



EVENT MANAGEMENT PLAN

Version 1

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(Production and Event Manager)**

'THE SOUTHAMPTON PASSION 2011'

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Purpose of this document

This document provides those with responsibility for the Southampton Passion, Southampton City Council, Live Nation and other bodies with the plans, hazard identification and risk assessment of activities and arrangements for The Southampton Passion 2011.

Document control record

Document Version	Reasons For Changes	Issue Date	Circulation

How to use this document.

The Event Management Plan (EMP) is intended to be used by all who have any responsibility for the Southampton Passion.

AUTHORITY

The Information contained within this EMP has been compiled by those with relevant responsibilities. The EMP is the control document of the whole event.

For and on behalf of the Producers of The Southampton Passion

Matt Bunday

Southampton Passion Event Manager+Production Manager of Technical aspects

1. EVENT OUTLINE

1.1 Nature

The Southampton Passion is a Church inspired community event, portraying the events of the last week of the life of Jesus in the midst of the city using the newly developed Guildhall Square as a backdrop for a contemporary working of the Gospel story. The event expects 8,000 attendees but has plans to cope with up to 12,000 attendees. The event is being supported by over 1,000 volunteers (including stewards, cast, site crew, technical crew directors, wardrobe, staging, producers and admin support) who are being trained in their roles. The story is to be portrayed using drama, music (including musicians and choirs), and dance.

1.2 Date and Time

The event will take place on Good Friday, 22nd April 2011 from 18.00 (show goes live) to 22/23.00 (show due to finish at approx 22.00 but an hour to be given for networking/ prayer/ reflection).

1.3 Venue

The Southampton Passion will take place in its entirety at the Guildhall Square and make use of staging at both the Guildhall end and the Andrews Park end of the Square with Actors walking through the crowd at one point in the production.

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1.4 Programme with approximate timings

- 6:00pm – Evening begins with a set of live music from Bob Pearce and his band on the main Guildhall stage
- 7:00pm – Live music ends and band are moved off of the stage area
- 7:30pm – The main Southampton Passion begins with action on the main Guildhall stage
- 8.30pm – Jesus is led to his crucifixion which will involve him walking down through the crowds to the Andrews Park end of the square to perform on the stages there.
- 8.30 ... 9:30pm – the action alternates between the two ends of the Square
- 9:30pm - Finale - The final song is performed and the production concludes
- 9:30 – 10:30pm – opportunity for networking, counselling, prayer and discussion at the marquee in Andrews Park

2 EVENT MANAGEMENT

Overview:

The management of the Southampton Passion is carefully structured to take into account a safe environment for the audience as well as a nice and an inviting atmosphere for the volunteers. Allowances have also been made for the large amount of technical expertise needed and how this will be efficiently monitored and coordinated.

To this extent the management of the technical elements and the management of volunteers and show team will be carefully structured so that people will only be supervising elements in areas that they are qualified to do so and to improve efficiency.

A brief summary of the overview is:

DURING BUILD UP:

Chris Lockwood (Site Manager) and ??? (Health and Safety Consultant), will be responsible for the Health and Safety of all volunteers and staff as well as all vehicles and the erection of all marquees and NON-technical related structures.

Matt Bunday: Production Manager: Matt will be responsible for coordinating subcontractors and getting the stage and technical aspects built and ready for the show.

Each venue will have a 'technical manager' who will supervise the building of the stage in that area under Matt's responsibility.

Each Venue will have a 'crew manager' that will supervise the volunteers, stage builders and any technical 'humpers'.

DURING THE EVENT:

Matt will then move to 'Event Manager' and run the event from within the audience and will be talking to 2 Stage Managers (1 at each set of stages).

The stewards for the event will all be split up into 4 groups, 1 for each location and 1 to roam and follow the procession. Each steward team will have a team leader that will report to a 'Head Steward' that will be in direct contact with Matt. ?????

??? will stay in close proximity for any Health and Safety issues that arise.

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The technical managers at each location will stay in supervisory control of the technical in their areas and be on hand to problem solve.

DURING BREAK DOWN:

Same system as 'Build Up'.

Please see [Appendix 2](#) for a diagram of the management structure.

Policy

As the Event Management Team (EMT) want to encourage an atmosphere of safe celebration, their intention is to organise an event which:

- Ensures safety for both participants and spectators
- Minimises the risk to and performers, crew the general public
- Prevents public nuisance and disruption
- Protects children and vulnerable adults from harm
- Promotes an environment which allows participants and spectators to enjoy the event

This EMP is an operational document intended to:

- Define the parameters of the event
- Identify roles, responsibilities and duties.
- Clarify the communication lines
- Assess the risks involved, safety measures required and their implementation

Advice has been taken from professionals in Health and Safety and consultations have been held with Southampton City Council (SCC) Event Management Team. The policy for the Southampton Passion has been written by the Producers who have met regularly since October 2009. The Co-ordinator for the Southampton Passion is Neil Maddock, director of e-quip community arts project (registered charity no. 1137572)

2.1 Specific Responsibilities

The Organisation chart (Appendix G) identifies key management responsibilities.

2.2 Planning and Consultation

Monthly meetings have occurred since detailed planning commenced in October 2009, after initial meetings which commenced in the late summer of 2009. A wider group of the Passion department heads have met monthly. Task groups have met regularly to meet their goals. Meetings have been minuted and conducted professionally to share information and ensure co-ordination of the Passion. Cast rehearsals got underway in October 2010 and continued until the date of the event.

This EMP has benefited from advice from:

- Southampton City Council
- Winchester Churches Together (who staged the 2008 Winchester Passion)
- Southampton Christian Network

2.3 Licensing Objectives

- 2.3.1. The licences shall have effect on 22nd April 2011 only.
- 2.3.2. A final agreed EMP shall be submitted to the Local Authority no later than 14 days before the event.
- 2.3.3 The Producers have sought advice and attended meetings to monitor progress with the development of a satisfactory EMP.

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- 2.3.4. The EMT have signed a Memorandum of Understanding with the Police regarding responsibilities at the event. ???
- 2.3.5. The EMT shall submit a structural completion certificate for each structure, provided by a suitably qualified person, which will be placed in the Production file held at the control node on the day and otherwise at the United Church. The certificate must confirm that the structure has been erected safely. ???
- 2.3.6 The organizers shall also place in the Production file Electrical completion certificates for all sites, provided by a suitably qualified electrician. The certificate must confirm that the electrical installation has been installed safely. ???

2.4 Publicity

Advance detailed information of the event has been available to people from the end of January 2011. The official website contains information on road and rail links into Southampton and major bus routes into the city. It is the intention of the EMT to give people sufficient advance information to ensure that any anxiety among people about the production or its location is eliminated. We will also distribute advertising material through churches, local media and city retailers so as to ensure that people are fully aware of the event and clear about where and when to come along. The official website for the production event is www.southamptonpassion.org.uk

2.5 Spectator Profile

There is no real information on the numbers of spectators that will be attending. The Winchester Passion in 2008 attracted a crowd of approximately 12,000 people and so we working towards a figure of 10,000 for the Southampton Passion. The event is being widely publicised and promoted through local media who will be covering it on TV and Radio.

The make up of spectators is expected to be a 50/50 ratio of male female. The age range will be from infants to senior citizens with the majority being adults. They will be compliant although that could easily change as result of any incidents occurring or the actions of other spectators or insensitive or confrontational stewarding. A good percentage of spectators will be elderly and some will have special needs.

3 EVENT PLAN

3.3 Generic Issues and Controls

3.1.1. People attending.

Our advance publicity will give people advance information about the venue and best space available to view the event. Stewards in high visibility jackets will ensure the numbers of people entering the site area will be controlled to prevent overcrowding and crowd stress, and offer alternative places to view the event. The likely crowd area and exit number profiles have been considered assuming one person to 0.5 sq.m. (advised by Mr Fred Randall, Mr Geoff Vaine and Mr Ray Cousins, of the Hampshire Fire Service)???. Similarly the comfort and safety of specific groups of people have been considered, e.g. children, elderly or disabled that may have specific needs and who will be directed to the covered seating area???. Any emergency evacuation procedure (see section 5) will be communicated by stewards using radio, mobile phone and loudhailer as directed. A public address system is available in the venue.

3.1.2. Traffic management: access/egress, parking and emergency vehicles

The invitation leaflet will inform people that the Park and Ride bus service will run for an hour before and after the event. It will also identify other Car parking in the city. Transportation of items necessary for the Passion using support vehicles will be allowed for unloading and loading, as directed by stewards and site directors. Most vehicles of those involved in the event will be parked in city car parks, except where they are essential for the event, e.g.

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control vehicles for sound and vision. The vehicles so parked will not contravene parking restrictions or obstruct the highway sight lines or the footway/road. No unplanned and uncontrolled access and egress to event site will be permitted. Barriers and signs will be used to help with closure and safe access and egress. Emergency vehicle routes will be open, directed and controlled on and off the sites. Emergency pedestrian routes will be kept clear. A traffic and pedestrian control and movement plan will be provided.

3.1.3. Crowd control: stewards ??? (MATT)

Stewards will be fully briefed on all aspects of the Passion event including crowd control and emergency procedure arrangements. Detailed site plans are attached (Appendices A – C). The Stewards will be clearly identified to the public, in high visibility jackets, appropriately briefed and directed in actions for foreseeable and emergency event situations. They will be briefed to act in teams; ultimate steward control is with Mr Ray Cousins, Chief Steward. Mr Fred Randall & Mr Roland Burberry will be available through control by radio. Each site area will have a call sign leader. Crowd movement will also be covered on located point and identification control. Additional stewards and supervisors will be provided with radios as necessary (Call signs are available in section 7).

Stewards will be organised into 5 teams of 10. Each team will have a succession of tasks and responsibilities and each team will have a Team Leader providing management and who will have a personal radio.

Stewards will receive training and be allocated to responsibility according to training and competence. They will be required to look out for hazards, guide vehicles, and clear emergency exits, give general information to people and know how and when to deal with difficult people. They will be advised what to do in the event of injury occurring, fire, and dealing with people. Stewards will be readily identified and as this is an evening event, they will need torches. As the crowd moves, the steward teams will move with the crowd so that the number of stewards will increase as the procession moves.

There will be site crews at each site, with a site manager and 10 crew members. The crews will stay on site the whole time, helping to set up and clear the site, including litter.

The event is expected to be watched by 10,000 people but we have planned for up to 15,000???. The cameras will be covering the show live and then transmitting (via microwave or cabling depending on the distance) the link to:

- 1) Guildhall Square front screens that will allow for easy viewing from across the Square
- 2) Guildhall Square rear screen that will allow for easy viewing from across the Square
- 3) Guildhall Square screen facing Andrews Park for overflow audience space

Guildhall Square and Andrews Park will not be closed off or ticketed so people will be allowed to come and go as they like. However SIA trained security will be on hand to ask people to disperse should the areas become too congested. There will also be trained stewards in the area to help.

When planning the site and building it up we will take care not to create any bottle necks or potential "crush zones" and will have "mojo's" at the front of each stage so we are able to pull people out of the area if needed.

3.1.4. Welfare

The Passion organisers have estimated the number of people attending the event (maximum 15,000) and the likely duration (4hrs). Any requirements are based on these estimations. Records of incidents or accidents seen or reported will be kept and as appropriate the Passion will initially investigate the likely cause and keep a report. Provision for dealing with lost children, missing people and lost property is considered and the stewards are briefed of

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all such arrangements. There will be a designated Meeting Point at the site and in the case of missing children this will be carefully overseen by male and female stewards at the Command Tent with relevant CRB checks.

3.1.5. Temporary Structures/ Specialist Equipment

Equipment is to be obtained from reliable sources, it will be erected by appropriate staff and safety checks will be made. This particularly applies to site temporary structures such as staging, tents, sound and lighting equipment etc. The location of any such structures is identified on the site plans. Safety barriers if required to protect the public against specific hazards will be erected and checked as safe. Specialist equipment like generators will be appropriately sited, protected and access controlled.

3.1.6. Contractors/Performers

The EMT will ask contractors at event sites to provide their safety policy and risk assessments to ensure that they will perform the task safely. Where appropriate risk assessments, method statements, and structural calculations will be obtained from contractors. All such material will be held in a production file which will be held at the Command Tent on the day and be available for inspection at any time. Contractors have been required to have their own insurance, or are covered by the event public liability insurance certificate, which provides a limit of indemnity of at least £10 million. Contractors will be provided with a copy of the EMP and the organisers shall ensure they are adequately briefed about our health and safety procedures and will follow event rules.

All subcontractors will be competent and when necessary, carry 'ticket's or licensing for access vehicles, rigging and other relevant work.

All volunteers and 'crew' will be covered under either the companies insurance policy or Solent universities policy (in cases where their students are used). All volunteers and crew will also be properly inducted before entering site, and briefed before undertaking any potentially hazardous task. They will also be overseen by confident and experienced technical managers or steward team leaders at all times.

3.1.7. Insurance

The Passion event has a Public Liability Insurance. A copy of our event Public Liability Insurance (held by Neil Maddock) will be submitted to those who have asked for a copy and the original kept in the EMP file.

3.1.8. Special Permissions

The Passion involves activities consisting of acting, music, dancing, singing or similar but will not be charging for events. Southampton City Council Events Management department has been consulted and advised at all times during the process and the appropriate licenses have been gained.

3.1.9. Production File

A Production 'Technical' file containing all technical information relating to the build and operation of the stage areas and all the information for managing the event will be retained by Matt Bunday prior to and during the event.

A 'Health and Safety' file containing all Risk assessments, method statements, calculations and any information regarding to site management will be kept by ??? prior to and during the event.

3.2. Site Specific Issues and Controls

3.2.1. Site Suitability, Layout and Design

The chosen site is considered a suitable site. Structures are designed to be placed on flat

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ground. Additional lighting for the site and suitable access and exit routes have been considered and are identified on the attached plans (Appendices C - F)???. Site activities are not located where they could compromise other evacuation routes, e.g. next to fire exit doors of local shops or offices.

3.2.2. Site Plan

The site plan is available (Appendices C – F) showing the position of all the intended Act & Scene events and facilities. Entrance and exit points, circulation routes, vehicle access and emergency evacuation paths have been set out and designated. ???

3.3. Site Responsibilities

Matt Bunday is the Production Manager for overseeing all sites. ??? is the Site Manager with operational responsibility for the site. ??? is the Senior Steward overseeing all stewarding teams. In addition to the above named people each stewarding team Leader will be carrying a radio.

ADD DETAILED INFO ON SITES AND PERSONEL RESPONSIBLE???

3.4 Event Start

3.4.1. Final Preparations

Just prior to the event a detailed safety check will be carried out using an inspection checklist by Matt Bunday. Matt will check that all stage and artistic features work and that the large show team is accounted for.

??? is to sign off all Health and Safety features and ensure that all exits are clear, all equipment is safely stored and that the site and company as a whole meets the high standard for such a large event.

3.4.2. Adverse Conditions

Adverse weather is not expected due to the event being late in April, however we have planned for 3 levels of weather and will monitor weather patterns on the run up to the event and when on site before Matt and Neil will make a final decision on the afternoon of the Passion:

i) **LIGHT RAIN OR GOOD WEATHER:** No action will be taken as the stages will have sufficient grip and all the technical equipment will be rated to be safe in those conditions.

ii) **MEDIUM OR HEAVY WEATHER:** If this is identified to be the situation then the show team and performers will be told in order to prepare. Roofing felt will be placed on the top of all stages in order to provide grip. Mini marquees, tents and other quick-erection structures will be placed above any potentially vulnerable technology (ie. Power generation, screens).

iii) **HEAVY OR DANGEROUS WEATHER:** The show will take place but ...???

All stewards, show team and contractors will be fully briefed before the day of the performance so that if the plan changes or a decision is made, then the team will be able to step into action quickly.

3.5. Event Activities and Controls

The following comprises planned activities and controls.

3.5.1. PASSION CENTRAL

This will be a porta-cabin or 'site office' located in Andrews Park ???. All radio communication will go through here and this will act as a central communication hub to get

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through to ??? or Matt or the site management team.

3.5.2. Communication

Every steward, member of the technical show team and management will have a radio. Radio channels will be divided up into different departments in the following way below:

- 1) Management
- 2) Security
- 3) Stewarding
- 4) Technical-Guildhall
- 5) ???
- 6)
- 7)
- 8)
- 9)
- 10)
- 11) Spare channel for long management conversations

Matt will 'show call' the event and will have the following people on channel 1 with him:

- 1) Matt (Event Manager)
- 2) Al (Health and Safety)
- 3) Matt (Stage Manager-Guildhall)
- 4) Ruth (Stage Manager-Hoglands) ???
- 5) Tracey (security manager)
- 6) Head Steward
- 7) Chris Lockward (site manager?)

These people will be carrying 2 radios in order to be able to get the information in 'real time' and then decimate the information to their teams. This can be done with one 'in ear' radio extension and one headset.

Technical managers will stay on their various channels in order to be able to problem solve and talk to the crew when needed.

Radio chat will be kept to a minimum and there will be a 'radio protocol' brief that everyone on radio will be sent before the show date. This radio brief will include emergency procedures and provisions for safe evacuations and means of communication so to not alarm people when dealing with possible situations (IE possible fire or bomb threats).

3.5.3. Special Needs Arrangements

People with restricted mobility, deafness or visual impairment, including wheelchair users, will be advised to watch the performance from the covered seating area (or Above Bar church)?????. Above Bar will seat approximately ??? people on raised seating and has wheelchair access. It will be fully staffed by volunteers. Tickets can be reserved before hand.

3.5.4. Toilets

CAN WE SECURE TOILETS OPEN SOMEWHERE???

Contractors and staff will use the toilets at Guildhall for their duration but some toilets at Guildhall will be placed as the Public will not have access to the Guildhall.

3.5.5. Training Plan for Stewards

Advertising for 'sign up sheets' online, at Church events and with Southampton Solent have meant that we got a large amount of volunteer help for the event. We then went through the lists and took off anyone that wasn't suitable, before then dividing everyone into teams of

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stewards, stage builders, publicity, dependent on where their availability and interests lie.

For the event the stewards will come to the event having received a briefing pack before the show day outlining their department/ line manager, etc and then Matt will conduct a 'show team' brief at approximately 4pm to include every person working on the team that evening.

3.5.7. First Aid provision

Provided by St John's Ambulance... ???

3.5.9. Litter

As indicated in 3.1.3. the site crew will stay at the venue until it is cleared and the litter is collected and appropriately disposed of. Waste bins will be provided to collect the litter.

3.6 Event Conclusion

3.6.1. Site conditions

After the event, an inspection will be carried out to make sure nothing has been left on the site which could be hazardous to future users and that the site has been cleared of rubbish. This inspection will also identify any damage which may have been caused during the event. It is not intended that any structures are left overnight, but in the event that they are as a result of unforeseen circumstances, security guards will be present to ensure they are safe from vandalism etc.

3.6.2. Accidents

If an accident occurs, the names and addresses of witnesses will be obtained, photographs taken (where appropriate) and a report made. An Incident Report Form will be completed and a copy sent to Southampton City Council, Environmental Health. We will also advise our own event liability insurance company, Ecclesiastical Insurance.

3.6.3. Claims

If any person declares an intention to make a claim following an alleged incident associated with the event, we will contact our insurers who will in any case receive a completed accident form.

4. EVENT RISK ASSESSMENT COVERAGE

4.1. Sites and Activities

Risk assessments for the site and all activities involved with the Passion, in addition to technical areas, road control, and crowd movements have been produced. They identify safety hazards, assess risks and identify mitigating measures to eliminate or reduce the risk of accidents or injury occurring.

At Table 1 & 2 we indicate the key areas considered and give written evidence of the risk to assure that Passion 2011 is a safe event. The assessments show adequate process and procedures will be in place to deal with identified detrimental occurrences or emergencies. Site plans and other textual documents also explain how the event risk and other issues are being managed. ???

4.2 People

The EMT have decided who could be affected:

- There are no people employed directly by the Southampton Passion
- Over 200 volunteers are being trained in their roles and responsibilities.
- Stewards who will be given suitable training.
- Members of the public have been considered, all the age groups and those with disability

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requirements.

- Contractors

4.3 Risk Classification and Application of Good Practice

The EMT have assessed risks and introduced where appropriate further controls to eliminate or reduce them.

The event identifies the two key areas of risk to people as "site related" and "crowd/movement related". Risks are classified as high, medium or low. Consideration is given as to what controls need to be in place to stop an incident/accident happening. The EMT have decided whether risk could be eliminated completely by change of plan or practice or where it cannot consideration has been given to what must be done to reduce it to an acceptable managed level. See the Table 1 & 2 for details. ???

Health and Safety documents such as guides, codes of good practice, British Standards, have been considered to best reduce risks and to comply with the law and recognise best practice.

5. EMERGENCY PLAN

The contingency arrangements contained within this EMP have been devised to allow a co-ordinated and effective response to unscheduled occurrences, which impinge on the safe running of the Event. An experienced Passion **Event Management Team** (EMT) has been appointed and specific responsibilities have been established. The EMT will be in place at least one hour before the commencement of the event; the stewarding teams will be in place two hours before the start.

Three categories of occurrence, each requiring a specific response reflecting their severity, have been identified and are defined below.

5.1 Untoward Incident

An untoward incident is defined as *'a routine occurrence that impacts upon the safe running of the Event but does not require the Police to assume the co-ordination of its resolution'*.

Despite effective planning there may still be occurrences determined as Untoward Incidents. However, it is recognised that if the EMT do not address such circumstances effectively, a more serious Emergency Situation may result.

Resolution of such routine occurrences is an intrinsic part of the management of the Southampton Passion. Given their predictability, appropriate Contingency Arrangements have been identified and will be managed by the EMT. To resolve untoward incidents the EMT will initially co-ordinate via radio/mobile phone.

The EMT may retain responsibility for co-ordination of the response, even if Emergency Service assistance has been requested. However, the Police may decide that circumstances warrant further intervention. The EMT will then provide assistance to the Police as required.

5.2 Emergency Situation

An Emergency Situation is defined as *'an occurrence that poses a threat of serious injury, loss of life or a breakdown in public order and does require the Police to assume the co-ordination of its resolution'*.

Whilst the EMT is responsible for dealing with Untoward Incidents, those involved must be aware of their own ability to cope and recognise the occurrence of Emergency Situations. If the EMT are not able to deal with the incident they should immediately radio the police and/or contact the other emergency services by telephone.

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In such circumstances, responsibility for co-ordination of the response will pass to the Police. In the event of an Emergency Situation, all Passion personnel will work in support of the Emergency Services under the co-ordination of the Police. All Stewards and Officials will have a thorough understanding of the appropriate Contingency Arrangements (see section 11.2).

It is recognised that circumstances may be such that a Major Incident will have to be declared.

5.3 Major Incident

A Major Incident is defined as *'any emergency that requires the implementation of special arrangements by one or more of the Emergency Services, the NHS or the Local Authority for:*

- a. The initial treatment, rescue and transport of a large number of casualties;*
- b. The involvement either directly or indirectly of large numbers of people;*
- c. The handling of a large number of enquiries likely to be generated both from the public and the news media, usually to the Police;*
- d. The need for the large scale combined resources of two or more of the Emergency Services;*
- e. The mobilisation and organisation of the Emergency Services and supporting organisations, e.g. Local Authority, to cater for the threat of death, serious injury or homelessness to a large number of people.'*

The declaration of a major incident will be determined by one or more of the Emergency Services and is beyond the scope of the Passion organisers.

5.4 Emergency Response Plan

On occurrence of an Untoward Incident or an Emergency Situation, the Production Manager, Matt Bunday, will manage the response of Stewards and Officials in conjunction with the Chief Steward, ???

An Untoward Incident will require a localised response, which should not require general broadcast.

On occurrence of a potential Emergency Situation, the Police will require the assistance of the Production Manager and the Chief Steward in the communication of essential information to Stewards, Officials and members of the public.

A flexible Emergency Situation Response Plan will be implemented as follows:

- 1. Any Steward or official becoming aware of a potential Untoward Incident or Emergency Situation must advise their Supervisor as soon as possible. A concise location and situation report should be given. (LIRA - location; incident; report; action)*
- 2. On receipt of this information the Supervisor will advise the Production Manager, who will conduct an assessment to determine if the circumstances do, in fact, amount to a potential Emergency Situation. If assessed as such the Emergency Situation Response Plan will be implemented; otherwise the occurrence will be managed as an Untoward Incident.*
- 3. If the performance has to be stopped a broadcast of clear and concise instructions to the crowd to be made using the PA system and four screens. Public co-operation should be requested and some reasoning behind the shut down and subsequent evacuation explained. Message must be concise. Public should be requested to leave as quickly and calmly as possible via any available route. Message along following lines:*

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Ladies and Gentlemen. We are sorry that due to (insert brief explanation if appropriate) the Southampton Passion cannot continue. Please leave the area by any available exit.

OR :

Please do not approach the (fire engine, stage area, burning structure) Thank you for your co-operation Please leave as quickly and calmly as possible

- 4. Stewards should actively encourage the crowd to move in accordance with the announcement. They must attempt to reassure and calm the crowd.*
- 5. Stewards should indicate with arm gesture (straight arm pointing steadily) to the nearest exit*
- 6. Radio traffic, unless essential, will be restricted to that between the initial caller and Production Manager.*
- 7. If an evacuation of part or all of the site is required, Stewards will prevent any re-entry*

Communication can be passed via the PA system and the large screens at each end of the site. In addition to this emergency evacuation procedures have been identified and these are shown ... ???

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5.5 Incident Report Form

SOUTHAMPTON PASSION INCIDENT REPORT FORM

Time, date, location of incident	
Brief description of incident, e.g. fight, accident	
Number of persons involved	
Injuries if appropriate and description	
Any treatment rendered and by whom	
Was there need to refer injury to hospital?	
If appropriate, was parent present and/or notified and by whom?	
Witness contact details	
Was the incident directly related to the event eg falling off a stage? Give details	
Is a claim likely?	
Were those involved satisfied with your handling of the situation?	
Were the Police called to the incident?	
Name of person completing this form	

Please make a plan of events overleaf

This form to be handed to the Site Manager OR Chief Steward

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6. EVENT EVALUATION

A post event evaluation report will be compiled in which all aspects of the planning, implementation and evaluation will be kept in electronic and paper form.

7. CONTACTS

Name	Role		Mobile	Call Sign
Event Management Team (Channel 1)				
Matt Bunday	Event Manager/Production Manager		07730604869	Matt1
	H&S Coordinator		07772 845 751	Al
Matt Henry	Stage Manager-GS			Matt 2
??	Stage Manager-PP			??
Ruth Hiscott	Stage Manager-HP			Ruth
	Head Steward			
	Security Manager			
Support/ Site Manager (Channel 4)				
Chris Lockwood	Facilities manager			Chris
Directors (Channel 3)				
Neil Maddock	Artistic Director		07737 287 152	Neil
Phil LeChaiment	Creative Director		07740 167 863	Phil
Steward Team Leaders (channel 2)				
	Team leader-GH			
	Team leader-PP			
	Team leader-HP			
	Team leader-Roaming			
Technical Managers				
James Beer	TM - Sound			James
??				??
Adam Burns	TM - Lighting			Adam
Chris Knight	Crew Manager			Chris 2

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Southampton City Council

Event Management

Clare Blay is the Event Management contact, she will be on site from 1700 to 2200. Her mobile number is only to be used during the event.

Clare Blay - ???

Environmental Health Service:

Public Safety & Noise - ???

Legal:

Licensing - ???

HAMPSHIRE POLICE ???

HAMPSHIRE FIRE AND RESCUE SERVICE 023 8064 4000

What follows in Table 1 - 3 is a summary of the key risks and the measures identified to minimise and control those risks.

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8. RISK ASSESSMENT TABLE 1 - SITE ROLLING CROWD & ACTIVITIES KEY RISK ASSESSMENT FORM

Event – Passion 2008					
Date of events 21 st Mar 2008 5pm to 9pm Sites		Organiser Passion Site Producer			
Hazards Identified	Who could be affected?	Risk (High, medium or low)	Measures required to control the risk	Action to be taken by (Name)	Date Completed and Signature
FIRE - In Building - In Vehicle - At Site	Staff and Public Passion Staff Event Public	LOW LOW LOW	Extinguishers Staff Training Evacuation Procedure Site Management H&S Policy on all buildings.	Site Managers Roland Burberry Checked H&S Policy carried out safety audit by viewing sites.	
Vehicles and People (rolling movement of crowd along passion route to Cathedral)	Staff and Public Passion Staff Event Public Event Public	MED MED LOW MED HIGH (Brief)	Safety Briefing Control Separation Direct Supervision Training	Stewards & Security Team Leaders, brief hazardous activities System Controls segregate vehicles and people.	
Slips Trips Falls Temp Stage	Event Public Passion Staff	LOW MED	Public Communication of Activities & Locations	Site Managers control people and vehicles, checks on appliances and connections	
Hazardous Material Hazardous Process	Passion Staff Event Public	MED LOW			

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TABLE 1 - SITE ROLLING CROWD & ACTIVITIES KEY RISK ASSESSMENT FORM, continued

Event – Passion 2008					
Date of events 21st Mar 2008 5pm to 9pm Sites		Organiser Passion Site Producer			
Hazards Identified	Who could be affected?	Risk (High, medium or low)	Measures required to control the risk	Action to be taken by (Name)	Date Completed and Signature
Electricity	Site team, stewards, audience	Staff - Medium Public - Low	All electrics suitable rated and protected against adverse weather conditions. Cables routed to eliminate tripping or electrical hazards. Generators will be suitably fenced to prevent public access and away from combustible materials. All equipment brought onto the site will be PAT tested prior to the event.	Passion electrician, site managers	A electrical safety certificate for each site will be issued.
Catering There is no intention to feed the general public.	Event team	low	The Army are providing a field kitchen and their risk assessment is provided in Appendix F	Army staff Site manager	

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Noise	General public, residents	Medium	The event will run from 1700 to 2100hrs. The amplified sound will remain within reasonable levels. A letter has been sent to local businesses and residents within the area and the residents association at both Oram's Arbour and Peninsular Barracks have been contacted.	Technical staff Site and event manager.	
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TABLE 1 - SITE ROLLING CROWD & ACTIVITIES KEY RISK ASSESSMENT FORM, continued

Event – Passion 2008		Date of events 21st Mar 2008 5pm to 9pm Sites		Organiser Passion Site Producer	
Hazards Identified	Who could be affected?	Risk (High, medium or low)	Measures required to control the risk	Action to be taken by (Name)	Date Completed and Signature
Adverse weather	Everyone	Impossible to predict	Identified in this document.	Event Co-ordinator, Howard Mellor	
Poor weather	Everyone	Medium	Whilst the movement of crowds will be more complex and grassed areas more slippy, the numbers of people expected will reduce sharply (approx 50%). Coconut matting to be used.		

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TABLE 2 - CROWD, MOVEMENT & STRUCTURE KEY RISK ASSESSMENT FORM

Event: Passion Sites, Scenes		Date of event Friday 21 st March 2008 5pm to 9pm		Organiser – Passion Site Producer	
Hazards Identified	Who could be affected?	Risk (High, medium or low)	Measures required to control the risk	Action to be taken by (Name)	Date Completed and Signature
Vehicles and Pedestrians at Site event	Public, staff, stewards	MED (large numbers of people and children expected but crowd control & event vehicle movement)	<ul style="list-style-type: none"> Control road use and inappropriate parking Direct pedestrian routes. Provide stewards to direct pedestrians. Cones to restrict parking where required. Stewards to be identified in high vis jackets and receive training. Police and local residents advised of event. 	<p>Site Managers & Producers - Produced plan and circulated to all parties.</p> <p>Site Producer to providing stewards and support.</p>	
<p>Stage Collapse or Temporary Structure Security, object impact or fall injury</p> <p>Falling off stage</p>	<p>Public, Staff Stewards</p> <p>Actors</p>	<p>LOW (Constructed by trained craftsman or approved temporary stage provisioned)</p> <p>medium</p>	<ul style="list-style-type: none"> Appoint competent people erect staging Risk assessment to ensure they have considered hazards Competent person to inspect stage once it is constructed and sited. Audience at safe distance from stage barriers and stewards to control Lines on stage beyond which actors will not go 	<p>Site Producer Steward Team Checks</p> <p>Fred Randall inspection and control of site</p>	
Climb temptation: speaker, lights tripods	Public, staff, stewards	LOW (highly stable)	<ul style="list-style-type: none"> Stages to be supervised by security at all times to avoid 'climbing'. Industry standard tripods/structures, used. Barrired and securely fixed to avoid tripods to topple, climb, sound intensity issues. 	Site Producer Electrical safety check	

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TABLE 3 - Event: Passion Sites, Scenes

Event: Passion Sites, Scenes		Date of event Friday 21st March 2008 5pm to 9pm		Organiser – Site Producer	
Hazards Identified	Who could be affected?	Risk (High, medium or low)	Measures required to control the risk	Action to be taken by (Name)	Date Completed and Signature
Electricity	Site team, stewards, audience	Staff - Medium Public - Low	All electrics suitably rated and protected against adverse weather conditions. Cables routed to eliminate tripping or electrical hazards by placing in conduits or surface burying in ground. Generators will be suitably fenced to prevent public access and away from combustible materials. Circuit Breakers fitted to all supplies All equipment brought onto the site will be PAT tested prior to the event. Each site will be issued an electrical safety certificate on the day	Passion Technology Team and Technology Site Managers	Electrical Site Safety Certificates issued by Electrician Douglas Bennett (qualifications below*)
Topple Risk (of speaker & light tripods, gantries)	Site team, stewards, audience	Staff- Medium Public- low	See Power and Lighting and Sound safety considerations document (Appendix A-E) All tripods on grass secured with pegs Gantry at Cathedral professionally constructed Camera tower at Arbour (2m high) to have outriggers	Technology Site Managers Staging Director	

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TABLE 3, continued - Event: Passion Sites, Scenes

Event: Passion Sites, Scenes		Friday 21st March 2008 5pm to 9pm		Organiser – Site Producer	
Topple Risk (of large screens)	Site team, stewards, audience	LOW	Screens at Great Hall and Law Courts are in wind shadow of walls/buildings so no risk Screen at Cathedral is 16sqm screen that comes with four outriggers for stability See safety document (appendix E)	Video Director Ken Liddell	
Collapse Risk (of tripods, sound staging)	Site team, stewards, audience	Staff- low Public -low	See Power and Lighting and Sound safety considerations document (appendix E) All lights and speakers on tripods and staging well within load-bearing capability	Technology Site Managers	
Trip risk (over tripod legs, cables)	Site team, stewards, audience	Staff- Medium Public low	All tripods barriered All cables where people are present to be in conduits or buried in ground	Technology Site Managers	
Fall/Slip risk (on staging)	Actors	Staff- low	Great Hall stage to be covered with strawboard sheeting 'No go' white tape line to be drawn on all staging 2 feet from Edges	Staging Director	
Use of ladders in assembly	Technical Team	Staff- medium	Wind-up tripods used wherever possible. Ladders only used as last resort Ladders used to fit lights against trees at cathedral (better than A-frames) spotted by 2 individuals at foot of ladder A-frame ladder used to fit light lights to lampstands outside Law Courts- spotted by 4 individuals	Technology Site Managers	

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TABLE 3, continued - Event: Passion Sites, Scenes

Event: Passion Sites, Scenes Friday 21st March 2008 5pm to 9pm			Organiser – Site Producer		
Physical injury in assembly/deconstruct	Technical & Staging Team	Staff- medium	Training of technical and staging team Suitable attire: gloves, non slip shoes, Tasks given to suitably fit individuals Supervision by Technology Site Managers	Technology Site Managers, Staging Director	
Stage Collapse or Temporary Structure Security, object impact or fall injury	Public, Staff Stewards	LOW (Constructed by trained craftsman or approved temporary stage provisioned)	Professionals contracted for scaffolding at Cathedral (to be placed in the Production Plan) Great Hall staging uses robust trailers (see appendix E) Buttercross staging extremely robust (see appendix E) Appoint competent people erect staging Competent person to inspect stage once it is constructed and sited. Audience at safe distance from stage barriers and stewards to control	Staging Director Steward Team Checks Fred Randall inspection and control of site	
Climb temptation: speaker, lights tripods, gantries	Public	LOW (highly stable)	Stages to be supervised by security at all times to avoid 'climbing'. Industry standard tripods/structures, used. Barriered to avoid tripod topple, climb, sound intensity issues. Scaffolding at Cathedral to be supervised overnight	Technology Site Manager Electrical safety check Fred Randall	
Noise issues	Public, staff, stewards	LOW	All speakers to be barriered 2m in front of speaker to avoid sound intensity issues Monitoring of overall sound level to avoid sound intensity peaks Letters written to all residents of Oram's Arbour to forewarn of noise	Technology Site Managers Sound Engineers David Williams	

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Smoke affect at Oram's Arbour	Public, staff, stewards	LOW	Smoke to be set off at site marked 'Army HQ' on Arbour, therefore visible but away from the audience.	Drama Director Neil Simpson & Roland Burberry	
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TABLE 3, continued - Event: Passion Sites, Scenes

Event: Passion Sites, Scenes			Friday 21st March 2008 5pm to 9pm	Organiser – Site Producer	
Vehicle movement on Oram's Arbor for Barabbas Scene	Public, staff, stewards	Medium	Army vehicles give chase to Barabbas at very slow speed 5mph Chase path cordoned off by stewards with rope Training of those participating in scene	Stewards/security/ Fred Randall Drama Director Neil Simpson Doug Bennett re Army	
Wheelchair access/egress block	Public	MEDIUM	Issue: wheelchair base is outside Cathedral west end (stable ground). Crowd might stop latecomers with wheelchairs and will hem wheelchairs in Crushing risk minimised by stewards Exit path is clearly demonstrated as through the archway to the South side of the Cathedral West end. Exit into The Close	Stewards/security/Fred Randall	
Hypothermia Risk	Actors (particularly Jesus)	MEDIUM	Issue: from Law Courts onwards Jesus will be minimally dressed Resolution: stopping points for warm drinks/blankets 20 min stop at the cathedral Crucifixion scene will have much lighting on it generating heat	Cecily O'Neill Cathedral Drama Director Peter Smith-hospitality team	

The qualifications of our Electrician, Lt Douglas Prasad Bennett B.Eng(Hons) Royal Navy, overseeing Power and Lighting are:

- Certificate in the Requirements for Electrical Installation, 2381, Level 3, City & Guild (16th Edition Electrical Wiring Regulations) Part P Building Regulations
- Code of Practice for In-service Inspection and Testing of Electrical Equipment, 2377, Level 3, City & Guilds (Portable Appliance Testing)
- Certificate in Inspection, Testing, Design and Certification of Electrical Installations, 2391, Level 3, City & Guilds
- Electro-technical Certification Scheme (ECS) Health and Safety (Electrical Contractors Association)
- Factory Electrical Systems Skill Centre Certificate

Name of Assessor (printed)Roland Burberry.....

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Signature.....

Date.....

9. CROWD MANAGEMENT ARRANGEMENTS

9.1 On Route, Sites & Locations

Crowd management in advance of the event will be enabled by communication to the public about the venue and arrangements together with routes and locations for parking and facilities. Crowd control at the event will be delivered by signing, steward control and communication of situations. The site will be supervised and controlled by a manager. Numbers of people permitted access to sites is controlled against a safe maximum for evacuation in emergency.

9.2 Training & Equipment

All Staff controlling sites and stewards directing crowds will receive briefing and appropriate training. Communication equipment and torches will be issued to assist safe movement and site crowd control. Crowds will be stewarded away from site hazards to reduce risks to sensible low levels.

9.3 Risk Identification & controls

It is considered that there is minimal crowd risk present at the site and movement risks are minimised as far as reasonable. Localised stage & equipment is protected so as not to threaten crowds and site access & control is by Passion staff.

9.4 Communication

The Passion has a communication Command point ??? and any problems identified with crowd activity can be communicated by radio, mobile phone, PA and Loudhailer. The stewards will be briefed in emergency procedures (see section 5).

9.5 Emergency arrangements

It is not envisaged that an emergency situation will be caused by the controlled crowd movements. However In the event of fire or major incident the site control will be advised and emergency services called and appropriately directed. The crowds will be directed on site or location by the emergency services staff in communication with Passion personnel.

It is not anticipated that there will be crowd pressure but as there are no counting devices we will be relying on stewards to monitor crowd dynamics and to intervene in and report any situation which indicates crowd stress. The anticipated area required for each person is 0.5sq.m. Spectators will be under stress when only heads and shoulders can be seen and no other part of the torso because the crowd is so tightly packed. This will often be accompanied by surges or swaying. Stewards will need to remove the stress by directing or facilitating movement away from that particular area. This should be reported to team leaders at an early stage so that additional resources can be sent to the relevant location and also to decide if the Passion should be stopped or delayed.

9.6 Crime and Disorder

The stewards will be briefed to identify untoward incidents, complete an incident report form, and where necessary to call the Police through their team leader. They will be instructed it is not their responsibility to apprehend the culprits, but to gather information and identify witnesses to pass onto the Police. In an event of this nature it is not expected that there will any significant levels of crime during the event. A Memo of Understanding has been signed with the Hampshire Constabulary relating to the responsibilities of the Passion Organisers in relation to the safety and welfare of all involved???

9.7 THE MOVEMENT AND SAFETY OF SIGNIFICANT NUMBERS OF PEOPLE

9.7.1 Scenario 1 - present plans are sufficient.

That the number of people attending is ca 10,000 and the plans identified at section 12 will be sufficient to cope.

9.7.2 Scenario 2 - present plans are stretched.

The number attending is significantly above the anticipated 10,000. It is not the intention of the EMT to count the people attending. The EMT anticipates it will be clear as the people gather in Guildhall Square if there is an issue to deal with. The Production Manager will receive advice from the Chief Steward about any potential problem. In the event that it is considered action should be taken the final decision will be made by the Event Co-ordinator.

9.7.3 Scenario 3 – present plans are insufficient

It becomes evident that the Guildhall Square site is already full and cannot absorb the additional people with safety. The decision about this will be made by the Production Manager after advice from the Chief Steward and Site Director. In which case instructions will appear on screen and through the PA.

9.8 STEWARDS AND SITE CREW RESPONSIBILITIES

9.8.1 Site crews. ARE WE HAVING THESE???

- Are divided to crews of ??? and each team will have responsibility for ???.
- At all times will wear safety reflective jackets
- They will be directly responsible to and under the control of the Site Manager
- Instruction in lifting techniques
- Instruction in consideration of sharing loads.
- To remain at the site until released by the Site Manager
- To be aware of location of speaker stands, lighting stands and generators
- To ensure that barriers are erected to avoid danger to public
- To monitor those barriers to deter vandalism, climbing, or access to equipment
- Particularly to be aware of children climbing
- To assist with stewards as and when required for crowd movement
- Be aware of emergency exit points
- In the event of emergency to report to the Site Manager for instruction

9.8.2 Stewards.

- To be organised into crews of ??? with a Team Leader supervising
- To be responsible to the Chief Steward
- At all times to wear correct safety reflective jackets
- Not to get involved in any task other than stewarding
- To be allocated to individual areas
- To familiarise themselves with the site
- To be made aware of overflow plans and routing
- To be aware of emergency exits, their locations and routes
- To have in possession a torch with spare batteries
- To acquaint themselves with location of toilet facilities, disabled facilities, car parks and refreshment facilities for public
- To be aware of the location of facility for First Aid and lost children.

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- To be familiar with procedures for reporting incidents, accidents, and any crime or disorder. Forms will be with the Steward Team Leaders. To be completed as fully as possible. Handed to Supervising steward,
- Procedures of crowd control, including recognising danger signals, preventing overcrowding,
- To be made aware of procedures to deal with rowdy or threatening behaviour through reference to Team Leaders and Site Manager
- To be particularly aware of the needs of certain classes of persons, e.g. children, elderly, infirm.
- To be fully briefed individually of responsibilities in areas and procedures when crossing road junction.
- In the event of an emergency necessitating complete closure of the event, adopt procedure of notification.
- This procedure to also apply to severe weather closure
- To be aware that they are the "front line" and direct point of reference for the public. To remain cheerful, calm and helpful
- Be aware of location of large screens to inform public of viewing points

In the event of AN EMERGENCY KEEP RADIO TRAFFIC TO A MINIMUM

9.9 BRIEFING NOTES FOR STEWARDS

9.9.1 Intention

The atmosphere we want to encourage is one of a celebration but one which is safe. Therefore our intentions are:

- To organise a safe event for participants and spectators
- To promote an environment which allows participants and spectators to enjoy the event
- To minimise disruption to road users, businesses and the general public

9.9.2 Spectator Profile

There is no real information on the numbers of spectators that will be attending. The event is being promoted through the media who will be covering it on TV and Radio. The make up of spectators is expected to be a 50/50 ratio of male female. The age range will be from infants to senior citizens with the majority being adults.

They will be compliant although that could easily change as result of any incidents occurring or the actions of other spectators or insensitive or confrontational stewarding.

The EMT have estimated the numbers of spectators that can comfortably be accommodated in the venue and this information is in this EMP. This is a rough guide based on an occupancy of each person occupying 0.5 of a square metre.

It is not anticipated that there will be crowd pressure but as there are no counting devices we will be relying on you to monitor crowd dynamics and to intervene in and report any situation which indicates crowd stress. Spectators will be under stress when you can only see heads and shoulders and no other part of the torso because the crowd is so tightly packed. This will often be accompanied by surges or swaying. You will need to remove the stress by directing or facilitating movement away from that particular area. This should be reported at an early stage so that additional resources can be sent to you and also to decide if the event should be stopped or delayed.

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9.9.3 Command and Control

A Command Tent will be set up on site to which stewards will have contact through their team leader. All incidents should be reported to the team leader and the Event Leader at the command centre before taking any action unless urgent intervention is required.

9.9.4 Medical

The St John Ambulance Service will be deployed at the event; an ambulance (2 persons)

10. CONSTRUCTION & STRUCTURE ARRANGEMENTS

10.1 On Route, Sites & Locations

All staging is constructed from suitable strength materials and constructors are competent to select and use tools for process. Assembly at the site is supervised by competent persons and the site has been selected to be fit and suitable for purpose. Attachments and securing arrangements will be chosen that are safe & suitable and that do not cause damage to locations or surrounding infrastructures. Where it is necessary to work at any height the risk is managed by use of appropriate staging and equipment. Where construction or disassembly risk is more than Low then appropriate trained staff from reputable companies will be used.

10.2 Training & Equipment

Those constructing equipment are checked as competent to the levels required for safe use of tools and materials. Equipments are suitable and where regulations exist they comply.

10.3 Risk Identification & controls

Minimal construction risk is present at the site. The site risk is that of localised stage & equipment which does not threaten crowds and site access & control is by Passion personnel.

11. COMMUNICATIONS AND EMERGENCY COMMUNICATIONS

11.1 Communications

11.1.1 Communications with the audience

The audience can be communicated with immediately by a number of means:

- Locally, in their immediate vicinity- by a steward
- Through the PA system
- By a message shown on the video screens

(These screen messages will be pre-prepared (see emergency messages in 11.2 below))

Emergency communication protocol is described further below.

11.1.2 Communication between The Passion workers, specifically stewards

THIS SECTION IS ALL FOR YOU TO LOOK AT?????

Gary Aitkenhead and Norman Bambridge, who work for Motorola and are part of the Technology Team will be overseeing a mobile Radio network for The Passion. They will secure licenses for the Radios and ensure there are no frequency clashes or modulations with

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- Local services (police, fire, ambulance etc). This is assured as our licensed Radios will operate in the 400MHz band (specifically between 467 MHz and 468 Mhz using Ofcom licensed simplex channels and)
- The Passion's wireless microphones. Soundbite Productions microphones will be in the range of channels 67-69 (839-864 MHz). The majority of microphones will be in the range of channels 48-51 (600-840MHz) and this range will be licenced through HandHeld Audio who will be providing the majority of them.
- The Passion's mobile cameras (which, again are licensed to the 2GHz band)

In brief summary there will be 7 Radio frequencies (see footnote overleaf for clarification of terminology):

- Technology Site Managers will be able to communicate globally (Frequency 1) and Locally to just their specific site (F2 Arbour, F3 Great Hall and Law Courts, F3 Buttercross, F5 Cathedral)
- Technology Directors will be able to communicate globally (F1) and onto the Steward's frequency (F6) in case of emergency
- Technology local Task Managers will be able to communicate Locally to just their specific site (F2 Arbour, F3 Great Hall and Law Courts, F4 Buttercross, F5 Cathedral)
- Cameras will be able to communicate globally (F7)

Technology Workers and Task Managers working situated at a desk (e.g. video or sound) will have their own two way (full duplex) wired comms system to allow cuing and communication. An individual on that wired system will also have a Radio to communicate out/in in case of emergency.

Most importantly:

- Stewards will have their own Global frequency (F6).
 - As clarified in section 3.1.3 stewards will be organised in groups of ten with a supervisor to each group. Each supervising steward will have a Radio for Global communication
 - Technology Directors will be able to switch to this frequency if there is an emergency need to talk with supervising stewards
- Technology Site Managers (along with Supervising Stewards) will be able to communicate ahead regarding flow of people and forewarn of actors imminent arrival
- Each Frequency will have a Radio at the Command Tent at the Cathedral. Anyone wishing to transmit across all the frequencies will be able to call the Command Tent and set such a communication in motion
- This Command Tent will also be the link to St John's Ambulance which will be situated next to it. SJA will also have their own comms system along with one of our Radios on the Stewards Global frequency, at the Cathedral base.
- A list of mobile phone numbers of key contacts showing a strict chain of command will also be available (as shown below under 'Contacts'), section 7.

11.1.3 Issues and limitations of this system

This Radio comms system, typically, has limitations and we have sought to overcome and minimise these:

- Transmission/reception 'dead spots' will be minimised (and, we believe, eliminated) by strategic placement of repeaters/boosters which shall be on 2 extra half-duplex channels on public shared frequencies (which require no license)
 - Functionality has been confirmed by our Comms Director (Gary) who has performed a check looking for obvious dead spots before the event – coverage from handhelds without repeaters is very good, nonetheless, repeaters will be available

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as backup for critical comms (cameras and stewards) should we find problems with coverage during setup and testing prior to the event.

- Battery/power failure. Each location will have a member of the Technology Team delegated to oversee Radio (and battery) functionality
- Radio failure. A number of spare Radios will be available
- Muting of other transmissions by an individual holding down the 'transmit' button
 - These Radios are 'one way' (or 'half duplex') and so you cannot hear/receive when you are transmitting. Anyone transmitting also blocks ('mutes') others from transmitting as long as they hold their transmit key down
 - This will be overcome by training all those carrying Radios to
 - Hold 'transmit' as short a time as possible
 - Keep frequencies clear- only talk when necessary
 - If they note radio silence- check their transmit key is not depressed by accident. (this will be virtually impossible)
 - If a frequency becomes jammed- communicate to another frequency (either by switching or via the Command Tent) and collect one manually.
- Clogging up the airways- particularly in the case of an emergency
 - This will be overcome by training and a clear chain of command and priority over the airwaves. All technological workers will be trained in their need to go silent on global channels in the case of an emergency and leave the airwaves clear for Producers, Stewards and Security in the priority specified in the chain of command.
 - Mobile phones will be kept free and charged as a backup in case of Radio failure or channel clogging

Explanation of terminology:

"Globally" describes the ability to communicate over the whole of the City (boosted via repeaters if necessary but probably not needed since radios transmitting on these channels will be set to higher transmit power levels). "Local" describes local communication only (for example at just the Cathedral venue). Technology Task Managers oversee a particular Technological Discipline at a Venue (e.g. Sound at the Arbour). Technology Site Managers oversee the all elements of technology at a specific venue/site. Technology Directors oversee a specific discipline (e.g. Sound) over the whole of the city.

11.2 Emergency Communications

In the case of an emergency commands will be able to be given locally or globally over the PA and Video Screens. The following Video screen messages will be pre-prepared:

- Please leave calmly and carefully through the routes you entered and follow the direction of the stewards.
- Please remain calm and stay where you are
- Due to weather The Southampton Passion has had to be stopped.
- Due to unforeseen circumstances The Southampton Passion has had to be stopped.
- Lost or Parted from your friends? Please contact a steward.

11.2.3 Emergency Protocols

In the case of an emergency a strict protocol will be followed. So as not to be obscurest, names (rather than titles) will be used as call signs. Communication will be made to Matt Bunday at the Command Tent using the call sign "Emergency Call to Matt Bunday". Communication will then transmit down the chain of command as follows:

Chain of command- with mobile phone numbers – see section 7

Event Co-ordinator - Howard Mellor

Site Director - David Williams

Site Director - Fred Randall

??? – PLEASE ADJUST THIS AS NEEDED

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Chief Steward - Ray Cousins
Stewards and Site Managers

11.2.4 Call sign for immediate cessation

This call sign will be given by Matt Bunday and will be '*This is Matt Bunday announcing terminate event*'.

12. TRAFFIC MANAGEMENT PLAN FOR THE SOUTHAMPTON PASSION

To facilitate this, a management team has been put into place to oversee the movement of participants and public.

This comprises.

Overall site Director responsible for all sites and the movement between,
Individual Site Directors responsible for each site.

A Chief Steward with overall responsibility for site stewardship and movement between sites.

Teams of 10 stewards each with a team leader. It is anticipated there will be at least 6 teams.

All site managers and Stewards will have attended a number of briefings for training and direction on crowd control, and traffic control, coupled with Health & Safety criteria.

All will have appropriate reflective clothing, and torches.

??? – WHAT DO WE NEED TO DO HERE ABOUT ABOVE BAR CLOSURE AND WEST MARLANDS ROAD ???

12.1 Movement

The only movement of the action is as Jesus moves through the crowd carrying his cross and travels from the Guildhall end of the Square to the Andrews Park end. This requires crossing the 'closed' Above Bar Street and so no further measures are needed for this action.

12.2 Site

We have been given permission to close the section of Above Bar Street that runs from the junction with New Road to the junction with Commercial Road between the period of 6pm and 10pm on 22nd April, 2011.

We will also close off access via West Marlands Road to have the entire Square available for use for the event.

13. LOST CHILDREN

13.1 Lost Children: Person(s) Reporting a Lost Child "Missing Child"

1. If the report is made to a police officer or steward they should immediately contact the Command Tent to ascertain if the child is already there.
2. If the child is at the Command Tent, direct the person(s) to that location where they will be required to complete the necessary documentation and show adequate proof of identity (e.g. driving licence, family allowance book etc) before the child is 'released' to them.

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3. If the child is not at the Command Tent, direct the person(s) to that area. There may be a requirement to escort them to the Command Tent if they are highly stressed or upset. On arrival they will be asked to complete the 'Missing Child' form with details of the child's name, age, description etc. Once details of the child have been taken, any person(s) reporting a missing child should be requested to remain at the Command Tent rather than going out to search for the child. It is unlikely that there is any way to contact these persons once they leave the Command Tent, and it is possible that the child could either be brought in by a police officer/steward or report there themselves. However, neither the Lost Children staff nor the police have any powers to make any adult stay at the Command Tent if they do not wish to. In this case, the person(s) reporting the missing child should be asked to sign a disclaimer form stating that they left the area of their own accord/wish.
4. The Site Manager (or deputy) will then issue a message to stewards and officials at the earliest opportunity so that all personnel are made aware and can remain vigilant. In the event of a very young child (6 years and under) or particularly vulnerable child being missing this message should be broadcast as a matter of urgency.
5. It should be noted that, in the interests of the safety of the child, no details of any missing children should be broadcast over the public address system until it is deemed to be an emergency situation.
6. Any steward finding the child should immediately contact their Team Leader who will inform the Command Tent to advise them that they are bringing the child in. All children found in this way must be escorted to the Command Tent to avoid them becoming 'lost' again. This escort is a priority and should be undertaken immediately, stewards must not retain the child any longer than is necessary.
7. In the event of a Lost Child not being found within 15 minutes the Police should be notified and further instructions requested.

Note: It is generally accepted that the special measures for the Command Tent is provided for persons age 14 and under. However, discretion may be used regarding those over 14 years or those who may be particularly vulnerable.

13.2 Lost Children: Child reporting that they have lost their Parent(s)/Guardian(s) "Found Child"

1. If a child approaches, or is brought to, a police officer or steward and advises them that they have lost their parent(s)/guardian(s) the stewards should immediately contact their Team Leader who will inform the Command Tent to ascertain if the parent(s)/guardian(s) is/are already there and to advise them that they are bringing a lost child in.
2. The steward must then immediately escort the child to the Command Tent, after agreement of the Team Leader and in company with another Passion volunteer - this escort is a priority and must be undertaken immediately. On no account should the stewards retain the child any longer than is necessary.
3. On arrival at the Command Tent the steward should wait whilst the 'Found Child' form is completed. Details of where the child was 'found', together with the name of the steward will be required.
4. Once the 'Found Child' form has been completed, outline details of the child should be passed by to Event Control, a 'runner' could be employed to undertake this task. However, at no time should one person be left in sole charge of any lost child.

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5. Event Control will then ensure that these details are broadcast to stewards and officials so that all personnel are made aware in the event of them being approached by a distraught parent or guardian.
6. It should be noted that, in the interests of the safety of the child, no details of any missing children should be broadcast over the public address system without the authorisation of the Event Co-ordinator.
7. On arrival of the parent(s)/guardian(s) they will be requested to show adequate proof of identity (e.g. driving licence, family allowance book etc) before the child will be 'released' to them. In the event of any uncertainty, it will be the responsibility of the police to determine if the child should be allowed to go with the person who is claiming them and contact should be made with event control to determine what action should be taken.
8. In the unlikely event of a 'Found Child' not being claimed the Police should be informed.

Note: It is generally accepted that the special measures for the Command Tent is provided for persons age 14 and under. However, discretion may be used regarding those over 14 years or those who may be particularly vulnerable.

13.3 Form for a Missing or Found Child

Date
Name
Address
Age
Parent or Guardian's name
Hair colour
Clothing
Distinguishing features
Time lost
Location last seen
Action taken
Time Found
Form completed by
Signature

14. Signs Prepared beforehand for Screens

14.1 General information

14.1.1 Before the start as a rolling timed set of information – all screens

1. Welcome to the [logo] Southampton Passion
2. There is a programme available for you – donations welcome
3. [logo] Southampton Passion produced by e-quip community arts in partnership with Southampton Christian Network
4. Stewards are on site to help
5. Thanks to all who made this possible
6. Thanks to all listed in the programme
7. Particular messages/advertisements from sponsors
8. [logo] Southampton Passion – putting Jesus back at the heart of Easter

14.1.2 At the end – all screens

1. Specific video message will conclude the production that re-iterates the Christian Easter message and invites people to respond to what they have seen and heard.
2. Give clear directions for people about visiting the marquee in Andrews Park to talk with someone about Christianity.
3. Invite people to attend a church near them and celebrate Easter on the following Sunday morning.
4. More information available on our website www.southamptonpassion.org.uk
5. Thank you for watching the Southampton Passion.

14.2 Emergency Communications

In the case of an emergency commands will be able to be given locally or globally over the PA and Video Screens. The following Video screen messages will be pre-prepared:

- Please leave calmly and carefully through the routes you entered and follow the direction of the stewards.
- Please remain calm and stay where you are
- Due to weather The Southampton Passion has had to be stopped.
- Due to unforeseen circumstances The Southampton Passion has had to be stopped.
- Lost or Parted from your friends? Please contact a steward.