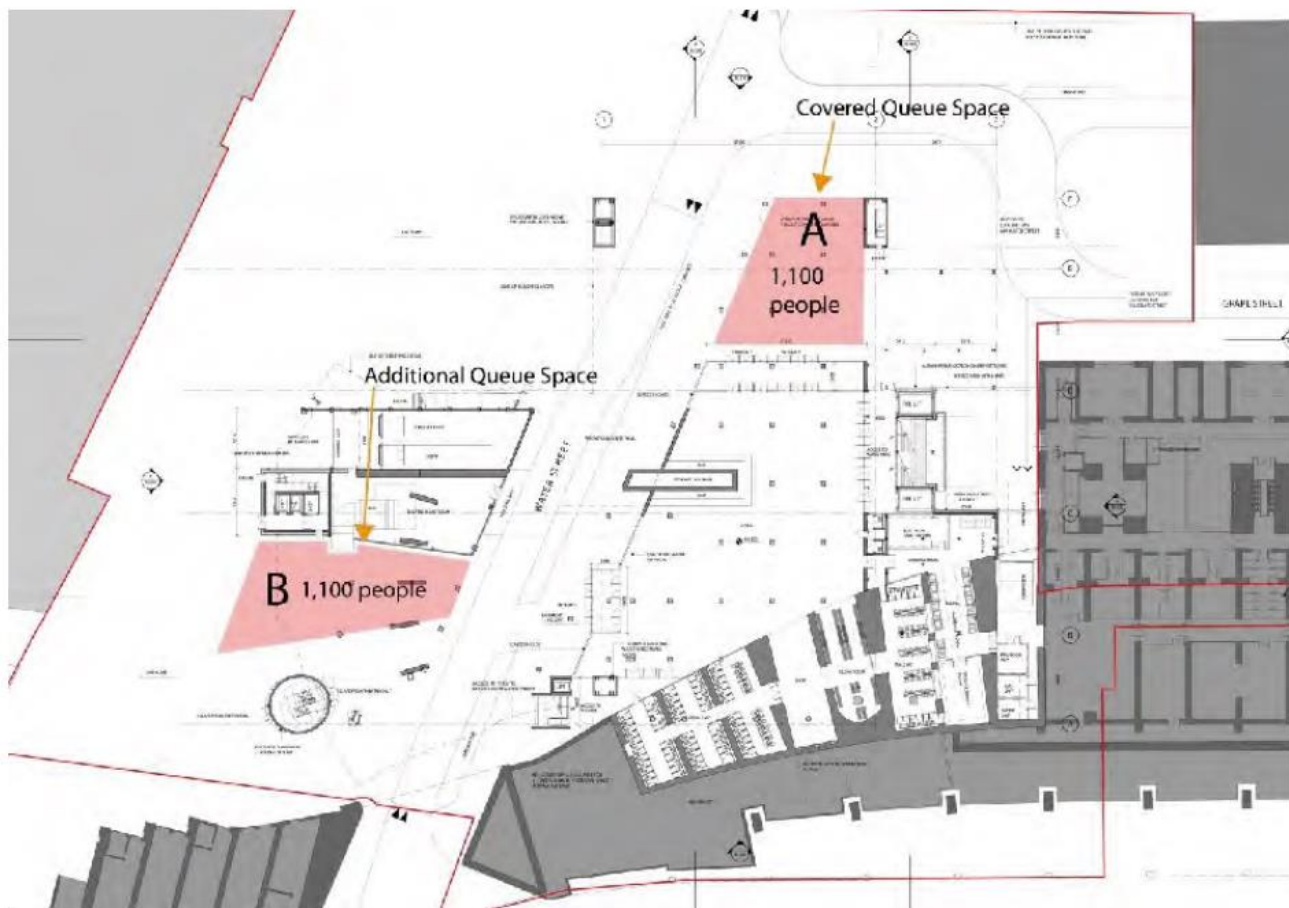
All ticket holders and visitors to the venue will enter the building via the ground floor entrances into The Social. When required, a queuing system will be set-up in the covered area outside the entrances (known operationally as the Undercroft). If any members of an audience arrive ahead of doors opening time for an event, they can queue here and the queue will be managed by the Visitor Operations and Visitor Safety security teams. This area will be sufficiently lit.

1100 people could be queued in City Square, 1100 people could be queued in River Square but overall across the public realm there is the potential square meterage to queue at least 4000 people. Such areas would be used for unexpected delays in event start and managed by stewards to make best use of space, without disturbing residents or local business.

If time permits, some pre-wristbanding of ticket holders may take place to ensure efficiency of ingress once doors open.

Once all queues have dispersed, the Front of House team must ensure that all barriers are removed and stored in a safe place as directed by the Duty Front of House Manager.

The queuing area is protected by hostile vehicle mitigation bollards. Any vehicle movement along Water Street adjacent to the queue will be managed by the Visitor Safety team.



7.9. CCTV

The venue has a CCTV system covering internal and external areas of the building – staff within the Operations Control Room (OCR) will be able to monitor the system during venue operational hours, however, there will not always be active monitoring. During an event, a dedicated CCTV operator may be added to the OCR team alongside a loggist.

Audience behaviour can be monitored via CCTV to ensure that their behaviour is not contravening any of the venue policies, or breaking the terms & conditions of the premises licence, under the CCTV code of practice from arrival onsite whilst they are in the venue. Monitoring of audiences can also be achieved via Front of House and Visitor Safety teams on the ground and may be overtly and covertly patrolling the venue.

CCTV footage will be reviewed in compliance with data protection legislation (GDPR).

A full CCTV system shall be maintained and operated with cameras positioned both internally and externally.

Recorded CCTV images will be maintained and stored for a period of twenty-eight days and shall be produced to the Police or Licensing Authority upon request.

Signage specifying that CCTV is in operation will be displayed throughout the development by the St Johns Management Company.

CCTV will be in operation at any time a person is in the premises.

Where CCTV is recorded onto a hard drive system, any DVDs subsequently produced will be in a format so it can be played back on a standard PC or DVD player.

Any person left in charge of the premises must be trained in the use of any such CCTV equipment, and be able to produce CCTV images to an officer from a responsible authority upon request.

Plans indicating the position of CCTV cameras to be submitted to GMP prior to the premises opening.

7.10. COMMUNICATIONS

7.10.1. CRISIS MANAGEMENT

See also: **COMMAND, CONTROL AND COMMUNICATION.**

7.10.2. GENERAL COMMUNICATION

Venue international communication is managed by the Press and PR team largely for office based staff.

Notice boards and briefings will be used to communicate key information to staff working on shifts or without access to email.

Operational teams will utilise radios to communicate when in the building with mobile phones and landlines also used.

7.10.3. EVENT CANCELLATIONS

Potential scenarios are as follows:

- Cancellation/Postponement on the event day (after doors have opened to the public)
- Cancellation/Postponement on the event day (before doors have opened to the public)
- Cancellation/Postponement more than 24 hours prior to the scheduled door opening time

In any scenario, the Event Delivery Lead and Duty Front of House Manager will liaise to enact the most appropriate incident response. This will involve enacting responsibilities under the Gold-Silver-Bronze structure outlined elsewhere in this document and in the venue's Incident Management Plan.

Operational teams from Ticketing will be involved with direct messaging to customers and assistance will be required from Marketing, Audiences, and particularly the social media team to get accurate, clear messaging out to customers in a timely manner.

A briefing session must be coordinated by the Event Delivery Lead and Duty Front of House Manager (with involvement from the event organiser as appropriate) before any messaging is signed off and disseminated to customers.

7.10.4. NEIGHBOURS

Our relationship with close neighbours – both residential and commercial – will be integral to ongoing success of the venue.

A neighbours consultation forum will be established to liaise with local residents on events at the venue and to seek their feedback and input. This forum will be lead by the Head of Visitor Operations and the dedicated Factory Advocate (Neighbourhood Organiser) for the St. John's area working in the

Creative Engagement team. The membership of the group will include residents from the immediate area in both Manchester and Salford.

Details of specific event activity – with additional detail not found in the general public channels – will be published on a dedicated portal and kept regularly updated:

<https://factoryinternational.org/visit/neighbours/>. Residents can also sign up to mailing lists if preferable. Event Management Plans and general event information will be shared with local businesses too. A dedicated email inbox neighbours@factoryinternational.org is monitored by the Venue Management team to respond quickly to any general queries or issues raised by local residents or businesses.

During events, a dedicated phone number will be shared with local residents so they can contact the venue directly if they feel event activity is having a negative impact on the surrounding area.

7.11. CONFLICT MANAGEMENT

During the course of an event or standard operating hours, a customer(s) may become violent for a number of reasons such as being under the influence of drink and/or drugs, dissatisfaction with their treatment or level of service offered by venue staff, dissatisfaction with a fellow visitor who may have caused them annoyance or even in general a poor disposition easily given to fits of bad temper or behaviour.

All Front of House and Visitor Safety staff should become adept with training and experience to be alert to persons exhibiting behaviour or body language indicating that they are reaching the stage when they could commit an aggressive or violent act.

Extreme care should be taken in approaching a disgruntled patron and assistance should be sought if necessary. It is important to remain calm and make every effort to ensure that a dangerous situation which may be developing is not escalated. Efforts should be made using appropriate gestures and words to dilute the situation as quickly as possible. Alert another member of staff if possible or if you are a radio holder radio the OCR to summon assistance from a Visitor Safety response team (if available). The OCR must monitor the situation on CCTV and alert the nearest patrol team as quickly as possible to intervene.

During an event, if members of the public have been arguing or there has been a minor altercation which has been calmed down it may be best to move one of the patrons involved to another seating area.

If a member of the public or staff has been struck by an unidentified assailant, ensure they are taken to first aid to be assessed and then attempt to investigate to elicit a description of the offender if witnesses are available so that a manual and camera search may be made. If the incident has been captured on CCTV a search of the venue will be undertaken to locate them. If the victim of the attack wants to press charges of assault, the police should be summoned, the assailant restrained and then handed over to the police when they arrive. If the member of staff does not want to press charges, remove the patron's ticket where possible and have them ejected out of the venue using a response team for support.

If a member of staff is accused of being violent towards another member of staff or patron the situation must be investigated and independent corroborative evidence sought before any further action upon that member of staff is contemplated. Contact the staff member's direct employer and invite them to be present whilst an investigation of that staff member's action or alleged action is undertaken.

At the end of the evening the staff member/s involved in witnessing the incident should ensure they include detailed information in their duty report forms in order that a record is kept should the person/s involved contact the venue post-show to complain or wish to take the matter further.

7.12. CROWD MANAGEMENT

7.12.1. OVERVIEW

See also: **APPENDIX J – CROWD MANAGEMENT PLAN.**

A crowd management plan will be put in place for all events in collaboration with Factory International's Visitor Safety partner.

Factory International's Visitor Safety partner will provide specialist staff for events including front-of-stage pit teams, mobile response teams, crowd spotters and other trained and competent safety staff.

Utilising crowd management tools including DIM-ICE and RAMP Analysis, general operations will be analysed with mitigations in place and any events which deviate from the standard mode of operation will require a bespoke Crowd Management Plan.

7.12.2. INGRESS

Generally, entry into the venue is via the ground floor entrances leading into The Social. External doors and staircases may be utilised for direct entry into The Hall if required.

A queuing system can be installed in the external area of the venue, under cover, to offer protection to audience members from inclement weather.

Generally, audiences will enter the Warehouse via the entrance closest to the Warehouse and audiences will enter the Hall via the entrance closest to the Hall. On events, the entrance not in use for general ingress can be used for visitors with access requirements, for guest list or for staff. The ground floor entrances are fully accessible.

For events, audiences will be required to undergo a ticket check and security search and screening (determined by the event security assessment).

Queuing will not be permitted overnight or outside of standard venue operating hours. On most standing shows, a percentage of patrons with tickets for the standing area will arrive early. This can range from arriving the previous day or early on the morning of the show. When they arrive early the day before, Visitor Safety or Front of House staff must inform them immediately that they are not permitted to camp overnight and they need to return early the next morning.

OCR will monitor arrivals throughout the day and advise Visitor Safety or Front of House if the patrons are insistent on staying on the premises. The safety and welfare of the public is our number one priority and dependant on the number of people that have arrived and the crowd profile, the Duty Front of House Manager may decide to distribute a priority letter that advises them they will be able to join the queue at the front if they arrive between 08:00 – 09:00 on the day of the event. In addition to this, a numbered wristband will also be issued to ensure that staff are able to put the correct people in line the following morning. These letters will be limited to 100 so as not to encourage people to contact their friends to tell them therefore encouraging more early arrivals.

7.12.3. CIRCULATION

During general building opening hours the Front of House team will monitor visitor behaviour.

During event periods with Visitor Safety and crowd management teams deployed, spotters and floor security staff (including response teams) will monitor the crowd both on the floor and on upper levels of the venue. Fire lanes on either side of the floor must be kept clear at all times – response teams will regularly patrol the lanes to ensure patrons are standing within the designated areas marked by white taped lines or other suitable demarcation.

All staff working in the Front of House team are responsible for managing any types of migration within the venue. This involves ensuring that all aisles and gangways are clear from obstructions and unauthorised staff and public at all times. This is to facilitate the evacuation of the venue if needed.

Dancing and standing will be allowed during events as long as this is within the confines of their seat. Front of House hosts, stewards and security should actively undertake 'walk-downs' of aisles to discourage patrons from standing in these areas or from any bags, coats, etc. being left in the aisles. Any encroachment within the aisles should be monitored by staff and when this happens staff should act immediately to control this. Persistent offenders should be reported to the local Supervisor and then Duty Front of House Manager to monitor and then decide on the final outcome.

On high risk events, the front row of the Hall circle may be kept off sale and draped to prevent ticket holders attempting to gain access to the standing floor area when they are not permitted. This will be determined by the event risk assessment and event security assessment.

7.12.4. MIGRATION

For events in the Hall, or where the AVP is positioned in the Warehouse, Front of House and Visitor Safety staff working within the venue will be specifically briefed on proactive monitoring in ensuring ticket holders are directed to their correct seats, monitoring stairwells, radial walkways and the north end seating unit to identify any potential 'jumpers' trying to enter another level.

There are particular occasions which there may be a higher chance of migration than normal:

On under sold events, when patrons will attempt to migrate into empty seats which are closer to the performance area

For events where there is artist movement (e.g. to a "B" stage or into the crowd), the timing of this should be highlighted during the Promoter Security Briefing and staff in the areas affected briefed to be on the aisle stairs prior to this movement to prevent migration downwards

On some events, with a number of different ticketing price bands or high risk events, it may be necessary to book additional security or stewards at the price breaks (if the top prices are not sold out) to assist with controlling / avoiding mass migration

When there are seats unsold closer to the stage, the promoter will be approached about relocating (dressing) patrons from elsewhere in the arena. This will be strictly on a ticket per ticket exchange basis and arranged under the direction of the Duty Manager and Duty Front of House Manager

When migration is first spotted staff will approach the patrons, check their tickets and ask them to move back to their correct seats. Patrons should be informed that if they continue to attempt to gain admission to an area other than that on their ticket, they may be asked to leave or ejected from the arena.

7.12.5. EGRESS

In readiness for audiences exiting the venue in large numbers, members of the Visitor Operations team will be deployed to check all egress routes, release and cover doors where required, and be in

position 20 minutes ahead of the scheduled performance finish time. Where required, doors will be opened by staff – these doors will be covered by stewards or security to prevent people entering the building from outside. Escalators will be reversed if required.

Egress redeployment positions will be briefed to staff at the start of their shift.

A team will be deployed out to River Square and City Square to ensure the audience dispersal plan is followed and audiences leave the venue via the most appropriate routes.

Once audience areas are clear, the Front of House team will close and secure doors back into the performance space. The public areas throughout the Hall and Warehouse will be “swept” to ensure no public remain in the building except in the Social or a bar area which is opening past the end of the performance.

When the venue is operating as a Gallery space or with regular footfall, egress routes will be routinely checked to ensure they are safe and clear from any obstruction.

Ticket holders leaving a performance early ahead of the anticipated finish time will be directed to the appropriate exit. Staff at these exit doors will enquire if the customer is aware of the no re-admission policy (if it is in place for the event) and will be proactive in asking if there is a problem that they can assist with. If there is a recurring complaint, then the Duty Manager should be informed.

If there are a large number of people leaving the venue early, before the venue has been set for egress, the Duty Front of House Manager should be informed.

For 5,000 capacity events, all internal routes will be available to dispersing visitors. However, visitors may also exit from stairs located next to the truck lift on the west side of Water Street, and additional stairs into River Square.

Water Street has been designed to provide safe pedestrian provision after an event to continue to work. However, as a safety measure, stewards will be in place to monitor dispersal across and along Water Street to ensure it may continue to function as a public road.

People will be absorbed into the local active area after the event. Dispersing visitors will be guided along major egress routes by soft measures such as signage and advice from stewards. Minor egress routes will not be restricted at these times.

See also: **7.4. AUDIENCE DISPERSAL.**

7.12.6. EVENTS WITH STANDING AREAS

The venue staff shall do everything practical, reasonable and in its power to maintain safety within standing areas at events. This area, depending on the crowd profile, is likely to be a dynamic area with crowd movement; for example lateral sways, crowd surge, ‘circle of death’, ‘moshing’ and ‘crowd surfing’.

The venue operates a no crowd surfing and moshing policy which is clearly stated on all tickets and on signage around the venue. On each standing show there will be a minimum of 2 spotter positions in operation. The staff in these positions will have been specially trained in this area, have experience of crowd management and be agreed / selected by the Head of Visitor Operations.

Spotters will be located either side of the standing area and will be in direct communication with Visitor Safety response teams. Their primary role is to monitor the standing area paying particular attention to anyone behaving in a dangerous or disruptive manner, for patrons appearing

uncomfortable or in distress and persons who have collapsed due to a crowd movement or dehydration and have not returned to their feet or require medical attention.

Particular attention will be paid to any persons who have already been spoken to due to their age or size. If they spot any of the above they will contact their respective response team via radio and 'lead / direct' them to the area of concern to validate the situation. If the spotter is concerned with the report that they have been given they will contact either the Duty Security Manager, Duty Front of House Manager or Duty Front of House Supervisor immediately who will then assess the situation and decide whether the show stop procedure will be put into place.

All staff working in the pit area will also be involved in constant monitoring of the standing area.

Depending on likely crowd dynamics, the event risk assessment and medical assessment may dictate the need for a welfare / recovery area. In the event of a customer needing to come over the barrier, Show & Event will assist and help the customer into the sterile working pit lane.

Pit staff will escort/carry the customer to the recovery area and ask if they request medical assistance. A member of the Visitor Safety medical team will also be positioned at the recovery area to make visual assessments of any customers coming over the barrier.

If medical attention is not required, Visitor Safety security staff will escort customers to the rear of the floor. Visitor Safety staff will be responsible for operating the "3 strikes and you're out policy" marking customers with a permanent marker to count the number of times over the barrier.

If the Visitor Safety medical team deems that the patient is not suitable to go back into the standing area but is ok to go into the seats or onto an Accessible Viewing Platform, the Duty Front of House Manager will be requested via radio to assist with re-seating.

If the medical team deems that the patient is not suitable to return to the event, they will remain in the recovery area or be escorted to another first aid facility for further medical treatment or to wait for an ambulance to arrive.

The venue operates a 'red card / yellow card' system for stopping or suspending the show for any crowd related incidents on the standing floor.

See also: **SHOW STOP PROCEDURE.**

7.12.7. SIGNAGE

Clear signage will be required, indicating locations of toilets, bars, and any cloakrooms and other services to avoid congestion. Within the foyer, clear circulation area must be maintained around the entrance and in front of any doors/access points to avoid entrances and exits becoming blocked.

On ingress:

- Clear signage should indicate access routes to the warehouse and the theatre from the foyer space from all locations
- Any information point, bar area or other temporary furniture (including security screening) installed in the foyer (and associated queue) should not obstruct visitor circulation
- Temporary ticket control areas are required before the Warehouse and Hall access points

On egress:

- It will be recommended that one set of doors at each ground floor exit (north and west) is managed for re-entry during peak departures
- Clear signage within the foyer should be used to direct visitors to preferred exits, which will depend on the type of event being held in the various spaces

7.12.8. SIMULTANEOUS EVENTS IN THE WAREHOUSE

An operational strategy for managing visitor arrival and departure flows when two simultaneous events are happening in the Warehouse will be implemented, including additional ticket control management at the entrances of the Warehouse.

Access to the main stairs from Level 2 to upper levels will be controlled during events to prevent unauthorised public access and clear signage will indicate egress points from inside the Warehouse and staff management will be used to encourage all exits to be fully utilised.

The operational strategy will maximise utilisation of exit routes during peak levels of egress, which may include:

- Streaming visitors to the different egress points from within Warehouse using clear signage and staff management
- Utilising temporary barriers to segregate and streamline flows to stairs and lifts on Level 2 landing if required
- staff management to regulate flow to lift lobbies to achieve a balance between good utilisation of lifts and comfortable density within lobby areas. Priority will be given to any disabled persons using the lifts, with measures in place to manage the reduction in the throughput capacity of the lifts and the minor increase in total egress time.

The strategy will allow visitors to re-enter the foyer, which provides primary access to toilets / cloakroom, if exited via west stair or north east fire stair. This will be dependent on the type of events taking place within the venue and the internal layout of spaces.

7.12.9. THE HALL

Staff members may be required at the Ground Level entrance to the lift to the Hall to manage direct access to and from the lift. This will also ensure that stair and escalator flows are properly segregated so they do not cross the lift lobby area.

Staff and operational management will be required to direct and assist disabled visitors from the lifts to their respective seats, which will ensure that circulation routes do not become congested.

Clear signage and staff management would be used to direct visitors away from the top of stair and escalator landings on arrival and either a temporary barrier or members of staff may be used to prevent stair users from crossing the landing area of the escalator.

The stair and escalator from Level 2 to Ground Level may require some staff management on Level 2 to avoid congestion and queue at the top of this stair / escalator during egress. The escalator from upper levels will be controlled by members of staff during peak departures to control flow and avoid visitor build-up on the Level 2 landing.

Signage within the theatre will be required to direct lift users to the appropriate exit. Priority access for the lifts should be given to disabled visitors.

Clear signage will indicate egress points from inside the theatre and staff management will ensure that all exits to be fully utilised.

7.13. DRUGS AND ALCOHOL

7.13.1. DRUGS AND CONTROLLED SUBSTANCES

The venue will operate a zero-tolerance approach to any visitor found in the possession of controlled substances.

The Supervisor will assess each individual based on the amount on their person, their behaviour and their cooperation, and should follow the guidelines as set out below :

If substances are for personal use only and the person is cooperative and coherent, then the Supervisor will confiscate the drugs and allow admission. Any associated drug paraphernalia e.g. containers, grinders, etc. will be confiscated, however, if the customer is insistent on having them back, these should be treated like any other normal confiscation item and returned at the end of the event. Staff should however ensure that these items contain no trace of the drugs whatsoever. The return of these items is entirely down to the Supervisor's assessment of the paraphernalia.

If substances are for personal use only and the person is uncooperative and incoherent, the Supervisor will confiscate the drugs and refuse admission and implement ejection procedure if required.

In the event of large quantities of controlled substances being found on someone's possession during a search, police assistance will be requested.

In all instances no confiscated substances will be returned to the person they were removed from.

If the event risk assessment and event security assessment recommends, search dog and handler teams may be deployed to entrances to identify any visitors suspected of being in possession of controlled substances. Amnesty bins may also be used.

7.13.2. ALCOHOL

Alcohol cannot be brought into the venue and will be confiscated at the entrances – this is a condition of entry.

Open containers of alcohol are not permitted to be removed from the premises. Staff will be deployed to exits during egress to enforce this. Sufficient "drinking-up" time is permitted during operating hours of an event. If a smoking area is in operation for an event, visitors will only be permitted to take drinks into the designated smoking area and not general areas of the public realm.

7.14. EJECTIONS

If the venue management team determine a visitor is in breach of any terms and conditions of entry to the venue, they may decide to ask them to leave the venue.

If an incident occurs, the local supervisor or the Duty Manager, supported by the nearest response team (if necessary) will make the initial contact with the visitor to investigate the situation. At this point, the customer may be asked to leave their seat (if seated) so a conversation can be conducted in a quieter area with minimal disruption to other customers. The supervisor may advise the

Operations Control Room (OCR) at this point and ask for CCTV cameras to be monitored if they deem it necessary.

An ejection from the premises can only be authorised by the Duty Manager, Security Manager or a member of Venue Operations team so the Supervisor should escalate when required. The response team will take responsibility for removing the patron from the venue, when safe to do so and when proper authority has been given (by above mentioned).

If the situation is volatile and a customer (or customers) require immediate ejection, then response teams can act immediately in order to ensure the safety of others. This must be radioed to the Operations Control Room as soon as it is reasonably possible to advise of the ejection / ask for CCTV coverage / further assistance.

If the visitor is compliant and walks out of the venue without assistance, security staff will ensure they are escorted off the premises.

If the visitor is violent, refractory or non-compliant and force is required to remove the patron from the venue, the response team will escort the visitor out of venue entrance. In cases where extreme violence or a criminal offence may have been committed, the visitor should be removed when possible to a non-public area (still covered by CCTV) by the response team and the Police should be contacted (via the Operations Control Room) to meet the response team.

7.15. EVENT PLANNING PROCESS

7.15.1. OVERVIEW

An Event Delivery Lead (usually an Event Manager or Producer) leads the event planning process – this can be for events produced in-house by Factory International or for external hires by third parties. The Event Delivery Lead is responsible for liaising with all internal stakeholders about the requirements for the event and ensuring an Event Management Plan is completed (where required).

They will work closely with an allocated Front of House Manager on aspects of the event planning related to Front of House operations including staffing and delivery.

The Event Delivery Lead will coordinate the completion of an event specific risk assessment with operational teams and a security risk assessment with input from the Visitor Safety security team.

7.15.2. EVENT MANAGEMENT PLAN (EMP)

The venue will submit a specific event management to key stakeholders including the Licensing Authority, the Licensing and Out of Hours Team and Greater Manchester Police for any events which meet these criteria:

- Has a capacity of 2000 or more
- Finishes after 23:00 and has as its main focus live or recorded music
- When the premises intends to trade between 23:00 and 02:00 in the external public realm areas (only permitted on no more than 12 weekends per year)

These EMPs will be provided no later than 28 days prior to the event commencing with any revisions notified to the relevant authorities immediately.

If the venue management team deem necessary, an EMP will be issued for any and all events at the venue not just those which meet the criteria above.

In agreement with Manchester City Council, an EMP will be produced for any event in the Public Realm which are music led.

See also: **7.22.2. NOISE MANAGEMENT PLANS.**

7.15.3. EVENTS WITH FILMING

If filming is to take place within the venue, a specific agreement will be made with the filming company or event organiser. There may be additional costs incurred for power, cable management, seat removals, platform builds and rigging – this is not an exhaustive list of additional costs.

Seating (or standing) holds would need to be considered in advance of an event going on sale to accommodate cameras required for filming in public areas.

Any camera positions which are roaming around public or audience areas must be cable free at all times and be accompanied by a Security Officer or appropriately trained member of staff. Filming routes must be agreed in advance with the Head of Visitor Operations to ensure that they do not film from areas which could cause sightline issues with the customers or block any emergency egress routes.

Any static camera positions in public areas must have an additional security dedicated to that area to prevent the public from tampering with the camera. This is charged to the filming company/event organiser.

Any static camera in the public areas must be suitably barriered with suitable cable management. On a standing event, any camera in the standing area must be barriered using a MOJO type crowd loaded barrier.

Appropriate signage will need to be displayed to advise visitors that filming is taking place.

7.16. FIRE SAFETY

7.16.1. OVERVIEW

Fire safety equipment will be installed throughout the building, including fire panels, fire detection equipment and audible and visual alarm signals, wayfinding signs, fire-fighting lifts and smoke ventilation systems..

This will ensure the best possibility of early notification of a fire or other emergency and provide straightforward egress routes from the building if such an event was to occur. The means of escape in an emergency situation are described in detail for each element below.

See also: **APPENDIX B – WSP THE FACTORY MANCHESTER FIRE STRATEGY REPORT – APRIL 2023.**

7.16.2. MEANS OF ESCAPE – THE SOCIAL

While The Social will be mainly used as the main entrance point to the building with services including food and beverage, any cloakroom, information point, toilets, etc., it could also be used as an event space and therefore requires maximum flexibility.

A back of house area incorporating plant rooms and bin store will also be provided on the east of The Social.

The egress points and width are sufficient to accommodate the smooth exit of visitors in the event of an emergency. The space available within The Social has been designed to accommodate up to 2,000 people with a comfort capacity of 600 when furniture is in situ.

See also: **APPENDIX B – WSP THE FACTORY MANCHESTER FIRE STRATEGY REPORT – APRIL 2023.**

7.16.3. MEANS OF ESCAPE – WAREHOUSE

Some exits from this performance space are close together and as such are considered a single exit for escape capacity purposes.

Visitors should be alerted and guided towards the nearest exit at an early stage, which will limit the confusion that can happen where visitors are unfamiliar with the surrounding premises and the fire alarm is activated. A managed evacuation of all audiences and performers will be applied. A phased alarm system will operate, which will include xenon strobe and announcements in the foyers.

The maximum capacity for Warehouse gigs with one egress route is 3,500. Anything above this capacity requires additional exits i.e. through Hall Foyer.

See also: **APPENDIX B – WSP THE FACTORY MANCHESTER FIRE STRATEGY REPORT – APRIL 2023.**

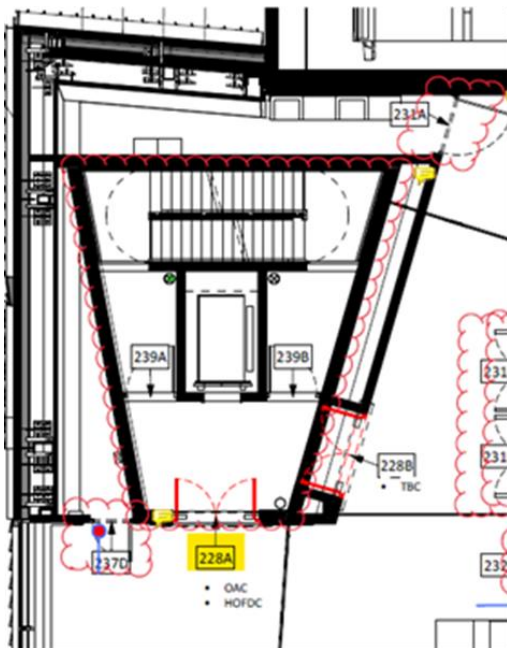
7.16.4. MEANS OF ESCAPE – THE HALL

Due to the multi-layered nature of the Hall, egress methods in an emergency have been designed specifically to each floor depending on capacity.

See also: **APPENDIX B – WSP THE FACTORY MANCHESTER FIRE STRATEGY REPORT – APRIL 2023.**

7.16.5. CRASH BAR ON CORE B – THE HALL

Crash bar on Core B (door 228B) is omitted. A management procedure will be required to ensure the door is held open whenever there is public use of the foyer/theatre.



7.16.6. DISCOUNTING OF FIRE EXITS

The plan below shows all available fire exit routes from the two main performance spaces. An event risk assessment will determine how many exits are required for an event based on its capacity and risk profile.

If any fire exits are to be discounted and not used these will be calculated to ensure a suitable fire exit capacity remains. Any fire exit signage will be covered or removed so it is clear these routes have been discounted. Staff will be briefed accordingly.

7.16.7. MUSTER POINTS

Emergency egress would result in audiences exiting the venue in multiple directions – north, east, south, west. Exterior assembly points will be provided for the building according to best practice and areas designated as exterior assembly points will be provided remotely from the exterior wall of the building served and provide a clear area of 0.5m² per occupant expected.

The following muster point locations and strategy have been agreed.

- Staff - staff muster point will be in the northern section of City Square
- Visitors (<2,000) - for events with up to 2000 attendees, visitors will be congregated in River Square (the total capacity based on available square meterage is approx. 2100)
- Visitors (<2,000) - for events with over 2000 attendees, a dispersal - as opposed to a muster strategy will be instituted

It is Factory International's intention to undertake crowd modelling exercises to increase the number of people that can be mustered. This work will be commissioned post-opening.

7.17. GAMBLING AND BETTING

If any gambling or betting activity is proposed as part of an event, all applicable guidance from Manchester City Council will be adhered to with necessary permissions being sought:

https://www.manchester.gov.uk/directory_record/451864/gambling_act_-_premises/category/354/gambling_and_charities.

7.18. HEALTH & SAFETY

7.18.1. ORGANISATION HEALTH & SAFETY POLICY

In preparing this Operations Manual and in formulating policy and procedures for the venue, the following legislation and guidance has been considered:

- Health & Safety at Work etc. Act 1974 (IOM)
- The Health & Safety (First-Aid) Regulations 1981
- The Noise at Work Regulations 2005
- The Manual Handling Operations Regulations 1992
- The Construction (Head Protection) Regulations 1989
- The Personal Protective Equipment at Work Regulations 1992
- The Construction (Design and Management) Regulations April 2015
- The Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013 (IOM)
- The Health & Safety (Safety Signs & Signals) Regulations 1996
- The Provision and use of Work Equipment Regulations 1998
- The Lifting Operations and Lifting Equipment Regulations 1998
- The Management of Health and Safety at Work Regulations 1999
- The Working at Height Regulations 2005
- The Regulatory Reform (Fire Safety) Order 2005
- Technical Standards for Places of Entertainment 2022
- BS:9999 Code of Practice for Fire Safety in the Design, Management and use of Buildings (2008)
- The Event Safety Guide (HSG195 HSE)

See also: **APPENDIX A – FACTORY INTERNATIONAL HEALTH AND SAFETY POLICY.**

See also: **7.16. FIRE SAFETY** and **7.12. CROWD MANAGEMENT.**

7.18.2. ACCIDENT AND INCIDENT REPORTING

All staff will be responsible for reporting accidents including slips, trips, falls and similar incidents. They will be able to do this either by radio (if they are a radio holder) to their immediate supervisor or the control room, or via telephone to the control room.

The staff member who has reported the incident or spillage must stay by the scene until assistance arrives in order to prevent a customer slipping or tripping in the area.

The control room staff will log incidents centrally with reports being generated and submitted to the venue's Health and Safety Committee and senior staff.

7.18.3. FAILURE OF LIFE SAFETY SYSTEMS

We require a working audible emergency evacuation system that can make live and pre-recorded announcements. In an event of failure of this system then the following actions will take place:

- A minimum of 1 x megaphone per level who will be operated by a nominated, competent person to make necessary announcements
- An agreement with production that we can use either a house microphone and or their sound system in the event of an evacuation
- Move the portable loud speaker (Megaphone) in an accessible location in close proximity to the stage. Megaphone may be deployed to the floor, in an area close to the front of the stage, in order that it is both visual to customers and that it is audible to a larger group of people

The above is the minimum requirement to enable the venue to comply with the requirements.

7.18.4. SPECIAL EFFECTS IN PERFORMANCES

Specific notice must be given to Manchester City Council no later than 3 working days prior to the performance of the intention to use the following special effects:

- Dry ice and cryogenic fog
- Pyrotechnics including fireworks
- Firearms (e.g. blank firing pistols)
- Lasers
 - o If audience scanning is taking place, laser install must be signed off by an independent third party laser safety specialist
- Explosives and highly flammable substances
- Real flame

The Event Delivery Lead and Technical Manager will liaise with event organisers to ensure relevant risk assessments, stage plans and details of the operator's competence are compiled ahead of the event for submission to Manchester City Council.

7.18.5. PYRO AND GAS STORAGE

Storage details for pyro need to be confirmed on an event-by-event basis with details shared and agreed with Greater Manchester Fire and Rescue Service.

The venue does not have a designated area on site for the purpose of storing pyrotechnics. When productions are using pyrotechnics within their event, a suitable storage room must be agreed in conjunction with Production to store any spare pyro cartridges. The room must be lockable, away from other combustible materials and away from the stage area.

The Pyro team will decide on any door code and it is imperative that knowledge of this code is confined to a limited number of people i.e. Pyro team, Promoter/Production Manager, Event Delivery Lead.

For multi-day shows, all pyro for the subsequent shows must not be kept in the venue. Due to the highly combustible nature of pyrotechnics, it should be stored outside of the venue overnight if unattended. The spare cartridges should remain in the pyro company's vehicle or tour truck and either removed from site or parked a safe clearance distance from the venue. Any truss mounted pyro should have their charges/wires disconnected to remove any sources of ignition.

Storage details for gas canisters, e.g. CO₂, need to be confirmed. Any flammable gas canisters should be stored separately from any inert gases at a minimum separation distance of 4m if in the same storage area.

7.18.6. FIREARMS AS THEATRICAL PROPS

The use and possession of firearms, replicas and deactivated weapons in productions is covered by:

- Offensive Weapons Act 1996
- Firearms Act (FA 1968)
- Health & Safety at Work etc. Act 1974

The Firearms Act states that it is an offence for any person to possess a firearm, shotgun or ammunition without holding a valid firearm or shotgun certificate or certificate of registration. The 1968 amendment to this Act sets out strict terms and conditions that must be followed to allow actors who do not have a firearms certificate to hold or use them in rehearsal, performance or production.

Any proposal for weapons to be used on a performance or as part of the operation of an event shall be advised to the venue at least 28 days prior to the event.

Weapons include firearms (live and blank firing); airguns; replica, imitation and deactivated firearms; crossbows, long bows and catapults; sharp-edged instruments (swords, knives, spears and machetes; martial arts weapons; batons, clubs and bats.

Further considerations and control measures:

- An armourer must be engaged by the event organiser to retain overall control and to direct the artist in the use of the firearm. The armourer is the license holder and will assess risks and advise production accordingly. This person will be in charge of transportation, storage, loading and inspecting the weapon before use. (Please note – simply holding a license does not qualify a person to be an armourer – each license will outline limits)
- Responsibility for H&S and ensuring all necessary licenses and competent staff are obtained lies with the promoter but the Head of Visitor Operations must request sight of all relevant RAMS, license and CV of the armourer
- The risk assessment will be written by the armourer and should include details of the sequence when the firearm is used, controls agreed with the weapons experts and fight arranger (if relevant), the communication method (rehearsal / briefing) for the actors and crew and contingency details for any emergencies

- Every firearm, including those firing blanks, must be treated as a lethal weapon whether loaded or unloaded. They must therefore always be stored and secured against access to all but the armourer when not in use

The Head of Visitor Operations should inform the police of any production's intent to use a firearm within the sight / hearing of the public.

7.18.7. ANIMALS IN PERFORMANCE

If an event organiser exhibits, uses or trains performing animals, they will need to be registered by the local authority in accordance with the Performing Animals (Regulation) Act 1925. This Act shall not apply to the training of animals for bonafide military, police, agricultural or sporting purposes, or the exhibition of any animals so trained. This registration is issued by the local council where the animal is kept/trained.

The Head of Visitor Operations should liaise with the Event Delivery Lead and ensure this has been applied for and received in advance of the show. RAMS must be submitted to Manchester City Council for the performance of the animal. Dependant on the nature & location of the event the guidance from the AEV eGuide may also be beneficial to send to the event organiser to confirm welfare and safety.

7.18.8. DRONES

If a drone is used within the venue or in the external public realm areas the following should be advised:

- Drones must not be flown within 150 metres of any congested area, within 150 metres of an outdoor assembly of more than 1,000 people, or within 50 metres of any individual except during take-off and landing. Drones should be flown within 50 metres of any other vehicle, structure or property that's not under your control.
- A drone is not to be flown over the down stage edge and into an unauthorised public area if being used indoors
- A Risk and Method statement must be approved by the venue
- The pilot must have valid public liability insurance
- The pilot must not recklessly or negligently cause or permit an aircraft to endanger any person or property
- The Drone can be flown around the arena while the public are not in the building but must be put away before the main doors are opened to the event space
- Permits may be required from St. John's Management Company for drone flights in public areas

7.19. LOCAL AUTHORITY INSPECTIONS

The Head of Visitor Operations, as Designated Premises Supervisor (DPS), will liaise with the relevant local authorities to arrange appropriate inspections of the premises and ensure attendance any colleagues from other departments who would need to attend. This discussion may take place at regularly scheduled Event Review Meetings (ERM) or upon receipt of an Event Management Plan for a particular event.

Arranged inspections for event activity should take place on the first show day at a time when all production elements are installed. The inspection should be led by the Head of Visitor Operations, the Event Delivery Lead and the Duty Front of House Manager. Depending on the scale and nature of the event it may also warrant including other colleagues as appropriate. The inspection should be completed and signed off before the event is opened to the public. The EMP will also highlight any agreed licensing inspection times.

The event organiser and production manager should be invited to attend this inspection if appropriate so that all production elements can be discussed / explained to the authorities by someone from the production. The Duty Technical Manager may also need to be present during this inspection.

Any pyros involved in the show should be demonstrated during this inspection so their position, operator firing location, fall out zone, etc. can all be checked for safety. Any concussions (flash report) should also be tested at this point and a sound reading taken to ensure limits are not exceeded (e.g. peak sound pressure of 140dB).

In the absence of a licencing officer (as they will not attend every event) the Head of Visitor Operations or a representative will still undertake an inspection.

If a visit is not scheduled and is ad-hoc, the officer will be met with the Head of Visitor Operations if they are on site or by the Duty Front of House Manager if they are on duty and the Head of Visitor Operations is not on site.

7.20. LOST PROPERTY

See existing policy in **APPENDIX O**.

See also: **INCIDENT MANAGEMENT PLAN** for dealing with unattended items.

7.21. MEDICAL

7.21.1. FIRST AID

During non-event mode, if first aid assistance is required, the OCR should be contacted via radio, via telephone or in-person with the following information:

- a) Exact Location.
- b) Patient Profile (Gender, Age, Etc).
- c) Conscious / Unconscious.
- d) Is the Patient Breathing - Yes / No.
- e) Description of any Injury?
- f) Obtain Patient History if Possible

The OCR will liaise with the Duty Front of House Manager to dispatch a first aider.

Operational teams including Front of House, Technical, Facilities Management, Visitor Safety have trained first aid staff who will always be deployed when the venue is open to the public or has events in build.

Until a nominated first aider has arrived at the scene, a staff member should stay with the patient and ensure there is space around them to make them as comfortable as possible without moving them as this could cause further injury.

7.21.2. EVENT MEDICAL COVER

On some events, the risk assessment for the event may require a larger number of first aiders to be deployed or for more skilled operatives including nurses or paramedics to be working. The staffing provision is determined on an event-by-event basis.

7.22. NOISE MANAGEMENT

7.22.1. OVERVIEW

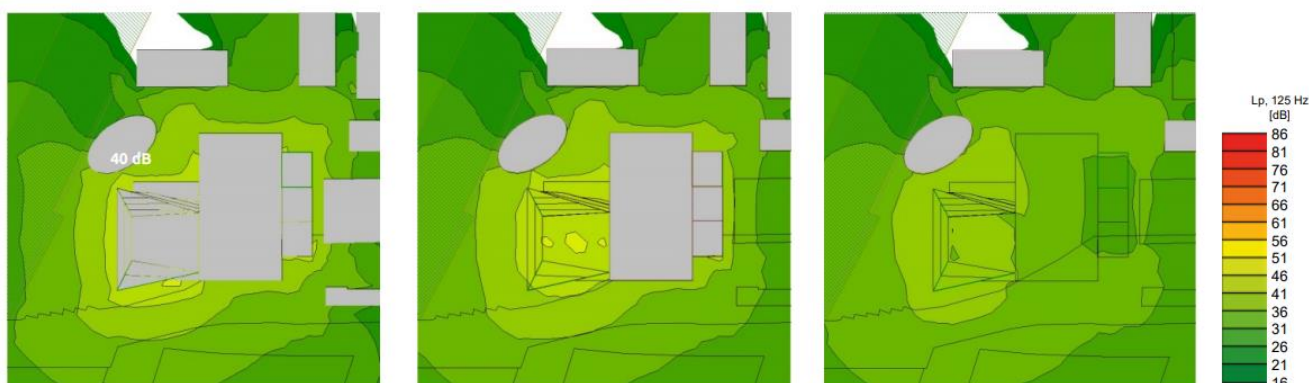
This section offers an overview of noise management approaches to events taking place in each space. General guidance is taken from the Technical Standards for Places of Entertainment and the Health and Safety Executive (HSE) to identify safe, maximum noise levels for sound engineers to adhere to.

Noise emitting from the building or from events at the building must not cause a disturbance or nuisance to local residents or businesses. This is considered by both planning conditions and licensing conditions. The acoustic properties and design of the fabric of the building are such that no noise escape is anticipated from the main performance spaces (Warehouse and The Hall).

This extract from a noise study (referred to as Appendix 9.4 Event Noise Emission Calculation – submitted as part of the original planning application) shows there is expected to be minimal to no impact on the local area from noise emanating from inside the venue's performance spaces:



Levels 63 Hz octave band at heights 15 m (left), 30 m (middle) and 45 m (right)



Levels 125 Hz octave band at heights 15 m (left), 30 m (middle) and 45 m (right)

The noise management plan is to control the risk of disturbance to local residents and businesses by visitors going to and, in particular, leaving Factory International, especially those finishing in the evening.

Noise from visitors leaving Factory International will be mainly on routes to and from the nearby car parks and public transport facilities and therefore a key element in noise management is the dispersal plan. This will be supported by provision of signage and stewarding to direct visitors along preferred dispersal routes and encourage responsible behaviour.

Visitor noise is variable and depends on the scale of the event and the visitor demographic. Signage and stewarding will reflect this variation to ensure that the impact of noise along pedestrian routes will be minimised as far as practicable. The key element of the strategy is to direct visitors away from existing residential areas, to use Water Street and Quay Street, following evening activities.

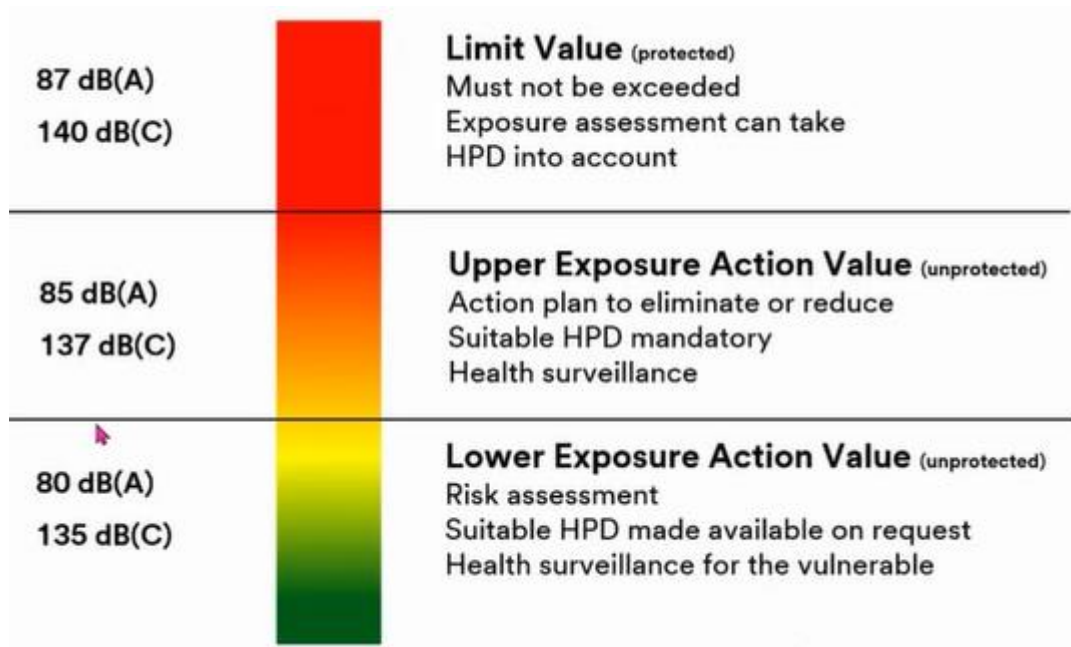
HSE guidance recommends that audiences are not exposed to an LAeq of more than 107dB or C-weighted peak pressure levels of more than 140dB. These levels will be adhered here to for internal and external event spaces (subject to any further limitations advise by noise monitoring and noise management reports).

The venue will work with acousticians and engage with Manchester City Council and Salford City Council to determine appropriate noise limits for events in the external spaces. These may be different levels for particular times of day or night.

Where noise levels are likely to exceed 96dB, audience members will be advised in advance. Hearing protection will be available to staff and audience members.

More detail here: <https://www.hse.gov.uk/event-safety/noise.htm>.

See also: **7.4. AUDIENCE DISPERSAL** and **7.34. ZONE EX COORDINATION**.



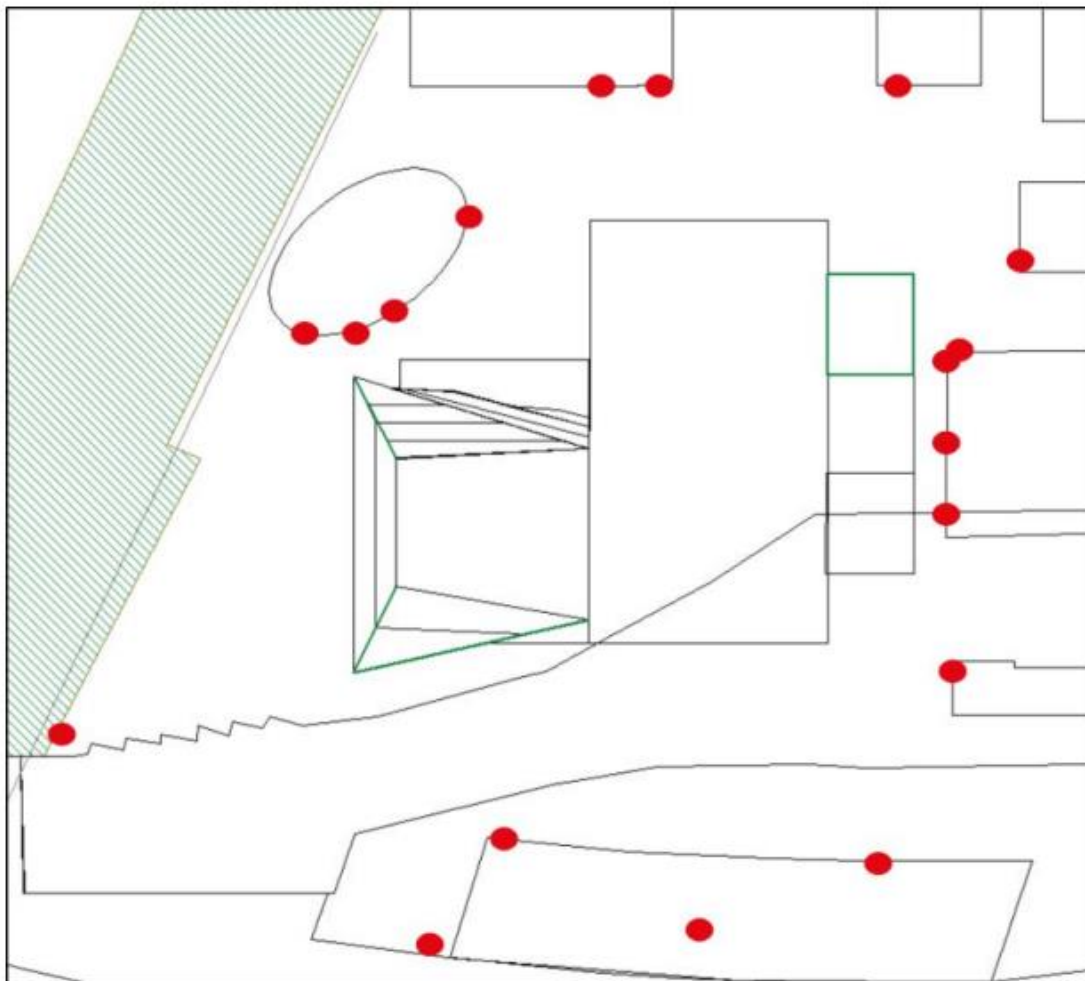
7.22.2. NOISE LEVEL MONITORING – EVENTS INSIDE THE BUILDING

Factory International will purchase or lease sound/noise monitoring equipment which can be portable to any event space or external area. On some events, additional support from external acousticians may be bought-in. Competent personnel from the Technical department will be tasked with active

monitoring of sound/noise levels both inside and outside the building during event activity. This process will be managed by the Head of Sound.

Noise monitoring will be in place for live events in the internal performance spaces to ensure noise levels do not exceed relevant recommended noise limits as per Health and Safety guidance and legislation as outlined above. This will be under the management of the Technical team and can be checked at any time.

Initial monitoring done for the venue project indicated noise monitoring should be undertaken at the following locations – this is taken from a document entitled Appendix 9.4 Event Noise Emission Calculation:



As outlined above, the building's design and acoustic properties give consideration to minimising noise emission from the main performance spaces. The ground floor café space (The Social) and events in the external areas of the public realm will be closely monitored to ensure that noise breakout is not causing a disturbance or nuisance to residents, neighbours or businesses in the local area. If any disturbance or nuisance is found to be occurring, the Duty Front of House Manager will investigate and ensure the noise levels are reduced accordingly.

Monitoring will be undertaken in the locations shown above and slightly wider than this too. This will be regularly reviewed with external support as the development of the wider estate is finalised.

A base level understanding of levels of noise in the area will be gauged for the area in lieu of our activities so we can understand how our operations after noise levels.

Hearing protection will be available to all staff working in the venue at the staff of their shifts and the Front of House team will have supplies of ear protection to distribute to audiences upon request.

7.22.3. NOISE MANAGEMENT PLANS AND NOISE LEVEL MONITORING – EVENTS IN THE PUBLIC REALM

Ahead of a new event occupying the spaces around the external areas of the venue, a noise management plan will be produced with input from an acoustician with experience of advising on and assessing temporary set-ups of events where required.

Manchester City Council advise that a noise management plan needs to include a noise survey and noise modelling along with identification of all receptors, noise limit at the receptors and subsequent limit at the mixing desk, details of how this will be monitored, who will be responsible and where will monitoring take place during events. All of these will be addressed with the support of an experienced event sound and noise acoustician if required.

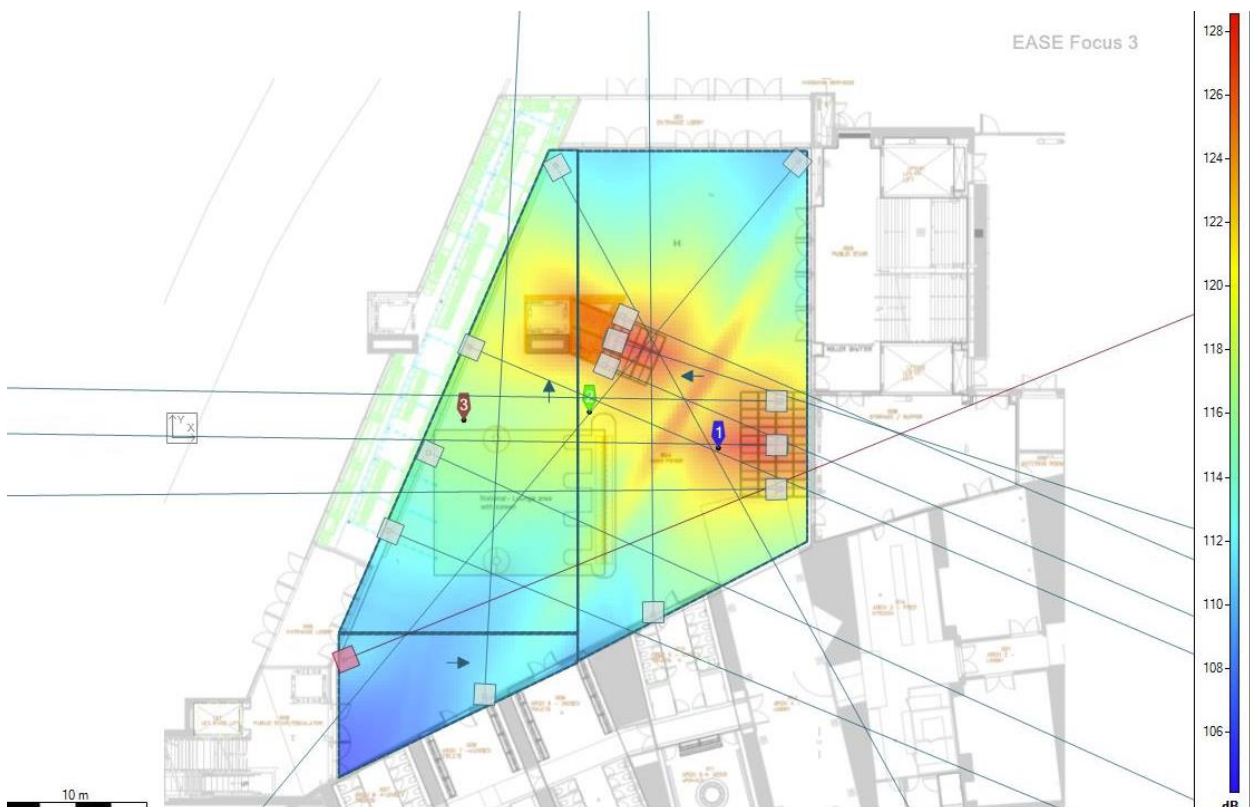
Monitoring will initially follow the same plan as outlined above in 7.22.3. with consideration specifically giving to residential properties and dwellings. As outlined below in 7.22.5. the venue management will engage with anyone who raises a noise complaint and undertake noise monitoring and other observations from their property if permitted.

Ahead of the first iteration of MIF Festival Square event in the public realm in June 2023, support is being sought from external acousticians.

For events taking place in the Public Realm where music will feature, a noise management plan is required to monitor noise levels and ensure a disturbance is not caused to local business and residential properties.

A venue phone number will be provided to local residents so they can contact the venue directly about any noise concerns (or other operational issues having an impact on the local area) during an event. The phone number will connect to one of the Duty Front of House management team or to the Operations Control Room. This will be posted on the Neighbours page on the venue website. See an outline of the process for dealing with noise complaints generally below in Section 7.22.5.

7.22.4. NOISE LEVELS IN THE SOCIAL (GROUND FLOOR CAFÉ)



The ground floor area – also known as The Social – will operate during opening hours with a bar / café service and background music for the majority of the time. The space will be used as ancillary space during events but may also be used as a standalone event space, DJs or bands may play in the space on weekends, for example.

The sound system is being configured to project noise inwards rather than outwards towards the glazing which was the original design. The sound image below is for the new system being installed in the space. Exact positioning of some peripheral speakers is being finalised in the latter stages of building fit-out.

The highest concentration of levels is in the centre of the room – this indicates if we had all sound equipment operating at the same time. In practicality, it would not be possible to have a DJ position (in the centre) and a stage (on the right-hand side) operating at the same level but this is designed to show a “worst-case” scenario.

Noise potentially emanating from The Social will be activity monitored during operation of events to ensure that these levels are not being exceeded. Initial modelling suggests the space can accommodate levels up to 80dB – this needs to be verified through noise monitoring on site to see if higher noise levels can be achieved. If noise level monitoring finds that the levels do exceed the prescribed levels are causing a disturbance or nuisance, the volume of noise being emitted from the space will be reduced. A venue technician or member of the Front of House management team will be able to operate the system and reduce the volume accordingly.

7.22.5. NOISE COMPLAINTS

If a noise complaint is received from a responsible authority or received directly from a local resident or business either in person, by phone or by other means, this will be brought to the attention of the Duty Front of House Manager for investigation.

The Duty Front of House Manager will liaise with colleagues across the Technical, Events and other delivery teams to determine if sound levels are exceeding an acceptable level. Where noise monitoring equipment is being used, this equipment will be referred to for latest readings.

When a complaint is logged, contact details and the address of the person registering the complaint will be requested and recorded.

Following a period of investigation with the most likely outcome being that noise levels need to be reduced, the Duty Front of House Manager will contact the person who made the initial complaint (if details were provided) to advise on course of action and determine whether that action had the appropriate impact.

If the complaint is upheld, the Duty Front of House Manager may request that they or a member of the venue management team be able to visit the resident's property to take noise monitoring readings and/or their own observations.

7.23. OPENING AND CLOSING THE VENUE

7.23.1. OPENING

Pre-doors checks will be undertaken by all operational teams to ensure their areas are safe and ready to open to the public.

Departmental checklists must be completed prior to doors opening and completed paperwork (either printed or digitally) should be submitted to the Operations Control Room (OCR).

All seating and standing areas will be checked by the Front of House team for any defects or faults. Issues will be reported via the OCR for the relevant team to assist with repairs or finding a temporary, safe solution.

Each department should conduct radio checks for their team and notify the OCR when all radio checks are complete.

For an event or performance, when all departments have confirmed they are ready for doors, the Duty Manager should liaise with the Duty Stage Manager to ensure the house is ready to open and admit audiences. On music events, final clearance may be given by the promoter's representative. In any circumstances, the communication to open doors is made by the Duty Manager.

A strict hold in the foyers may be required to initiate ingress with audiences admitted to the bar areas in the foyers but held back from the seating or standing areas. The Duty Manager will confirm when a foyer hold can be released. Customers will be allowed to move around the foyers and use all catering and toilet facilities as normal. Event Control will also put out messages on the PAVA to keep customers informed of the foyer hold.

The Duty Front of House Manager will be in frequent contact with the event organiser with regards to the length of the foyer hold. The Duty Front of House Manager will monitor crowd flow through the foyers and any build up of queues.

In the event that the foyers are getting too busy and the doors to the performance space can still not be opened, ingress should cease at the main doors to avoid over crowding.

It should be noted that on standing shows, with an early walk up, the event organiser should be strongly discouraged to have a foyer hold due to the build up of the standing queue.

7.23.2. CLOSING

At the end of each event or standard operating day, a close down procedure should take place. This will begin in the event spaces, where every staff member should clear their allocated area. This need not be any more than thanking customers for coming to the event and wishing them a safe journey home. Once the event spaces are cleared the staff should carry out any post-show seat checks and then exit the event space.

All toilets must also be cleared of customers.

Once all areas have been cleared, a sweep of all public areas should be conducted before staff are stood down by their supervisor or manager.

The Duty Front of House Manager will give the approval for staff to be stood down, the building to be secured and handed over to the night-team in the OCR for out of hours cover.

7.24. RADIO PROTOCOL

To ensure clear, concise lines of communication between all event stakeholders and OCR, all radio users will be allocated a call sign and these call signs need to be adhered to at all times.

Transmission should be appropriate, direct and not contain jargon or expletives. Transmission must maintain professional language at all times.

Code words have been assigned to notify all radio users of real time situations or incidents. These code words have been put in place to ensure that discretion is maintained over the airways, and public in close proximity do not become panicked or alarmed.

The NATO alphabet should be used.

At message commencement, the radio user should press the “Push To Talk (PTT)” button, wait for the audible double bleep ensure the channel is clear before commencing transmission.

Each new message should begin with ‘Hello’ – a cautionary word used at the beginning of every transaction. ‘Over’ – should be used at the end of transmission if an answer is required or expected. ‘Out’ – Used at the end of transmission if an answer is not required.

E.G. “Hello Venue 2 this is Venue 1 receiving....over”.

“Venue 2 receiving you Venue 1 send your message over”.

To conclude final transmission should be “out”.

7.25. ROYAL VISITS

The venue management will normally be informed either by an event promoter or Scotland Yard of a potential royal visit at an event.

The Head of Visitor Operations will be the primary contact for planning arrangements. They will arrange a recce with the protection team, event organiser and Visitor Safety team to establish the following:

- who is visiting

- schedule of arrival/departure
- arrival point, departure point
- alternative arrival and departure points
- numbers in the protection team, if they are armed
- if any cordons/additional crowd control measures are required
- if the search procedure should increase because of this persons attendance at the event which includes a pre event dog search
- If it is an official or unofficial visit
- route from car to seat and vice versa
- if Royal Box equivalent is required if not where are they sitting (ensure there is easy access and enough space for protection team around them)
- if a line up is required and location of this if required
- number and description of vehicles in party
- name of venue liaison from protection team and their contact details
- if they require any additional rooms
- if they require a meet and greet with performers,
- go through venue emergency procedures
- If there is any current threat towards this VIP

Once this meeting is complete, the Head of Visitor Operations will ensure that all relevant departments are informed with as much information as possible – the visit will be strictly confidential.

A special and confidential briefing document is to be produced by the Head of Visitor Operations in collaboration with the Duty Front of House Manager detailing the schedule of events and procedures required. The briefing document will be handed to senior operational staff directly involved with this operation. With any high profile visit whether it be Royal or VVIP it is essential that the Head of Visitor Operations is fully aware and kept fully up to date on movements and timings. All literature and timings are to be highly confidential.

The Duty Front of House Manager will keep in close contact with their protection contact and both the OCR to ensure a smooth arrival of the VIP. Once in the building staff will have been briefed to form cordons as required and monitor behaviour around the VIP at all times. The protection team should be provided with a set-list or event running order so they can plan their movements.

Once clear, inform all relevant parties so that normal operations can continue.

7.26. SAFEGUARDING

7.26.1. OVERVIEW

This document does not supercede the guidance and policy outlined in the central Factory International Safeguarding Policy. This Safeguarding Policy is under review (at time of writing).

A range of safeguarding issues may occur at the venue or during an event, and these will be considered in the wider Safeguarding Policy.

See also: **APPENDIX S – FACTORY INTERNATIONAL SAFEGUARDING POLICY**. Also hosted here: <https://factoryinternational.org/policies/safeguarding-policies/>.

7.27. SHOW STOP PROCEDURE

7.27.1. AUTHORISED STAFF

Only designated members of operational staff will be trained and authorised to enforce a show stop due to an emergency or other reason.

This will include (where deployed): Duty Front of House Manager, Duty Security Manager, Front of Stage Pit Supervisor, Crowd Spotters.

For live performances, music and entertainment events, this will operate as a yellow and red card system. This may be a physical card held up to a performer or their representative or by an authorised person saying the words “yellow card” or “red card”.

All show stopping events (either Yellow or Red Card) must be incident reported in writing and be signed off by the Duty Front of House Manager. A full debrief must take place if there has been a show stop.

7.27.2. YELLOW CARD

A yellow card is a temporary show stop requiring the performance to be halted at the end of the current song. This is to be used when the crowd pressure is causing serious discomfort to customers at the front of stage barrier, for example. When the yellow card is shown, it is a signal for the performer to stop the show temporarily at the end of the current number and address the crowd. The performer will need to tell the audience to “Calm down/take a few steps back/take care of each other”.

The Pit Supervisor must radio in to the OCR/Event Control that a yellow card has been shown. When the Pit Manager gives the thumbs up signal the show may continue. The Pit Manager must inform control that the show has recommenced and the pressure on the audience has subsided.

7.27.3. RED CARD

A red card requires an immediate show stop. This is to be used when a serious incident has occurred in the audience and an immediate show stop is required. The performer will need to address the audience again, asking them to “Look around, make sure everyone is OK”. House lights will be turned on, assistance will be sent to those requiring attention with support from security and medical teams, and once the individual who called for the show stop is satisfied the issue is resolved, they can give the instruction for the performance to re-commence.

As soon as the Red Card is shown the Pit Manager must contact Control informing them that a Red Card has been shown and an IMMEDIATE show stop will take place. Control must then contact Venue 1, Venue 2, Sierra 1, Medic 1, Promoter 1 and advise that a “Red Card” has been shown. Once the artiste has stopped the show the Pit Manager informs control that the show has stopped and the artiste has started to address the audience.

Control then puts out the following message over the radio: “Hello all radio holders, this is a priority message from control, Red Card, Red Card. Will the Duty Manager please report to the operations room (repeated)”. All staff must then take up their positions as if for an alert.

The Duty Front of House Manager, Duty Security Manager, medical team and event organiser must attend the front of stage pit. An alert message will not go out until the Duty Front of House Manager has decided what action needs to be taken.

If the incident is resolved without the need to permanently stop the show the house lights will go down and the show will continue. This is the sole decision of the Duty Front of House Manager in agreement with the event organiser.

Control then puts out the following message over the radio: “Hello all radio holders, the Red Card has now been cancelled, I say again the Red Card has now been cancelled”.

7.28. STAFFING

7.28.1. BRIEFINGS

All staff will be briefed by their immediate supervisor and/or manager prior to commencing their shift. They will also received a printed or digital briefing document with all particulars (e.g. timings) to refer to during their shift.

7.28.2. EQUIPMENT ISSUED TO STAFF

The following list is not exhaustive:

- Uniform suitable to the job role in which they are working
 - o If the staff member is working for a Factory International service provider, the uniform may be issued by the service provider
 - o Hi-vis clothing will be provided if required
- Briefing document specific to the event or activity on which they are working
 - o This may be printed or digital
- Torch
- Earplugs
- Ticket scanner (if required)
- Search and screening equipment (if required)
- Emergency procedure roles and responsibilities

7.28.3. STAFFING LEVELS

Staffing numbers for front-of-house assistants, stewards and security, first aid and medical will be determined on an event-by-event basis after assessments to ensure the levels are appropriate. The following considerations will be used in the assessment:

- Crowd safety including safe ingress, egress and emergency evacuation

- Profile of the artists and/or nature of the performance
- Anticipated demographics of the audience
- Trained security staff will be deployed in positions to control movement of people and alcohol, undertake search and screening, refuse entry and/or perform ejections
- Dedicated event control room loggists and CCTV operators will be deployed for large events with lots of radio traffic

Some Front of House staff are employed directly by Factory International and some stewards and security staff will be employed by our partner – services are currently out to tender.

7.29. TEMPORARY DEMOUNTABLE STRUCTURES

All structures should be signed off by a competent person to confirm they meet manufacturer's standards and have been installed correctly.

Independent third-party structural engineer sign off may be required for complex structures.

7.30. TICKETING

7.30.1. TICKETING SCANNING FOR EVENTS

Ticket scanners will be used to monitor event capacity and determine all tickets are valid and not fraudulent.

During event ingress, in the event of a scanner failing to operate by virtue of an individual error or network failure, the operator should immediately contact a Supervisor or Manager who will attempt to rectify the fault or issue a replacement scanner if available. Customers should be redirected to an alternative scanner where their tickets can be scanned.

In the event of heavy crowd ingress, customers should continue to enter at that entrance and a manual check of the tickets will be made and relevant stubs retained in a separate container for scanning when scanner becomes available. Permission for this procedure to be used must be given by the Duty Front of House Manager.

The Duty Front of House Manager should be kept informed of any scanner breakdown.

If the Front of House hosts or security staff are unable to rectify individual or collective scanner faults, the Duty Ticketing Manager will be summoned to attempt rectification but if unable to do so shall consult with the Duty Front of House Manager on procedure for monitoring ingress whilst scanner(s) are down.

It is possible to use the count through the front doors via the CCTV system as an indication of an estimated number of people that are in the building.

7.30.2. INVALID TICKETS AT EVENTS

If a visitor tries to enter venue with an invalid ticket then the ticket scanners operated by the entrance staff should notify the staff member that this ticket is invalid. In addition, it is a requirement of the staff member to review the ticket to make sure the date, event and other details are correct and that all security features are present.

If a ticket is showing on the scanner to be invalid, the staff will contact their local supervisor. The visitor will be advised that the ticket is invalid and further information on where the ticket was purchased will be requested from the guest. If thought to be a fraudulent ticket, the Duty Front of House Manager and Duty Ticketing Manager must be consulted.

If we have tickets available for the event the customer may purchase a new one from ticketing staff. If the guest does not want to do this then they will be refused entry into the venue.

7.30.3. DUPLICATE TICKETS AT EVENTS

In the event of a situation arising where two customers arrive with tickets for the same seat, preference will always be given to the hand written duplicate ticket or printed ticket designated as a duplicate (i.e. the second one issued).

The customer bearing the original printed ticket will be interviewed by a supervisor or manager. If it is unclear which ticket is the latest issue, both customers should be escorted to speak to the Duty Front of House Manager and Duty Ticketing Manager.

If both customers are genuine and a ticket has been incorrectly issued or sold, the Duty Ticketing Manager will arrange for the customer to be issued with an alternative seat.

If on investigation one of the customers has been found to have purchased the ticket from an unauthorised source (e.g. a ticket tout or secondary ticket site) then the customer will be offered the chance to buy another ticket if available from our ticketing team. If they do not want to do this and refuses to leave the venue, the guest will be escorted out of the premises.

7.31. TRANSPORT

7.31.1. OVERVIEW

A venue transport and vehicle movement policy serves as an appendix to this document as does the venue Travel Plan.

7.31.2. CAR PARKING

See also: **APPENDIX C – FACTORY INTERNATIONAL TRAVEL PLAN.**

There are 8 x blue badge parking spaces on Water Street (at the Liverpool Road side of the site).

There is no public parking at Factory International. Both staff and residents would need to rely on public parking in the vicinity. Within a ten minute walk there are over 3,300 public parking spaces available and additional public parking provision is proposed as part of other regeneration schemes. Some car parks are earmarked for future redevelopment.

The size and timing of parking demand will vary according to the type of activities; there will be a mix of daytime and evening based events of varying sizes. On rare occasions, there may a combination of maximum capacity events - equating to around 6,850 attendees arriving at St John's.

This scenario has been tested by Vectos (Transport Consultants) in order to understand the peak levels of parking demand generated.

Given the anticipated proportion of visitors arriving by private car (45%), this would give rise to a parking demand of 1,310 cars for a maximum capacity event. These visitors would park in nearby existing car parks. Data from the three main Multi-Storey car parks nearby to Factory during the

busiest period (5pm to 6pm during weekdays), including Spinningfields, New Bailey and Great Northern, has been used to understand the parking capacity in the local area at the critical period when visitors for a large event start to arrive while commuter parking is still prevalent. At this time there are 1,615 spaces available nearby after which capacity significantly improves which accommodates greater demand closer to the event start times.

At the weekend, the capacity at Spinningfields is much greater but at Great Northern this is reduced. Overall the weekend capacity is at 1365, which is sufficient to accommodate demand and would be supported by other car parks that are within walking distance of St John's.

7.31.3. COACH PARKING

Details of all available coach parking in the area are noted in the Travel Plan. Visitors to the venue will be advised there is no on-site parking and to find parking arrangements away from the venue.

The main demand for coach traffic within the St John's site will arise from Factory large events/performances that will attract nationwide attendees. The capacity of a typical large event is 5,000 persons and 10% are assumed to arrive by coach. This equates to 425 persons assumed to arrive in 10-11 coaches assuming there is a mix of coach sizes. The coach parking strategy has been updated to consider the coach parking needs for the various attractions in the area and in summary there are 13 coach parking spaces available in the area. The Factory International management team will inform coach drivers of MCC's guidance which directs drivers to drop-off and pick-up in designated locations, but to then require them to move on to a long stay parking.

There is a code of conduct for drivers which include turning off the engine when parked and following instructions for special events which would apply in this case. In addition, drivers would be instructed on pickup to ensure passengers wait on the coach before departure. Factory International staff can enforce this on event days by speaking to drivers and event organisers directly if any issues with compliance are identified.

Coach pick-up and drop-off for coach parties with visitors with limited mobility will take place in a location adjacent to the venue. Stewards will ask people to wait on the coach for the rest of their party, rather than outside on the pavement to limit noise. A detailed Coach Parking Strategy has been developed in consultation with Manchester City Council Highways and key stakeholders; this strategy is outlined in the Travel Plan.

See also: **APPENDIX C – FACTORY INTERNATIONAL TRAVEL PLAN.**

7.31.4. PUBLIC TRANSPORT

The St. John's site is very accessible by public transport as described below:

- Metroshuttle: Metroshuttle is free of charge bus service linking all the main destinations across Manchester City Centre. Metroshuttle buses are highly branded, are accessible by disabled users and run on a 10 minute daytime frequency from 0700 to 1900. During the daytime, the Metroshuttle will contribute toward making Factory International a highly accessible venue
- Bus: within a 15 minute walk practically all of the bus services reaching Manchester City Centre can be accessed. Within a shorter walk of 400m there are services accessible that offer frequent services out to Salford and the east but also several other routes that serve Prestwich, Burnage and Sale
- Rail: The site is conveniently located for access by a number of Railway Stations. Salford Central Station is located immediately to the northwest of the venue and is a 5 minute walk away. The last

Trans Pennine train is expected to depart around 23:30. Deansgate Railway Station is located to the south, a 7-8 minute walk away with its last train around 23:00. Both of these nearby stations offer access to frequent services to Lancashire, Merseyside and Bolton. Manchester Victoria and Piccadilly Stations are accessible by a longer walk or taxi but both are readily accessible by Metroshuttle and access the regional and national rail network. Manchester Victoria Station is also currently the subject of significant investment and refurbishment through the Northern Hub programme and like Salford Central will benefit from significantly more services via the diversion of Transpennine routes

- Metrolink: The existing Metrolink services currently cover a broad area of Manchester and its outlying residential districts. Deansgate Castlefield is the closest Metrolink stop for visitors and employees and this stop has recently been upgraded to allow for the Second City Crossing. It is noted that on Fridays and at weekends when the larger attended events are likely to be held the last Metrolink service leaving Deansgate-Castlefield is at 1:04 am

7.31.5. SERVICING VEHICLES

The principle deliveries required for Factory International will include stage equipment, event equipment, art installations, performer's tour bus, catering supplies and food and beverage deliveries. It will also require waste collections, which will be undertaken by a management company who would appoint a licenced waste carrier to remove the waste. Most service activity constitutes vans and rigid vehicles.

There will be periods of greater vehicle activity associated with event set up and break down. The larger events will have articulated HGVs which will use lorry lifts to deliver equipment. Large HGVs will reverse into the lorry lift from City Square under a banksman.

Lorries will typically park within the truck lift during an event. If there are catering events requiring dining furniture, equipment and F&B deliveries then these will use the truck lifts.

Other smaller event deliveries of lighter equipment may access the truck lifts directly from Water Street in a forward gear if there is an event on in River Square.

The back of house service yard between Factory International and Bonded Warehouse will manage refuse collections and smaller goods deliveries. Access to this service yard is via Water Street through City Square. City Square has access control bollards and vehicles would be timed and managed to not adversely affect peak activities in the Square. Loading and parking within the service yard will be managed.

Loading bays on Water Street are designed to allow deliveries for both foyers, including drinks deliveries. The southern loading bay is a dual use bay with taxi operations with loading permitted between 0600-1100).

The Truck Lifts can accommodate standard articulated lorries, however there may be a need on rare occasions to delivery outsized art or scenery to the Factory. Following future development of the wider estate, deliveries may be permitted subject to agreement with St. John's Management to access Factory International from Lower Byrom Street and arrive via the existing servicing route along Victoria Street.

Vehicles above the size of a transit van cannot be accommodated via Victoria Street.

Always refer to the relevant planning condition for specific times servicing is permitted.

See also: **SECTION 1.2.2. CONDITION #8.**

7.31.6. TAXIS AND PRIVATE HIRE VEHICLES

Existing nearby taxi ranks are at Deansgate (opposite St. John Street), Hardman Street, Byrom Street (adjacent to the Opera House) and Liverpool Road (adjacent to Museum of Science and Industry). Stewards will be on hand during large events to manage the queues for taxis and assist people crossing Water Street from east to west. To achieve an efficient dispersal, and to prevent unnecessary waiting of vehicles and pedestrians waiting for taxis, a number of provisions will be undertaken as follows:

- Reduce the number of private hire, Uber and private pick up on Water street.
- Advertise on the Factory International website for members of the public to advise taxi drivers not to pick up on Water Street or Liverpool Road, rather use Quay Street or Deansgate. Advise if booking a taxi or using Uber to organise pick up in these locations also.
- Liaise with taxi firms and Uber to avoid congestion along Water Street and request to arrange more convenient pick up location as above.

7.31.7. TRAFFIC MANAGEMENT

For events with large volumes of vehicles expected, a bespoke Traffic Management Plan will be written. The services of specialist traffic marshals may be required for specific activities.

Key transport infrastructure for the venue development:

- Factory International oversails Water Street with a minimum height clearance of 5.03m
- Water Street narrowed to 5.5m to avoid the Orchestra Pit
- Water Street under the venue offers dropped kerbs for ease of pedestrians crossing
- Accessible blue badge parking spaces x 8 available on Water Street at the Liverpool Road end
- Quality lighting and displays in the Undercroft to promote art and events at the venue
- Two new squares, City Square and River Square offer high quality public realm around the venue
- Links to other quality pedestrian routes in the area
- Marshals may direct pedestrians away from Grape Street for large events
- Grape Street is a new link from Lower Byrom Street to Water Street to provide connectivity across the site for service and access only vehicles and also for pedestrians and cyclists – this is expected to be resurfaced and open from August 2023
- Grape Street would be controlled by 2 no. automatic bollards located east of the venue between Bonded Warehouse and Lower Byrom Street, using number plate recognition to permit automatic access by residents and regular users
- Metroshuttle operates close to the venue and scheduled services stop on Lower Byrom Street with ease of access to the venue via Grape Street
- National Cycle Route 6 is provided on Water Street and across the River Irwell
- The Factory International and St John's public realm is designed to be cycle friendly

- 40 undercover cycle parking spaces offered within the public realm, 20 to the west of Water Street and 20 to the east located in the Undercroft areas, the exact location determined as part of the future public realm design
- No parking provided for staff or visitors on site, over 5500 other public parking is available within a 15 minute walk – see the Travel Plan for further information
- On street pay & display parking available in the local area
- Two Truck lifts are located east of Water Street to take large articulated HGVs and events deliveries to Warehouse / Hall floor level
- A service yard located between Factory International and Bonded Warehouse to manage waste and Back of House servicing, catering deliveries
- Two loading bays on Water Street with time limited loading enables servicing to take place at times outside of peak pedestrian movements
- These loading bays may double up as taxi ranks in the evening
- Exceptional outsized event deliveries that cannot fit in the lorry lift can access the Warehouse floor area via Victoria Street
- Coach drop-off /pickup provided on Liverpool Road and in existing coach pick-up locations nearby. Drivers would follow MCC guidance on timing, engine off and passengers to wait on the coach during pickup.

See also: **APPENDIX K – FACTORY INTERNATIONAL VEHICLE MOVEMENT PROCEDURE.**

7.31.8. TRAVEL PLAN

See also: **APPENDIX C – FACTORY INTERNATIONAL TRAVEL PLAN.**

7.32. WEATHER

During periods of heavy rain or extreme heat, the Undercroft provides covered queuing space for any audiences outside the venue.

Appropriate PPE or welfare will be provided to any staff members working externally in extreme weather conditions – e.g. waterproof clothing during rain or sunscreen in heat.

The venue's ventilation system ensure fresh air is replaced inside the venue on a regular basis. Heating and cooling will regulated the temperature of the venue's performance and public spaces to ensure comfort for audience members inside.

7.33. UNIFORMS

Staff uniforms are currently being scoped. An interim solution will be provided for staff during the initial venue opening period.

7.34. ZONE EX COORDINATION

7.34.1. OVERVIEW

Consideration must be given to crowd movement to and from transport hubs including, but not exclusively, train stations, bus stations, airports, taxi pick-up points, etc.

This area is known as Zone Ex (based on guidance from the Sports Grounds Safety Authority), or the Last Mile or Grey Area.

Postcode data can be analysed for ticket purchases and assumptions made on transport demand accordingly. Pre-event information sent to ticket holders will encourage sustainable transport choices. Operations will be in line with the venue Travel Plan with consideration given for impact on local stakeholders and residents. A bespoke Traffic Management Plan may be required for larger events.

7.34.2. STAKEHOLDERS

Regular meetings will be coordinated between St. John's Estate Management and other tenants and stakeholders in and around the site. Factory International will be represented at these meetings by the Head of Visitor Operations.

The impact on local residents and businesses will be accounted for and discussed in regular forums with the venue's neighbours.

Information about forthcoming events at the venue will be shared with local stakeholders during regular meetings and via regular email updates containing event listings. Local stakeholders will also be included on email distribution lists for when specific Event Management Plans (EMPs) are issued.

When events are taking place in the local area – for example, at Castlefield Bowl – meetings will be coordinated between Factory International and other event promoters to ensure any event clashes, audience dispersal and crowd management considerations have been discussed and plans in place to communicate between respective control rooms.

7.34.3. EVENT DAY PROCEDURES

Wayfinding signage will be in place to direct audiences to the relevant transport hub and regularly reviewed for its effectiveness.

Audience dispersal routes for events are explained earlier in this document and these routes will be stewarded as required to monitor crowd movement on arrival to and departure from the venue. This can be supplemented with first aid support or other welfare facilities for larger events. Welfare provision for staff will also be considered to ensure appropriate uniform or cover from poor weather is considered.

During egress for an event, the venue OCR will notify by telephone the following contacts that egress is commencing:

- St. John's Estate Management security office
- Science and Industry Museum security control room
- TfGM, Metrolink
- Local car parks
- Emergency services (if required)

7.34.4. INCIDENT MANAGEMENT

In the event of a raising of the alert state within the venue, the OCR will notify relevant local stakeholders about the likelihood of a possible emergency or evacuation.

Arrangements will be in place with the same stakeholders that should an incident occur nearby, the OCR will be informed to cascade to the Duty Front of House Manager.

See also: **APPENDIX D – INCIDENT MANAGEMENT PLAN.**

8. APPENDICES

Please note, only the appendices highlighted below are provided as part of the discharging of specific planning conditions. Others are available on request, if required.

- Appendix A – Factory International Health and Safety Policy
 - o This document will be updated to include a generic risk assessment for the venue
- Appendix B – WSP The Factory Manchester Fire Strategy Report – April 2023
- **Appendix C – Factory International Travel Plan**
 - o This document gives details on traffic management which is also outlined elsewhere in this Venue Operations Manual
- Appendix D – Factory International Incident Management Plan
 - o This covers general emergency response at the venue
- Appendix E – Factory International premises licence and operating conditions
- **Appendix F – St. John's Estate Management Handbook**
- **Appendix G – Event Management Plan (EMP) template**
- Appendix H – Site Plans
- Appendix I – Counter terrorism and security management plans
 - o These documents will be updated to include security vetting detail and an example event log
- **Appendix J – Crowd Management Plan**
- **Appendix K – Vehicle Movement procedure**
- Appendix L – Tenant Interface Handbook (extracts)
- Appendix M – Wayfinding Strategy
- Appendix N – Noise Management Plans for Events
- Appendix O – Standard Operating Procedures
- Appendix P – Example Event Staffing Plans
- Appendix Q – To be added at a later date if required
- Appendix R – To be added at a later date if required
- Appendix S – Safeguarding Policy

Water Street, Manchester M3 4JQ
factoryinternational.org

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