

**CHRIST IN THE CENTRE EVENT MANAGEMENT PLAN 2013**

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Please also refer to the website at [citc.dioceseofleicester.com](http://citc.dioceseofleicester.com)

**Version History**

Version	Date	Revision summary
1.0	16.01.13	Initial document for internal review by CitC Organising Group
1.1	28.01.13	First version issued to external agencies for evaluation
2.0	15.02.13	Amendments following Multi-Agency meeting on 1 Feb 2013. Issued to attendees of the Table-Top meeting
2.1	06.03.13	Amendments following Table-Top meeting on 4 Mar 2013. Reassignment of Stuart Kennerley to Chief Steward and Paul Hall to Assistant Chief Steward. Inclusion of cast and crew fire evacuation procedure. Clarification of bomb procedure. Revision of radio call signs.

## **I General Information**

Organised by the Christ in the Centre Organising Committee and supported by the Bishop of Leicester and other Church Leaders and Churches Together in Leicester and Leicestershire, Christ in the Centre aims to celebrate Good Friday and Easter, the most important time in the Christian calendar, as well as educating those who know little or nothing about the life and death of Christ.

The production of the event has received authorisation from Leicester City Council (Annex 10).

### **1.1 Purpose of the Event Management Plan**

This plan has been developed by the Christ in the Centre Organising Committee and outlines the arrangements, emergency procedures and control measures that are intended to be used during the Christ in the Centre event on Good Friday, 29 March 2013 and during the setup phase of the event on 28 March 2013. The event will consist of two performances at 11:00 and 14:00 respectively. The performances will take approximately 50 minutes each. The whole event will happen between about 11:00 and 15:00 on 29 March 2013 in Humberstone Gate, and will be concluded by the dismantling of the stage after the end of the second performance of the play.

The event planning team will be working in line with guidance given by the Leicester City Council and the Leicester Police.

### **1.2 Distribution of the Event Management Plan**

The plan is confidential and will be distributed to all key agencies and personnel involved in the planning of the event.

### **1.3 Humberstone Gate**

Humberstone Gate is a wide pedestrianised area with a variety of retail outlets down either side.

Both performances of the play will be enacted in Humberstone Gate, and use will be made of the permanent screen in Humberstone Gate as agreed with Leicester City Council.

### **1.4 Identity**

All event personnel involved in any capacity will be issued with a badge or a bib which must be worn or displayed at all times so that members of the public and stewards can identify event personnel. Stuart Kennerley is in charge of this.

## 2.0 Background Information

Christ in the Centre is now in its tenth year. Approximately 2,000 people attended the event in 2003, the number rising steadily ever since so that some 7,500 in total are expected to attend the two performances of the play in 2013.

### 2.1 Timetable of Main Events

#### Wednesday 27 March

09:00	Barrier delivery and erection at Humberstone Gate.
10:00	Staging being dropped off and assembled within barrier area.
12:00	Rigging of stage.
20:00 onwards	Staging to be guarded overnight.

#### Thursday 28 March

Morning:	Stage assembly to be completed.
Noon:	Production materials installed on stage.
19:30 – 22:00	Walk through the whole event, including sound checking.
20:00 onwards	Staging to be guarded overnight.

#### Friday 29 March

07:00 – 10:00	Staging finalised, visual checks and sound checks.
11.00	Drama at Humberstone Gate (first performance).
11.50	Drama concludes.
11.50 -14:00	Security will guard staging.
14:00	Drama at Humberstone Gate (second performance).
15:00	Drama concludes and stage dismantling commences.
23:30	Site clear

## 2.2 Public Liability Insurance

The Cathedral covers public Liability Insurance. A copy certificate is included at Annex I

## 2.3 Event Attendance

It is estimated that there will be some 7,500 people attending the event. This has been based on estimations of previous events and set against the publicity for this event. The event attracts mainly family groups and is free and open to all. It is expected that the majority of those who will come to see the event will be church members and well behaved. There are expected to be more people attending the 2pm performance than the I am performance.

It is intended to have 30 stewards in attendance at the event to ensure that the crowd is kept safe. If the number of visitors exceeds expectations, the Chief Steward will perform a dynamic Risk Assessment and the Event Manager, in conjunction with the Police, will decide whether it is safe for the event to continue.

## **2.4 Other Known Events on the Day**

There are no other known large-scale events in the City Centre on 29 March.

We have been advised that a Leicester City football match (versus Millwall) has been scheduled at the King Power Stadium on 29 March with a kick-off at 19:45. Leicester Police have advised that visiting supporters will be routed away from the City Centre.

## **2.5 Key Person Risk**

The Organising Group are comfortable that if a number of actors were unable to perform on the day of the event there is sufficiently flexibility within the cast to produce the drama. Amateur actors will perform all roles.

The three key operational personnel are Event Manager, Chief Steward and Assistant Chief Steward. SES Technical has the resources to cover additional professional stewards would be employed if cover is required.

### **3 Communications**

Effective communication is the key element if an event is to run smoothly and safely: This includes the general operational management of the event, dealing with the health, safety and welfare of the public and communicating effectively in the event of a major incident. A communications chart and radio call signs list is at Annex 7. Radios will be provided as detailed on the schedule from SES Technical Limited that also is in Annex 7.

Any radio can contact ALL radios or an individual radio, there can be up to 5 simultaneous conversations going on within our holding group. If the system is busy it will log the call and keep retrying until a connection is made. All conversations are to be a maximum of 1 minute then it times out – those wishing to talk for longer will simply remake the call. This configuration gives the best communications that enable all users to communicate within their group and outside.

#### **3.1 Event Control**

Event Control is located in the operations room of the Leicester City Council at Wellington House in Wellington Street. No members of the public will be allowed entry to this room whilst the event is underway without the consent of the Event Manager.

Management of the event will be undertaken in Event Control whose function is to oversee the smooth running of the event and to deal with any incidents that may arise.

Emergency telephones and radios will be accessible for communication management within Event Control.

A full record of the event will be maintained in Event Control. All incidents will be recorded on an incident log.

Event Control will be open from 09.30am and will only close following confirmation from the Event Manager and the Chief Steward that no further use of the stewards or other services are required.

#### **3.2 Communication with the Crowd**

Communication with the crowd can be performed via the public address system attached to the staging or through the stewards. All systems will be tested before the event. A loud hailer borrowed from Leicester City Council will also be available throughout the event and will be used as necessary under the control of the Chief Steward.

## 4.0 Event Management

### 4.1 Employed contractors

#### Event Manager

XX is an independent Event Management consultant, having recently retired from Leicester Police having held a senior role in public order policing since 1984. He has been a key resource in policing public demonstration and other events in Leicester and elsewhere. He is currently accredited at commander level under the Advanced Public Order Commander (APOC) Programme by the National Policing Improvement Agency.

#### Technical Manager

SES Technical Limited, which has been providing all the technical services to this event since 2006. SES provides a total management solution from planning to completion of the event and Jeff Pallett attends all meetings of the Organising Group. Further details about SES are at [www.sestechnical.co.uk](http://www.sestechnical.co.uk)

#### Chief Steward

XX has eight years' experience as an Operations Executive with Showsec International, before which he was a Showsec supervisor for 4 years. Further details about Showsec International are at [www.showsec.co.uk](http://www.showsec.co.uk)

#### Play Director

Sarah is a freelance youth and community theatre maker. Sarah is also employed as Creative Projects Producer at The Castle, Wellingborough where she designs and delivers projects, events and festivals for young people, families, schools and the community. Previous employment includes Course Leader in Performing Arts at Leicester College and Youth Theatre Leader at the Haymarket Theatre, Leicester

#### Production/Stage Manager

Lucy is a freelance Stage Manager with experience in all types of theatre and BBC production. Lucy is in her 4<sup>th</sup> year as Production/Stage Manager for Christ in the Centre

#### Production Designer

**Kate**

Kate obtained a first class honours degree from De Montfort University in Interior Architecture, specialising in Television Design. She works as a freelance set and costume designer and has worked extensively on events, site specific projects and installations with theatres including the National Theatre, the Minack Theatre, Curve, Derby Playhouse and Leicester Haymarket Theatre

#### Traffic Co-Ordination

**Terry**

Terry is a Director with Oneway Traffic Management, which is an independent traffic management contractor providing traffic control, safety and management to the event industry. Further details about Oneway Traffic Management are at [www.onewaytm.co.uk](http://www.onewaytm.co.uk)

## 5 Traffic-Related Matters

All traffic-related matters are the responsibility of Terry Thwaite of One Way traffic Management Limited, who will secure the Traffic Order.

### **5.1 Emergency Routes**

An emergency access route of 4.3m is to be maintained along the route. Vinci Works or the police will remove any vehicles found illegally parked on emergency routes.

In Humberstone Gate, any emergency access is likely to pause or end the Event. Stewards will be responsible for clearing the emergency route that runs alongside the Haymarket side of Humberstone Gate. During the Event, stewards will continually walk the route and encourage members of the public that wish to watch the Event to step into the main pedestrian area.

## **6 Health Safety & Welfare**

### **6.1 First Aid**

St John Ambulance (SJA) will provide first aid cover for the event from 09:30 to 16:00 on 29 March 2013. Advice has been taken from St John Ambulance as to the correct number of emergency personnel and equipment needed. We are having cover on an approved SJA scale that includes one ambulance, four first aid members and two emergency transport members.

The SJA ambulance will be located at the rear of the stage in Humberstone Gate

### **6.2 Hospitals**

The closest hospital to the event is the Leicester Royal Infirmary, less than one mile from the City Centre.

### **6.3 Lost/Found Children/Vulnerable Persons**

If a child is reported to any steward as being lost the following actions should be taken:

- 1) If possible, the steward should remain where they are (as the child may return)
- 2) The steward will secure an accurate description of the child from the parent/guardian
- 3) The steward will report as much detail as possible to their Head Steward
- 4) The Head Steward will inform the Chief Steward who will inform the Assistant Chief steward, all Head Stewards, the police and any relevant security officers at the Haymarket Shopping Centre of all the details so that a positive lookout for the child can be instigated.
- 5) It is important for stewards to ensure that all stewards in their locality are aware of the situation
- 6) The team that have received the report will carry out an immediate search of the local area.
- 7) If the child is not quickly found, the police will take charge of any further searches (in which case the stewards will comply with any request for assistance from the police)

Once a lost child is found, two stewards should escort the lost child to the Information Centre in Fox Lane. At no time should a single steward escort a child. If, at any time, a child is reluctant to go, a second opinion will be sought from the police.

Upon arrival at the lost child unit, messages will be relayed in order to find the parent of the child. Street Pastors who have been CRB checked, will look after the child and they will fill out the incident log. The same procedure will be followed with vulnerable persons.

### **6.4 Lost/Found/Stolen Property**

Lost property will be taken to the Information Centre. The Technical Manager will pass lost property to the police after the event.

### **6.5 Policing**

Support and advice has been sought from Leicester Police throughout the event planning process.

## **6.6 Street Cleaning**

Street Cleaning will be carried out by the Leicester City Council's City Cleansing Department. Stewards will report the presence of any sharp objects such as shards of glass to the Chief Steward who will inform the Event Manager so that the risk of damage to the public or to traffic is minimised. These arrangements will be re-confirmed with Cleansing Services (0116 225 3381), who are expected to use their permanent team to deal with street cleaning. Stewards will be instructed to pick up any litter that is obviously dropped as a result of Christ in the Centre.

## **6.7 Site Checks and Site Plan**

Site checks will be performed on 14 and 21 March 2013

The site plan for Humberstone Gate is at Annex 3

## **6.8 Child Protection Policy**

The Christ in the Centre 2013 cast includes children who perform within the production. The safety and protection of these children is ensured through adherence to the Christ in the Centre Child Protection Policy and Procedures that is attached as Annex 9.

## 7 Stewarding

Information on the practices to be followed by the stewards and their training is included in Annexes 4, 5 and 6. We intend to have 30 stewards for the event. Our advisers have supplied us with copies of the latest version of *Event Safety Guide (Purple Guide)* and *Guide to Safety at Sports Grounds (Green Guide)*. In paragraph 3.15 of the Green Guide the emphasis is firmly on the relation between the risk assessment for the event and the number of stewards. Where the risk factor in relation to the audience and the artist profile is low (as with Christ in the Centre) the suggestion is that the ratio of stewards to members of the public attending the event should be 1:250. So if the audience is assumed as a total of 7,500 at both performances of the play, 30 stewards should be more than adequate. Volunteer stewards will be recruited and trained with professional stewards being hired from Showsec International as necessary.

Our advisers have also recommended that, as part of our duty of care, we should establish a **Staff Rendezvous Point (RVP)** in the event of an emergency. The Event Control, which has vision of the area via CCTV, or the Technical Manager at his discretion, as he is on site, will advise this point. In the latter case the Technical Manager will notify Event Control immediately that decision is made. The Technical Manager will be located on the balcony of the Haymarket Centre to oversee the event, as suggested by PELO Terry Hammond.

Christ in the Centre, as the event organiser, is responsible for safety. The Organising Group have communicated their safety concerns to the Chief Steward and Assistant Chief Steward, and the Chief Steward has been attending Event Planning Meetings.

Police officers will be present at the event for the following functions:

- Maintaining public order
- Preventing and detecting crime
- Enforcement of traffic and road closure orders
- The activation of a contingency plan where there is immediate danger to life.

Whereas the stewards are responsible for stewarding and controlling the crowds, police should take appropriate steps should they observe any dangers or potential dangers to the public.

All stewards will be instructed to report any incidents that may endanger public safety directly to their Head Steward, who will then communicate with the Chief Steward and Assistant Chief Steward.

The Chief Steward has access to this management plan and the stewards will have attended training sessions introducing the event and its risks and many will have been at the Christ in the Centre events of 2004 - 2012 in the capacity of steward.

Stewards will be given high-visibility vests, from the stock that Christ in the Centre owns, and if further vests are required they will be borrowed from Laura Hailstone of Leicester City Council.

The Technical Manager will be onsite from Wednesday noon to erect barriers and facilitate the build of the stage area. The Chief Steward and Assistant Chief Steward will be in attendance during the daytime on 28 March until 20:00 and they will return by 09:00 on Friday 29 March. Professional stewards/security guards will be in attendance from 20:00 on Thursday 28 March until 09:00 on Friday 29 March to guard the staging at Humberstone Gate. They will also be in attendance after the event finishes until released by the Event Manager, Ian Coulton.

When the play is being enacted in Humberstone Gate a steward will be positioned on the elevated balcony of the Haymarket Shopping Centre. Their role will be to identify whether there is any evidence of crowd movement that might lead to the risk of crushing. This steward will be in radio communication with the Technical Manager (Jeff Pallett) and Event Control. If Event Control identify potential crushing in the crowd below they will inform the Technical Manager and the Stage Manager who will immediately take the necessary action to abort, pause or continue the performance. Event Control will inform the Steward team who will secure the stage, keeping the emergency exits free. They will also ensure the safe-passage of the performers.

There will be a secure area for disabled people at the front of the stage in Humberstone Gate and also a special area for those taking advantage of signing services both at Humberstone Gate. The integrity of these areas and the people therein will be the responsibility of the stewards.

Stewarding positions at Humberstone Gate are illustrated in Annex 5.

## **8 Contingency Arrangements**

### **8.1 Incident Requiring Emergency Services Access**

Stewards, in communication with the emergency services, will be instructed to clear the route for the emergency vehicle. The Chief Steward will need to be notified of such an incident in order for him to co-ordinate access provision.

If emergency access is needed on or in front of the stage, the event will be stopped. The Event Manager will make the decision to stop the event. The actors will be instructed to stop the play without question when instructed to do so by the Event Manager.

### **8.2 Incident Requiring Partial Evacuation of Humberstone Gate**

The stewards will form a line and section off the area that needs to be cleared.

In the event of the stage and adjoining areas having to be evacuated, the stewards will follow the “Cast and Crew Fire Evacuation Procedure”, (Annex 4), with the cast and disabled being escorted by the stewards in an orderly manner.

### **8.3 Incident Requiring Full Evacuation of Humberstone Gate**

This will only be done in conjunction with the emergency services. The Event Manager will cede control to the Emergency Services and the Chief Steward will liaise with the Emergency services.

### **8.4 Extra-ordinarily large crowds**

If crowds that are larger than expected begin to form the Event Manager must take the following into consideration:

- Delay of the start of the event
- Cancellation of the event
- Closure of surrounding streets

The Event Manager and Chief Steward through the stewards will constantly monitor this situation.

### **8.5 Overcrowding Outside Glass-Fronted Buildings**

Stewards will be briefed to keep crowds away from glass-fronted buildings. If an area has become overcrowded then attempts will be made to prevent pedestrian access to the event.

## 8.6 Receipt of bomb threat

Any bomb threat will be the ultimate responsibility of Event Manager, who will immediately notify the police. Stewards will be deployed as directed by the police.

<b>Confirm</b>	presence location
<b>Clear</b>	area around the device
<b>Cordon</b>	the area at a distance to the size of the device
<b>Control</b>	access to the area
<b>Check</b>	for secondary devices

### Minimum Distances

Briefcase-sized items and smaller	100m
Car-sized items and smaller	200m
Vans and HGVs	400m

## 8.7 Cancellation and Premature Termination of the Event

### 1) Cancellation before the Event begins

A pre-arranged meeting, if required, will take place at 9.00am on 29 March 2013 and attended by the Key Event Staff and the Emergency Services to discuss any problems that might lead to the cancellation of the event.

If at this meeting, the event has to be cancelled Terry Hammond will communicate this to the public sector services.

The Event Manager will contact the following media sources:

Mercury Newsdesk: 0116 222 4241 (direct line)  
0116 251 2512 (switchboard)

Radio Leicester: 0116 201 6660 (newsroom – switchboard not operating on Good Friday)  
0116 251 1049 (studio competition line etc.)

### 2) Premature termination of the Event whilst it is in progress

If Ian Coulton (Event Manager) decides that the event must be terminated because of an emergency situation that has arisen, the Chief Steward will be informed using the words “**End Pageant.**” The Chief Steward will contact the Assistant Chief Steward and all head stewards who will in turn contact all stewards. Members of the public attending the event will be informed that the event has been cancelled due to safety reasons and they will be asked to disperse as quickly as possible to allow the emergency services to deal with the situation which has caused the cancellation.

## 9 Risk Assessment – general principles

### **Risk assessment for Good Friday (29 March 2013) Drama presentation in Leicester City Centre**

The notion of a static Risk Assessment for any large-scale event, especially one with mobile elements, may contain flaws. Events that are beyond the control of the group may arise at any time and need dealing with. To this end, the Chief Steward and named persons in charge of the safety aspects of the drama must be able to perform a dynamic risk assessment based on events. We believe that a large part of the success of any event on a grand scale must be the safety of those involved in the event and those watching or participating in any way.

This assessment is concerned with all aspects of the Christ in the Centre Drama production, with many of the risks managed by paid contractors. In particular, SES Technical Limited is in charge of all the technical elements of the Event and they have produced risk assessments included in this plan at annex 8 in relation to:

- Barriers
- Crowd control and safety
- Disabled access
- Fire
- First Aid
- Lost children
- Noise
- Staging, platforms, services and structures
- Toilets
- Traffic
- Wet Weather

**10 Names and Contact Details of Key Personnel**

	Role	Email	Mobile	Other
	Production/ Stage Manager			
	Play Director			
	Event Manager			
	Treasurer			
	Co-Chair of Organising Group			
	Co-Chair of Organising Group			
	St John Ambulance			
	Assistant Chief Steward			
	Leicester CC Festivals & Events			
	Police			
	Administrator			
	Fire Service			
	Chief Steward			
	Technical Manager			
	Haymarket Centre			
	Leicester CC Festivals & Events			
	Traffic			
	Production Designer			
	East Midlands Ambulance			
	Publicity			