

**Hillside Primary School**

# **Events Management Policy**



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(Based on Norfolk County Council guidelines Mar 2016)

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## 1.0 Introduction

This document outlines the required procedure needing to be followed in order to ensure the proper organisation and safe running of an event.

Following this procedure will ensure that employees in charge of events management are discharging their duties and responsibilities in respect of this area in line with their roles and responsibilities outlined in the Health and Safety Policy.

The safe day to day running of a site is ordinarily ensured by following well established safety measures and practises. For smaller events e.g. those with a small additional number of low risk activities, it may be these existing measures are sufficient (perhaps with minor modification) to ensure the event runs safely.

However, larger events are likely to see increased or new hazards introduced that will not be covered by normal operating procedures. For example:

- Cookery fairs may introduce risks from fire, food poisoning and burns
- Temporary structures (e.g. marquees) may present risks from their collapsing or becoming involved in a fire
- Firework displays may result in people being struck, burnt or a fire beginning
- Large numbers of visitors may increase the risk of being struck by a moving vehicle
- Alcohol consumption may increase the risk from violence and aggression

## 2.0 The event planning process

The event organiser or organising team will be responsible for organising the event. Their role should include ensuring adequate health and safety provision is made. This will involve liaising with other site staff/parties with health and safety responsibilities.

Planning an event in a structured way will help ensure that adequate and documented, management arrangements are developed. For larger events especially, this will involve:

- Gathering risk information and developing an event risk assessment
- Developing an event management plan
- Ensuring staff on duty during an event are competent and confident in their role

### 2.1 Gathering risk information

Information on foreseeable risks and how they may cause harm/damage will need to be gathered. This includes those ordinarily present through normal activities, those being introduced during the event and those arising naturally e.g. serious adverse weather.

#### 2.1.1 Third party (vendor and exhibitor) risk information

We have a responsibility to ensure those providing goods or services at our events do so safely. Therefore, appropriate checks need to be made on - and information gathered from – prospective vendors/exhibitors involved in the event. This is to ensure:

- They have provided details of the health and safety risks from their undertaking and the control measures they will be putting in place
- Their stall/activity is suitable for the event
- Their risk information can be fed into the event risk assessment

Document F642a 'Event planning – Vendor/exhibitor evaluation' document (available on PeopleNet/Schools' PeopleNet) outlines the process that should be followed when gathering

risk information from third parties. It also contains a form for gathering health and safety information from exhibitors/vendors.

Responses should be reviewed by a competent person (e.g. somebody who has undertaken NCC's risk assessment training) and further information requested where it is felt risks and/or controls have not been adequately detailed or explained.

### 2.1.2 Norfolk County Council activities risk information

As well as making checks on third parties, it is important to also ensure your own risk assessments are in place and are adequate. Doing so might include:

- Developing additional risk assessments for new activities
- Amending/modifying existing risk assessments to ensure they adequately reflect/incorporate new risks. For example:
  - Modifying an existing first aid risk assessment if many more people are attending or potentially hazardous activities are taking place
  - Amending a fire risk assessment to reflect increased fire risks where present during an event e.g. additional sources of ignition (cooking equipment, fireworks etc), fuel (packaging, LPG cylinders etc), increased visitor numbers with differing needs or if parts of the site not covered by the existing fire risk assessment were being used for the event

### 2.1.3 Weather conditions/natural events

Risk assessments should take into account weather conditions that might be encountered. Depending on the time of year, this could include heavy rains (impact on grounds, flood risks), extreme heat (sunstroke, sunburn), cold (icy paths, hypothermia) and high winds (temporary structures/trees being damaged/falling).

Contingencies should be developed for such occurrences, where it is reasonably foreseeable they may occur during the event.

### 2.1.4 Developing an event risk assessment

This should bring together the significant findings from the risk information gathering process. This doesn't mean duplicating all individual activity risk assessments (or the returns from exhibitors/vendors) but rather, ensuring the key H&S risks identified are considered within an overall event risk assessment.

It may be the potential risks from an activity are sufficient that they need detailing in the event risk assessment individually (e.g. fairground ride collapse). If for example though, several returns are received from third parties saying their activities present trip hazards due to trailing cables; it would be reasonable to group these under a single heading along with the controls all such vendors would be expected to adopt/adhere to. The F642 'Example event risk assessment' document available on PeopleNet/Schools' PeopleNet demonstrates this further.

Where risk assessments have been carried out for specific aspects of the event such as fire or first aid, these should be referred to in - and kept with - the event risk assessment. Similarly, any separate procedures being used as control measures (e.g. vehicle management plans) should be referred to in the risk assessment and included within the arrangements section of the event management plan.

## 2.2 Developing an event management plan

An event management plan should be developed for **larger events**. This should include key information documenting how the event will be organised and run. A well thought out event plan will help ensure:

- The event is planned in a structured manner
- Key health and safety information (risks, controls and arrangements) is brought together and is readily available for reference (this is also useful when planning future events)
- It can be evidenced in the event of a serious incident occurring that an appropriate level of pre-event health and safety planning had taken place

The suggested contents/sections of a plan are:

- Event overview
- Organisation, roles and responsibilities
- The overall event risk assessment (as discussed earlier)
- A site layout plan
- Event management arrangements
- Emergency procedures
- Contact information

### 2.2.1 Event overview

This part of the plan should provide information about the event and details of those with roles and responsibilities in its organisation and running. It should include:

- Event name, date and location
- An overview/description of the event
- A programme of events/activities
- The expected audience (numbers and profile including those who may need additional assistance)
- Number of staff required to be on duty

### 2.2.2 Organisation, roles and responsibilities

Precise responsibilities for different areas of the event's management will need to be agreed and documented (including names) in this section of the event plan. Suggested roles and responsibilities are as follows:

- **The event organiser/organising team** - Gathering risk information, ensuring the event risk assessment and event management plan is in place (including emergency procedures), providing safety information to third parties involved, ensuring adequate numbers of trained staff will be on duty and that they are issued with all equipment necessary to perform their role
- **Site/premises manager** - Ensuring appropriate site safety controls are in place on the day including for fire, asbestos, general site hazards (e.g. bodies of water, areas at height, trip hazards etc)
- **Person in charge of the event during the day** - Overseeing safety on the day, taking control in the event of emergencies, cancelling the event in certain conditions, directing duty staff and liaising with emergency services
- **Other staff on duty with H&S roles** including (as appropriate): First aid staff, fire wardens, traffic management staff, evacuation assistants (for helping those with

additional needs), other site staff with health and safety responsibilities (e.g. for monitoring general site conditions)

This section should also detail the training and equipment needed by staff e.g. pre-event briefings, manual handling training, hi-vis clothing, safety boots, torches, two-way radios, whistles/loudhailer, site maps/plans, emergency contact details etc.

### 2.2.3 Overall event risk assessment

This was discussed earlier and is a key document within the event plan. Remember to keep any separately completed, specific risk assessments referred to in the event risk assessment (such as fire and first aid) with the event risk assessment document. Staff on duty should be made aware of the key findings from the event risk assessment.

### 2.2.4 Site plan

The site plan should show the location of key site features and any important health and safety measures. This might include for example:

- Any additional structures being erected e.g. marquees, safety barriers etc
- Positions of stalls/activities
- Fire safety measures e.g. escape routes, fire doors, extinguishers, assembly points, fire hydrants, dry/wet risers etc
- Location of services/utilities e.g. gas shut off, water stop cock, electrical mains installation, overhead cables
- Areas prohibited or out of bounds to the public
- Access routes for emergency services and liaison points
- Locations where duty staff will be positioned
- Parking areas and traffic routes
- First aid, toilet and washing facilities

### 2.2.5 Event management arrangements

Many of the safety arrangements in place for the event will be detailed in the control measures column of the event risk assessment. However, additional arrangements and procedures being relied upon (e.g. separate procedural controls referred to in the risk assessment) should be included in the event management arrangements section. Examples of arrangements might include procedures or safe systems of work for:

- Monitoring site safety during the event e.g. a timetable specifying who will make what checks, where and when (consider especially higher risk and/or more vulnerable areas that may need to be checked more frequently). Some areas may require a full time staff presence for the duration of the event
- Communication between duty staff (e.g. means/method, frequency (any checking in required) and communicating emergencies)
- Managing traffic movements
- Crowd management e.g. Use of PA systems/loud hailers, how numbers accessing particular areas will be controlled etc
- Dealing with lost children (or other vulnerable people)
- First aid, welfare, waste and lost property

### 2.2.6 Emergency procedures

Arrangements for dealing with foreseeable emergencies should be in place. Precisely what needs to be planned for will depend on the event (and so the potential emergencies that may occur) but may include:

- Fire evacuation (from all occupied areas, including those needing additional assistance)
- Bomb threats (Suspicious packages and threats)
- Gas leaks e.g. gas cylinders used by stall holders or damage to mains supply
- Serious/hazardous adverse weather e.g. flooding if on water plain
- Collapse of temporary structures e.g. marquees, seating, fairground rides
- Serious injuries or ill health (whether work related or not)
- Outbreaks of violence

Depending on the emergency type, the procedures may need to include details of:

- Who would take charge and co-ordinate the response (including summoning the emergency services)
- How the alarm would be raised (remember, there may be a large number of people spread over a wide area and noisy activities may be taking place)
- How proceedings will be halted if this becomes necessary
- How people (public and any contractors, performers etc) would be communicated with e.g. if it became necessary to advise them of the need to evacuate and what they should do
- Where people would be moved to (a place of safety)
- Escape routes that would need to be utilised
- How those requiring additional assistance would be supported/assisted
- Rendezvous points with the emergency services
- Any processes needing to be switched off or shut down (if safe to do so)
- Any special precautions needed for higher risk undertakings e.g. clearing an area where a LPG cylinder has become involved in a fire
- What messages will be given to the public
- How the incident area will be sealed off (if appropriate)

It is important that emergency procedures consider the different parts of the site that will be occupied during the event; including temporary structures. For example; fire evacuation arrangements should be in place for marquees just as they are for the main building.

### 2.2.7 Contact information and liaising with the emergency services

Key contact information forms an important of the plan and should be readily available. The type of contact information needing to be available would include:

- Emergency services contact details
- Key NCC staff with emergency and business continuity roles including any senior managers who might need to be involved
- Those involved in setting up the event such as marquee/stage erectors who may be needed quickly e.g. in the event of a temporary structure becoming unstable

### 2.2.8 Additional information

All information relating to the event will ideally be kept with the main event plan. However, if this makes the plan unwieldy, the following documents could be kept separate as long as their location is known by relevant staff, this is referenced in the main plan and the information can be easily retrieved:

- Details of training/briefings given to staff
- Copies of certification documents issued to confirm relevant equipment has undergone appropriate inspection e.g. fairground rides
- Copies of public liability insurance certificates
- Copies of registration documents from local authorities where operating cooking/catering stands

The 'Event organiser checklist' (available on PeopleNet/Schools' PeopleNet) can be used as an aid to help check you've undertaken appropriate actions in planning for your event.

### **3.0 During the event**

It is important that proactive monitoring takes place during the event. This will help ensure that standards checked for during set up and before letting visitors in, continue throughout the day. Examples of how hazards might arise during the event and not be picked up on without monitoring by site staff include:

- A busy stall generating a large quantity of combustible materials is allowing this to accumulate due to waste receptacles having been filled
- A section of fencing has been removed from a secure area to let a vehicle through and this hasn't been replaced meaning hazardous parts of the site or machinery can be accessed
- A stall holder has moved their stall to what they see as being a more favourable position without permission. In doing so they have blocked a fire escape
- Deliberate damage has been caused to ropes securing a marquee and this has made it unstable

### **4.0 After the event**

Once the event has concluded, a debrief with staff (and any contractors/stallholders if there is the opportunity to do so) will help gather information on how they felt the event went and how it might be better and more safely run in the future. The types of questions that might be considered include:

- Do certain stalls or activities need to be differently positioned next time?
- Were an adequate number of staff on duty?
- Was the equipment and training provided adequate?
- Are any additional emergency procedures needed?
- Were there adequate controls (e.g. fire safety measures, lighting, barriers etc) in place?
- Were there any near misses or actual incidents on the day that need to be investigated and addressed further (remember that incident forms should be completed where necessary for incidents occurring during the event)?
- Was communication with visitors easily achieved?
- Were there any complaints from visitors?
- Did traffic move safely and smoothly during peak times?

### **5.0 Further information on specific areas of event safety**

This section contains information on different subjects that may be of relevance to your event.

#### **Alcohol**

The consumption of alcohol can increase the risk of anti-social behaviour (including violence and aggression) occurring and so careful consideration should be given before allowing this

at an event. Anyone supplying/selling alcohol should be licensed to do so and confirmation should be sought that this has been obtained. See also 'Entertainment and music' below.

### **Electricity**

Additional equipment (e.g. lighting rigs) may need to be run from existing power supplies. Depending on the extent of this additional loading, there is a possibility the capacity of the mains installation may be exceeded. Guidance should therefore be sought from NPS if there is likely to be significant additional loading placed on the electrical installation.

Where modifications (temporary or permanent) need to be made to the electrical installation, this work should be carried out by a competent contractor. Where the work is being overseen by NPS they will ensure the appointed contractor is approved. Where NPS are not being used the approval process will need to be undertaken by the project/event lead.

If generators are to be used they should not be positioned in enclosed or partially enclosed spaces due to hazardous substances (e.g. exhaust fumes and carbon monoxide) that can be emitted. For this reason they should also be away from windows, doors, vents into buildings and away from food stalls. They should not be positioned in close proximity to flammable materials/substances. Cables should not pose a trip hazard.

Residual Current Devices (RCDs) should be used by third parties bringing electrical equipment onto site.

### **Entertainment and music**

Depending on the type of event (if it includes licensable activities e.g. the sale of alcohol or live music), you may need to have an entertainment license in place. Once you have decided on the scope of the event and activities, you should discuss any possible licensing requirements with your local district council.

### **Food safety**

Food businesses including those operating from temporary/mobile premises (such as stalls and vans) must register with the local district authority. Confirmation should be sought from food business participating in the event that:

- They have registered with their local authority
- HACCP (Hazard Analysis Critical Control Point) systems are in place and;
- Their staff have received an appropriate level of food hygiene training and instruction

### **Fairground and amusement rides (including bouncy castles)**

Where these are being brought onto site, confirmation should be sought that the controller/provider of the attraction has a current/in-date public liability insurance for at least £5 million and that for each device being brought onto the site there is a current Declaration of Operational Compliance certificate issued by a registered inspection body (ADIPS).

You should ensure the provider has detailed how they will control risks including preventing unauthorised access to moving parts. Your emergency procedures should consider actions to take in the event of the attraction's failure e.g. structural failure.

You should also seek written confirmation from the proprietor, prior to the event beginning, that the equipment has been safely erected and will be subject to regular inspection (depending on how long they will be on site for).

## **Fire arrangements**

All NCC sites should have a fire risk assessment and evacuation plan to cover normal operations. In many cases though, these won't adequately cover additional fire risks present during an event. Therefore, either a new assessment and evacuation plan should be completed for the event or existing documents should be amended as necessary.

Consideration should be given to:

- New sources of ignition (cooking equipment, fireworks, smoking etc), fuel (e.g. packaging, waste, LPG cylinders, spare fuel containers etc) and oxygen
- Increases in numbers attending (and additional needs)
- Different parts of the site being accessed and the impact of new activities/stalls on fire precautions e.g. fire alarm sounders being 'drowned out' by live music performances, detectors being compromised, escape routes and fire doors/exits being blocked etc.

In particular, any structures such as marquees should be considered within the fire risk assessment and provided with an appropriate level of fire protection e.g. extinguishers (and fire blankets if necessary), emergency lighting (where being occupied during hours of darkness) and an adequate number of escape routes.

Separate guidance on fire risk assessment is available on PeopleNet and Schools' PeopleNet. This takes you through how to complete a fire risk assessment and gives guidance on different areas of fire safety such as emergency lighting, fire alarms and escape routes. It also provides advice on how to determine maximum occupancy numbers for the building (and/or different parts of it). Guidance is also available on developing evacuation plans for those requiring additional assistance (PEEPs and GEEPs).

Premises managers are required to attend the NCC fire risk assessment training (which forms part of the overall training package for premises managers).

## **First aid**

All NCC sites should be subject to a first aid risk assessment and this should be reviewed prior to the event to ensure it would also cover the proposed activities and numbers of people expected to attend. You should also ensure there is adequate first aid provision to cover breaks.

## **Fuel**

Additional fuel (e.g. petrol cans, LPG cylinders) may need to be stored on site during an event. This could create additional fire risks that would need to be considered within the fire risk assessment. Fuel supplies should be kept to the minimum necessary and stored safely (outdoors, on firm ground, and away from sources of ignition, including on hot days direct sunlight). Further guidance on the storage of fuel can be found within the fire policy and guidance document.

## **Hazardous substances**

Where these are used, produced or emitted, a hazardous substances risk assessment is required. Third parties should carry these out as needed for their activities. For NCC activities, guidance on assessing and controlling hazardous substances risks is available on PeopleNet and Schools' PeopleNet.

## **Lighting**

Adequate lighting levels are required to ensure people can circulate safely around the site and so that any hazardous areas are properly illuminated. Where an event takes place outdoors during the day time, natural lighting may be sufficient. However, where an event is taking place partly or wholly in darkness and escape may be made difficult; additional lighting will be needed. Temporary structures such as marquees should also be provided with emergency lighting if there would be insufficient daylight to enable safe escape.

Lighting systems/rigs should be installed by a competent person and where additional electrical work is required; this should be undertaken by a qualified electrical contractor. The load bearing capacity of the marquee structure should also be confirmed by the marquee erector (see also 'Marquees' section below).

## **Marquees**

Larger marquees used for functions should be installed by an accredited member of MUTA (you can search for accredited members on the MUTA website [www.muta.org.uk](http://www.muta.org.uk)). You should ask to see the contractor's accreditation certificate and check this is in date. If you do not use a MUTA accredited organisation you must take steps to ensure the supplier can demonstrate they are working to a comparably high standard of safety.

Marquees should be made of flame retardant material. Periodic re-treated may be needed particularly where showing visible signs of wear or ageing. See also 'Fire' heading above for further information on fire risk assessment and marquees.

Marquee safety does not begin and end with its erection. Without anything inside them, marquees are largely sterile structures but risks increase once, for example, sources of fuel, ignition, people and equipment are brought inside.

Checks need to be made during the event and contingencies need to be in place for weather extremes (e.g. high winds where the marquee may become unstable) or damage (malicious or accidental) being caused. Information on the checks needing to be made (and the responsibilities for carrying these out) should be agreed with the company supplying the marquee before the event.

## **Pyrotechnics and special effects**

Any pyrotechnics, lasers and similar special effects need to be planned and overseen by a competent person/company registered with the relevant professional body. For example; the professional body for the pyrotechnic industry is the British Pyrotechnics Association.

## **Road closures**

It may on occasion be necessary for a road to be closed. Permission would need to be sought from Norfolk County Council, or Norwich City Council for roads within Norwich. Further information and the relevant forms can be obtained from the NCC website (see the Travel and Transport/Roads/Permits and Allocations section). Note; the road closure notice will need to be displayed at either end of the road to be closed for between 28 and 35 days (depending on the size of the event), prior to the event beginning. Therefore, it is important to ensure the application is made well in advance of the event.

## **Traffic management**

Whenever possible, vehicles should be kept away from pedestrians. Consideration should be given to those parts of the site where the two may come together and when/how this might

happen. This should include consideration of any heavy goods vehicle movements e.g. when bringing staging, stalls, rides onto site. Controls to prevent injury occurring would then need to be identified and may include:

- Physical separation e.g. barriers or;
- Procedural means such as:
  - Assigning different access/egress points to pedestrians and vehicles
  - Ensuring all vehicular movements in the event area are prevented or overseen by site traffic marshals
  - Providing pedestrian crossing areas
  - Ensuring there would be access available for emergency vehicles

There should be adequate lighting to ensure drivers and pedestrians are able to see each other. Traffic movements should be overseen by trained marshals. See also 'Road closures'.

### **Weather conditions**

It is important your risk assessment considers the impact serious adverse weather conditions might have on your event. This might include:

- Strong winds that destabilise structures
- Heavy rains that cause floods or ground conditions to deteriorate
- Very dry and hot weather that might pose a fire risk or result in cases of sunstroke
- Very cold/icy weather that might result in hypothermia or slippery paths/roads

Where it is foreseeable that a significant dangerous event could occur due to adverse weather e.g. the collapse of an occupied structure; it is important that appropriate contingency measures and emergency procedures are developed and detailed within the event plan. These might specify for example that in instances where wind speeds increase to such an extent they present a risk to the stability of the structure; occupants are guided out and away from the marquee until the wind speed decreases again to a safe level.

### **6.0 Further sources of advice**

There is a great deal of information freely available to further assist you in planning your event.

**Peoplenet/Schools' PeopleNet** – Peoplenet/Schools' PeopleNet contains information on a wide range of health safety topics that may be relevant for your event e.g. fire, manual handling, lone working, hazardous substances, cash handling, noise and work equipment.

**HSE** – The HSE site ([www.hse.gov.uk](http://www.hse.gov.uk)) contains many free publications available for download covering topics such as fairground equipment, organising events, managing crowds and running firework displays.

**Events training** – An Event Planning Workshop is run periodically by the NORMIT partnership, an organisation aimed at promoting Resilience and Business Continuity. For further information and course dates you can email [normit@norfolk.gov.uk](mailto:normit@norfolk.gov.uk) or call on 01603 222016.

Further guidance is also available from the Health, Safety and Wellbeing team

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