



HEALTH, SAFETY AND ENVIRONMENT (QHSE)

Event Safety Management Plan

Prepared in alignment with ISO 45001, ISO 9001, ISO 14001, ISO 20121, ISO 31000 and recognised international event safety guidance

Event	[Event Name]
Venue / Site	[Venue / Site]
Dates	[Build / Event / Derig dates]
Organiser	[Company]
Document No.	ESMP-[Year]-001
Revision	00
Classification	Controlled

This is a controlled document. Printed copies are uncontrolled unless stamped.

Table of Contents

1. Document Control and Approval	3
2. Purpose, Scope and Objectives	3
2.1 Purpose	3
2.2 Scope	3
2.3 Objectives	3
3. Policy Statement and Management Commitment	3
4. Legal, Regulatory and Standards Framework	4
4.1 International Standards and Guidance	4
4.2 National and Local Requirements	4
5. Event Overview and Context	5
6. Roles, Responsibilities and Authorities	5
7. Risk Management Methodology	6
7.1 Risk Matrix (5 x 5)	6
7.2 Process Requirements	6
8. Event Risk Register (Summary)	6
9. Contractor and Supplier Management	7
10. Permit to Work and Safe Systems of Work	8
11. Site Planning, Structures and Infrastructure	8
12. Crowd Management and Venue Capacity	9
12.1 Capacity	9
12.2 Crowd Risk Assessment	9
12.3 Operational Controls	9
12.4 Triggers and Actions	9
13. Fire Safety Management	9
14. Electrical, Power and Lighting Safety	10
15. Working at Height, Lifting and Rigging	10
16. Traffic, Transport and Pedestrian Management	10
17. Medical, First Aid and Welfare	11
18. Security and Counter-Terrorism Awareness	11
19. Weather, Heat and Environmental Hazards	11
20. Food Safety, Hygiene and Water	12
21. Environmental and Sustainability Management	12
22. Emergency Response and Evacuation Plan	13
22.1 Scenarios	13
22.2 Alert Levels	13
22.3 Evacuation Strategy	13
22.4 Rehearsal	13
22.5 Business Continuity	13
23. Communications and Command Structure	13
24. Incident Reporting and Investigation	14
25. Training, Competence and Briefings	14
26. Monitoring, Inspection and Audit	14
27. Quality Management and Continual Improvement	15
28. Performance Indicators	15
29. Post-Event Review and Records	15
30. Appendices	16
Appendix A: Site Plans and Drawings	16
Appendix B: Emergency Contacts	16
Appendix C: Pre-Opening Safety Sign-off Checklist	16
Appendix D: Incident Report Form (Template)	17
Appendix E: Risk Assessment Template	17
Appendix F: Permit to Work Template	17
Appendix G: Glossary	17

1. Document Control and Approval

Rev	Date	Description	Prepared by	Reviewed by	Approved by
00	[DD/MM/YYYY]	Issued for approval	[Name, HSE Manager]	[Name, Event Director]	[Name, Client / Authority]

Distribution: Event Director, HSE Manager, Operations, Security, Medical, Principal Contractors, Local Authorities, Emergency Services.

Review triggers: Change of venue layout, capacity or programme; significant incident or near miss; change in legislation; change in threat or weather forecast; or at intervals no longer than [30] days before the event.

2. Purpose, Scope and Objectives

2.1 Purpose

This Event Safety Management Plan (ESMP) defines how health, safety, security, environmental and quality risks will be identified, controlled, monitored and reviewed throughout the planning, build, live and derig phases of the event, so that the safety of attendees, workforce, performers, contractors and the public is protected.

2.2 Scope

The plan applies to all persons on site and to all activities under the organiser's control, including: build and load-in, live operation, load-out and derig; all contractors and sub-contractors; vendors, exhibitors and performers; volunteers and temporary staff; and off-site activities directly linked to the event (parking, shuttle services, queuing areas).

2.3 Objectives

- Zero fatalities, zero life-changing injuries and zero serious crowd incidents.
- Full legal compliance and alignment with recognised international good practice.
- Risks reduced to as low as reasonably practicable (ALARP).
- Effective emergency preparedness, tested before the event opens.
- Continual improvement through documented lessons learned.

3. Policy Statement and Management Commitment

The organiser is committed to delivering a safe event. Senior management will provide resources, competent people and authority to stop work. Specifically, we will:

1. Comply with all applicable legal requirements and adopt the higher standard where international good practice exceeds local law.
2. Assess risks before activities start and apply the hierarchy of control: eliminate, substitute, engineer, administer, then PPE.
3. Consult and communicate with workers, contractors, authorities and emergency services.
4. Empower every person on site to exercise **Stop Work Authority** without fear of reprisal.
5. Investigate incidents and near misses and share the learning.
6. Review the performance of this plan against defined objectives.

Signed: _____ [Chief Executive / Event Director] Date: _____

4. Legal, Regulatory and Standards Framework

4.1 International Standards and Guidance

Reference	Title / Relevance
ISO 45001:2018	Occupational health and safety management systems (core framework)
ISO 9001:2015	Quality management systems
ISO 14001:2015	Environmental management systems
ISO 20121:2012	Event sustainability management systems
ISO 31000:2018 / IEC 31010	Risk management principles and assessment techniques
ISO 22320:2018	Emergency management: incident response
ISO 22301:2019	Business continuity management
ISO 7010 / ISO 3864	Graphical symbols, safety signs and colours
ISO 45003:2021	Psychological health and safety at work
ISO 22000:2018	Food safety management (food vendors)
ILO C155 and C187	Occupational safety and health conventions
NFPA 101, NFPA 1, NFPA 70, NFPA 72	Life safety, fire code, electrical, fire alarm
BS 7671 / IEC 60364	Electrical installations (temporary power)
BS EN 13814, BS EN 13782	Temporary amusement structures, temporary tents
BS EN 12811, BS 5975	Temporary works and scaffolding
The Event Safety Guide (HSG195) and Purple Guide	UK good practice for events
Guide to Safety at Sports Grounds (Green Guide)	Spectator safety, capacity, crowd flow
OSHA 29 CFR 1910 / 1926	US general industry and construction safety
LOLER, PUWER, WAHR (UK) or equivalents	Lifting, work equipment, working at height
ANSI E1.21 / E1.43	Entertainment industry temporary structures and rigging
WHO guidance on mass gatherings	Public health planning

4.2 National and Local Requirements

The plan shall comply with the legislation and permitting regime of the host jurisdiction. Complete the register below before approval.

Requirement	Authority	Reference / Permit No.	Status
Event / public gathering permit	[Licensing Authority]	[No.]	[Pending / Approved]
Fire and life safety approval	[Civil Defence / Fire Authority]	[No.]	
Police / security clearance	[Police]	[No.]	

Requirement	Authority	Reference / Permit No.	Status
Municipality / building approvals for structures	[Municipality]	[No.]	
Health, food and sanitation approval	[Health Authority]	[No.]	
Traffic management approval	[Roads Authority]	[No.]	
Noise, environment and waste approval	[Environmental Authority]	[No.]	
Insurance (public liability, employer's, contractor's all risks)	[Insurer]	[Policy No.]	

Order of precedence: (1) statutory law and licence conditions; (2) authority directives; (3) this ESMP; (4) contractor procedures. Where requirements conflict, the most stringent applies.

5. Event Overview and Context

Item	Detail
Event type	[Concert / Exhibition / Conference / Festival / Sports / Corporate]
Expected attendance	Peak [X]; daily total [X]; staff and crew [X]
Site type	[Indoor / Outdoor / Mixed / Temporary structure]
Programme	Build [dates]; Live [dates and hours]; Derig [dates]
Special features	[Pyrotechnics, lasers, rides, alcohol, VIP / dignitaries, camping]
Vulnerable groups	[Children, elderly, persons of determination / disability]
Neighbouring receptors	[Residential, roads, critical infrastructure]

A site plan, access / egress map and emergency plan drawings are provided in Appendix A.

6. Roles, Responsibilities and Authorities

Role	Key responsibilities
Event Director / Duty Holder	Overall accountability; resources; approves ESMP; go / no-go decisions
HSE / QHSE Manager	Develops and maintains ESMP; audits; incident investigation; advises Director
Safety Officers / Marshals	Daily inspections; enforcement of controls; reporting
Production / Operations Manager	Implements controls in operations; coordinates contractors
Crowd Safety Manager	Crowd modelling, capacity control, ingress / egress management
Security Manager	Access control, search, threat response, liaison with police
Medical Director	Medical risk assessment, first aid, ambulance and field hospital
Fire Safety Officer	Fire risk assessment, detection, evacuation arrangements
Structural / Temporary Works Engineer	Design checks, certification, wind limits
Contractors and Suppliers	Provide RAMS, competent staff, comply with permits and site rules

Role	Key responsibilities
All personnel	Follow rules; report hazards; use Stop Work Authority

Stop Work Authority: any person may halt an activity that presents imminent danger. Work resumes only after the HSE Manager confirms the hazard is controlled.

7. Risk Management Methodology

Risk assessment follows ISO 31000 and the five-step process: identify hazards, determine who may be harmed, evaluate risk and decide controls, record and implement, review.

7.1 Risk Matrix (5 x 5)

Likelihood / Severity	1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
5 Almost certain	5	10	15	20	25
4 Likely	4	8	12	16	20
3 Possible	3	6	9	12	15
2 Unlikely	2	4	6	8	10
1 Rare	1	2	3	4	5

Score	Rating	Action
1 to 4	Low	Accept; monitor
5 to 9	Medium	Control; review regularly
10 to 16	High	Senior approval; additional controls before activity
17 to 25	Extreme	Activity must not proceed until risk is reduced

7.2 Process Requirements

- Contractors submit Risk Assessments and Method Statements (RAMS) at least [14] days before build.
- Dynamic risk assessments are carried out when conditions change.
- Hazard identification includes HAZID workshops, site walk-throughs, and review of lessons from similar events.
- Risk assessments are reviewed after any incident, change or at intervals set by the HSE Manager.

8. Event Risk Register (Summary)

ID	Hazard	Potential consequence	Initial	Key controls	Residual	Owner
R01	Crowd crush / overcrowding	Fatalities, serious injury	20	Capacity limits, crowd modelling, barriers, counting, CCTV, trained stewards	8	Crowd Safety Mgr
R02	Fire in structures, kitchens, backstage	Burns, smoke inhalation, evacuation	15	Fire risk assessment, flame-retardant materials, extinguishers, detection, fire wardens	6	Fire Safety Officer

ID	Hazard	Potential consequence	Initial	Key controls	Residual	Owner
R03	Structural failure (stage, tower, tent)	Fatalities, multiple injuries	20	Engineer design and sign-off, wind limits, ballast checks, exclusion zones	8	Structural Engineer
R04	Falls from height	Serious injury, fatality	16	Edge protection, harnesses, rescue plan, competent persons	6	Production Mgr
R05	Electrical shock, arc, power failure	Electrocution, fire, loss of lighting	15	Competent electricians, RCDs, testing certificates, generator earthing, backup lighting	5	Power Contractor
R06	Vehicle and pedestrian conflict	Collision injuries	16	Segregated routes, banksmen, speed limits, traffic management plan	6	Transport Mgr
R07	Manual handling and lifting	Musculoskeletal injury, dropped loads	12	Lifting plans, certified equipment, mechanical aids, training	4	Riggers / Contractors
R08	Extreme heat or severe weather	Heat illness, lightning, wind damage	16	Weather monitoring, shade, hydration, action triggers, evacuation	6	HSE Manager
R09	Terrorism / violent incident	Mass casualty	20	Threat assessment, search, hostile vehicle mitigation, lockdown procedures	10	Security Mgr
R10	Food-borne illness	Mass illness	12	Licensed vendors, temperature control, inspections	4	Environmental Health
R11	Pyrotechnics, lasers, special effects	Burns, eye injury, fire	15	Licensed operator, exclusion distances, risk assessment, authority consent	5	Production Mgr
R12	Alcohol and substance misuse	Violence, medical emergencies	12	Licensed bars, ID checks, drink limits, welfare team	6	Security / Medical
R13	Noise exposure	Hearing damage	9	Sound limits, hearing protection, monitoring	4	Sound Engineer
R14	Lost children and vulnerable persons	Harm, distress	12	Reunification point, wristbands, trained staff	4	Welfare Lead
R15	Worker fatigue and psychosocial stress	Errors, injury	12	Shift limits, rest breaks, welfare facilities, support channels	6	HR / Ops

The full register is maintained as a live document and issued to all contractors.

9. Contractor and Supplier Management

9.1 Pre-qualification. Contractors are assessed on safety performance (incident rates), certifications (ISO 45001 or equivalent), insurance, competence records and references.

9.2 Documentation required before mobilisation:

- RAMS and lifting plans specific to this event.
- Competence evidence (licences, training certificates, medical fitness).
- Equipment inspection and test certificates (LOLER / PUWER or equivalent).
- Insurance certificates and organisational chart with named supervisors.
- Emergency contact and first aid arrangements.

9.3 Site induction. No person may enter the build area without completing the induction and receiving an accreditation pass. Induction covers hazards, rules, emergency arrangements, welfare facilities, Stop Work Authority and reporting.

9.4 Supervision and performance. Contractors provide competent supervision at all times. Non-compliance is addressed through a three-stage process: verbal warning, written notice, removal from site.

9.5 Site rules (minimum): PPE as required (hard hat, hi-vis, safety footwear, eye and hearing protection, gloves); no alcohol or drugs; no unauthorised access to restricted areas; housekeeping maintained; all incidents reported immediately; speed limit [10] km/h.

10. Permit to Work and Safe Systems of Work

A Permit to Work (PTW) is mandatory for high-risk activities: hot work, work at height above [2] m, confined space entry, lifting operations, electrical isolation and live working, excavation, special effects and any work near live power or crowds.

Stage	Requirement
Request	Contractor supervisor submits PTW with RAMS
Authorisation	Issued by authorised person after site check
Briefing	Permit holder briefs team on hazards and controls
Execution	Permit displayed at work location; limits not exceeded
Suspension	Immediate if conditions change or emergency occurs
Close-out	Area inspected, signed off, isolations removed

Permits are valid for a single shift and are logged in the PTW register. Simultaneous operations (SIMOPS) are coordinated at the daily safety meeting.

11. Site Planning, Structures and Infrastructure

- **Layout:** Zoned site plan covering public, backstage, production and emergency zones; clear separation of crowd and vehicle routes; defined emergency vehicle access of at least [3.5] m width.
- **Structures:** All stages, roofs, towers, grandstands, tents, screens and barriers are designed by a competent engineer, installed per manufacturer specifications and certified before use. Wind speed limits are defined for each structure with documented action triggers (monitor, restrict, evacuate).
- **Ground conditions:** Surveys for load-bearing capacity, underground services and drainage; protection against slips and trips.
- **Barriers and fencing:** Crowd barriers tested for anticipated loads; perimeter fencing prevents unauthorised entry without obstructing emergency egress.
- **Signage:** ISO 7010 compliant safety, exit, first aid and fire equipment signs in relevant languages.
- **Welfare facilities:** Toilets, hand-washing, drinking water, shade or heating, and rest areas calculated according to attendance and duration.
- **Accessibility:** Accessible routes, viewing platforms, toilets, drop-off points and assistance for persons with reduced mobility.
- **Inspection and certification:** Structures are handed over only after a documented inspection by the engineer and HSE Manager.

12. Crowd Management and Venue Capacity

12.1 Capacity

Safe capacity is derived from the lesser of: licensed capacity, available exit width (as set by the applicable code), usable floor area and density limits, toilet and welfare provision, and emergency evacuation modelling. The approved capacity is [X] persons.

12.2 Crowd Risk Assessment

Covers audience profile, programme and artist draw, alcohol, queuing, weather, terrain, pinch points, crowd density thresholds (target below [2] persons per m2 in standing areas; action at [4] per m2), and surge or crush potential.

12.3 Operational Controls

- Real-time counting (ticket scanning, turnstile counters, CCTV analytics).
- Ingress management: staged entry, queue design, dedicated lanes for accessibility and VIP.
- Egress management: dispersal plan, transport coordination, staggered finish where feasible.
- Pit and front-of-stage management with trained barrier teams, rescue lanes and pause-the-show protocol.
- Trained stewards and marshals in sufficient ratio, briefed on roles, radio discipline and escalation.
- Crowd Control Room staffed throughout with decision-making authority.

12.4 Triggers and Actions

Trigger	Action
Density above amber threshold	Open additional routes, pause entry, adjust programme
Density above red threshold	Stop entry, redirect crowd, brief performers, consider stopping the show
Crowd distress or surge	Immediate stop, announce, deploy response team
Gate or barrier failure	Close area, relocate crowd, repair, inspect before reopening

13. Fire Safety Management

- A fire risk assessment is carried out by a competent person for each structure, kitchen, backstage and generator area.
- Ignition sources are controlled; hot work only under permit; smoking restricted to designated areas.
- Materials used for drapes, staging, tents and decoration are certified flame retardant.
- Detection and alarm: fire detection and voice alarm where required; manual call points at exits.
- Firefighting equipment: extinguishers and fire blankets sized for risk, inspected and signed; fire hose reels and hydrants accessible.
- Cooking and fuel: LPG cylinders stored outside, secured upright, limited quantities; fuel stores bunded with spill kits.

- Escape routes: unobstructed, illuminated, with emergency lighting and exit signage; doors open in direction of travel without keys.
- Fire wardens trained and identified; fire drills conducted prior to opening.
- Fire service liaison and access routes agreed; fire point and appliance positions marked.

14. Electrical, Power and Lighting Safety

- Design, installation and testing carried out by competent electricians to IEC 60364 / BS 7671 / NFPA 70 or applicable code.
- Temporary distribution uses suitably rated, IP-protected cables and connectors, with cable protectors in public areas and elevated routes where practical.
- RCD protection on final circuits; earth continuity and insulation tests recorded; certificates issued before energisation.
- Generators positioned away from crowds, with fuel containment, exhaust management, earthing, and fencing.
- Lock-out / tag-out for isolation; live working prohibited unless justified and permitted.
- Emergency and standby lighting at exits, stairs and control rooms with minimum duration of [1] hour.
- Backup power for critical systems (public address, CCTV, communications, medical).
- Overhead power lines and buried services identified and avoided.

15. Working at Height, Lifting and Rigging

- Avoid work at height where possible; otherwise use edge protection, platforms, MEWPs or scaffolds before personal fall protection.
- Harnesses and lanyards inspected, with a **rescue plan** for suspended workers; no lone working at height.
- Competent riggers (for example ETCP or equivalent) design and inspect rigging; safe working loads, dynamic loads and safety factors documented.
- Lifting operations: lift plans, certified equipment and operators, exclusion zones, signallers, and thorough inspection (LOLER or equivalent) with current certificates.
- Loads over audience areas are prohibited without specific engineering approval and secondary safeties.
- Dropped objects prevented by tool lanyards, toe boards and exclusion zones.
- Weather limits for wind, lightning and visibility defined for lifting and MEWP operations.

16. Traffic, Transport and Pedestrian Management

- Traffic Management Plan approved by the relevant authority, covering approach routes, parking, drop-off, delivery windows, taxis, shuttles and emergency access.
- Vehicle / pedestrian segregation in build, live and derig phases; one-way systems and designated crossing points.
- Banksman for reversing, speed limits, vehicle checks, driver licences and fatigue management.
- Hostile vehicle mitigation at crowd perimeters based on the security threat assessment.
- Crowd dispersal transport plan, with queue management and marshals at stations and pickup points.

- Dedicated routes for ambulances and emergency vehicles, kept clear at all times.

17. Medical, First Aid and Welfare

- A Medical Risk Assessment determines provision using recognised guidance (for example the Purple Guide medical scoring or an equivalent method).
- Provision may include first aid posts, doctors and paramedics, roving teams, a field hospital, ambulances and designated hospital liaison.
- Medical staff carry registration and indemnity; equipment includes AEDs, oxygen, trauma and cooling resources for heat illness.
- Clear casualty evacuation routes and rendezvous points; coordination with the emergency medical service.
- Welfare: free drinking water, rest and shade, lost-and-found, lost-child process, quiet spaces, and a safeguarding lead.
- Medical records are handled in line with data protection law and confidentiality requirements.
- Mass casualty plan integrated with emergency services, including triage, communications and hospital notification.

18. Security and Counter-Terrorism Awareness

- Threat and vulnerability assessment prepared with police and security authorities; plan reviewed on threat level change.
- Layered security: perimeter control, access accreditation, ticket verification, bag search, screening (walk-through or hand-held detectors), CCTV and control room.
- Prohibited items list communicated in advance; amnesty bins at entry.
- Staff awareness of hostile reconnaissance, suspicious items and behaviour; reporting protocol.
- Run, Hide, Tell or equivalent guidance for staff; lockdown and evacuation procedures rehearsed.
- VIP and artist security protocols; dignitary movements coordinated with authorities.
- Cyber and communications security for ticketing, access control and control systems.
- Security staff licensed, vetted, trained and briefed, and supervised with defined escalation and use-of-force limits.

19. Weather, Heat and Environmental Hazards

A weather monitoring service provides forecasts and live alerts; a Weather Action Plan defines thresholds and responses.

Condition	Threshold (set by engineer / HSE)	Action
Wind	Amber [X] m/s; Red [X] m/s	Restrict lifting; secure loose items; stop operations; evacuate structures
Lightning	Within [X] km	Suspend outdoor activity; seek shelter; delay restart for [30] min after last strike

Condition	Threshold (set by engineer / HSE)	Action
Heat	WBGT / heat index above [X]	Increase water, shade, rest; limit strenuous work; activate medical alert
Heavy rain / flooding	Rainfall above [X] mm/h	Check drainage; protect electrics; restrict access
Dust / air quality	AQI above [X]	Provide masks and monitoring; manage exposure
Cold	Below [X] degrees C	Provide warm areas; adjust PPE

Heat illness prevention for workers: acclimatisation, scheduled breaks, hydration, buddy checks, adjusted work hours. Noise, vibration and air quality are monitored where relevant.

20. Food Safety, Hygiene and Water

- Food vendors are licensed and inspected, following HACCP principles and ISO 22000 or the equivalent local standards.
- Temperature control, allergen labelling, handwashing, waste and pest control are verified before and during operation.
- Potable water is tested and protected; water stations are placed to meet demand and heat conditions.
- Alcohol service follows licensing conditions, responsible service training and age verification.
- Sanitation provision is calculated for attendance, duration and accessibility, including servicing schedules.

21. Environmental and Sustainability Management

Consistent with ISO 14001 and ISO 20121:

- Waste hierarchy: reduce, reuse, recycle; segregated waste streams and cleaning schedules.
- Spill prevention: bunds, drip trays and spill kits at fuel, chemical and generator areas; emergency spill response procedure.
- Noise management with limits at site boundary and neighbour communication plan.
- Protection of natural habitats, water bodies and ground surfaces; site restoration after derig.
- Energy efficiency, sustainable sourcing and transport planning, with performance recorded.
- Environmental incidents reported to authorities as required.

22. Emergency Response and Evacuation Plan

22.1 Scenarios

Fire; structural failure; medical emergency or mass casualty; crowd crush or surge; severe weather; bomb threat or suspicious item; active threat; power or communications failure; chemical or fuel spill; missing child; public health incident.

22.2 Alert Levels

Level	Description	Response
1 Routine	Minor incident handled by team	Local response, log
2 Alert	Potential escalation	Control Room notified; resources on standby
3 Major incident	Serious threat to life, property or operations	Emergency plan activated; services called; evacuation considered
4 Critical	Mass casualty or imminent danger	Full evacuation or lockdown; services lead; crisis team convened

22.3 Evacuation Strategy

- Primary, secondary and alternative exits with signage; assembly points away from hazards and emergency vehicle routes.
- Evacuation time modelled and tested against the design capacity.
- Staged messages through public address, screens, stewards and radio; pre-scripted announcements in relevant languages.
- Assistance for persons with disabilities and vulnerable people; refuge areas where relevant.
- Roll call of staff and contractors; headcount at assembly points.
- Re-entry only on authorisation by the Event Director in consultation with emergency services.

22.4 Rehearsal

A tabletop exercise and live drill are completed at least [7] days before the event opens, with emergency services invited. Findings are documented and actioned.

22.5 Business Continuity

Continuity arrangements (ISO 22301) address postponement, cancellation, relocation, loss of power, supplier failure and communications outage, including decision criteria and communication plans.

23. Communications and Command Structure

- **Command model:** Gold (strategic), Silver (tactical), Bronze (operational) with defined decision rights. Emergency services take control of life-threatening incidents on arrival.
- **Event Control Room:** Staffed throughout with representatives from operations, security, medical, crowd safety, fire and authorities; logs maintained.
- **Radio plan:** Dedicated channels (command, security, medical, production, traffic); call signs, discipline and test schedule.
- **Public communications:** PA, screens, social media and app notifications; approved messages with a named spokesperson.
- **Contact list:** Emergency numbers and key contacts at Appendix B and displayed in control rooms.
- **Daily safety meeting:** Held before opening and at derig, with a record of actions.

24. Incident Reporting and Investigation

1. **Immediate response:** secure the scene, treat casualties, and call emergency services if required.
2. **Notification:** report to Control Room immediately; to HSE Manager within [1] hour; to authorities as required by law (for example RIDDOR or local equivalent).
3. **Recording:** complete the incident report form within [24] hours (Appendix D).
4. **Investigation:** root cause analysis (5 Whys, fault tree or ICAM) led by HSE for all serious incidents and high-potential near misses.
5. **Corrective actions:** assigned with owner and due date; tracked to closure.
6. **Sharing lessons:** summarised in daily briefings and the post-event report.

Evidence (photos, statements, CCTV, logs) is preserved and personal data protected. Fatality or serious injury triggers regulator and insurer notification and preservation of the scene.

25. Training, Competence and Briefings

Group	Minimum training
All personnel	Site induction; emergency procedures; Stop Work Authority
Stewards / marshals	Crowd safety, conflict management, first aid awareness, evacuation roles
Supervisors	Safety leadership; incident reporting; permit system
Riggers / working at height	Certified competence; rescue; inspection
Electricians	Qualified, licensed, authorised persons
Fire wardens	Fire safety, extinguisher use, evacuation
Security	Licensed; counter-terrorism awareness; search procedures
Medical	Registered professionals; major incident training
Control Room staff	Command and control; log keeping; communications

Competence records are maintained and checked at accreditation. Toolbox talks are conducted daily. Language support and accessibility needs are considered in all training.

26. Monitoring, Inspection and Audit

- **Daily:** site safety walk-throughs, structure and rigging checks, fire route checks, welfare checks, permit audits.
- **Weekly (build phase):** formal HSE inspection with findings report.
- **Pre-opening:** Safety Certification Sign-off covering structures, electrical, fire, crowd barriers, signage, medical and emergency arrangements. **No-go criteria** are defined for any unresolved critical item.
- **Live event:** continuous monitoring by Safety Officers, CCTV, crowd counting, weather and radio checks.
- **Audit:** internal audit against ISO 45001 and this plan; external audit or authority inspection as required. Non-conformities are logged with corrective actions and closure dates.

27. Quality Management and Continual Improvement

Aligned to ISO 9001, the plan operates on the Plan-Do-Check-Act cycle.

- **Plan:** objectives, risk assessments, resources, procedures.
- **Do:** implement controls, train people, communicate.
- **Check:** inspect, measure, audit and review performance.
- **Act:** corrective and preventive actions, management review, update of the plan.

Document control: controlled copies are issued; superseded documents are withdrawn; version control is managed by the HSE Manager. Change management requires risk assessment of any alteration to layout, capacity, programme or suppliers. Critical suppliers (structures, power, rigging, security, medical) are evaluated on performance, with records retained for future selection.

28. Performance Indicators

Type	KPI	Target
Lagging	Fatalities	0
Lagging	Lost-time injuries (LTI)	0
Lagging	Total recordable injury rate (TRIR)	Below [x]
Lagging	Public injuries requiring hospital treatment	Below [x] per 10,000 attendees
Leading	Inductions completed before access	100%
Leading	RAMS approved before work starts	100%
Leading	Safety inspections completed on schedule	100%
Leading	Corrective actions closed by due date	95% or above
Leading	Near miss reports per 100 workers	Positive reporting trend
Leading	Emergency drill completed and findings actioned	Yes
Quality	Audit non-conformities closed	100%
Environmental	Waste diverted from landfill	[x]% or above

29. Post-Event Review and Records

- **Hot debrief** within 24 hours with all stakeholders and emergency services.
- **Formal review** within [30] days: performance against KPIs, incidents, near misses, crowd data, medical statistics, complaints and audit outcomes.
- **Lessons learned register** with owners; updates fed into the template for future events.
- **Records retention:** incident records, training, certifications, inspection reports and permits are retained for the period required by law (typically no less than [3 to 6] years; longer for injury and exposure records).
- **Reporting** to management, insurers and authorities as required.

30. Appendices

Appendix A: Site Plans and Drawings

Site layout; access and egress; emergency vehicle routes; assembly points; fire plan; crowd flow; first aid and welfare locations; utilities plan.

Appendix B: Emergency Contacts

Function	Name	Phone	Radio channel
Police	[Name]	[No.]	
Fire / Civil Defence	[Name]	[No.]	
Ambulance / Medical	[Name]	[No.]	
Event Director	[Name]	[No.]	Ch 1
HSE Manager	[Name]	[No.]	Ch 1
Security Manager	[Name]	[No.]	Ch 2
Utilities / Power	[Name]	[No.]	
Nearest hospital	[Name]	[No.]	

Appendix C: Pre-Opening Safety Sign-off Checklist

Item	Responsible	Verified (Y/N)	Signature
Structural certificates received	Structural Engineer		
Electrical test certificates received	Power Contractor		
Fire detection, alarms, extinguishers tested	Fire Safety Officer		
Exits clear, signed and lit	Safety Officer		
Barriers and fencing inspected	Crowd Safety Mgr		
Medical teams and equipment in place	Medical Director		
Security search and access control ready	Security Mgr		
Control Room and radios tested	Event Director		
Emergency drill completed	HSE Manager		
Weather action plan active	HSE Manager		
Permits and licences displayed	Operations		
Staff briefed and accredited	HR / Operations		

Authorisation to open: _____ (Event Director) Date / Time:

Appendix D: Incident Report Form (Template)

Date and time; location; persons involved; injury or damage; description; immediate action; witnesses; photos attached; notified authorities; root cause; corrective actions; owner and due date; investigator signature.

Appendix E: Risk Assessment Template

Activity; hazard; persons at risk; existing controls; initial risk (L x S); additional controls; residual risk; owner; review date.

Appendix F: Permit to Work Template

Permit type; location; description; hazards and controls; PPE; isolation; authorised by; issued to; start and end time; suspension; close-out signature.

Appendix G: Glossary

Term	Meaning
ALARP	As low as reasonably practicable
ESMP	Event Safety Management Plan
HSE / QHSE	Health, Safety, Environment / Quality, Health, Safety, Environment
MEWP	Mobile elevating work platform
PTW	Permit to Work
RAMS	Risk assessments and method statements
SIMOPS	Simultaneous operations
WBGT	Wet bulb globe temperature

This plan is a controlled template. All bracketed values must be completed and thresholds verified by competent professionals against the applicable legislation and the event's specific risk profile before approval. It does not replace legal or engineering advice.

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