

Guidelines for Event Organisers



Comhairle Cathrach
Bhaile Átha Cliath
Dublin City Council

Guidelines for Event Organisers

Acknowledgements

This guidance document is designed to provide information and advice to event organisers with public safety as a priority, regardless of the size or content of the event. The document has been compiled and produced by Dublin City Council Events Unit with reference to the existing codes of practice for safety at events. We would like to acknowledge the assistance of City Council personnel, Nifast, An Garda Síochána and the Health Service Executive who have a remit in relation to events in the Dublin area.

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Contents	Page
1.0 Purpose.....	4
2.0 Scope	4
3.0 Advance planning.....	6
4.0 Pre-event planning	7
4.1 <i>Managing the risk</i>	8
4.2 <i>Licences and permissions</i>	10
4.3 <i>Contractors and suppliers</i>	12
5.0 Providing a safe venue.....	12
5.1 <i>Venue design</i>	13
5.2 <i>Structural safety.....</i>	15
5.3 <i>Environmental issues.....</i>	18
5.4 <i>Managing vehicular traffic.....</i>	21
5.5 <i>Managing people</i>	22
6.0 Event staff.....	23
6.1 <i>Management structure</i>	23
6.2 <i>Communications.....</i>	26
6.3 <i>Training</i>	28
7.0 Preparing for the unexpected	28
7.1 <i>Minor incidents.....</i>	28
7.2 <i>Major incidents.....</i>	29
8.0 Documentation	29
8.1 <i>The written plan</i>	30
9.0 External stakeholders	31
9.1 <i>An Garda Síochána.....</i>	31
9.2 <i>Local Authority</i>	32
9.3 <i>Health Authority.....</i>	34
9.4 <i>Post event.....</i>	34
Appendix I - Quick reference	35
Appendix II - Food safety	40
Appendix III - Fire safety checklist.....	42
Appendix IV - Sources of information	44
 Table 1 - feasibility issues	 6
Table 2 - risk categories	9
Table 3 - risk assessment	10
Table 4 - communication failures.....	27
Table 5 - effective communications	28
 Figure 1 - event phases.....	 7
Figure 3 - Licence application timeline	11
Figure 4 - event management structure	23
Figure 5 - event management planning cycle	30

Purpose

Events are a workplace for some and a leisure activity for others and range from family days in the local park to musical events, festivals, firework displays, carnivals, sporting events, street parades, exhibitions etc. Negligence on the part of the owner of the premises and/or the organiser of the event can result in injury to either workers or patrons. Organisers have a common law duty of care toward persons involved with the event – including the audience, performers, suppliers and event staff.

This document provides a guide to event organisers and outlines the measures they can implement to provide a safe event.

Please note that throughout this document, the term ‘event staff’ refers to working people associated with the event. It does not refer to staff of Dublin City Council Events Unit.

2.0 Scope

Though venues and events may differ, the application of certain common principles and standards of good practice can reduce the uncertainty associated with planning and organising for a safe and successful event. This document advocates a common sense approach to event organisation by focusing on:

- Planning the event
- Providing a safe venue
- Staff organisation
- Preparing for the unexpected
- Documentation
- Event Stakeholders

If you intend to run a national event or an event of a significant size, you may require additional specialist help. Please see sources of information in appendix IV.

In addition to the common law ‘duty of care’ owed to those attending the event there are a number of key pieces of legislation, which are applicable to events the most relevant include:

- The Safety, Health and Welfare at Work Acts of 1989 and 2005 and associated regulations
- Planning and Development Act 2001:Part XVI (licensing of outdoor events regulations)
- Fire Services Act 1981 (responsibility for fire safety on persons in control of premises)
- Fire Services Act 1981 and 2003 (licensing of indoor events regulations)
- Waste Management Acts, 1996 and 2001

The Safety, Health and Welfare at Work Acts of 1989 and 2005 and associated regulations (e.g. Construction Regulations, General Application Regulations) applies directly to employers, employees, contractor and anyone who is affected by a work activity (member of the public, passer-by, trespassers).

An event organiser should satisfy him or herself that their work activities are safe and do not endanger their employees, contractors, the general public or anyone affected by those activities. In the case of contractors or others working on the employer's behalf, the employer must satisfy himself or herself that those employers also manage their work so it does not endanger anyone else. This would include the event organiser satisfying themselves that all workers (i.e. other employers) have safety statements and risk assessments.

The Planning and Development Act 2001:Part XVI (licensing of outdoor events regulations) is specific to outdoor displays of public entertainment comprising of an audience of 5000 or more. Organisers of such large-scale events should not place reliance on the advice offered in this booklet but should make themselves familiar with the relevant codes of practice, in particular the Code of Practice for Safety at Outdoor Pop Concerts and Other Musical Events (Dept. of Education – 1996).

The Fire Services Act 1981 covers all aspects of fire safety and is applicable to both outdoor and enclosed venues. Event organisers have a responsibility to ensure that there are adequate means of escape for all persons in attendance. Particular attention should be paid to materials used in the decoration of the venue and the construction and use of temporary structures to ensure they are in compliance with fire safety standards.

Licensing of Indoor Events Act 2003 is an addition to the Fire Services Act 1981 and is intended to ensure the safety of persons attending events taking place wholly or mainly in a building. Unlike the licensing of outdoor events regulations, the licence application for an indoor event is not restricted to an event with an expected attendance of more than 5000. In addition the regulations provide for the licensing of events on an annual basis.

In respect of all of the above it is the responsibility of the event organiser to ensure they are in compliance with the terms and conditions of the regulations and relevant legislation.

3.0 Advance planning

Commence planning well in advance of the proposed event opening date - how far in advance will be dependent on the size, type and duration of the proposed activity, crowd profile, demographics and the logistics required for the event. Before committing to financial outlay you should first address the feasibility of organising the event at the planned date and venue. Some of the issues and considerations to be addressed at this feasibility stage include:

Issue	Consideration
Details of other competing events which may take place at the same time	The timing of your event and the target audience could be affected by another event organised at the same time and in the same area. Some local research should be undertaken before committing to the proposed date.
Sponsorship opportunities	Companies or individuals may be interested in becoming associated with your event. It is your responsibility to ensure that your sponsors' expectations can be met. You should know the key elements of your event such as scale, budget, format and timing.
A marketing strategy	Some measure of marketing is essential.
Insurance	Public liability insurance is required prior to any event taking place. Public liability insurance amounts required may vary in each local authority.
Available funds	An estimate of income and expenditure should be prepared as there are many costs, which may not be apparent until you begin the detailed planning of your event. Items such as the collection and disposal of litter and waste can be an item of expenditure that is sometimes forgotten when preparing your budget.
Suitable venue availability	There may be an existing facility available for your event. This is one of the most important factors when researching the feasibility of your project, some of the questions you should ask include: <ul style="list-style-type: none"> • Will you need to construct temporary facilities? • Is there sufficient space for the expected audience? • Are there security considerations? • Is there adequate access and egress from the site? • Is there sufficient parking and/or loading areas nearby?
Contact with relevant bodies and agencies	Any activity which involves a concentration of people gathering in one place will have an effect on local infrastructure and it is common courtesy to inform agencies such as An Garda Síochána, and local residents of your intention to hold an event. You may be obliged to enter into a formal consultative process with the statutory agencies.
Availability of resources	Resources required for events, include time, people, equipment and finance. Some of the questions you should address include: <ul style="list-style-type: none"> • How many staff will the event require? Will some of the staff be paid? • Is there sufficient time to plan the event? • Is the equipment required available for the period of the event? • Are there local sources of equipment? • How much planning is required? • What are the financial implications? • Do I need professional assistance?

Table 1 - feasibility issues

Insurance is one of the most important factors in organising an event. The law requires the organiser to have Employers Liability cover for all employees including unpaid helpers and Public Liability cover for your patrons.

The specific needs of your event should be discussed with an insurance company or broker to ensure that adequate cover is provided for the event. Venue owners may also request specific insurances and indemnities and in some cases the insurance company may also require you to accept an excess on the policy.

4.0 Pre-event planning

Plan for the organisation of your event in phases; details within each phase will be dependent on the event venue, scale, duration and planned activities. Any event will involve elements of each phase and you should identify those issues, which are relevant to your event and plan accordingly.

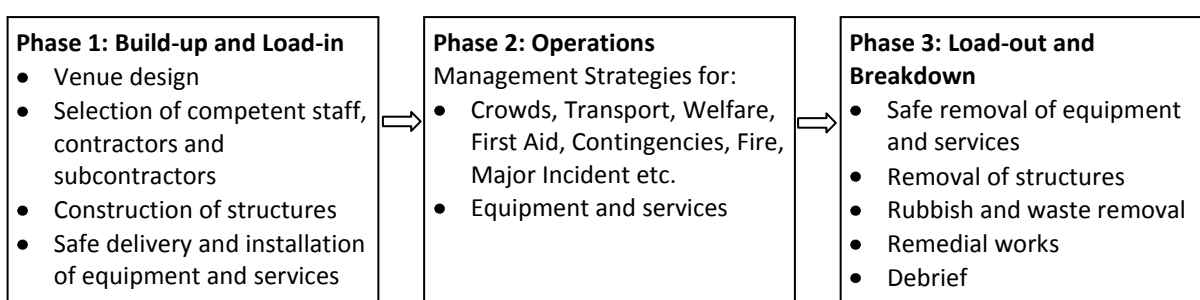


Figure 1 - event phases

In all phases the establishment of a safety culture in management and operational practices is essential. Safety should not be seen in terms of rules and conditions imposed from outside, but as a goal to which all parties to the event are fully committed. Regardless of the nature of the event general planning questions to be addressed include:

- Which organisations and groups of people need to be involved or kept informed?
- Are tickets required? How, where and when will tickets be sold?
- How many people are likely to attend? What are the capacity limits?
- What kind of audience will it be? How will they behave? What will their mood be?
- Have similar events taken place, which may give useful pointers to problems and solutions?
- How long will the event last?
- What facilities will need to be provided?
- What are the required staffing levels for different types of personnel?
- What different arrangements may be needed
- In the build-up to the event?
- During the course of the event?
- During the wind-up phase?

A wide range of venues can be used for events; in all cases it is good practice to ask the following questions:

- How will people get there? What planning issues are involved?
- What arrangements are needed for managing people outside the venue?
- What will be necessary for managing people inside the venue?

- How will they view the activities? Sitting? Standing? Festival Seating, circulating from one activity to another?
- What are the safe capacities? For the venue as a whole? For different sections?
- Is the venue already authorised to run a particular kind of event?
- Does the venue have prior experience of a particular kind of event?
- Was it originally designed for a particular kind of event?
- Will the venue already have all the required facilities and equipment or will they have to be brought in?
- Will temporary structures or adaptations to existing structures be required?
- How will people leave? What planning issues are involved?
- What contingency planning arrangements are already in place? Are they appropriate or adequate for a particular event?
- Is there continued access to key infrastructure such as hospitals, Garda stations, libraries etc.

Managing the risk

Every event has attendant risks. The first step in managing those risks involves examining all areas of your event to determine where losses can occur. This examination is not limited to safety issues but can ensure that the event is conducted in the safest possible manner and if something unfortunate does occur that the loss does not further impact the organisation either financially or through adverse publicity. There are four general areas of losses associated with events:

- People
- Property
- Income
- Liability

By examining all areas where losses could possibly occur, you can identify where you may need to purchase additional insurance.

Although the process may not guarantee that you have identified every possible risk factor associated with the event, the exercise will assist with demonstrating your diligence in attempting to identify those you can manage and control and could be a factor in reducing your obligatory insurance costs.

For events the combination of individual risk factors is extremely important in establishing the degree of risk. Changing one aspect of an event may greatly increase the risk factors. Some examples include: if free admission is allowed as a last minute decision that will change the whole nature of risk for the event. If the event is transferred from one location to another with less capacity you may have a serious problem of not being able to seat everyone. If the weather suddenly changes you may have risks for which you are not prepared.

Risk assessment

There is a legal requirement for you to undertake a risk assessment of those hazards which could cause harm to your staff and/or members of the public attending the event.

A risk assessment is a systematic approach to the control of hazards and should be done in relation to the physical characteristics of the venue, likely audience

behaviour, technical installations, nature of performance etc. It involves the identification of foreseeable hazards, evaluating the risks associated with them and considering what needs to be done to reduce the risks to an acceptable level. The process should be comprehensively documented and recorded.

Write down all the activities and attractions, which make up the event and identify ways in which people (employees, the public and any contractors) could be harmed.

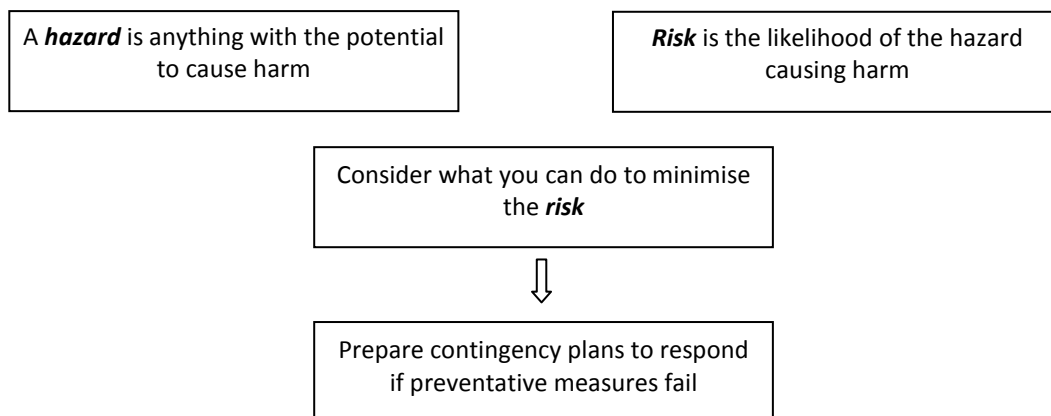


Figure 2 - steps of a Risk Assessment

The risk of a hazard causing harm is a measure of the likelihood or probability of an accident coupled with the severity of the injury or loss.

The simplest form of a risk assessment uses the common categories of High, Medium and Low. Risk assessments can be undertaken in various ways. The following example sets out the methodology in its simplest form:

Severity		Likelihood		Risk Rating	
High	Fatality-major injury causing long term disability	High	Certain or near certain	High Risk	
Medium	Injury-an illness causing short term disability	Medium	Reasonably likely	Medium Risk	
Low	Other injury or illness	Low	Very seldom or never	Low Risk	

Table 2 - risk categories

Where the likelihood of an occurrence is identified as high or medium you will need to put measures in place to minimise the likelihood of accidents actually occurring, these measures are listed as controls. Where the probability of an occurrence is low, but the severity is High, contingency plans should be prepared. The following table shows the documentation of an identified hazard:

Assessment of risk and control measures	
Hazard	Slips, trips and falls
Summary of risk to be assessed	<ul style="list-style-type: none"> Risk of injury to all persons traversing the venue
Persons at risk	<ul style="list-style-type: none"> All participants, staff and patrons admitted to the event site
Nature of risk	<ul style="list-style-type: none"> Risk of broken limbs, bruises and cuts
Likelihood: High=3 Medium=2 Low=1	2
Preventative measures for Risk Control	<ul style="list-style-type: none"> Maintain pedestrian routes in a safe condition Provide and maintain clear signage on all routes Provide and maintain adequate lighting on all routes Maintain a good housekeeping regime Monitor crowd congestion
Likelihood Post-Control	1
Maintenance	<ul style="list-style-type: none"> Constant checking and subsequent action is required

Table 3 - risk assessment

Your completed risk assessment should be written down and the necessary control measures should be included in the safety section of your overall event plan (it may be necessary to obtain professional advice in conducting a thorough risk assessment).

During and after the event, continuously evaluate your risk assessment to determine the effectiveness of the measures and procedures that were put in place.

Licences and permissions

During the advance planning stage you should determine if you or your suppliers require a particular licence or statutory agency approval to conduct the event and/or a specific aspect of the event. As the event organiser, it is your responsibility to ensure that (where required) you are in possession of the appropriate licence or approval on the day of the event. To this end you should seek information from the relevant agencies and apply well in advance of committing to an event activity. It is also your responsibility to ensure that your suppliers possess (where required) a current licence or approval and you should verify they are in compliance with the licence or permission and any conditions attached.

For outdoor musical events with an anticipated audience of more than 5000 persons, the licensing of events regulations require the event organisers to submit a draft plan of the event to the Local Authority Planning Dept., the Gardaí and the Health Service Executive at least 16 weeks in advance of the event.

Prior to the submission of the plan, an advertisement must be placed in the national and local newspapers notifying the public of the organisers' intention to hold an event at a particular time and place.

The draft plan will be circulated by the local authority to all relevant departments within the local authority and will be made available at the local authority offices for

viewing by any member of the public. This enables any interested party to make observations on the proposed event to the local authority that is the licensing authority for such events.

The following is a schematic example of the timeline in relation to an event requiring an outdoor event licence. This timeline is indicative of the standard that should be applied to all events.

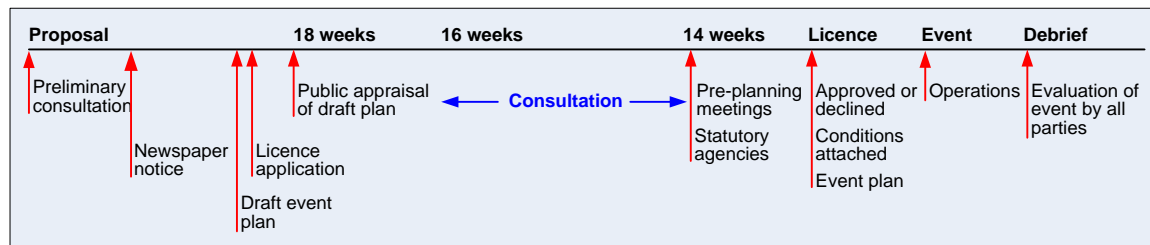


Figure 3 - Licence application timeline

In addition to the licensing of outdoor musical events, the Planning and Development (certification of fairground equipment regulations) 2003 require organisers of funfairs and/or owners of fairground equipment to have an inspection carried out by persons authorised by the Minister to issue a certificate of safety for the device. The certificate of safety is valid for a period of fourteen months from the date of issue. Event organisers must ensure that the suppliers of such equipment provide a copy of a valid certificate of safety. Included are:

- Fairground rides (swings, dodgems etc.)
- Slides
- Bouncing Castles

For indoor musical events the application for an annual licence is made to the fire authority within whose functional area the building in which the indoor event is to be held is situated. As with the outdoor event regulations a draft event management plan containing details of the proposed events must be submitted along with the application.

For events held on public property irrespective of expected attendance, the local authority will expect the event organisers to submit proof of public liability insurance. In addition a detailed event management plan (see template appendix 1) will be required before approval is given for the event.

The provisions for the collection and disposal of waste from an event site, including the provision of suppliers skips are issues, which are of concern to the local authority. In many cases the supplier will already have a licence for the provision of a skip. However the location of the skip could require approval. In addition a permit from the local authority is required for the collection of waste and in some circumstances a licence to dispose of the waste may be required. A litter control plan for the event should be formulated in conjunction with the waste management services of the local authority.

Should there be a requirement to connect to the mains water supply for the provision of water supplies to the event site; this cannot be done without the approval of the local authority water division.

The quick reference table in appendix 1A sets out some of the most common licences and permissions sought for events. Further information and clarification should be sought from the issuing bodies during the pre-planning stage of the event.

Contractors and suppliers

Dependent on the scale of your event, it is likely that you will be engaging the services of contractors and sub-contractors to undertake such tasks as the construction and take down of temporary structures and the installation and maintenance of services to the site. The set up and take down of major event sites can be extremely hazardous and all the necessary precautions need to be put in place by the contractor and event organiser. The following documentation should be requested from all contractors:

- Written confirmation that they have a current Safety Statement
- Proof of public liability insurance
- A site specific risk assessment of the work they will be carrying out on your behalf for all events.
- Work method statements for any construction activities
- Certification for materials used e.g. fire certificates for carpeting etc.
- Site plans and specifications where required
- Structural Engineer's certificates
- Documentation as required under the Construction Regulations

For large events that require significant build-up you should appoint and involve an event safety officer in the selection of contractors to ensure they adhere to safe working procedures on the site and a structural engineer to ensure any temporary structure is built to specifications.

In respect of staff employed by you on construction and installation activities, the event safety officer should not only devise safe systems of work but should supervise this work. This should include ensuring that staff are trained, particularly those required to operate equipment or drive fork lift trucks. It is also essential that any necessary personal protective equipment is provided and worn.

5.0 Providing a safe venue

A unique circumstance of events is that the activities and tasks to be completed before an event greatly increases the closer you get to the start time. Most business has a much more predictable schedule. If someone does not complete work it may influence several others. The domino effect can create a pile up of unfinished activities. With a lot of rushed work to get everything done on time, this haste can be hazardous.

An additional uniqueness of events is that most venues are not set-up until a few days prior to opening. This makes it difficult to get a good picture of what the event site will look like on the day of the event especially in locations not ordinarily used for events. There are many contractors and sub-contractors setting up scaffolding, fencing, temporary seating, musical equipment, signs, decorations etc. In established venues that conduct events you may find they have back-to-back events, which require quick setting up and tearing down.

Venue design

With outdoor events in particular the site choice and preparation is obviously crucial to a successful event. It needs to be sufficiently large to accommodate the size of the audience expected, taking account of the space that will be occupied by structures, the activities and the facilities provided (e.g. stage, mixing desk, attractions, lighting towers, side shows, concessions, toilets, hospitality facilities etc.)

The suitability of the site will also depend on the ground conditions, access routes, the provision of services and any environmental constraints such as the potential for noise disturbance if there are houses or workplaces close to the venue.

A site-layout map should be drawn up showing the position of all the activities/attractions, the facilities and structures, the circulation routes and entrances and exits. There should be sufficient, well dispersed exits to allow for safe and rapid evacuation and a specific non pedestrian route may need to be identified for emergency vehicles.

Walk the site and identify particular hazards such as steep slopes, uneven ground or kerbs on which people could trip and structures on which people could climb. Consider whether additional lighting will be necessary if any part of the event is to take place after dark. For outdoor events in particular all possible weather conditions should be taken into consideration.

Draw up an itinerary for the erection of all structures on site and consider how to facilitate the safe movement of vehicles within the site.

Providing space for people

The primary objectives in restricting the numbers in attendance at any event is to avoid the dangers of overcrowding and to ensure that the means of escape in an emergency are adequate for the numbers of people being evacuated from the venue. To determine the total number of people who can inhabit a given space you will need to calculate the 'occupant capacity'. The following factors should be considered:

- Layout of the venue/site
- Viewing areas
- Seating arrangements
- Site/venue infrastructure
- Exit doors and routes
- Circulation areas
- Space required per person

The advice of a competent person and the fire authorities should be sought when determining the numbers of people who can be accommodated at the event. If the event involves the provision of seating only, then the number of seats the venue can hold will be a determining factor.

Capacities should be arrived at not only in terms of space allowance, but also through considering appropriate rates of entry and exit from areas of the facility within specified time limits. This involves monitoring crowd or audience levels in particular areas. A well-managed and secure system of advance ticket sales is the best method of avoiding over-capacity. Where this is not an option and there is a

limit on attendance numbers, it is important to have some method for assessing the numbers admitted to ensure the 'occupant capacity' is not exceeded. This can be achieved by using designated entrances manned by stewards in a way, which will allow them to carry out an accurate form of head counting.

While the need and the means to manage admittance numbers to an enclosed event may be obvious, organisers of events which have attractions which are in temporary accommodation such as marquees, or events where the audience may be restricted to areas of the public roads should also address the need to prevent overcrowding in specific areas. It is important that reference be made to the relevant Codes of Practice and professional assistance sought in calculating occupant capacity.

Ingress and egress

Approaches to the venue should be well sign-posted from parking areas and public transport points. The plans for using the venue for a particular event must safeguard pedestrians from traffic movement in the vicinity of entry and exit points. Temporary stands or trading points must not be allowed to obstruct circulation. You should address the issue of what influence your event will have on the existing arrangements for traffic and pedestrian usage with the local Gardaí.

Entrances and exits should be sufficient in number to allow the desired rate of ingress to and egress from the venue, and should be as evenly distributed as is practicable. Inappropriate positioning, width or impeded flow rate may constitute a hazard by creating bottlenecks, which result in crowd congestion with possible tripping and crushing injuries. They should be clearly labelled in terms of where they lead to, and should provide a smooth flow within a time period, which will not cause frustration.

Avoid locating attractions in the pathway of persons entering or exiting the venue. Exits should not lead people into a place of danger, for example into traffic or where a heavy crush is likely through crowd build-up. Ensure wheelchair users and persons with mobility impairment have means of access. This may necessitate supplying rampage and the designation of access facilities wide enough to allow free movement.

Issues which can impede the safe operation of entrances and exits include:

- extra security checks, which can reduce flow rates
- age of the audience may affect speed of entry or exit
- persons with psychological or physical impairment can slow movement

Large-scale events where activity ends at a given time will require planning to take account of the egress of large numbers into surrounding areas. An exiting plan needs to be agreed between the event organiser and An Garda Síochána who have responsibility for managing off site movement. The provision of extra Gardaí to police an event may incur charges, which must be met by the event organiser

Signs, way-marking and circulation

Safety signs, way marking and labelling of entries and exits must be large, legible, unambiguous and suitably elevated. Directional signage must be consistent with, and easy to relate to, information on tickets and ground plans. Way marking should help people to recover from mistakes and wrong turns and retrace their steps.

Clearly numbering exits and referencing them to a map or line drawing of the venue layout will assist stewards with their training in knowledge of the venue. Signage designating key items such as the location of first aid points, emergency exits and fire equipment should be easy to see. Safety signage must be consistent with industry standards. Multi-ethnic audiences may be a feature at some events and it is advisable when planning the signage requirements that you consider the use of pictograms to depict essential services.

Movement to and from attractions/seating should be unimpeded and should be along clearly defined routes, the aim is to ensure that a one-directional flow where practical is maintained throughout the venue. Examine areas where patrons are likely to congregate such as particular attractions or catering outlets and ensure sufficient space is provided to avoid congestion. The stewards at the event should be encouraged to monitor entrances, exits and circulation routes and event management should be prepared to alter circulation routes if required.

Event control facilities

The provision of a room or space as the event control point is essential for the smooth operation of an event. Even small events should have a central point where the administration and coordination of the event takes place. Some of the reasons why the organisers should designate an event control room with limited access are:

- for display, collection and distribution of information for key event staff
- for the collation of event documentation
- as a point of contact for persons visiting the event on business
- as a focal point for the Event Controller
- as an incident room in the event of a major incident occurrence

For large events it is recommended that the central control room should be equipped with, or adjacent to, event communications facilities.

Structural safety

The failure of any temporary structure in a crowded, confined space could have devastating effects. It is therefore essential to ensure that any temporary seating, staging, sound towers, large tents, marquees, stalls, attractions etc., are acquired from reputable companies, comply with the appropriate standards and are erected by experienced persons using safe working practices.

A competent person should provide certification on the stability of all such structures and you should be advised of the maximum wind loading which structures can withstand. Once the structure has been erected, a competent person (structural engineer) should "sign it off" as being sound.

The risks associated with the supply and use of these structures can be minimised by adherence to the following safety guidelines:

- provision of a clear brief to the supplier
- provision of clearly defined site layout drawings
- provision of proper working drawings
- accurate setting out and levelling of bearing pads
- an organised work sequence and regular inspections
- adherence to design without site modification unless absolutely necessary

- regular maintenance and inspection of components
- adequate time for erection
- routine inspections during the period of the event

Hazards associated with temporary structures, which should be addressed during the course of the event are included in Quick Reference Appendix 1.

Temporary covered accommodation

Temporary covered accommodation can range from small tents used as first aid posts, catering outlets, craft stalls etc. to large tents and marquees. The anchoring of such structures will depend on the type of ground available. Some will be anchored on soft ground and others on a hard standing. Hazards associated with such accommodation include:

- Trip hazards - ropes and stays
- Heavy rain running off roofs can puddle and create a hazard
- Underground cables, overhead power lines and tree branches can cause hazards
- Fire hazards in the use of materials, decoration and electrical supply

Marquees and large tents should be made of appropriate material that does not permit rapid surface spread of flame and certification should be provided from the supplier to confirm this. With marquees, you should be advised of the maximum wind loading that the tent can withstand and in some circumstances you may need to monitor the wind strengths on site using an anemometer.

An adequate number of fire exits should be provided in accordance with the number of people likely to be accommodated in the marquee at any one time and fire extinguishers and emergency lighting will be required. Your local Fire Authority can provide you with further advice in this regard.

Barriers and fences

Barriers may be required for a number of purposes including securing the site, controlling entrances and crowd movement, relieving crowd pressure, excluding people from unauthorised or dangerous areas, protecting the public from dangerous equipment and preventing climbing on structures. Types of barriers can range from simple rope and post to Herras fencing. Some hazards associated with barriers are included in the quick reference appendix 1B.

Front of stage barriers are likely to be essential for pop concert type events to enable those suffering physical distress to be removed to a place of safety and to displace any crowd surges away from the centre of the stage. The basic design criteria for barriers are that they are capable of withstanding the load that is likely to be placed on them. Obviously the effective use of such systems also depends on the provision of sufficient numbers of trained stewards.

Lighting

If a venue is intended for use outside daylight hours, all parts of a venue should be provided with suitable levels of artificial lighting to allow people to leave, enter and move about the venue and its surrounds in safety. An adequate emergency lighting system should be available as a backup if the normal system fails. Particular

attention should be given to clear illumination of exits and directional signs, which indicate escape routes and clear lighting of entry and exit ramps and stairways.

Electrical systems

Electrical installations for one-off events, particularly outdoor events, can be complicated and extensive and is definitely a job for an expert. If not installed and managed correctly, serious injury to employees and/or members of the public can occur. Only electrical equipment designed for outside use should be provided at outdoor events. The positioning of cables often causes problems where temporary supplies are used - where cables have to cross pathways and roadways, they should ideally be buried to protect them from damage and prevent tripping. Where this is not possible, cables should be covered with suitable matting or where there is a risk of vehicular damage be provided with additional sheathing or routed and supported overhead. Again professional help is essential.

In all circumstances, inappropriate equipment and connections or inadequately protected circuits may cause electric shock and/or overloading, which can lead to lighting/sound failure or result in a fire.

A qualified electrician should check generators, including those, which have been brought to the venue by other persons such as caterers. Where necessary, they should be properly earthed and located away from public areas or surrounded with appropriate barriers. Ideally diesel generators should be used at events.

Fire prevention equipment

An adequate number of the appropriate types of fire extinguishers and if required other types of fire suppression equipment should be provided in key positions, such as close to catering areas, power sources and fireworks firing zones. Fire extinguishers should conform to the requirements of IS 290 and IS 291 or other standard approved by the Fire Officer, fire blankets should conform to BS6575: 1985.

An example of areas of special fire risk at events and the minimum fire safety equipment required are set out below, however the location and numbers of equipment required should be determined by a competent person and approved by the fire authorities.

Portable generators	CO2 or Dry Powder Extinguisher
Catering concessions	Dry Powder extinguisher and light duty fire blanket

Special care should be afforded the use of LPG cylinders at catering concessions, they should be caged, located in the outdoors and access should be limited to the user.

Dependent on the level of fire risk at an event you should consider designating a number of event stewards as a fire watch team. All stewards should know the location of the fire prevention equipment and how to use it. They should be trained to inform their immediate superior as soon as an outbreak of fire is confirmed and should only attempt to suppress a fire for a short time. In the case of fire the primary consideration is to evacuate those in danger and to inform the emergency services. Emergency action procedures for dealing with all outbreaks of fire should be written down and agreed with the Fire Authorities.

Event organisers should take advice from the Fire Authorities on all aspects of fire prevention including the type of safety equipment required.

Environmental issues

Issues of public health at events such as: food hygiene, sanitary accommodation and drinking water provision and noise/air pollution are monitored and regulated by Environmental Health Officers. Environmental Health Officers with responsibility for monitoring the effects of noise and air pollution, drinking water provision and sanitary accommodation operate from within the local authority structure. The relevant Health Service Executive Environmental Health Officer has responsibility for all issues related to food hygiene at event catering concessions.

Noise

The site design, layout and management are important in minimising the environmental impact of noise. The location of the stage, the orientation of the speakers, the type of sound system, the control of sound power levels, and the duration and timing of the entertainment can all be engineered to reduce the noise impact. Noise from other sources such as generators should also be controlled to minimise the effect on local residents and businesses. The noise control unit of the local authority may specify conditions and restrictions in a Notice under the Environmental Protection Agency Act 1992 in order to prevent persons in the neighbourhood of the event being unreasonably disturbed by noise. This Notice will have regard to the criteria in the Code of Practice on Environmental Noise Control at Concerts issued by The Noise Council (United Kingdom).

Attention should be paid to nuisance noise caused by site set up and take down. Proper planning, the use of appropriate equipment and restricted working hours will insure that no disturbance is caused to local residents or businesses. Site set up and take down during night time hours should, generally not be permitted.

Also of importance is the risk of damage to hearing, which can occur as a result of exposure to loud sound over a period of time. This risk is greatest for employees and performers. Where loud music is part of the entertainment you may need to provide hearing protection for staff that are located near the source of the sound.

Catering and food safety

The event organiser should ensure that all caterers operating on their behalf are reputable, their staff are appropriately trained and food handling and preparation techniques are safe. Caterers operating concessions should be asked to produce food stall licences, occasional food permits (where appropriate) and where required a casual trading permit from the local authority.

The suppliers of catering outlets must have the facilities required in order to prevent the contamination of food. The main concerns of the Environmental Health Officer in relation to food safety are the provision of:

- suitable, sufficient and easily cleanable:

- surfaces for the preparation of food
- cooking equipment
- utensil wash-up facilities
- staff hand wash facilities which are separate to food preparation
- hot ($> 63^{\circ}\text{C}$) and cold ($< 5^{\circ}\text{C}$) holding facilities
- temperature checks and monitoring
- storage for dry goods
- removal of refuse
- supply of potable water and power supply
- separate sanitary facilities for catering staff to include:
 - wash hand basin with hot and cold water
 - antibacterial liquid soap
 - paper towels for hand drying

Occasional food premises and Permits

Under Article 2 of the Food Hygiene Regulations, 1950/89 a food stall is defined as: *“a vehicle, vessel, aircraft or structure...in, at or on which food is offered for sale or from which food is sold.”* A food stall must be licensed “...where meat products (other than fish or fish products) are sold or where food is prepared, cooked or heated for sale directly to the public”. The following categories of food stalls must be licensed with the Health Service Executive:

- Soft ice cream stalls
- Hot dog, baked potato stalls
- Burger, fried fish, chip stalls
- Chinese and other ethnic food stalls

To require an occasional food permit the business must be carried on in the premises more often than one day in any period of three months. Once it has been established that the premises require an occasional food permit it is the responsibility of the proprietor of the food business to apply for a permit. For example, if the proprietor is the event organiser then he/she must apply for the permit or if the proprietor is a private caterer the caterer must apply for the permit.

The event organiser is responsible for ensuring that all licensable food stalls are in possession of a current licence and should draw up a list of all food stalls attending the event and send details to the health board in advance of the event. Further information on the operation of such stalls is contained in appendix 2.

Sanitary facilities

The provision of such facilities is based on the anticipated numbers of persons attending the event. When determining the sanitary accommodation required the organiser should also take in to account:

- Male, female ratio expected
- Duration of the event

Temporary facilities should be in a suitable location, clearly marked and sufficient types provided to avoid unnecessary queuing. This will entail undertaking consideration of the actual male-to-female ratio present at the event and the needs of people with disabilities or impairments. Facilities should be located to deter

queues forming which could impede circulation near to entries, exits, steps etc. While they should not be in the vicinity of catering outlets they should be easily accessible from such outlets. Regular inspection and maintenance are very important, particularly for events of long duration. Non-slip flooring will reduce the risk of accidents and if it is necessary to locate sanitary accommodation in the open they should be protected from the weather. Separate sanitary facilities must be provided for food workers.

The minimum facilities recommended as per the relevant Code of Practice is 10 water closets per 1000 female patrons, 2 water closets and 8 urinals or 3.6 metres of slab urinals per 1000 male patrons. In addition there should be a minimum of 1 appropriate toilet facility per 13 disabled persons. Each unit must be provided with an integral hand wash facility and where individual urinals are provided. Hand wash units should be installed at a ratio of 1 per 5 urinals installed in the urinal accommodation area. For non-ticketed events a rule of thumb is to provide accommodation as recommended for each grouping of 1000 persons expected to attend at any one time.

All temporary sanitation units must be in-situ on an open venue site a minimum of 24 hours before the public are admitted. Any deviation from this timescale is at the discretion of the relevant Environmental Health Officer. Temporary drainage arrangements must be in accordance with Section 3 of the Local Government (Water Pollution) Act 1977(1), which applies to the pollution of ground water and surface watercourses. On no account should waste be discharged into the ground.

Drinking water

The provision of free drinking water is of particular importance at concert type events where the audience may assemble in cramped or hot conditions, with more lengthy concerts/festivals in such conditions dehydration can be a serious problem, and can result in people fainting with the subsequent risk of being trampled.

A minimum of one drinking water point per 1,000 persons must be provided; drinking water where possible should be supplied from the rising main and should be dispensed through spring loaded standpipes. A suitable non-slip surface adequately drained must be provided to all drinking water supply areas.

If the use of a mains supply for drinking water is impracticable, the event organiser must advise the Environmental Health Officers section of the location, date and time of the filling of any tankers to ensure the water in question (via the appropriate tanker) remains of safe and potable quality. The event organisers must confirm the precautions to be taken to ensure that the water supply in any tankers is and remains fit for human consumption throughout the event.

All taps must be adequately sanitised/cleaned prior to the event. Each tap must be run for at least two minutes prior to the commencement of the event to ensure that any stagnant water is run out of the system. Disinfectant fluids such as 'Milton' or other such food grade solutions are acceptable for the purpose of sanitising taps.

Litter and waste

Make arrangements for the cleaning of the venue before, during and after the event. Arrange for adequate litterbins/refuse collection points to be positioned on the approaches and throughout the venue. Ensure in particular that sufficient litter bins

are located in the vicinity of catering outlets as the main accumulation of waste on the event site usually occurs around catering concessions.

At all phases of the event keeping the venue clean and tidy will aid in the prevention of trips and falls. Litter and waste generated at events includes such items as food and drink containers, plastic sheeting and paper, leftover food and liquid wastes. Event medical facilities can generate hazardous waste, which must be disposed of in accordance with biohazard disposal regulations.

The organiser of outdoor events held on public property, such as parks, roads and streets have a duty to ensure roads and streets in the vicinity of the event are cleared of litter generated by persons attending the event. The local authority waste management services can offer advice on the collection and disposal of waste.

Managing vehicular traffic

Decide how people are likely to travel to the event and whether you need to provide advice on public transport or parking facilities. It is best to keep as many vehicles as possible away from the site itself. The primary aim of a traffic management plan at any event is:

- To ensure pedestrians and vehicles are separated
- To minimise the impact of the event on routine traffic movement
- To ensure emergency vehicles can access the event venue

All likely types of vehicles requiring access to the immediate area of the event venue should be considered, including:

- construction vehicles during build up and take down
- supplies and maintenance vehicles during the event
- emergency services vehicles
- disabled vehicle access and/or drop off and pick up points
- invited guests and production vehicles
- media broadcast units and equipment carriers

If vehicles are to be allowed access to the site, then arrangements should be made to segregate them from pedestrians either by providing separate routes or by allowing vehicles onto and off the site at prearranged time slots. The operation of one-way systems within some sites can also reduce risks.

For large events, park and ride facilities using buses to shuttle people between the site and remote car parks can work well. Advice should be sought from the public and private transport companies for assistance in the provision of such a service.

Adequate signage in respect of diversions, parking etc. should be located where they are visible from a driver's perspective. In addition to signage ensure any stewards located at diversion barriers are familiar with designated alternate routes to limit the disruption on other road users who are going about their daily business.

Where there are traffic implications or where you are considering a temporary road closure you will need to liaise with the Gardaí and the relevant Local Authority well in advance of your event. You may also need to inform the residents and businesses in the area of any traffic diversions that may affect them.

To obtain a temporary road closure you must apply to the Road Works Control Unit five weeks prior to the commencement of the works to which the closure applies.

Managing people

Crowd safety at an event is related to space, the attractions on offer, the environment, surroundings and effective management of human behaviour. Compliance with regulations and the application of standards of best practice can go a long way to ensuring safe venues and activities, but the most difficult factor to manage at events is human behaviour. This section addresses how event staff can manage the behaviour of the attendance at the event to prevent as far as possible crowd related accidents/incidents and ensure enjoyment of the event.

When we think of events and managing people's behaviour we tend to think of large gatherings, but poor management and a poorly designed layout can cause injury and unsafe behaviour irrespective of the numbers in attendance. For example allowing twenty people into a room designed for ten, adding extra chairs and tables to the space and placing obstructions at entrances and exits will result in an overcrowded space. Making no effort to alleviate the situation will have a negative effect on people's behaviour with the net result of compromising the safety of the people in the room.

It is important at this stage to make a distinction between crowd management and crowd control. If you take the word 'crowd' out there is a distinct difference between 'management' and 'control', crowd management is proactive while crowd control is reactive. Crowd control will only be required when problems are encountered. Most problems with crowds can be prevented or quickly resolved when all aspects of crowd management are well organised.

People attend an event for a specific purpose; effective crowd management adds to the enjoyment of the event and can reduce risk of injury. The key components of a crowd management system are:

- Clear directions, facilitated by steward's instructions, signage and way marking
- Ease of movement, facilitated by allowing sufficient space per person and active monitoring of bottlenecks and areas where congestion could occur
- Ease of escape, ensuring there are sufficient exits leading to a place of safety and training stewards in evacuation procedures

Generally people attending an event are not familiar with the venue or the type of event may be different from others they have attended at the same venue. The number and size of entrances and exits, viewing arrangements, the presence of clear directional signage, public information systems, well designed pedestrian flow routes and queuing systems and the presence of well trained, courteous and knowledgeable stewarding personnel are all influencing factors on crowd behaviour and can assist with preventing frustration and anger which can lead to problems of control.

In circumstances where it is anticipated that crowd control may be an issue it is appropriate to draw up a statement of intent in advance concerning the relative responsibilities of the Gardaí, security companies and the event stewards, the written document should make it clear which positions will be staffed by whom and who will assume responsibility in particular circumstances. This will assist with the formulation of clear procedures for ejecting or detaining persons who break venue rules.

Please note that if your event allows the entry of children, you must comply with child protection legislation and guidance and you should formulate a child protection policy.

6.0 Event staff

There are many tasks to be undertaken and services to be provided during an event. The identification, training and management of specific groups to undertake these tasks is the responsibility of the event organiser. The management structure for an event can differ between the planning stage and the operational stage. To manage the operational aspects of the event the organiser should establish an event management team.

Management structure

The organisational structure outlined below is that recommended for large scale events and can be modified dependent on the needs of the event. In all cases the responsibilities attached to an appointment must be clearly set out, there should be no duplication, overlaps or gaps. Any doubts about who is responsible for what should be openly discussed in pre-planning meetings so that no potentially dangerous assumptions are made – responsibilities must be expressed explicitly.

The following event management organisational structure shows the relationship with the key statutory agencies for event planning and emergency response purposes:

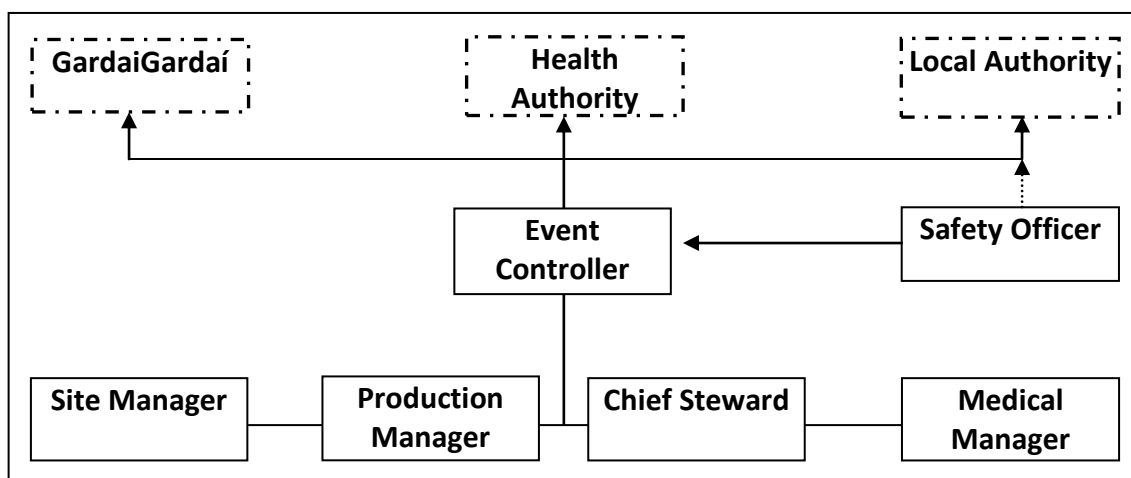


Figure 4 - event management structure

The persons appointed to the positions indicated should have the knowledge and experience to be competent in undertaking their task. Deputies should be appointed to key positions to ensure continuity in the control of the event in the absence of key personnel and to facilitate events of long duration. For smaller events some positions may be combined during the operation of the event; however it is essential that a designated competent person have responsibility for all aspects of safety at the event. The event controller, safety officer, chief steward and medical manager are the key positions involved with the management of safety at an event, however all staff should be encouraged to take responsibility for safety matters within their area of event operations.

Event Controller

The event controller is the term used to identify the person appointed by the event organiser with the status and authority to take full responsibility for all matters relating to the operational management of the event. Some of the duties attached to this position include:

- Having overall responsibility for the management of the event
- Ensuring the event is staffed by a sufficient number of competent staff
- Ensuring effective control, communication and co-ordination systems are in place
- Ensuring that adequate measures are in place for the safety of all persons at the event
- Initiation of emergency action procedures if necessary

Safety Officer

An overall safety co-ordinator should be appointed for the event. They should be involved in the event from the initial planning stages through to build up and take down. This is a key role to ensure that there is a common understanding of the event organiser's safety policy and procedures when dealing with safety and emergency response personnel such as event stewards and/or security personnel; emergency services representatives, contractors, sub-contractors and performer representatives. Some of the tasks undertaken by the safety officer include:

- Act as safety co-ordinator in relation to safety matters and have overall responsibility for all aspects of safety
- Ensure that suppliers of equipment carry out pre-event safety checks
- Be present during the event to monitor and manage all the safety arrangements
- Advise the event controller on the initiation of emergency procedures where required

Chief Steward

The chief steward will have responsibility for the management of personnel designated as event stewards. The event stewards are the eyes and ears of the event management team and their training, knowledge of the venue/event and people management skills are critical to the smooth operation of the event and the safety of all persons in attendance. The chief steward should also take responsibility for security matters at the event.

The event organiser is responsible for ensuring that an adequate level of stewarding is provided for the event. It is advisable to decide on numbers of stewards after carrying out your initial risk assessment of the event. Consider how many stewards will be required at entrances and exits; unauthorised areas; front of stage areas; gangways; securing structures or equipment, which pose a danger or could be climbed upon, and pre-identified areas of potential crowd pressure in the venue. Stewards will also be needed for other general duties such as providing information to spectators, managing the flow of people through the venue and external ticket checks.

Other tasks may include the managing of various areas such as controlling numbers entering the venue, ensuring good crowd distribution, keeping exit routes clear, and diffusing potentially violent incidents. There may also be a need to have specifically trained stewards on fire watch, traffic management and the management of VIP visits to the event.

Event stewards should be organised in teams related to their tasks and areas of operation at the event. The chief steward and team supervisors particularly on larger sites should be provided with two-way radios. All stewards should be provided with identifiable coats or bibs in internationally recognised safety colours e.g. orange or yellow and it is recommended that they be physically fit over eighteen and under fifty five years of age. Their event training should include familiarity with the layout of the venue and the location of exits, first aid points, fire safety equipment etc. Pre-event steward briefings should be held at the venue and records kept of the names and addresses of all stewards.

Commercial and some Voluntary organisations can be a source of experienced event stewards, but in all cases the Chief Steward should ensure they are familiar with the event activities, the layout of the venue and relevant sections of the event management plan, particularly the procedures in the event of an emergency occurrence.

Medical Manager

The event organiser under health and safety legislation and in the provision of their 'duty of care' must appoint a competent person to take responsibility for the provision of medical/first aid and ambulance assistance, as appropriate, to those involved in an event, including event staff and members of the public.

The first aid/medical and/or ambulance provision needed for the event will depend on the number and profile of the people expected to attend, the type of event, the duration of the event, seasonal/weather factors, the range of attractions, etc.

For small, low risk events, it may be sufficient to provide a number of trained first-aiders, whereas for larger events with greater risks, medical and ambulance facilities will be required on site.

While statutory, commercial and voluntary organisations have the training and experience to provide first response medical, first aid and ambulance personnel to events, in most cases there will be a charge for their services. Event organisers seeking the assistance of any of these organisations should request their services well in advance of the event. The provision of a medical facility can also serve to minimise the effects of an event on the healthcare provision for the local population, and can reduce its impact on the local accident and emergency hospital and the ambulance services.

A Site Medical Officer must be appointed where the audience capacity will exceed 5000. He/she must be a qualified doctor, with A and E (accident and emergency) experience, consultation with the local health authority on this appointment is recommended.

First Aid/Medical posts should be clearly signposted and provided with easy access for spectators and an ambulance. There should also be a designated, clear exit route for an ambulance at all times. It may be necessary to designate a parking area for an

ambulance close to the medical/first aid post. For larger events a number of first-aid posts and mobile response teams should be dispersed around the site. All personnel should be familiar with the location of the medical/first aid posts.

The advice of the relevant Health Authorities should be sought when planning the medical provision for an event. The control and co-ordination of first/aid organisations at large-scale events is within the remit of the Health Authorities.

For any event a medical operational plan should be developed to cover such areas as the type of service being provided, location of facilities, procedures for sending people off site for medical care, recording of data, and contingencies for untoward occurrences. The development of such plans should involve the event organisers and the agreed medical providers.

Additional event staff

Consideration should be given to the staffing of such event ancillary facilities as:

- Information services e.g. lost children
- Media information
- Performer and production facilities
- On site ticket/programme sales
- Logistics compounds
- Cloakroom facilities

Not all events will need such facilities, but in staffing your event you should consider such additional needs and plan accordingly.

6.2 Communications

Events communications include the provision of information to the public and efficient operational systems to communicate with event staff in both routine and emergency situations. In addition key personnel should conduct regular on-site meetings to resolve issues, which effect the smooth operation of the event.

6.2.1 Public information

Advance information to the public about the venue and its facilities is extremely beneficial. It is a good idea to include some of this information on the back of tickets or in any pre-event publicity leaflets etc. Such information can include the location of entrances, transport arrangements, what items/activities are prohibited etc. Leaflet drops can assist to keep those living in the vicinity of the event fully informed of relevant details such as road closure, parking facilities, access times etc.

Event promotional material should encourage the general public to use public transport options where possible travelling to and from the event. Specific information regarding relevant bus routes, Luas stops, Dart Stations etc. and links to timetable information should be included. (marketing teams within the transport companies should also be informed of the planned event to enable web and social media promotion from the transport companies)

Event organisers are encouraged to promote Dublin city at every opportunity. Highlight as much as possible that the planned event is taking place in Dublin city. Event organisers are also encouraged to engage in cross promotion of each other's

events. Opportunities, including social media, should be used to reference forthcoming Dublin city events particularly where there is a similar audience profile.

Links to websites with comprehensive Dublin events listings should be included in promotional materials.

e.g. Visit Dublin

[http://www.visitdublin.com/See and Do/Events](http://www.visitdublin.com/See_and_Do/Events)

DublinTown.ie

<http://dublintown.ie/calendar/>

Methods of communication

For communication with key site or venue personnel, two-way radios are extremely useful providing staff are trained in their use. Messages can become unclear in areas of loud noise and a procedure for acknowledgement of the message should be implemented. It is recommended for large events that you provide a central point on site from which communication can be controlled and certain key personnel located.

Communication methods for an event can include:

- Portable Radio Systems
- Internal and external telephone links
- Public address systems (preferably which allow the option of addressing different sectors collectively or separately)
- Closed circuit television systems
- Information boards and video boards
- Cellular (Mobile Phones)
- Tickets, programmes and other printed materials
- Battery operated loud hailer

Managing communications

Effective communications are essential at events and are critical in an emergency situation. Failure can occur for a number of reasons and effective communications are dependent on a number of factors. Recognising the causes of failure and how you can work towards more effective communications are crucial to the safe operation of the event. Some of the reasons for communications failure at events have been identified as follows:

People	Do not deliver messages clearly and precisely and assume that what should be happening is actually happening
Procedures	Are incorrectly carried out
Equipment	Fails
Lack of focal point	Different pieces of information reach different people

Table 4 - communication failures

Experience has shown that adherence to the following principles can improve the information flow between event management, event staff and people attending the event.

Co-ordination	Keep others informed of what they need to know, without overburdening them with unnecessary information
Accuracy	The wrong message may be worse than none at all
Information	Who needs to know what
Timeliness	A message delivered too early or too late may add to confusion
Confirmation	Make sure the right people have the information they need

Table 5 - effective communications

Public announcements

In an emergency situation it is important that an adequate standard of public address system is used which overrides other forms of entertainment noise. Clear directions must be given to ensure evacuation times are kept to a minimum. If the public address system is improperly used it can lead to confusion and critical loss of time in evacuating all persons on the site. Emergency and safety messages should be agreed in advance and a designated person nominated to deliver such messages.

Training

All event staff should be competent and trained in the specific tasks they will undertake during the event. As each event is unique, the human resource needs can be diverse from one event to the next. The levels of competence and the teamwork involved in staffing and managing an event are not always appreciated. In particular there is a high level of dependency amongst event staff, particularly in the event of an emergency incident.

In addition to verifying the competence of the event staff, the organiser should ensure that key personnel are aware of the content of the event management plan. Attention should be paid to the specific tasks they will be expected to perform during the event particularly their responsibilities with regard to the safety arrangements and emergency response procedures.

7.0 Preparing for the unexpected

In addition to carrying out a risk assessment and developing procedures to prevent the likelihood of any accidents or serious incidents occurring, you will need to decide how you will respond if something does go wrong. Each individual who will play a part in dealing with an unexpected situation must understand their responsibilities and be given clear instructions at the planning stage. It is therefore important that there is a procedure and/or a contingency plan in written form outlining the management of such occurrences and the demarcation of duties in response to such events. Two categories of unexpected occurrences should be addressed - those within the event management control and those of a more serious nature which will require the response of the emergency services. Your planning for the unexpected should take into account the following scenarios:

Minor incidents

The incident may effect persons in attendance at the event, cause a delay in a specific aspect of the event or disrupt the smooth running of the event in some way. The responsibility for activating a pre-planned recovery mechanism to effectively bring an incident to resolution must be clearly defined in your event procedures and contingency plans. Undertaking a what-if exercise at the planning stage can assist in

identifying the procedures you need to put in place to recover from such occurrences and allow the event to continue.

Examples of such incidents include difficulties with suppliers, the malfunction of equipment, the resolution of crowd management issues etc.

It is important to appreciate that a minor incident could have the potential to develop into a major incident if not properly planned for and managed.

Major incidents

An incident such as a major fire, a serious accident involving a number of casualties, crowd disturbances which cannot be controlled by event staff, a bomb scare, structural collapse or even the effects of bad weather can necessitate control of the venue/event to be relinquished to the emergency services. The response to a major incident will normally require a multi-disciplinary approach in which the event management staff, the Gardaí, the Health Authority, and the Local Authority may all play a part. The instructions of the emergency services will be conveyed to event staff via the Event Controller, control of the situation will be formally transferred to the Senior Garda Officer present or Senior Fire Officer (as appropriate), and who thereafter will manage the incident.

Alerting the Statutory services

It is important that the initial alert to the statutory emergency services is as exact and precise as possible, this will allow the responding agencies to dispatch the required resources promptly. The relevant information required can be summed up by the use of the acronym E.T.H.A.N.E.

Prompt	Information to be supplied
E	Exact location of incident
T	Type of incident
H	Hazards on site
A	Access and egress routes
N	Numbers involved
E	Emergency service(s) required

Emergency action plans and procedures for dealing with major incidents will form part of the event management plan which is agreed in consultation with the statutory agencies, this process ensures that such plans are compatible with the operational needs of the emergency response services.

8.0 Documentation

Be it a large event with thousands of spectators or a smaller type event with anything from several hundred people present, there is a certain amount of administrative work to be undertaken and documented. The event organiser should minute all decisions taken at all stages of planning for the event.

Forms and checklists should be formulated to capture information on incidents that may occur at the event and to assist with briefings, safety checks, staff rosters, equipment handover etc. In line with the regulations for the safety of persons at work, accidents should be logged and an accident report form completed for any significant injury.

The most informative document to be produced by the event organiser is the event management plan; this is a written document outlining the event organiser's proposals for managing all aspects of the event. The document identifies the risks involved with the event, communicates details of particular aspects of the event and ensures a co-ordinated structured approach to the management of the event and any arising emergency situations. The document ensures that a unified approach is taken at the outset, and that the various stakeholders involved in an event work together, be it for a large outdoor rock or pop concert, or a smaller local-type event.

The written plan

The production of the event management plan is not a static exercise; it is a constantly evolving cycle. It involves initial proposals, information gathering, consultation and decision-making before the production of the first draft of a detailed plan for the management and operation of the event.

All event personnel and organisations involved in the event should be kept informed of the plan content and the plan structure should be clear, concise and easy to read. All recommendations and advice given by the statutory agencies, emergency services etc. should be incorporated in the event plan. The following schematic illustrates the cycle for the production of a comprehensive event management plan.

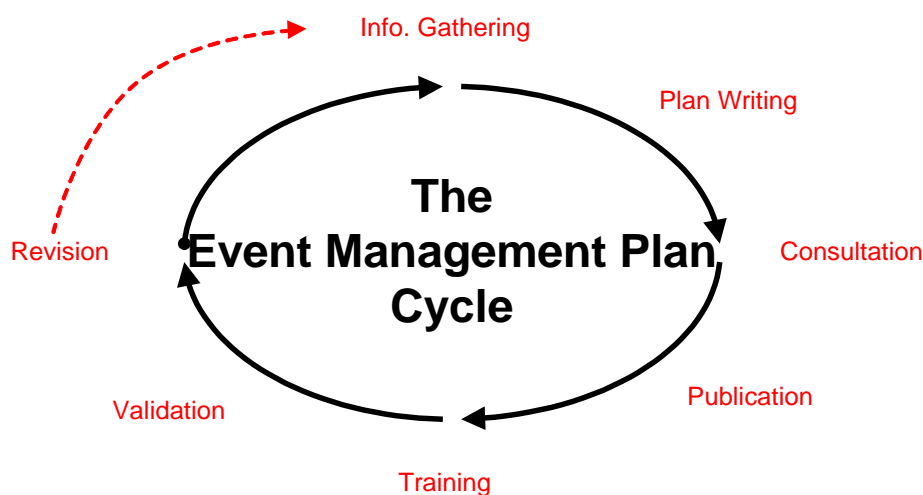


Figure 5 - event management planning cycle

A comprehensive event management plan contains four distinct sections; each section deals with a particular aspect of the event, a basic plan should contain elements of each section

- Event details
- Event safety
- Emergency action
- Appendices as required

The size, type, duration and complexity of the event will determine the level of detail required for each section. A template for an event management plan is contained in the quick reference appendix 1C.

When the draft plan is complete it will allow the agencies with responsibility for public safety to examine and offer advice on the conduct of the event and will form part of the licence application and/or approval to hold an event.

9.0 External stakeholders

Event organisers should initiate a series of pre-planning, pre-event and post event meetings between the relevant external agencies and the event organiser's key personnel from the event management team. External stakeholders include contractors, suppliers and the representatives of the statutory agencies.

Each of the following statutory agencies have a public safety remit with regard to events and will have a particular interest in the provisions of certain sections of the plan. A well-structured plan will enable them to address those issues, which are most relevant to their needs. During consultation with these agencies, updates and any relevant changes to the plan can be discussed and implemented before the final document is produced.

9.1 Business Community

Event organisers must engage with the city business community at the earliest possible date in relation to planned events. This is to ensure that transport providers, retailers, publicans, restaurateurs and hoteliers can engage with and support the event, assist in promotion of the event through their individual customer service channels and use the opportunities presented by the event to maximise economic benefits.

Contact should be made in the first instance with the main business representative organisations in the city including:

DublinTown (the City Centre Business Improvement District / BID)

Contact: Clyde Carroll, Director of Marketing & Communications clyde@dublintown.ie ; Tel. 01 633 4680

Dublin City Business Association

Contact: David Brennan, C.E.O. david@dcba.ie Tel. 01 662 2995

Temple Bar Company

Contact: Claudine Murray, Director of Marketing & Events
claudine@templebarcompany.com Tel. 01 703 0700

Merrion Square Innovation Network

Contact: Mary King, info@merrionsquare.ie

9.2 An Garda Síochána

The Gardaí will be concerned primarily with crowd management issues, public order both on site and in the vicinity of the venue, off site traffic management, safety arrangements, the control room and communication facilities, emergency action procedures and the names and contact numbers of the key event personnel with whom they will be liaising on the day.

For larger events An Garda Síochána will develop a traffic management plan to lessen the impact of the event on routine traffic arrangements. They will liaise with the local authority traffic department and the transport companies in the formulation of this section of the event plan.

The Gardaí may decide in the interests of public safety or at the request of the event organiser to deploy Gardaí to the event venue, should this be necessary a charge for this service will be levied on the event organiser.

9.3 Local Authority

There are number of departments and sections within the local authority that have a public safety remit and are part of the consultative process for events. The main ones are:

Fire Authorities

The Fire Officer will be concerned with several areas including the safe holding capacity of a venue, ease of escape analysis, maintaining safe exit routes in the event of an emergency evacuation, access routes for emergency vehicles (such as fire tenders) fire precautions at catering units on site, refuse collection, the identification of fire risk and the installation and storage of LPG cylinders, to name but a few.

Proposed use of fireworks/pyrotechnics will be of particular concern to the fire officer and he/she will liaise with the organisers to ensure that all safety precautions with regard to the display are implemented.

You must comply with the guidance document on Organised Pyrotechnic Displays - 2006 (Revised 6 April 2011) from the Department of Justice and Equality and the fireworks must be licensed for import and only a professional fireworks operator may use them.

The Fire Officer will expect the event organiser to supply detailed particulars of the safety precautions in place, and will made regular checks on the day of the event to ensure that fire precautions as set out in the event management plan are being adhered to. The Fire Safety Checklist in Appendix III sets out the level of detail the Fire Officer expects to find in the event plan.

Planning

The Planning Department of the Local Authority will consider the local environmental impact of the proposed event and will be looking to ensure the organiser has given due regard to the proposed times of the event, whether other events are taking place in the vicinity of the proposed event on the same day, the protection of local amenities, traffic management etc.

The Planning Department are currently the department responsible for the granting of a licence for an outdoor event with entertainment content with an audience exceeding 5,000 people. On receipt of the draft event management plan as part of the licence application they will distribute the plan to other sections of the Council, Gardaí and the Health Authorities for their observations and/or recommendations. When a licence application is put on file for public inspection, it will again be this department who will process enquires and receive observations and submissions on the proposed event from members of the public. Following preliminary and pre-event consultation meetings with the event organisers to clarify/change any aspect

of the proposed plan, this department will make the decision on the granting of the licence and/or the imposition of conditions recommended by the statutory agencies.

Requests for an event with an audience of less than 5,000 should be forwarded to the local authority, depending on where the event is being held.

Building Control

It is the responsibility of the organiser to employ a structural engineer to provide certification that any temporary structures erected on site for the event such as the stage structure; seating, marquees etc. are in compliance with building regulations. In addition to the information supplied in the event management plan, the building control section of the local authority will require copies of certificates, structural specifications, method statements, site layout drawings and details of the location of such structures to enable their own engineer to carry out checks to ensure such structures are sound.

Environmental Health

This section of the local authority will be concerned with two primary event issues, the acoustics levels to be adhered to, and the welfare of patrons with regard to the adequate provision of sanitary accommodation and the supply of drinking water at the event.

The Local Authority may either monitor the acoustic levels at the event themselves or require the organiser to enrol the services of a suitably qualified acoustic consultant who will monitor sound levels and report this information to the Local Authority. The consultant will be positioned at the sound desk (if it is a large scale event) and will be in contact and available to the Environmental Health Officer at the event.

The event management plan should contain details of the number and final location of sanitary accommodation provision, in addition the following information must be provided to the EHO:

- The design and specification of the WC units
- The design and specification of the urinal units
- The design and specification of the holding tanks
- A plan showing the ground and invert levels of any holding tanks in relation to urinal units
- The details and number of sanitary service trucks (if any) in operation on the day for pumping out the temporary toilets
- Confirmation of the method of final disposal of any collected effluent

Where a temporary drinking water supply is proposed a microbiological and chlorine water analysis sample must be taken a minimum of fourteen days before the date of the event. The results of this analysis must be submitted to the Environmental Health section a minimum of seven days prior to the event. The information in relation to drinking water supply required by this section includes:

- The source of the water supply to be used
- The design and specification of any tankers to be used
- The location of the tankers on site

Health Authority

The Health Authorities, through the Emergency Planning Office, will be concerned with the overall medical cover, first aid provision and will need to be satisfied that medical plans are in place. They will give advice on the level of medical provision required, taking into consideration the proposed number and age profile of spectators and the type of entertainment provided.

For large scale events or events with a high risk of injury they will be concerned that the event does not impact on routine medical provision to the resident population. In addition the emergency planning office and ambulance service will be concerned with the emergency plans and procedures in place for the event.

Where the event organisers have identified medical and/or first aid services for their event they must ensure that these service providers whether voluntary or commercial carry adequate insurance in relation to the services they are providing.

In relation to food hygiene and catering facilities contact should be made at the planning stage with the Environmental Health Officers Service of the Health Board in which the event is to be held to ensure proper requirements are met. Should a food stall licence be required a completed application form must be sent to the relevant Health Board two months prior to the commencement of the food business.

Post event

The post event phase from a safety point of view is as important as the pre-event and set up phase. There is a tendency to ignore this aspect of the event by the event organisers. This phase of the event needs to be planned in advance, particularly with regard to the logistical requirements for site clean-up.

The timely management of the removal of infrastructure and the health and safety issues involved can pose difficulties unless managed by the event team. It is also important that all documentation such as incident and accident reports are collated and retained by the organisers. These documents are the primary source of information in the event of a claim against the organiser's insurance policy.

De-briefing/post event meetings involving all stakeholders should be organised by the event organisers as soon as possible after the event in order to permit a thorough assessment of the planning, organisation and operation of the event by all interested parties. In addition to any outstanding issues, which may need to be resolved, this practice is particularly essential as a source of information for similar type events, which may be proposed in the future.

Appendix I - Quick reference

Licences and Permissions

Licence or permission	Issuing authority	Criteria	Requirements
Outdoor event	Local Authority	<ul style="list-style-type: none"> The event must be outdoors, either in its entirety or for the most part Takes place in a structure having no roof, or a retractable roof, in a tent or other similar temporary structure The event must be comprised of music, dancing, displays of public entertainment and other similar activities Has an anticipated audience of >5000 persons 	<ul style="list-style-type: none"> Newspaper advertisement Not less than 16 weeks' notice to Local Authority Submit Draft Event Management Plan Consultation process with Statutory Authorities Payment of application fee and standard charges for Local Authority services Proof of insurance, newspaper advertisement and venue owners' consent Certification and Specification of Temporary Structures
Indoor event	Local Authority	<ul style="list-style-type: none"> The event consists of a performance, which takes place wholly, or mainly in a building Comprises music, singing, dancing or displays of entertainment Not restricted to public entertainment Outdoor event licence regulations are not applicable 	<ul style="list-style-type: none"> Application is made to the Fire Authorities or person designated by the Fire Authorities Draft Event Management Plan submission Consultation process Proof of insurance Application fee
Intention to sell alcohol	Department of Justice and Equality Local Authority	<ul style="list-style-type: none"> Temporary facilities for the sale of alcohol: Occasional Liquor Licence The consumption of alcohol in a public place - Intoxicating Liquor Bye-Laws 	<ul style="list-style-type: none"> Application to the Revenue Commissioners for Licence. Application 6 weeks in advance to Local Authority to relax provisions of bye-laws
Fireworks display	Department of Justice and Equality	<ul style="list-style-type: none"> Importation of fireworks Storage of fireworks Use of fireworks 	<ul style="list-style-type: none"> Fire Authorities input requested before permission granted Consultation process with Fire Authorities
Event trading	Local Authority	<ul style="list-style-type: none"> Casual Trading at an event or events specified in the licence or at or in the immediate vicinity of the place where and on the days on which the event takes place 	<ul style="list-style-type: none"> Submit application for licence approval Scale of charges per trader, per day. Casual Trading Act and bye-laws
Temporary road closure	Local Authority	<ul style="list-style-type: none"> The closure of the public highway to vehicular traffic for a specified period. Check with local Gardaí if a Road Closure Order is necessary prior to application 	<ul style="list-style-type: none"> Provide insurance indemnity Public advertisement Fee, plus other charges to be determined by the local authority

Preparation and/or sale of food products	Health Board	<ul style="list-style-type: none"> Required where meat or meat products (other than fish or fish products) are sold or where food is prepared, cooked or heated for sale directly to the public, including Soft Ice Cream stalls, Hot dog/baked potato stalls, Burger/Fried fish/chip stalls, Chinese and other ethnic food stalls 	<ul style="list-style-type: none"> Stall owner must submit a completed application form for the licensing of the food stall to the Health Board two (2) months prior to the commencement of the business
Use of public space for event	Local Authority	<ul style="list-style-type: none"> Event activities to take place either whole or in part on public property. Includes roadways/ footpaths, parks, public squares 	<ul style="list-style-type: none"> Submission of event details Consultation process Supply insurance indemnities Certification and Specification of Temporary Structures

Hazards associated with Temporary Structures

Structures	
Waste	Accumulation of waste and debris under a structure is unsightly, unhealthy and can constitute a fire hazard. Surplus structural members can give an impression that they have fallen off, or have been removed by others. The ground under such structures (particularly temporary seating) should be left clear of debris. Do not allow vendors or others to store material beneath structures without specific agreement. Ensure you comply with the Waste Management Acts, 1996 and 2001 and subsequent regulations.
Slips	Frequently plywood ramps are used to access temporary or permanent structures, and a change of level may be involved. It is common to use mineralised roofing felt or similar to reduce the likelihood of slipping. This can become worn, frayed or torn and should be checked daily.
Trips	A temporary ramp, walkway or similar structure often does not merge smoothly with a permanent footpath. Look out for trip hazards such as plywood warping or delaminating. Metal treads can become bent or distorted, and should not be used if observed to be in poor condition.
Unnecessary fixtures	After a structure has been erected and inspected, it is not unusual for others to affix items to it. Typically signage, advertising banner, flags, bunting, and canopies are used. No substantive item should be fixed to a structure without agreement of the inspecting engineer.
Ponding	Surface water should not be allowed to accumulate at the base of temporary structures in areas where the ground could soften. Soft ground could allow settlement of the structure, or worse.
Uneven ground	Structures built on uneven, sloping or undulating ground usually need adjustment to make up level. This should be done using steel adjustable feet and thick plywood is sometimes used. Be alert to haphazard, wobbly packing under structures – it can dislodge. If in doubt, ask for an engineer's inspection.
Weather	Adverse weather conditions and in particular, high wind can shift and alter stability of structure.

Barriers	
Sharp Edges	Many steel structures, especially new barriers can have sharp edges, usually left from the galvanising process. These can be hazardous, and in the case of barriers, are often at face level for small children.
Finger traps	Gaps in lines of barriers, particularly on undulating ground, can constitute a finger trap. If a hazard exists, the area of concern can be taped or wrapped to eliminate it
Openings and gaps	Beware of openings or gaps in barriers that a child could fall through
Bars	Horizontal bars of barriers offer footholds for persons. Plywood lining to the sides (inside face) of walkways or ramps can eliminate gaps and footholds.
Fixing items to barriers	Only acceptable items are small signs, any other items affixed to barriers can cause them to blow over in high winds.
Weather	Adverse weather conditions and in particular, high wind can shift and alter stability of structure.

Event Management Plan Template

Section 1: Event details	Check
Overview of the event (summarise what the event will consist of and where it will take place)	
Event location (give short synopsis)	
Event schedule and timings (set out the dates of operation, opening and closing times)	
Attendance profile (i.e. numbers, age range, nature)	
Admission arrangements (ticket or otherwise)	
Event management structure (set out the key management personnel)	
Functions of key personnel (Event Controller, Safety Officer and Chief Steward)	
Event control and communications (location of central control room, who will be there, what means of communication will be used for reporting)	
Any particular arrangements (special needs spectators, pre-launch ceremonies etc.)	
Overview of large equipment and temporary structures (staging, sanitary facilities, lighting etc.)	
Section 2: Event safety	
Safety policy statement (what it is and who should know)	
Event risk assessment (set out in tabular form)	
Signage (information service provided)	
Crowd management (number of stewards, responsibilities, location etc.)	
Entry and exit arrangements (routine and designation of emergency routes and assembly areas)	
Fire precautions (means of escape, safe holding capacity calculations, fire safety equipment)	
Structures (schedule of completion, certifying engineer)	
Electrical installations (lighting, auxiliary power provision)	
Environmental issues (noise, sanitation, catering, litter and waste, drinking water, etc.)	
Vehicular access and exit (transport plan for site traffic and car parking arrangements)	
Medical/First Aid Provision (numbers required, location, ambulance, equipment)	
On site traffic management (where deliveries will be made, any parking etc.)	
Section 3: Emergency action	
Definitions (state clearly the situations which will require emergency response, categorise into minor and major)	
Emergency incident organisation (set out the structure for liaising with the emergency services, and personnel responsibilities)	
Emergency communications (state the code word to be used to notify all event staff of an imminent emergency situation, and set out the communication structure)	
Action required (state the actions of key personnel in the event of an emergency declaration)	
Emergency routes (should be identified and agreed with the statutory agencies)	
Rendezvous points (designate location where it will be possible to brief the emergencies services on arrival to an incident)	
Key Public Address Announcements (formulate announcements for emergencies, lost children and other priority information)	

Section 4: Plan appendices	Check
Traffic Management Plan (in consultation with An Garda Síochána)	
Medical Plan (in consultation with relevant Health Authority)	
Event Communications (radio allocations and channels to be used by event staff in schematic format)	
Schedules (erection and tear down of temporary structures, staging etc.)	
Emergency procedures (the publication of these procedures should be restricted to event staff and the statutory agencies) <ul style="list-style-type: none"> • Stopping the event • Action in the event of a bomb scare • Action in the event of Fire • Action in the event of any other emergency incident Evacuation of the venue	
Section 5: Contact details	
Should include telephone numbers of key personnel and external agencies, such as the emergency services contacts and key suppliers	
Section 6: Site layout maps and plans	
Dependent on the size and complexity of the event, the site layout map can range from a line drawing of the layout of the event to scaled drawings, which deal with each particular element of the event layout in detail. Included should be: <ul style="list-style-type: none"> • emergency response vehicle access routes • location of rendezvous points and assembly areas • ambulance parking, medical facilities • emergency scenarios • location of all temporary structures • pedestrian circulation routes • emergency evacuation routes • parking facilities • drinking water points, sanitary facilities and trading locations 	

Appendix II - Food safety

Food protection

The stall must be designed and constructed in such a manner so as to prevent the contamination of food. The following measures must therefore be taken:-

- Food must be protected from contamination by street dirt, traffic fumes, flies, animals and the general public.
- All food stalls must be adequately pest- proofed. All panels must be tight fitting, leaving no access for rodents or insects.
- Food on display must be adequately protected by the provision of sneeze screens.

Food storage

All food shall be prepared in the food stall unit or in designated premises specially registered for that purpose.

In order to prevent the transfer of food poisoning bacteria from raw foods (especially meat and poultry) to cooked or prepared foods, it is very important that they are stored separately.

Do not overload refrigerators or freezers as this prevents cool air circulating. They must be defrosted and cleaned regularly. Where separate storage is not available for raw and cooked foods, the following system must be adopted;-

- Top shelves: Cooked Meats and Prepared Products
- Middle shelves: Dairy Produce
- Bottom Shelf: Raw meats and fish

Temperature control

The whole area of temperature control is extremely important in preventing the proliferation of food poisoning bacteria.

Refrigeration and storage

Refrigeration is important since it slows down the multiplication of food poisoning bacteria. Meat and meat products, milk and milk products and all other food and food materials susceptible to rapid bacterial growth must be kept at a temperature of 3° C or less except when heated or cooked for sale as hot food.

Hot holding and food storage

Hot food must be kept at a temperature of at least 63°C and hot cabinets and bain-maries must be provided for this purpose.

Freezer and food storage:

A deep freezer unit must be provided if products normally cooked from frozen are to be stored in the food stall. The temperature of a deep freezer unit must be kept at a temperature of -18° C or colder.

Temperature measurement and monitoring:

A suitable thermometer must be kept in the food stall and regular temperature checks must be carried out on a daily basis to ensure that correct temperatures are maintained. Precautions

should be taken against transferring micro-organisms from raw to cooked foods when taking temperature readings – the probes should be wiped and disinfected using disposable sterile wipes before and after each use.

Appendix III - Fire safety checklist

Capacities/Egress/Ingress		Check
Safe Holding Capacity Calculations		
Details of Access and Egress for the Disabled		
Details of the following measures to facilitate Safe Egress:		
	emergency lighting	
	exit signage	
	fire detection and alarm system	
	communication/P.A. system, etc.	
Casual Trading		Check
Details of:		
	cooking equipment	
	gas supply installation	
	fire fighting equipment	
Tents and Marquees		Check
Holding capacity		
Exit widths		
Details of:		
	cooking equipment	
	gas supply installation	
	fire fighting equipment	
	emergency lighting	
Certification of lining material, etc.		
Fire Works and Pyrotechnics		Check
Site map showing fallout area, spectator area, firing zone, etc.		
Material safety data sheets		
Site-specific risk assessment		
Management Issues		Check
Details of steward training		
Designation of fire patrols		
Litter control/refuse disposal		
Emergency Plan to include		Check
Definition of Key Personnel and Roles		
Method of activation of Plan		
Contact list		
Evacuation Procedures		
Telephone numbers of all key personnel		
Drawings		Check
Means of Escape and Exit Routes		
	To include the staging area, gates and other obstructions	
Access and Egress Routes for Patrons		
	To include occupant capacities, exit widths	
Designated Emergency Access and Egress Routes for Appliances, including hydrant locations		
At least two emergency scenarios showing the location of the incident		
Emergency service access and audience egress		
The location of any casual trading units, tents, marquees, etc.		

Details/Certification for:		Check
L.P.G. Installation		
Electrical Installation e.g. backup generator		
Emergency Lighting System/Exit Signage		
Linings, Scenery and Properties used on Stage or in Marquees		
Scenery and Properties used on Stage, Marquees etc.		
First-Aid Fire Fighting Equipment		
Fire Detection and Alarm System, etc.		

Appendix IV - Sources of information

Code of Practice for Outdoor Pop Concerts and other musical events: Department of Education. 1996: available from Government Publications Office

Code of Practice for Safety at Sports Grounds: Department of the Education 1996: available from Government Publications Office

The Event Safety Guide (Purple Guide) a guide to health, safety and welfare at music and similar events: Health and Safety Executive UK second edition 2001:available from UK Health and Safety Executive HSE

Guide to Safety at Sports Grounds (Green Guide): Department of Culture media and Sport: available from UK Stationery Office

Guide to Fire Precautions in Existing Places of Entertainment and Like Premises: UK Home Office: available from UK Stationery Office

Guidelines on Risk Assessments and Safety Statements: available on www.hsa.ie

Temporary Demountable Structures: available from The Institution of Structural Engineers

British Standard BS 7671: 1992 Requirements for Electrical Installations: available from British Standards Institute

Guidelines for Event Organisers

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Baile Átha Cliath
Dublin City