



# Event Management Plan

Please note that this document supersedes all previous versions. Please check with document author that you are working with the most recent version.

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## DOCUMENT PURPOSE

The purpose of the Event Management Plan is not only to provide a comprehensive overview of the event but also to outline the Venue Operator's meticulous management plans and actions concerning public and worker safety. The Event Management Plan is always a working document and will be subject to revision from time to time based on new information, learnings and experience.

This document is a crucial element, working in conjunction with the comprehensive venue risk assessments for both the venue and its immediate vicinity. In the event that the Venue

Operator requires additional support beyond the information provided, they will seek advice from Trafford Council and the Emergency Services, before or during the event.

It is important to note that the contents of this document are confidential and must be treated as such. Academy Music Group Ltd, the operators of the venue, undertake to ensure that each piece of information contained within this document is both accurate and up to date, with regular updates provided to all relevant authorities and organisations.

No person is authorised to copy, forward, disclose, distribute, or retain this document in any form without the consent of author.

For further information, please contact the General Manager, **Russell Taylor-Toal**

EVENT PLANNING & MANAGEMENT	
EVENT SUMMARY	
<b>Event/ Artist Name:</b>	
<b>Music Genre/ Similar Artists:</b>	
<b>Show Promoter:</b>	
<b>Promoter/ Artist Previous Shows:</b>	Many appearances throughout AMG venue estate
<b>Event Date(s):</b>	TBC
<b>Event Timings:</b>	<ul style="list-style-type: none"> <li>• <b>Doors:</b> 19:00</li> <li>• <b>Show Start:</b> 20:00</li> <li>• <b>Headline Act:</b> 21:00</li> <li>• <b>Show End:</b> 23:00</li> </ul>
<b>Anticipated Attendance:</b>	3400

EVENT AUDIENCE PROFILE/ DEMOGRAPHIC	
<b>Age:</b>	14 plus Main age range 25 – 40. Challenge 25 in operation at all bars.
<b>Male/ Female Ratio:</b>	60/40
<b>Crowd Formation:</b>	
<b>Expected Crowd Density:</b>	Highest density 0.3m2, average density 0.5m2
<b>Expected Crowd Reaction/ Dynamics:</b>	Lively standing floor –

KEY RISKS IDENTIFIED / MITIGATIONS IN PLACE	
Key risks identified for this show in the Event Risk Assessment	Additional mitigations in place based on identified risks
<ul style="list-style-type: none"> <li>• Lively audience anticipated with some moshing/ crowd surfing</li> </ul>	<div style="background-color: black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100%; height: 15px; margin-bottom: 5px;"></div> <div style="background-color: black; width: 100%; height: 15px;"></div>

	[REDACTED]

**VENUE OVERVIEW**

O2 Victoria Warehouse Manchester is an extraordinary and innovative multifunctional event space, situated on the outskirts of Manchester’s city centre. Originally built in the 1900s, the Warehouse stands as a testament to the city's industrial heritage for over a century and is one of Manchester's most iconic venues,

O2 Victoria Warehouse operates to a saleable capacity of 3500 for live 7-11 music concerts and multi room events with a saleable capacity of up to 5000 for over 18s club nights.

The event space is an expansive and versatile facility, comprising of various compartments, or sheds, which can be used either independently or collectively. With its adaptability and versatility, the venue is capable of accommodating a diverse range of events, ranging from live music events and multi room club nights to prestigious Award Ceremonies, bustling Trade Fairs, Exhibitions, Weddings and high-profile Corporate Hospitality functions.

The Venue is operated by Academy Music Group Limited (AMG) who are the UK’s leading owner and operator of nationwide live music and club venues.

**EVENT MANAGEMENT STRUCTURE**

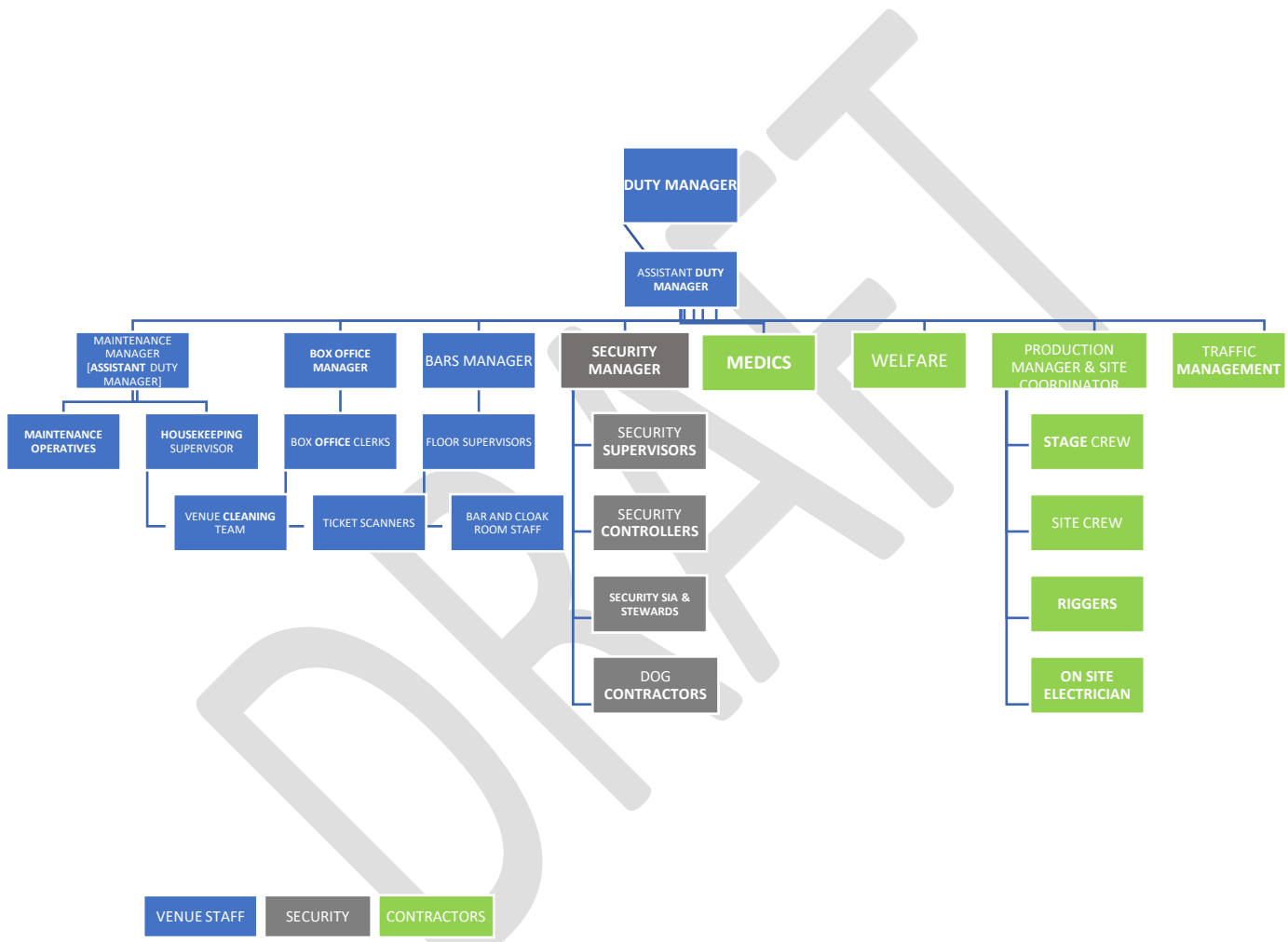
O2 Victoria Warehouse is overseen by a highly skilled team of professionals who have demonstrated their ability to execute safe and successful events. All their actions and determinations are carefully synchronised and recorded in the Event Control Log. This is facilitated through an Event Control Room where communication is primarily through radio, ensuring efficient and effective collaboration.

The roles and functions of key individuals in the event management structure are explained in more detail below:

**CHAIN OF COMMAND**

In normal operational settings, the Duty Manager and Assistant Duty Manager operate in a cohesive unit, providing consultations on various aspects of the show. They consult directly with all departmental heads as well as contracted service providers ensuring prompt communication of potential issues, situations or incidents to all relevant parties involved.

The Duty Manager, Assistant Duty Manager, or Production Manager have the authority to halt any on-site activity temporarily or permanently during the event.



**ROLES AND RESPONSIBILITES**

<p><b>AMG Divisional Managers:</b> [Offsite]</p> <p>██████████</p>	<ul style="list-style-type: none"> <li>• Make decisions on strategic level.</li> <li>• Responsible for delivering the organisation’s aims, objectives and methodologies.</li> <li>• Ensures Compliance with all Regulatory Requirements.</li> </ul>
	<ul style="list-style-type: none"> <li>• Makes decisions about the general operation of the event.</li> </ul>

<p><b>Venue General Manager:</b></p> <p>[Redacted] [Duty Manager]</p>	<ul style="list-style-type: none"> <li>• In conjunction with the rest of the management, deals with incidents and occurrences and makes decisions concerning the overall management and operation of the event, with the ultimate aim of ensuring that the event is operated safely.</li> <li>• Ensures that all aspects of the EMP documentation are implemented.</li> <li>• Liaises with and take advice from Security, Medical &amp; Welfare providers.</li> <li>• Licensing Compliance</li> <li>• Liaison with Emergency Services</li> <li>• In all circumstances, other than a major incident, the final decision is that of the General Manager. In the event of the declaration of a major incident, upon signing of the AMG transfer of authority document, final decision-making responsibility would then pass to the statutory agency in charge.</li> </ul>
<p><b>Deputy General Manager:</b></p> <p>[Redacted] [Duty Manager 2]</p>	<ul style="list-style-type: none"> <li>• Responsible for general operations and is the second Duty Manager for the event.</li> <li>• Responsible for the pre-planning of events including liaising with stakeholders, contractors and suppliers.</li> <li>• Co-ordinates cooperation of all event departments. Takes on tasks deputed to him by the General Manager.</li> <li>• Acts as second in command to the General Manager</li> </ul>
<p><b>Maintenance Manager:</b></p> <p>[Redacted] [Duty Manager 2] <i>(in the absence of the General Manager or Deputy General Manager)</i></p>	<ul style="list-style-type: none"> <li>• Responsible for the overall maintenance of the building.</li> <li>• Coordinating contractors</li> <li>• Compliance with H&amp;S regulations</li> <li>• Conducting continuous improvement strategies, ensuring the venue is presented at the highest standards.</li> <li>• Overall responsibility for the housekeeping department</li> <li>• Supervision and training of Maintenance operatives and venue cleaning team</li> <li>• Second Duty Manager in the absence of the General or Deputy General Manager</li> </ul>
<p><b>Production Manager &amp; Site Coordinator:</b></p> <p>[Redacted]</p>	<ul style="list-style-type: none"> <li>• The Production Manager &amp; Site Coordinator is the main contact for show advancing and for all technical and production enquiries.</li> <li>• Ensures that all production activity is conducted in a professional manner and that all stage activity is run on schedule and within the limitations set by the local authority.</li> <li>• Responsible for planning, coordinating and executing the itinerary for site activity, including but not limited to, set up and break down of site &amp; venue, coordination of vehicle movements booking production crew, site crew and riggers, supervision of production staff &amp; crew.</li> </ul>
<p><b>Ticketing &amp; Box Office Managers:</b></p> <p>[Redacted] [Senior Ticketing &amp; Box Office Manager *Accessible Lead]</p>	<ul style="list-style-type: none"> <li>• Controls all ticket allocations and outlets from show set up to event maturity, ensuring all tickets allocated balance to capacity.</li> <li>• Oversees the sale and collection of all tickets on site while ensuring the security of ticket proceeds.</li> <li>• Controls and administers all guest lists both promoter and house.</li> <li>• Supervision of box office assistants and ticket scanning staff.</li> </ul>

<p>██████████ [Deputy Box Office Manager]</p>	<ul style="list-style-type: none"> <li>Responsible for issuing accreditation as directed by venue management and promoter.</li> <li>Acts as the accessible lead for all shows.</li> </ul>
<p><b>Compact Security Managers: Security [on-site]</b>  ██████████ [security Project Manager]</p>	<ul style="list-style-type: none"> <li>Ensures the security provision and policies adhere to and follow those set out in the venue's Security Operating Plan.</li> <li>Briefs all Security and Stewarding personnel prior to commencement of duties.</li> <li>Control and co-ordinate the deployment of security and stewarding personnel in and around the venue as agreed pre-event and detailed in the event Dot Plan.</li> <li>Co-ordinates the response to incidents as they unfold feeding into venue management as required.</li> <li>Provides venue management team with support and advice.</li> <li>Leads the venue sweep post event and confirm when venue is clear of public.</li> </ul>
<p><b>ECR Radio Controller: Compact Security [on-site]</b>  <b>Name</b></p>	<ul style="list-style-type: none"> <li>Co-ordinates all communications in the Event Control Room (ECR)</li> <li>Ensures relevant logs are maintained and followed up where required.</li> <li>Ensures that all appropriate issues are escalated to the Venue General Manager and Duty Manager.</li> <li>Follow and maintain event control policy and processes.</li> <li>Under instruction of Venue Management call for Emergency Services assistance as required.</li> </ul>
<p><b>ECR Security CCTV Controller: Compact Security [on-site]</b>  <b>Name:</b></p>	<ul style="list-style-type: none"> <li>CCTV operators will hold a CCTV SIA Licence and will operate within the guidelines set by the SIA</li> <li>Compact will use the venue CCTV system to: <ul style="list-style-type: none"> <li>Monitor both routine and unscheduled movement of staff, contractors, visitors and artists and entourage within the venue.</li> <li>Monitor crowd control and to assist with crowd management, both externally and throughout the venue.</li> <li>Assist with initial responses to incidents and emergencies.</li> </ul> </li> </ul>
<p><b>PIT Supervisor: Compact Security [on-site]</b>  <b>Name:</b></p>	<ul style="list-style-type: none"> <li>This specialised role is to ensure artist and stage security, whilst providing a visual security presence.</li> </ul>
<p><b>Bars Manager:</b>  ██████████</p>	<ul style="list-style-type: none"> <li>Ensures that all aspects of the Alcohol Management Plan are implemented.</li> <li>Ensures that all bar staff are fully briefed and trained on all aspects of the venues policies and procedures including the enforcement of Challenge 25 policy.</li> </ul>





[REDACTED]

[REDACTED]

**BACKSTAGE AREA**

The backstage area, which comprises production offices and dressing rooms, is accessible only through a regulated pass system. [REDACTED]

[REDACTED]

**OPENING OF THE EVENT**

Prior to opening the event to the public, an event specific briefing will be given to all staff by the Relevant Departmental Manager.

Both the Duty Manager and Head of Security will then conduct an inspection of the venue and facilities. This inspection will ensure that the integrity of the venue infrastructure is in accordance with following the licence conditions and that the site is suitable to admit members of the public.

Once any issues are resolved, the Duty Manager will conduct final opening inspection to confirm the event is safe to open.

If the venue is ready to open before the advertised time, the Duty Manager will contact Security control to grant permission for early opening to speed up admission into the venue.

**START OF STAGE ACTIVITY**

Once production is ready for 'doors green' the Production Manager will contact the Duty Manager to obtain permission to start stage activity in accordance with the schedule.

**CLOSING THE EVENT**

Once all stage activity has ended, Security will instruct a sweep of the venue to ensure that all members of the public have left. Once confirmed that the venue is clear, security will inform Control to complete the log.

*Please refer to Appendix B Compact Security Stewarding Plan*

**COMMUNICATIONS**

During the event Security ECR will be the hub of all communications. [REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

*Please refer to Appendix L: O2 Victoria Warehouse Security Operating Plan*

**PRE - EVENT COMMUNICATION**

Prior to each event, the venue will instruct all ticketing agencies to send a pre-event email to ticket holders. This email will include, but is not limited to, details on: Terms and Conditions of Entry, Search Procedures in place, Show Times, Transport Information, Necessity to leave the area in a quiet and orderly manner post event. This information will also be available on the O2 Victoria Warehouse Website and linked to, via Social Media Channels.

**EVENT DAY COMMUNICATION**

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

**EMERGENCY MESSAGING**

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

**CROWD BARRIERS**

Four types of barriers will be used at the event, as follows:

Pedestrian barrier	This is the traditional galvanised barrier used as a way or creating sterile areas or restricted access points at locations that will only experience low density crowd movement.
Met / Police barrier	Similar to pedestrian barrier but with low profile tubular feet that do not create a trip hazard and absorb light crowd pressure enabling them to be used in locations with a higher density of crowd movement.
Pit / Stage barrier	Traditional A-frame load bearing barrier to a rating of at least 5Kn/m that will be used in areas of high crowd density such as in front of the stage.
Heras fence	Heras fence panels are temporary mesh fencing panels.

## SECURITY

The Duty Manager and Security Manager will collaborate to coordinate activities between the venue and the security team, ensuring that staff deployments align with the established plans. Their responsibilities include overseeing major security operations on-site, such as managing ingress, egress, crowd flow, and stage management.

Compact Security has been exclusively engaged as the venue's security provider, tasked with managing various aspects of security, which encompass:

- **External Security:** This involves crowd management, search operations, and responding to incidents at the venue perimeter.
- **Internal Security:** This encompasses all positions within the venue site, including those related to the stage, response teams, emergency exits, bars, and static security positions as needed.

All individuals expected to be involved in licensable activities, such as those in access control, security search, and bar security roles, will be registered as Door Supervisors with the Security Industry Authority (SIA). Furthermore, all security personnel and stewards will wear easily identifiable uniforms to enhance their recognition by the public.

While AMG bears ultimate responsibility for venue security, they have delegated the operational security objectives outlined in the Security Operating Plan and Event Management Plan to Compact Security Services Ltd. These documents inform Compact's risk assessment, operational plan, and briefings, all of which are executed through their own command structure. Executive control over all operational security matters will be vested in the security contractors, who will maintain regular and direct communication with the Venue General Manager and Deputy General Manager.

In addition to the command structure established by the security contractor, the Venue General Manager and Deputy General Manager possess the authority to direct any member of the security staff to perform duties in the interest of event safety. This authority will be confirmed by the issuance of their named accreditation.

Staff Type:	Number Booked:
Security Manager(s):	1
Supervisors:	1
SIA Licensed Security:	1
Stewards:	1
Dog Teams (and function)	

**CRIME PREVENTION**

The Venue Operators place foremost importance on the security and safety of guests, endeavouring to combat crime within the Venue. Stringent measures are implemented to deter opportunistic and organised criminal activities, which could potentially spoil the event for customers. The Venue Operators remain proactive through their involvement in national intelligence sharing networks, ensuring timely and effective responses to security threats.

Additionally, in the event of security breaches, security personnel are well trained and capable of quickly identifying potential offenders, apprehending them, and handing them over to the police. Furthermore, security staff are committed to assisting in the identification and apprehension of offenders, as well as actively working to prevent criminal behaviour from occurring within the Venue.

**COUNTER TERRORISM**

[Redacted Counter Terrorism Content]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

*Please refer the following:*  
**Appendix L: O2 Victoria Warehouse Security Operating Plan**  
**Appendix P: AMG Approach to Counter Terrorism**

**ACCEPTABLE BEHAVIOUR**

The Venue Operator will not accept prejudiced or aggressive behaviour amongst audience members. Any reports of such incidents will be fully investigated and the perpetrators, if apprehended, may be ejected from the event or passed to the Police.

**CROWD MANAGEMENT**

Crowd & Area Capacity Management Protocols.

Please refer to relevant appendices contained within the EMP for detailed security deployment information, event dot plans and specific event-based risk assessment

For a 3500-capacity live event, there will only be one room of entertainment, and this is where the public will be watching the performance. This will be in the main room (Shed A) and balcony (balcony/mezzanine area).

Entrance to both of these areas will be from either:

- the rear of the venue via E3 on non-match days or
- the side of the venue via the alleyway queuing system on match day clashes

For both of these show day options the security team will manage the ingress of patrons into the appropriate areas of the building to ensure that the venue fills evenly. Security staff will also ensure that all exit routes and corridor/flow routes are kept clear at all times, paying particular attention to the toilet access provision and needs.

Likewise, egress will be managed in the same way, with the use of internal security to safely manage and direct the audience through the appropriate exits and into the dispersal plan.

Crowd management and capacity control within the building for all events is via a series of protocols, procedures and well-developed operational measures, together with the use of internal security and stewards, CCTV, and radio communications equipment which in turn act as control measures and therefore reduce any risk of overcrowding to an acceptable level. Please see the individual show risk assessment for more details.

At any given time should the situation require it, a temporary room closure and/or access restriction to with one way queuing/movement systems around the venue can be implemented to ensure that an area is protected and the crowd within a particular space is managed.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

The overwhelming majority of events held at the venue are single room 3500 capacity events that will be classified as low risk.

[REDACTED]

This means that there will only be a maximum of 3500 members of the public within the entire premises at any given time for the vast majority of events.

This therefore also means that the only area which will need active capacity control will be the balcony/mezzanine area, where there is an existing process in place to manage balcony capacity which is a tried and tested formula.

***See appendix: AA1 Procedure for controlling access to balcony and Mezzanine during live shows.***

This process involved the clicking in and out of the area by a member of security to ensure that the operational capacity for any given show is not exceeded. This manual system is backed up by CCTV observation and regular checks from the balcony supervisory staff at each event.

For multi room events where there will be entertainment on in 2 or more rooms, we will provide a separate plan as part of the EMP and individual event risk assessment which will be based on the control measure detailed above as well the additional factors below:

[REDACTED]



[REDACTED]

**SHOWSTOP MEETING**

At least two hours before the show and ahead of any stage activity, The Production Manager convenes a detailed show stop meeting, which covers a diverse range of pertinent topics inherent to the event. Such agenda items are expansive and encompassing, including but not limited to, the following:

[REDACTED]

Those who must attend this meeting are:

**Venue Duty Managers, Production Manager & Site Coordinator, Security Project Manager, Lead Security Supervisor, Security Pit Supervisor, Tour Manager and or Artist’s representative and the Promoter’s Representative.**

*Please refer to Appendix D: O2 Victoria Warehouse Showstop Meeting Agenda*

**SHOWSTOP PROCEDURE**

Stopping a show in the middle of a performance may be necessary for safety or security reasons but can risk problems such as crowd disorder, and therefore should only be used as a last resort if a situation or incident cannot be resolved whilst the show continues and having balanced out all relevant risks. The Venue Operators have developed a robust Showstop Procedure. All personnel involved in the stopping of the show at any point will be fully briefed as to their respective roles.

The show shall only be restarted when this is deemed safe by the Venue Duty Manager.

*Please refer to Appendix E: O2 Victoria Warehouse Showstop Procedure*

**EMERGENCY LOCKDOWN PROCEDURE**

In the event of serious public disorder or a credible threat of a terrorist attack occurring just outside the venue's perimeter. The Venue’s Emergency Lockdown Procedure will be activated.

This decision will be made jointly by the Duty Manager and Head of Security, as well as any Police Officers present.

[REDACTED]

To ensure accountability, the decision to activate this Procedure will be documented and endorsed by both the Duty Manager and Head of Security.

*Please refer to Appendix F: O2 Victoria Warehouse Emergency Lockdown Procedure.*

**EMERGENCY OPERATIONS PLAN**

The purpose of the Emergency Operations Plan is to establish procedures for safely and effectively managing an emergency event for the venue. All employees, supervisors, and managers are expected to follow the procedures outlined in this plan to ensure that employees, visitors, and customers are protected from any harm during an emergency situation.

*Please refer to Appendix J: O2 Victoria Warehouse Emergency Operations Plan*

**STANDARD INGRESS PROCEDURE**

**Rear loading of the Venue:**

[REDACTED]

*Please refer to the following:*

*Appendix S1: O2 Victoria Warehouse Drugs Policy*

**Appendix S1.1 O2 Victoria Warehouse Displayed Drugs Policy Information**  
**Appendix T: O2 Victoria Warehouse prohibited items list.**

An appropriate level of search conducted by security staff will be in operation based on the Event Risk Assessment.

Conditions of entry will be clearly communicated to ticket holders in advance.

Entrance to the venue will be through crowd control barrier lanes which can be designated as entrance or exit lanes, depending on the movement of people in and out of the venue.

Crowd flow and number of attendees will be monitored using ticketing scanning technology.

**Please refer to Appendix C: O2 Victoria Warehouse Ingress Procedure**

[Redacted text block containing multiple lines of blacked-out content]

- [Redacted text block] inspections.

**Please refer to Appendix U: Compact Dot Plan Standard show**

**INGRESS PROCEDURES MUFC MATCH DAY CLASHES**

**Side loading the venue:**

[Redacted text block containing multiple lines of blacked-out content]

[Redacted text block]

[Redacted text block]

[Redacted text block]

[Redacted text block]

*Please refer to the following:*  
**Appendix S1: O2 Victoria Warehouse Drugs Policy**  
**Appendix S1.1 O2 Victoria Warehouse Displayed Drugs Policy Information**  
**Appendix T: O2 Victoria Warehouse prohibited items list.**

An appropriate level of search conducted by security staff will be in operation based on the Event Risk Assessment.

Conditions of entry will be clearly communicated to ticket holders in advance.

Entrance to the venue will be through crowd control barrier lanes which can be designated as entrance or exit lanes, depending on the movement of people in and out of the venue.

Crowd flow and number of attendees will be monitored using ticketing scanning technology.

*Please refer to Appendix C1: O2 Victoria Warehouse Ingress Procedure [match day clashes]*

[Redacted text block]

*Please refer to the following: Appendix U.1: Compact Dot Plan [match day clashes]*

## ILLEGAL DRUGS & PSYCHOACTIVE SUBSTANCES

O2 Victoria Warehouse operates a zero-tolerance policy when it comes to drugs, illegal substances and legal highs. The Venue Operators recognise that events in general can attract users of illegal substances or psychoactive substances, 'legal highs', and can also be attractive to vendors of such substances.

The organisers will implement its zero-tolerance policy as follows.

- Pre-Event and onsite communication
- Search regime
- Co-operation with responsible authorities
- Provision of suitable and sufficient medical resource
- Drug dogs for those events where the Event Specific Risk Assessment indicates high drug usage.

NB all searches of persons under the age of 18 will fall under the venues safeguarding policy and all appropriate measures followed.

*Please refer to the following:*

*Appendix S1: O2 Victoria Warehouse Drugs Policy*

*Appendix O: O2 Victoria Warehouse Welfare and Safeguarding Strategy*

## EGRESS & DISPERSAL PROCEDURE

To ensure safety and security during events, the venue operators have a plan in place for the orderly and safe exit of attendees. This plan is known as the egress and dispersal procedure. The purpose of this document is to outline the egress and dispersal procedure implemented by venue management to ensure the safety of all event attendees.

### **EGRESS:**

The egress procedure is a detailed plan that outlines steps to be taken in the event of an emergency. It identifies egress routes, the number of required exit points. The egress procedure is critical in ensuring safe and efficient evacuation of attendees in the event of an emergency.

The egress procedure considers the type of event, the number of attendees, and the layout of the venue. On non-standard events or under unusual circumstances, such as a clash of events with MUFC, The Duty Manager, in consultation with Head of Security, is responsible for making a dynamic risk assessment when choosing an egress route to minimise risks across all types of events, on such occasions the Traffic Management will co-ordinate any road closure with the traffic management company engaged by the club.

### **DISPERSAL:**

Once attendees have exited the venue, the dispersal procedure takes effect. The goal of the dispersal procedure is to ensure that attendees leave the premises in an orderly and safe manner. To achieve this, venue management has defined clear and visible routes to guide attendees to the nearest transport hubs or exits.

The dispersal procedure also ensures that there is minimal impact on the local community. To prevent any nuisance to residents, the procedure includes steps such as engaging a traffic management company, Event Traffic Control [ETC] to put in place road closures and has prepared a traffic management plan that has been approved by Trafford Council.

The egress and dispersal procedure implemented by Compact Security is critical in ensuring the safety and security of all attendees. It allows for dynamic risk assessment and planning, ensuring that the plan can adapt to various scenarios and event types. The dispersal procedure also ensures that attendees leave the premises without causing any nuisance to the local community. The safety and security of all attendees remains the utmost priority, and the egress and dispersal procedure is a key component in achieving this.

*Please refer to the following:*

**Appendix B: Compact Security Stewarding Plan**

**Appendix H O2 Victoria Warehouse Egress & Dispersal Procedure**

**Appendix I: ETC Traffic Management Plan**

## BARS AND CONCESSIONS

### BARS

The bars' opening and closing times will align with the event schedule outlined in the Event Details section of this document and will adhere to the permitted hours specified in the premises license. Venue Management, in coordination with security, will initiate early closure of bars if circumstances warrant such action.

Each bar will be equipped with ample lighting, firefighting equipment, sanitary facilities, and handwashing stations for staff. Bar Managers will strictly enforce a challenge 25 policy and ensure that all beverages are served in compliance with the venue's premises license, typically in plastic or paper cups.

### ALCOHOL MANAGEMENT

Alcohol sales on the premises will only occur when a personal license holder is present, operating under the authority of the Designated Premises Supervisor. Furthermore, all alcoholic beverages sold on-site are intended for consumption within the premises. To promote customer well-being, complimentary drinking water will be available at the bars throughout the event, with clear signage directing patrons to these water stations.

*Please refer to Appendix G: O2 Victoria Warehouse Alcohol Management Plan*

## MEDICAL PROVISIONS

### FIRST AID

The Venue Operator has contracted an experienced and dedicated event medical provider, Northwest Events Medical Solutions [NWEMS].

The First Aid Room is in the coal yard and is available over the duration of the event. The First Aid Room will receive casualties and will provide a triage and treatment facility depending on the nature of the injury/illness. The objective of the medical plan is to manage most incidents on site with only the most serious being referred to local facilities.

A secondary medical room (Welfare area) might be available as an overflow space depending on the size of the event and for use as a triage point for anyone brought over the front of stage barrier.

Suitable and sufficient medical provision shall be made for each event based on the Event Risk Assessment.

*Please refer to Appendix M: NWEMS Event Medical Plan Indi Rock Show*

The following levels of provision are the minimum deployment for shows at this venue. Final cover will be agreed dependant on a risk assessment prior to each event.

[Redacted text]

Medical provision for this event will be based on the show specific Risk assessment and will be as follows:

Staff Level:	Number of Staff:
Insert Staff Qualification Level	Insert Number of Staff at that qualification level
HCPC Paramedic	
Emergency Medical Technician	
FREC 3 Emergency First Responder	
FREC 3 Welfare Staff	

**List of Medical Equipment on site:**

[Redacted text]

*Please refer to the following:*

*Appendix A: O2 Victoria Warehouse Indie Rock Risk Assessment*

*Appendix M: NWEMS Event Medical Plan Indie Rock Show*

## WELFARE PROVISION

W.E.L.Safe's Outreach Team is deployed based on the event specific risk assessment and offers additional support within the main site and accreditation location, including assistance during egress or in areas of concern. The team must consist of at least two members in radio contact with the main welfare point and other relevant services. The team aims to offer information, advice, and guidance to attendees on how to stay safe, look out for people in distress, and provide minor welfare support, and utilizes digital recording forms for data collection on interventions delivered. The team also covers the Reported Spiking procedure, safeguarding concerns, vulnerable adults, and managing challenging behaviour, while also providing support for under-18s who may be found on-site. W.E.L.Safe is a member of and supports Manchester's Women's Night-Time Safety Charter.

*Please refer to Appendix N: W.E.L.Safe Management Overview*

## CUSTOMERS WITH ACCESSIBLE NEEDS OR DISABILITIES

Academy Music Group's Accessibility Procedure aims to standardise accessibility practices across Academy Music Group venues, referencing the Live Events Access Charter by Attitude is Everything and the Equality Act 2010. The procedure seeks to provide fair and equal services to all accessible customers by providing reasonable adjustments to ensure an enjoyable and safe experience. The procedure covers various aspects such as providing free companion or personal assistant tickets, assistance and guide dogs, access to performances with BSL interpretation and other assisted performance options. Wherever possible, lowered counters at box offices and bars, GEEP plan for evacuating customers who are disabled or with special needs. The responsibility for implementing this procedure lies with the General Manager, and Staff and Security are given awareness and accessibility training during their induction.

*Please refer to the following appendices:*

<b>Appendix J</b>	<b>O2 Victoria Warehouse Emergency Operations Plan</b>
<b>Appendix K</b>	<b>O2 Victoria Warehouse Fire Management Procedure</b>
<b>Appendix O</b>	<b>O2 Victoria Warehouse Welfare and Safeguarding Strategy</b>
<b>Appendix X</b>	<b>O2 Victoria Warehouse Access Procedure</b>
<b>Appendix Z</b>	<b>O2 Victoria Warehouse Accessibility Brief Steward</b>



## CUSTOMER COMPLAINTS

In the event that customers need to register a complaint on-site, they will be directed to a designated radio holder who will promptly contact Event Control. From there, a supervisor or manager will be dispatched to manage the situation in a timely and efficient manner. In cases where a supervisor or manager cannot attend promptly, Event Control will notify the staff at the scene, advising the complainant to submit a written complaint to AMG post-event if necessary.

## GUEST LIST & TICKET COLLECTIONS

To ensure efficient entry, we will have a guest list management process in place during the entire event. The Box Office Manager will supervise box office operations and guest list, and they will be supported by a security detail.

## CLOAKROOM FACILITIES

The cloakroom, located in room 4 (SHED C) will be staffed by a minimum of two people at all times and will be supported by an SIA registered member of the crowd management team.

## ARTISTS & PERFORMERS

A full line-up and show-day running order will be made available immediately before the event, to those who need it.

The artist area, including dressing rooms, artist green room, press and media facilities is established in the backstage area; admission to this area will be by approved passes only and this will be managed by venue security.

**Please refer to Appendix A: O2 Victoria Warehouse Indie Rock Risk Assessment**

## ROAD CLOSURES

The traffic management plan includes a series of identified objectives. The purpose of these objectives is to clearly set out the framework defined within the traffic plan and to ensure that key areas of interest are noted and actioned. Trafford Council have approved this Plan.

The venue operates a dynamic approach to traffic management keeping all road closures to a minimum and are only placed after consultation with the Duty Manager and Head of Security.

**\*On Match Day Clashes, ETC coordinates road closures with the traffic management company engaged by MUFC.**

The Stated objectives of the traffic management plan are as follows:

- **The maintenance of public safety on the local highway infrastructure.**

- **To minimise disruption to all road users with special emphasis on maintaining the integrity of those routes which function as local alternative to the strategic trunk road system.**
- **To minimise the disruption and impact of such event on local communities.**

Before each event, it is the responsibility of ETC to provide the venue with all necessary risk assessments linked to the designated task.

*Please refer to Appendix I: ETC Traffic Management Plan*

## **NOISE LEVEL MONITORING / PROCEDURE & SOUND LEVEL ASSESSMENT**

### **EVENT NOISE LOG F1 ACCOUSTICS**

O2 Victoria Warehouse has entrusted F1 Acoustics Company Limited with the responsibility of monitoring sound control within the venue and monitoring external noise across the neighbourhood, including areas under the jurisdiction of Trafford Council and Salford Council.

The company offers diverse services including regular noise monitoring representative of the nearest noise-sensitive establishments around the locality, and other noise sensitive residential areas across the river in Salford Quays. F1 Acoustics records and monitors all sound levels during every show featuring live music or club events at the venue.

For live music events, they are contracted from artist soundcheck until 11 pm, whereas for clubs, they may begin from 8-10pm pm and end much later. For all-day events, the company offers bespoke services tailored according to the venue's operational requirements.

At the front of the house control area in the main room, where the venue's sound engineers are located, a sound level meter is used to monitor the internal music noise level (MNL), and sound engineers provide feedback concerning current MNLs to the sound engineer.

Throughout the event, the company attends regularly and carries out noise monitoring at locations located near noise-sensitive receptors (NSRs). MNLs are scrutinised at the NSRs to ensure that the event does not cause any noise disturbance. If the MNLs are determined to potentially cause disturbance to occupiers of the NSRs, then the company takes necessary steps to decrease the MNLs within the venue.

All equipment used for noise monitoring has undergone laboratory calibration in line with regulatory standards within the last twelve months. Field calibration checks are performed on the sound level meters (SLMs) at the beginning and end of each monitoring session.

To obtain a comprehensive assessment of the noise monitoring for each event, please refer to the report provided by the company per show.

*Please refer to the following documents:*

**Appendix R 1 O2 Victoria Warehouse Manchester Sound Control Procedure**

**Appendix R1.1 F1 Acoustics Noise Monitoring sample report July 2023**

**Appendix R1.2 O2 Victoria Warehouse Noise Strategy Document**

## LOCAL RESIDENTS/ NEIGHBOURHOOD

The Venue Operators are conscious that spectator events have the potential to create a disturbance to local residents if appropriate control measures are not applied. It is the intention of the Venue Operators to minimise this nuisance.

It is the responsibility of the Venue Operators to ensure that the venue and immediately surrounding area are thoroughly cleaned after each event, with all litter collected. To this end, the Venue Operators will provide sufficient waste and recycling facilities and a litter-picking team.

The Venue Operators will ensure appropriate information is shared with residents and the Council in advance of the event.

Signage is also in place to encourage customers to leave the venue and vicinity as quietly and quickly as possible so as not to cause undue disturbance to local neighbours.

*Please refer to Appendix V: AMG Neighbourhood Procedure*

## WASTE MANAGEMENT & SUSTAINABILITY

### Overview & Purpose

O2 Victoria Warehouse waste management plan uses the European Waste Hierarchy as outlined in EU's Revised Waste Framework. The waste hierarchy considers the impacts of different waste management options on climate change, air and water quality, and resource depletion, and provides a framework for managing waste responsibly and minimising environmental impacts.

As set out in AMG's Green Charter, the venue's goal is to reduce waste in the first instance, follow the waste hierarchy and support the development of the circular economy.

AMG Green Nation Charter Targets:

- Reduce waste in the first instance.
- 50% recycling target by 2030, this is in line with UK waste policy.
- Develop closed loop recycling systems.
- Reduce carbon emissions from our own operations by 50% by 2030 from 2019 levels
- 

*Please refer to Appendix W: O2 Victoria Waste Management Plan*

## LICENSING

The procedures and management systems in this plan have been developed to ensure that the event is operated in line with the four licensing objectives as identified in The Licensing Act 2003. Licence conditions are designed to promote the licensing objectives. Venue management are trained in the licensing objectives and conditions. Various sections below confirm the methods of achieving these objectives at the event, but in brief these include:

**The prevention of crime and disorder** – the organisers will consult with GMP in the planning of this event and will utilise the services of a dedicated private security firm, who have extensive experience of working with crowds at events and venues throughout the UK and indeed internationally.

**Public safety** - the health, safety and welfare of all those attending (or affected by) the event, whether visitors, community or staff is of paramount importance to the Venue Operator. The event health and safety policy, risk assessments and show stop procedures are all documented and all staff and contractors working at the event will work within these procedures. Medical provision is available throughout the event at levels detailed within this document as set out by the Event Risk Assessment. Specific plans for these areas are included as appendices to this document.

**The prevention of public nuisance** – the Venue Operators have taken measures and employed the services of professionals in order to prevent a public nuisance. These measures will include egress and dispersal plans, noise level monitoring, waste management, security and stewarding, and consulting with local residents/ community groups.

**The protection of children from harm** – Event Specific age policy developed and detailed in the Event Details section of the Event Management Plan for each event.

A Challenge 25 policy will be adhered to for all the bars on site.

*Please refer to the following:*

<b>Appendix A</b>	<b><i>O2 Victoria Warehouse Indi/ Rock Show Risk Assessment</i></b>
<b>Appendix B</b>	<b><i>Compact Security Stewarding Plan</i></b>
<b>Appendix L</b>	<b><i>O2 Victoria Warehouse Security Operating Plan</i></b>
<b>Appendix O</b>	<b><i>AMG Welfare and Safeguarding Strategy</i></b>
<b>Appendix S1</b>	<b><i>O2 Victoria Warehouse Drugs Policy</i></b>
<b>Appendix T</b>	<b><i>O2 Victoria Warehouse Prohibited Items List</i></b>
<b>Appendix U</b>	<b><i>Compact Security Dot Plan standard show</i></b>
<b>Appendix V</b>	<b><i>AMG Neighbourhood Procedure</i></b>
<b>Appendix H</b>	<b><i>O2 Victoria Warehouse Egress and Dispersal Procedures</i></b>

## REFERENCES & LEGISLATION

In planning to hold events at the venue, the Venue Operators have used their expertise and knowledge and experience of previous events to ensure that they comply with legal requirements at all times and that, where possible and applicable, approved Codes of Practice and Guidance are followed for the operation of those events.

### ENCLOSURES:

Appendix A	O2 Victoria Warehouse Indie Rock Risk Assessment
Appendix B	Compact Security Stewarding Plan
Appendix C	O2 Victoria Warehouse Ingress Procedure
Appendix C.1	O2 Victoria Warehouse Ingress Procedure [Match Day Clashes]
Appendix D	O2 Victoria Warehouse Showstop Meeting Agenda
Appendix E	O2 Victoria Warehouse Showstop Procedure
Appendix F	O2 Victoria Warehouse Emergency Lockdown Procedure
Appendix G	O2 Victoria Warehouse Alcohol Management Plan
Appendix H	O2 Victoria Warehouse Egress & Dispersal Procedure

Appendix I	ETC Traffic Management Plan
Appendix J	O2 Victoria Warehouse Emergency Operations Plan
Appendix K	O2 Victoria Warehouse Fire Management Procedure
Appendix L	O2 Victoria Warehouse Security Operating Plan
Appendix M	NWEMS Event Medical Plan Indie Rock Show
Appendix N	W.E.L.Sec Management Plan
Appendix O	O2 Victoria Warehouse Welfare and Safeguarding Strategy
Appendix P	AMG Approach to Counter Terrorism
Appendix Q	O2 Victoria Warehouse CCTV Plans
Appendix R 1	O2 Victoria Warehouse Manchester Sound Control Procedure
Appendix R1.1	F1 Acoustics Noise Monitoring sample report Radar July 2023
Appendix R1.2	O2 Victoria Warehouse Noise Strategy Document
Appendix S 1	O2 Victoria Warehouse Drugs Policy
Appendix S 1.1	O2 Victoria Warehouse Drugs Policy Displayed Information
Appendix T	O2 Victoria Warehouse Prohibited Items List
Appendix U	Compact Security Dot Plan Standard Show
Appendix U.1	Compact Security Dot Plan [match day clashes]
Appendix V	AMG Neighbourhood Procedure
Appendix W	AMG Waste Management Policy
Appendix X	O2 Victoria Warehouse Access Procedure
Appendix Y	O2 Victoria Warehouse Inventory Key Personnel Contact Details
Appendix Z	O2 Victoria Warehouse Accessibility Brief Steward
Appendix AA1	Procedure for controlling access to balcony and Mezzanine during live shows.