



EVENT MANAGEMENT HANDBOOK

for event organisers of smaller events
(not exceeding 3,000 spectators)



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, fireworks displays, carnivals, sporting events etc. Negligence on the part of an owner of the premises and/or the organizer of the event can result in injury to either workers or patrons.

This booklet is designed to provide advice to organizers of smaller events who have under common law a 'duty of care' towards persons involved with an event including players, patrons, suppliers and event staff.

Planning and management

The planning and management information concerning the application of good health and safety management systems are listed in the questionnaire in Appendix 1.

Risk assessment

The whole of a ground/venue should be inspected to determine if there are any particular hazards that present greater risks when large numbers of people attend the event, list of typical hazards are in Appendix 2. Events that take place next to or with a water feature such as a lake, river or the sea will need special provision to prevent people from falling in or swimming in the water. Stewards trained in life-saving skills may need to be employed and extra warning signs erected. In certain circumstances, it may be necessary to physically separate areas of the venue from the area chosen for the event.

Crowd management

The planning for the safety and welfare of spectators at an event is related to the size and nature of the spectators attending the event. The numbers of stewards required is dependent upon the overall risk assessment.

In order to determine the expected spectator numbers; factors to consider are the following;

- Number that attended similar events in the past
- The existence of other attractions in the area
- The attractiveness of the event
- The possibility of increased popularity of the series of events
- Weather conditions
- Pre-event publicity

This estimate can vary considerably, depending upon the success of the team/event at the time, the weather, other events organised at the same time in the local area and the amount of media attention given to the game/event.

It is important to acquire as much information as possible concerning the expected numbers of spectators likely to turn up and all site facilities including stewarding numbers will need to be reflected in this number. It would be sensible to over-estimate the audience numbers rather than under-estimate.

Unticketed events may cause problems when ensuring that the occupant capacity determined for the venue is not exceeded. In these circumstances it may be appropriate to issue free tickets to gain entry to the event or a system for counting audience members in and out of the venue.

Crowd information

When an event has tickets, information on event times and transportation routes can be given on the reverse of the ticket. When this medium is not available, more emphasis needs to be placed on providing information about the event on leaflets (flyers), local radio, and newspapers. Information could also be made available throughout the event by electronic notice boards or signs erected at the entrance.

Major incident planning and emergency access routes

Emergency planning and the design of dedicated emergency access routes is vitally important. All emergency access routes must be kept clear at all times. At unfenced events this can prove more difficult as spectators are not contained in one area and can move to all parts of the open space and this can hamper the movement of emergency vehicles. Consider providing cordons with appropriate stewarding to dedicated access routes.



Stewards

All stewards should be provided with readily identifiable bibs or coats. The code of practice recommends that all stewards should be physically fit, over eighteen and under fifty five years of age. It is recommended that stewards have completed the IRFU Stewards Training Course.

Communications

Good communication systems are vitally important to health and safety management. Stewards need to remain in the area that they have been stationed to and not wander around the site. The use of radio communication may be needed at a large site and stewards will need to have clearly identified areas so that they can be more accurate in summoning assistance and identifying their own position.

Dressing rooms

It may be necessary to provide a Steward for controlling access to dressing rooms.

Documentation

Be it for a large event with thousands of spectators or a smaller type event with several hundred people present there is a certain amount of administrative work to be undertaken & documented. It is good practice for the event organizer to minute all decisions taken at all stages of planning for the event. Appendix 1 should be used as a guidance for planning and organizing smaller events.





Information and welfare

Provide facilities for information and welfare. The establishment of meeting points for spectators will be more important as there will not be the usual entrances and exits points for spectators or competitors to identify with.

Venue and site design

Venue design should consider over-spill areas if the numbers that turn up greatly exceed those predicted. Over-spill areas are required to prevent spectators blocking roads or designated emergency escape routes.

The numbers of food and merchandising concessions, toilets, first-aid points and other site facilities will depend upon the predicted audience attendance. Careful consideration also needs to be given to the location of the food and first-aid points, welfare and information points and toilets. It is likely that the audience will be spread over a greater area than is usually calculated for a fenced or enclosed arena. The location of these facilities should reflect this.



Food and drink

The event organisers should ensure that all caterers operating on their behalf are reputable, their staff are properly trained and food handling and preparation techniques are safe. Caterers operating concessions should be asked to produce food stall licences and occasional permits.

Glass bottles should not be sold on the site. Local public houses and food outlets should be contacted to request that during the event food and drink is not sold in glass containers.

Waste

At unfenced events, it will be effectively impossible to prevent members of the public taking glass bottles and cans on to the site. Consider providing as much pre-publicity about this aspect as possible. Special containers should be provided to encourage the audience members to dispose of their glass containers safely and if possible encourage people to decant the contents of glass containers into plastic ones.

APPENDIX 1

Planning and management for small events

Organisation questionnaire

Event description and location

Date and time of event

Name of event controller¹

Responsibility of key staff

Have the following staff been briefed of their responsibilities?

Safety Officer Y/N

Security Officer Y/N

Safety monitoring

Have staff been briefed on crowd safety?

Y/N

Liaison with statutory agencies

Have the following Agencies been informed?

Gardaí/PSNI Y/N

Local Authority Departments (Parks, Fire Brigade etc) Y/N

Health Authority Y/N

¹ The Event Controller should be familiar with the provisions of the Event Management Codes of Practice (See References at the end of this document)

1. Venue evaluation

a. Site suitability

Is the site suitable for this type of Event?

Y/N

b. Pre-event detail

Item	Description	Comments
Capacity		
No. of teams attending		
Spectator profile		
Duration and timing		
Alcohol		
Standing/seated/mixture		
Exit requirements		
Site access		
Emergency service requirements		
Garda/PSNI/ stewarding requirement		
Signage		
Welfare facilities		
Sanitation		
Water supply		
Excess visitors		

c. Fire safety

Are the following in order?

Means of escape

Y/N

Fire-fighting equipment

Y/N

Method of warning in the event of fire

Y/N

2. Major incident plan

Is there an Emergency procedure in place?

Y/N

3. Communications

Is each of the following available?

Communications to emergency services

Y/N

Public address system

Y/N

Alarm protocols

Y/N

Emergency announcements

Y/N

4. Transport and traffic management

Are any of the following required?

Traffic signs	Y/N
Road closures	Y/N
Public transport	Y/N
Traffic marshalling	Y/N
Coaches/buses	Y/N
Parking vehicle access	Y/N
Vehicle access	Y/N
Pedestrian access	Y/N

5. Structures

Have all structures been properly certified in relation to stability?	Y/N
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6. Electrical installations

Installation in accordance with ETCI regulations	Y/N
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Cabling: Not creating a trip hazard	Y/N
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Generators: Diesel generators only	Y/N
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7. Food, water and sanitation

Where food is available, are vendors licensed?	Y/N
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Is water available of potable quality?	Y/N
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Are adequate sanitary facilities available?	Y/N
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APPENDIX 2

Typical hazards

Hazard	Possible mitigation
Crushing	Avoid pressure points where crowd build up can occur
Trampling underfoot	Control underfoot condition
Slipping and tripping	Inspect event area at regular intervals
Vehicles	Do not allow vehicles and public mix
Wheelchair users	Identify special adequate area for wheelchair users
Structure collapse	Have all structures properly certified
Obstructions	Eliminate all obstructions to people flow
Congestion from queuing crowds	Keep crowd queues to a minimum
Crossflows	Avoid crossflows by instituting uni-directional flow
Sources of ignition	Eliminate sources of ignition

References

The following Codes of Practice and Publications are observed in the preparation of this Document.

Code of Practice for Safety at Sports Grounds, Department of Education, 1996.

Code of Practice for Safety at Outdoor Pop Concerts, Department of Education, 1996.

The Event Safety Guide, Health and Safety Executive, 1999

Managing Crowds Safely, Health and Safety Executive, 2000

APPENDIX 3

Hazards associated with temporary structures

Structures

Rubbish	Accumulation of rubbish 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.
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 banners, 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.

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	Only acceptable items are small signs, any other items affixed to barriers can cause them to blow over in high winds.

APPENDIX 4

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 or more 	<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 & venue owners consent Certification & 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, Equality & Law Reform 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 prior 6 weeks to Local Authority to relax provisions of bye-laws
Fireworks Display	Department of Justice, Equality & Law Reform	<ul style="list-style-type: none"> Importation of Fireworks Storage of Fireworks 	<ul style="list-style-type: none"> Fire Authorities input requested before permission granted Consultation process with Fire Authorities

Licence or Permission	Issuing authority	Criteria	Requirements
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
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 Standard fee, plus other charges to be determined in relation to road usage
Preparation and/or Sale of Food Products	Health Board HSE	<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 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 & specification of temporary structures
Event Advertising	Local Authority	<ul style="list-style-type: none"> The placing of advertising banners/ signage/flags in a public place and/or on a public building The distribution in a public place of advertising literature 	<ul style="list-style-type: none"> Application to the Local Authority for written approval (Section 18 of Waste Act). Supply specifications of flags or banners Plan for the prevention of litter



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