

Licensing Sub-Committee

Supplementary Agenda

Monday 21 June 2021 at 6.30 pm

This meeting will be held remotely – you can watch the meeting on YouTube: <https://youtu.be/Dliavv8nT4w>

MEMBERSHIP

| Administration: | Opposition: |
|--|-------------------------|
| Councillor Natalia Perez Councillor Fiona Smith | Councillor Matt Thorley |

CONTACT OFFICER: David Abbott
Governance and Scrutiny
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Public Notice

Members of the press and public are welcome to watch the meeting:
<https://youtu.be/Dliavv8nT4w>

Speaking at Licensing meetings is restricted to those who have submitted a representation and registered to speak.

Date Issued: 17 June 2021

Licensing Sub-Committee Supplementary Agenda

21 June 2021

| <u>Item</u> | | <u>Pages</u> |
|-------------|--|--------------|
| 4. | ADDITIONAL INFORMATION FROM THE POLICE <ul style="list-style-type: none">• Police Representation - Further Submission• Exempt Appendix 1 - Counter Terrorism input <p>Please note that appendix 1 is exempt from publication and discussion of the contents of the appendix may require the exclusion of the press and public from the hearing under section 14 (2) of The Licensing Act 2003 (Hearings) Regulations 2005.</p> | 4 - 10 |
| 5. | ADDITIONAL INFORMATION FROM THE APPLICANT <ul style="list-style-type: none">• Applicant additional evidence (copy of email)• Applicant additional evidence - Underbelly EC Subs Jun 21• Applicant additional evidence - London Wonderground EMP (Redacted) | 11 - 48 |

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The Licensing Authority
Clockwork Building,
45 Beavor Lane,
Hammersmith, W6 9AR

Ref 2021/00393/LAPR

Pc Tom Stewart
Hammersmith Police Station,
226 Shepherd's Bush Road
W6 7NX
Tom.stewart@met.police.uk
www.met.police.uk

Date: 16/06/2021

New Grant for London Wonderground 2021 1 Empress Place London SW6 1TT

Dear LBHF Licensing Authority,

Please see below a further submission to my representation.

Further submission:

Further to my recent submission, the MPS would like to highlight the below concerns with regards to the application:

Counter Terrorism concerns

Officers and Counter Terrorism Safety Advisors (CTSA) from the MPS' Protective Security Operations have been consulted with extensively in regards to this application and their opinion sort in regards to the applicant's consideration and preparedness for a CT threat. In essence, it has been established that the current application and most recent Event Management Plan (EMP) submitted to SAG members contain no detailed written counter terrorism policy nor procedures reflecting the current threat and risks. Please refer to Appendix 1, which is the submission from CTSA Ian Rudge in regards to the concerns with the current application.

Security and stewarding consideration

The applicant has stated that the overall capacity of the premises will be 3,600. In regards to security provision, the applicant has proposed the following condition within the operating schedule:

"A minimum of one SIA licensed door supervisor shall be on duty at each entrance of the premises at all times whilst it is open for business"

As the premises only has one 'entrance', the applicant is effectively proposing that the premises will be conditioned to have a minimum of 1 SIA licensed door supervisor. Given that the applicant has stated that the capacity





would be around 3,600, this condition is not sufficient. The applicant has offered no further conditions that relate to security or stewarding provision.

It is worth noting the applicant has offered within the Event Management Plan the following security provisions on page 20/21:

- A **maximum** of **4** during Weekday daytimes until 5pm
- A **maximum** of **7** during Weekday evenings from 5pm and Weekends until 5pm.
- A **maximum** of **12** during Weekends from 5pm and Bank holidays.
- A **maximum** of **15** during Weekends where external events are taking place which may affect how busy the local area and, in turn demand for access to the site, such as match days at Stamford Bridge and Craven Cottage

As the above security numbers form part of the Event Manage Plan/Security Plan and are not are not conditioned on the application, this security provision would not be strictly enforceable. The above numbers are also inadequate, given the size and scale of the proposed premises.

Dispersal

To date, the applicant has proposed no conditions in relation to how they intend to manage the dispersal of hundreds if not thousands of customers, in what is predominantly a residential area.

The impact to local residents over the proposed 10-week period that the event is due to run is likely to be significant. The applicant has proposed to sell alcohol until 23:00 hours on all days with the opening hours as follows: Sunday to Wednesday 10:00-23:00 and Thursday to Saturday 10:00-00:00. With an anticipated dispersal time between 23:30 and 00:00 it is highly probable that a significant number of customers, many of which would have been consuming alcohol, are going to be dispersed into the residential areas in and around the immediate vicinity of the premises.

The obvious intention of the majority of these customers will be to leave the area via the nearest transport hubs or via taxi and mini cab. Arguably, the most convenient transport hub will be Earls Court underground station, however the most direct way to access this station is via two residential streets located in the RBKC, namely Eardley Crescent and Kempford Gardens. The applicant has not taken this into consideration nor offered any mitigation to prevent a public nuisance to those residents residing on these roads.

Further to this the EMP states that the advised taxi drop off point is Seagrave Road or any other road off Lillie Road (paragraph 4.15 page 6). All of these roads are residential in nature and continuous taxi pickups at 00:00 will likely cause a significant noise nuisance to local residents. Of note, there is a London Ambulance Service (LAS) station located at the Southern End of Seagrave Road. Any use of Seagrave Road for a taxi drop would likely cause operational issues for the LAS.

The exit to the premises is located directly next to another licenced premises. This premises is the largest 'pub' in Hammersmith and Fulham, with a potential capacity of around 800.





With the additional impact of this premises' dispersal, it is even more vital that a robust and detailed dispersal plan is provided and implemented.

As highlighted in Appendix 1, CTSA Ian Rudge has highlighted the need for the applicant to factor in the 'Grey spaces'. *Grey Spaces are those areas that fall outside of the recognised perimeter of the sites but nevertheless exist by virtue of that event or sites accessibility to the public. In the main, Grey Space will include primary ingress and egress routes as well as any predictable public desire lines between the Event space and transport hubs.*

The application and EMP have no reference to how applicant propose to manage this space and ensure the safety of their customers who are traveling to the premises. It would be best practise to have a sufficient number of stewards within these areas to ensure the safety of their customers as well as to help prevent rowdy or inconsiderate behaviour of customers leaving the premises. As such the MPS would expect to see a detailed dispersal plan attached to the application via a condition.

If the committee were minded to grant the application the MPS would recommend that the following conditions be added to the licence:

1. High-Definition CCTV shall be installed, operated and maintained, at all times that the premises are open for licensable activities or customers are on the premises and;
 - shall be checked daily to ensure that the system is working properly and that the date and time are correct. A record of these checks, showing the date and name of the person checking, shall be kept and made available to Police or authorised Council officers on request
 - at least one camera will show a close-up of the entrance/entrances to the premises, to capture a clear, full length image of anyone entering.
 - shall cover any internal or external area of the premises where licensable activities take place.
 - recordings shall be in real time and stored for a minimum period of 31 days with date and time stamping.
 - footage shall be provided to Police or authorised council officer within 24 hours of a request.
 - a staff member from the premises that is conversant with the operation of the CCTV system shall be on the premises at all times. This staff member will be able to show police or authorised officers of the Licensing Authority recent data footage with the minimum of delay when requested. This data or footage reproduction shall be almost instantaneous.
 - CCTV footage will be monitored in real time by a member of SIA licenced staff who has received the necessary training.

2. Body Worn Video - The licensee shall ensure that:





- (a) All licensed SIA door supervisors and security staff on duty at the event shall be equipped with Body Worn Video (BWV), capable of recording audio and video in any light condition as per the minimum requirements of the Hammersmith and Fulham Police Licensing Team,
 - (b) All recordings shall be stored for a minimum period of 31 days with date and time stamping, and
 - (c) the viewing of BWV recordings shall be made available immediately upon the request of Police or authorised officer throughout the preceding 31 day period.
 - (d) As a minimum, the following will be recorded where reasonably practicable:
 - All searches of members of the public (if not covered by CCTV)
 - All incidents of disorder
 - Any incident where use of force is required or implied (removing a customer for example)
 - Any incident declared as a critical incident
3. The premises shall operate a dispersal policy and all staff shall be trained in its implementation. The dispersal policy will cover the intended management of the 'Grey space' located between the premises and the nearest transports Hubs as well as the immediate vicinity of the premises.
 4. A written search policy will be in place and security staff will be briefed on the provisions of the policy to be aware of their responsibilities and actions required by that policy. The policy will include the procedure for searching prior to entry of customers into the licensed area. All bags will be searched prior to entry to the premises. Body searches will be carried out based on an ongoing dynamic risk assessment. Any customer refusing to permit to the search procedure will be refused entry into the licensed area. Any queues formed at the entrance to the site shall be supervised by security staff to prevent disorder and anti-social behaviour.
 5. A drugs policy shall be in effect and all necessary staff shall be trained in the implementation of the policy. The policy should be made available to police and authorised officers of the Licensing Authority on request.
 6. Any drugs confiscated from customers shall be stored in a locked and secured container. A log shall be maintained and kept with the drugs container. It will contain details of





date/time of finding, whom found by, when deposited, when collected by police, and signatures of depositor and collector. The police shall be contacted to empty the box when necessary.

7. A challenge 25 proof of age scheme for the sale of alcohol shall be operated at the premises where the only acceptable forms of identification are recognised photographic identification cards, such as a driving licence, passport or proof of age card with the PASS Hologram.
8. The premises licence holder shall ensure that the management team register and successfully complete the nationally recognised counter terrorism training product referred to as ACT eLearning package or can demonstrate that the ACT eLearning product has been successfully completed within the preceding 12 months (before the start of the proposed event/open to the public) and that all staff employed by or at the premises, including contracted and 3rd party complete the "ACT eLearning" training prior to them being employed on the premises.
9. The PLH, DPS, or other person employed or contracted by Underbelly to write counter terrorism protective security response plans, must attend an ACT STRATEGIC training session delivered by the Metropolitan Police Counter Terrorism Security Advisors to ensure that such plans reflect the current and emerging threat and risks from terrorism. This must be completed prior to the admission of the public
10. SIA licensed door supervisors will be on duty on the premises at all times it is open for licensable activities. The following numbers will be maintained as a minimum including a CCTV operator:
 - A **minimum** of **10** on Monday, Tuesday, Wednesday and Thursday daytimes until 5pm
 - A **minimum** of **15** on Monday, Tuesday, Wednesday and Thursday evenings from 5pm and Friday, Saturday and Sunday until 5pm.
 - A **minimum** of **20** on Friday, Saturday and Sunday from 5pm and Bank holidays.
 - A **minimum** of **25** during any day where external events are taking place which may affect how busy the local area is and, in turn demand for access to the site, such as match days at Stamford Bridge and Craven Cottage or Notting Hill Carnival etc.
11. Inclusive of the SIA licenced door supervisor numbers in condition 10, a minimum of **4** SIA licenced door supervisors shall be located at the Entrance/Exit at Empress Place





(Gate D on the site plans) at all times the premises are open to public to conduct the required searches and maintain a security presence.

12. Inclusive of the SIA licenced door supervisor numbers in condition 10, a minimum of **1** SIA licenced door supervisors will be posted on any emergency exit which patrons have access to.

13. On any day, after 5pm a **minimum** of 1 SIA licenced door supervisor shall be located at or within the following areas:
 - Beach area
 - Covered Bar area
 - Top Tent (When occupied by members of the public)
 - Udderbelly Theatre (When occupied by members of the public)

14. No sporting events shall be screened at the premises at any time.

15. Members of the public shall not be permitted to bring alcohol into the licensed premises.

16. No glass receptacles shall be used on site by members the public.

17. The licensee shall provide stewards/marshals to manage and facilitate the ingress and egress of customers within the 'Grey Space' between the entrance to Empress Place and the nearest Transports Hubs. These will include: West Brompton Underground station and Earls Court Underground station.

18. The licensee shall provide a traffic management plan that will include the junction of Empress Place, Lillie Road and Seagrave Road. This traffic management plan will include measures to be taken by the licensee to mitigate traffic congestion within the aforementioned junction if the flow of traffic is adversely affected by the ingress or egress of their customers.

Yours sincerely,





Pc Tom Stewart 4230AW



Agenda Item 5

From: Jack Spiegler

Sent: 17 June 2021 09:00

To: Dimitriou Maria: H&F

Cc: Tilly Burton

Subject: Re: Hearing Agenda - Premises: London Wonderground 2021, 1 Empress Place, London, SW6 1TT

Dear Maria

Thanks again for bearing with us.

Please see attached:

1. Edited version of the most up to date Event Management Plan. This version has sensitive security information removed meaning it is OK to distribute. Please bear in mind that this is still with members of the SAG for further input. A SAG meeting is taking place on Friday. This means that we should be able to update the Licensing Sub Committee on Monday. Although I want to send a version of the EMP now to ensure everyone has time to read this before Monday.
2. Applicant submissions.

I would be most grateful if you could please distribute copies of these documents ahead of Monday's hearing. In particular, please can you ensure that the resident groups and ward councillor have copies as we don't have their contact details. Please feel free to provide my contact details to these persons – I'd be more than happy to discuss any outstanding concerns with them before Monday.

Thanks again.

Kind regards

Jack

Jack Spiegler
Partner

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LONDON WONDERGROUND EARLS COURT

APPLICATION FOR A TIME LIMITED PREMISES LICENCE

APPLICANT SUBMISSIONS

Introduction

1. The application is for a time limited premises licence to authorise licensable activities for the London Wonderground event at Earls Court between 15 July to 26 September 2021.
2. The key components of the event are:
 - a. A central boardwalk leading from the Empress Place entrance through the site.
 - b. The Udderbelly, approximately 410 capacity performance venue, the eponymous purple cow.
 - c. A big top tent, approximately 1000 capacity performance venue.
 - d. Areas with seating, large umbrellas, ping pong tables and boules pitches (free to play on).
 - e. A Star Flyer ride.
 - f. Smaller heritage rides and some traditional funfair games.
 - g. Covered and open-air food and beverage with bar units and street food vendors.
 - h. The only beach in West London.
3. The event will host a range of cultural entertainment, live cabaret, comedy, music and children's theatre. Access to the performance venues will be for ticket holders or invited guests only. There will be free access to the rest of the event site, albeit controlled by the applicant's management and team of SIA supervisors.

4. The applicant has successfully managed a wide range of affordable theatrical and cultural pop-up events across London, including: the Underbelly Festival since 2009; a licensed Christmas Market in Trafalgar Square; award winning shows as part of Christmas Festivals in Leicester Square; Edinburgh Fringe Festival shows; London Pride; Edinburgh's Hogmanay; West End Live and a pop-up 650 seat theatre showing "Five Guys Named Moe" in Marble Arch.
5. The applicant has enjoyed strong and cooperative working relationships with various Safety Advisory Groups, Special Event Teams and responsible authorities during all of these specially curated cultural events in central London and beyond. The applicant is an operator that is trusted, particularly in Westminster and Lambeth.

Safety Advisory Group & Event Management Plan

6. The Covid-19 pandemic has had a severe impact on the applicant. Event programming has proved extremely difficult. With the assistance of the London Borough of Hammersmith & Fulham Events Team, the opportunity to operate the London Wonderground at Earls Court arose earlier this year. The applicant has since worked with the Safety Advisory Group (SAG) to formulate a comprehensive event management plan to ensure that the event is operated to the highest professional standards and promotes all four licensing objectives.
7. Membership of the SAG normally consists of various members of the Metropolitan Police Service, City Council officers, Events Team officers, Environmental Health Officers, the London Fire Brigade and any other specialist advisors deemed required by the SAG.
8. The applicant has lodged the following documents with the SAG for scrutiny and approval:

- a. Comprehensive 40+ page Event Management Plan. An edited version with sensitive security procedures redacted has been provided to the Licensing Sub Committee for reference.
 - b. Crowd Management Plan, incorporating a Dispersal Policy.
 - c. Risk Assessments, including a Covid-19 Risk Assessment.
 - d. Construction Phase Plans.
 - e. Contingency Plans.
 - f. Counter Terrorism Procedures.
 - g. Fire Safety Plan.
 - h. Food Hygiene Policy.
 - i. Luminescence Plan.
 - j. Medical Plan.
 - k. Noise Management Plan.
 - l. Security Plan.
 - m. Travel Plan.
9. These wide-ranging and comprehensive procedures are the result of the applicant's extensive experience and helpful input from members of the SAG.
10. The applicant invites the Licensing Sub-Committee to be reassured that all these documents have been carefully devised and closely scrutinised by the SAG.

Conditions

11. The comprehensive measures set out in the event management plan are supported by premises licence conditions proposed with the original application and further conditions agreed with the responsible authorities.

Representations

12. The applicant is grateful to the Earl's Court Square Residents' Association and the Eardley Crescent Residents' Association for their representations in support.

13. Representations were also made by the Earl's Court Society and Councillor Wade. The applicant is grateful that these parties have confirmed that they welcome the temporary use of the area, subject to a number of controls and event management safeguards.
14. The applicant has carefully considered the helpful feedback contained within all of these representations and has sought to address concerns raised in the various documents set out above. In particular, procedures have been devised to address potential issues identified by these stakeholder groups, including: dispersal; transport strategy; noise; litter; refuse collection; street cleansing; marshalling; and anti-social behaviour.
15. The applicant is in regular dialogue with the responsible authorities in respect of their representations, individually and via the SAG. The applicant hopes to update the Licensing Sub-Committee during the hearing following the next SAG meeting scheduled 18 June 2021.

Statement of Licensing Policy

16. The event site is located outside of the Cumulative Impact Zones. This means that there is no presumption to refuse.
17. The comprehensive event management procedures and licence conditions will ensure the promotion of all four licensing objectives and the accompanying policies set out in the Statement of Licensing Policy 2017 – 2022.
18. The applicant's entertainment programme will also help to promote accessible local culture, consistent with the Council's aims at paragraphs 1.4, 1.10, 7.1 and 18.9 of the policy:

1.4 The Licensing Authority is keen to promote the cultural life of our borough and licensing will be approached with a view to encouraging all forms of licensable activity that are carried out in ways consistent with the Licensing Objectives.

1.10 Hammersmith & Fulham is a socially diverse area with a cosmopolitan population, sharing the advantages and disadvantages of inner city life. This presents the challenge of securing the safety and amenity of residential communities while facilitating a sustainable entertainment and cultural industry. To date, the Licensing Authority has been successful in seeking to strike this balance, and has a proven track record of treating each application in a fair and considered way.

7.10 ...The council recognises that as part of implementing cultural strategies, account needs to be taken of the need to encourage and promote a broad range of entertainment, particularly live music, dancing, street arts and theatre for the wider cultural benefit of the community.

18.19 ...We will consider any request for permission to use such public spaces for cultural activities having regard to the promotion of the four licensing objectives.

Summary

19. The applicant invites the Licensing Sub-Committee to grant the time limited premises licence accordingly. In doing so, Members can signal their support to a trusted and professional events operator that hopes to bring back some of London's much-missed cultural entertainment offer this summer.

THOMAS & THOMAS PARTNERS LLP

London Wonderground, Earls Court
OPERATIONAL EVENT MANAGEMENT PLAN

| | | |
|----|---|----|
| 1 | INTRODUCTION | 3 |
| 2 | OPENING TIMES..... | 4 |
| 3 | ATTRACTIONS AND SHOWS..... | 5 |
| 4 | THE SITE AND THE SURROUNDING AREA | 5 |
| 5 | THE PRODUCERS | 6 |
| 6 | MANAGEMENT STRUCTURE..... | 7 |
| 7 | STAFFING..... | 8 |
| 8 | STAFF TRAINING..... | 8 |
| 9 | STAKEHOLDER ENGAGEMENT..... | 8 |
| 10 | CONCESSIONS..... | 11 |
| 11 | PERFORMANCE VENUES (UDDERBELLY AND BIG TOP)..... | 11 |
| 12 | THE STAR FLYER AND RIDES..... | 12 |
| 13 | ACCESS..... | 12 |
| 14 | AMENITY AND DISPERSAL..... | 12 |
| 15 | CLEANING AND WASTE..... | 12 |
| 16 | ALCOHOL MANAGEMENT AND LICENSING OBJECTIVES..... | 13 |
| 17 | COMPLIANCE WITH LICENSING OBJECTIVES..... | 14 |
| 18 | SECURITY AND CROWD MANAGEMENT..... | 16 |
| 19 | MEDICAL | 17 |
| 20 | POWER & LIGHTING | 17 |
| 21 | SANITATION AND WELFARE | 17 |
| 22 | TICKETING..... | 18 |
| 23 | CUSTOMER SERVICE AND COMPLAINTS | 18 |
| 24 | LOST PROPERTY | 18 |
| 25 | ACCREDITATION AND PASSES | 19 |
| 26 | HEALTH AND SAFETY AND RISK ASSESSMENTS | 19 |
| 27 | EXAMPLE DUTY MANAGER REPORT | 21 |
| 28 | INCIDENT AND NEAR-MISS REPORT | 23 |
| 29 | EVACUATION PLAN AND EMERGENCY PROCEDURES..... | 24 |
| 30 | FIRE..... | 24 |
| 31 | COVID-19 MEASURES AND PROCEDURES | 24 |
| 32 | PROTECTING CHILDREN FROM HARM | 27 |
| 33 | PROCEDURE TO BE FOLLOWED BY STAFF AND CONTRACTORS ON SITE FOR LOST CHILDREN AND VULNERABLE ADULTS. | 28 |
| 34 | SUSTAINABILITY POLICY | 28 |
| 35 | ENGAGEMENT AND FEEDBACK | 28 |
| 36 | COUNTER TERRORISM | 29 |

1 Introduction

- 1.1. The purpose of this Management Plan is to support the application for full planning permission and advertisement consent to allow temporary installation of structures and signage associated with the London Wonderground at Earls Court (“the Event”) which will take place on the site of the former Earls Court 2 Exhibition Centre at Empress Place, Hammersmith, London, SW6 1TT. The site will have an overall capacity of 3,600.
- 1.2. The Event is being organised by Underbelly Ltd, a UK company that specialises in festival and outdoor events. More information on Underbelly can be found at www.underbelly.co.uk.
- 1.3. Underbelly (UB) has been operating public events for over twenty years and has specific, extensive experience of designing, installing and operating large scale, low impact, high-quality inner-city events for over ten years in both London and Edinburgh, around the UK and internationally. We pride ourselves on responsible management of all of our events, ensuring we have positive relations with our patrons, stakeholders and our neighbours, both residential and commercial. Underbelly continues to work with local authorities across the UK, building and developing on previous years events due to their success. This event management draws on Underbelly’s wealth of experience successfully and safely producing live, large scale events.
- 1.4. The Event principally comprises of the following:
 - A central boardwalk leading you from the Empress Place entrance through the site.
 - The Udderbelly, approximately 410 capacity performance venue, the eponymous purple cow.
 - A big top tent, approximately 1,000 capacity performance venue.
 - Areas with seating, large umbrellas, ping pong tables and boules pitches (free to play on).
 - A Star Flyer ride.
 - Smaller heritage rides and some traditional funfair games.
 - Covered and open-air food and beverage with bar units and street food vendors.
 - A wonderful beach. The only beach in West London!
- 1.5. The dates of the Event, installation and de-installation periods are as follows:

| | |
|-------------------------------|------------------------------------|
| • Site Build and Installation | 1st July – 14th July 2021 |
| • Site Operational | 15th July – 26th September 2021 |
| • De-installation | 27th September – 10th October 2021 |
- 1.6. The development is of a temporary nature and the Site and surroundings will be returned to their former state at the end of the period.
- 1.7. This document is a working document and will be updated as necessary as circumstances change.

2 Opening Times

2.1. Proposed Site Opening Hours

| Day | Site Opening – Closing Time |
|-----------|-----------------------------|
| Monday | 12:00 – 23:00 |
| Tuesday | 12:00 – 23:00 |
| Wednesday | 12:00 – 23:00 |
| Thursday | 12:00 – 23:30 |
| Friday | 12:00 – 23:30 |
| Saturday | 12:00 – 23:30 |
| Sunday | 12:00 – 23:00 |

2.2. The Site Management Team, in direct consultation with Underbelly's Senior Management team has the authority and discretion to temporarily close the Site. This will be done in the interests of public safety, should such any situation arise.

2.3. During school holidays the site may open at 10:00 to facilitate early family performances taking place at 11:00.

2.4. When performances in the venues finish after the full site opening hours, customers will be directed straight out of the site, except for access to toilets.

2.5. Programming

Performances in the Tents will take place within the following times:

| Day | Time |
|-----------|---------------|
| Monday | 14:00 – 21:00 |
| Tuesday | 14:00 – 21:30 |
| Wednesday | 14:00 – 21:30 |
| Thursday | 14:00 – 21:30 |
| Friday | 14:00 – 23:00 |
| Saturday | 14:00 – 23:00 |
| Sunday | 14:00 – 21:00 |

2.6. During school holidays and at weekends there may be a family performance at 11:00.

2.7. Provision of Food and Drink

| Day | |
|-----------|---------------|
| Monday | 12:00 – 22:30 |
| Tuesday | 12:00 – 22:30 |
| Wednesday | 12:00 – 22:30 |
| Thursday | 12:00 – 23:00 |
| Friday | 12:00 – 23:00 |
| Saturday | 12:00 – 23:00 |

| | |
|--------|---------------|
| Sunday | 12:00 – 22:30 |
|--------|---------------|

Last orders will be given 20 minutes prior to the relevant closing time and all customers shall vacate the premises within 30 minutes of service ceasing.

2.8. Opening Times of Rides

| Day | |
|-----------|---------------|
| Monday | 12:00 – 22:30 |
| Tuesday | 12:00 – 22:30 |
| Wednesday | 12:00 – 22:30 |
| Thursday | 12:00 – 23:00 |
| Friday | 12:00 – 23:00 |
| Saturday | 12:00 – 23:00 |
| Sunday | 12:00 – 22:30 |

3 Attractions and Shows

3.1. There are seven key components to the Event:

- The Udderbelly, approximately 410 capacity performance venue, the eponymous purple cow.
- A big top tent, approximately 1,000 capacity performance venue.
- Areas with seating, large umbrellas, ping pong tables and boules pitches (free to play on).
- A Star Flyer ride.
- Smaller heritage rides and some traditional funfair games.
- Covered and open-air food and beverage with bar units and street food vendors.
- A wonderful beach. The only beach in West London!

3.2. The Udderbelly is a self-contained theatre/cabaret tent which will have a capacity of approximately 410 (depending on stage layout and seating configuration). Seating plans can be adapted as per government COVID-19 requirements.

3.3. The Big Top is a self-contained circus/theatre/cabaret tent which will have a capacity of up-to 1000 seated (depending on stage layout and seating configuration). Seating plans can be adapted as per government COVID-19 requirements.

3.4. The tents will house a range of live circus, cabaret, comedy, music and children's theatre. The tents may also be used for ad-hoc events and functions in conjunction with, or for, local stakeholders and businesses.

3.5. Access to the tents will be for ticket holders or invited guests only. There will be free access to the rest of the site.

4 The Site and the Surrounding Area

- 4.1. The site is situated in the London Borough of Hammersmith and Fulham (LBHF) with its eastern border, bordering the London Borough of Kensington and Chelsea.
- 4.2. The application site comprises approximately 1.2 hectares of brownfield land within the administrative jurisdiction of the LBHF who act as the Local Planning Authority for the Site.
- 4.3. The Site sits on the location of the former Earls Court Exhibition Centre 2 (EC2), in Earl's Court, London. The Site is flat and clear. The Site is accessed by both vehicular and pedestrian traffic via Empress Place, located off Lillie Road.
- 4.4. The Site is bound to the east by the West London line, over which there is a concrete podium. Beyond that is the site of the former Earls Court Exhibition Centre, which is also demolished and cleared. To the south is Empress Place and Lillie Road. Empress Place contains a row of currently vacant terraced dwelling houses. Lillie Road contains a diverse mix of retail and hospitality premises. To the west is the Empress State Building, occupied by the Metropolitan Police and beyond runs North End Road in a north-south trajectory. To the north is Lillie Road depot. Beyond these landmarks lies dense, mixed use development typical of inner London.
- 4.5. No public rights of way exist over the Site.
- 4.6. The Site is in Flood Zone 1 (very low flood risk).
- 4.7. The nearest underground station to the site is West Brompton (on the District Line and Overground), however this does not provide step-free access. This is located approximately 200m from the site.
- 4.8. The nearest accessible station to the site is Earls Court Underground Station (on the Piccadilly line), which provides step-free access between street and platform. This is located approximately 250m from the site.
- 4.9. Several bus routes serve the site. The buses on these routes are wheelchair-accessible low floor buses.
- 4.10. The closest bus stops to the site are located along Old Brompton Road and Empress Place Approach, adjacent to the site. Bus numbers 190, 74, 430, N74, N97 all stop within a minute's walk.
- 4.11. Within London Borough of Hammersmith and Fulham, disabled badge holders may park in any shared-use bay for pay and display or resident's parking place or Blue Badge holder's disabled bay for free and without a time limit. You can also park for up to three hours on yellow lines as long as you're not causing an obstruction or breaking a loading restriction.
- 4.12. The nearest Santander Cycle Hire docking stations are located at Halford Road, West Kensington and Trebovir Road, Earls Court. Both of these are a short walk from the site.
- 4.13. An amount of cycle parking will be available by the entrance to the site.
- 4.14. There is a taxi rank available at Earls Court Station.
- 4.15. Taxi drop off is advised at Seagrave Road or any road off Lillie Road.
- 4.16. The site is located in close proximity to a variety of modes of public transport and as such has excellent public transport accessibility (PTAL score of 6a). All public transport modes in London currently available: National Rail, London Overground, Tube, DLR, Tram, Buses
- 4.17. The Event does not provide car parking and will be advising visitors to use public transport.
- 4.18. The overall ambition is to deliver a site and attraction that is (a) world class in its quality, look and feel and temporarily (b) enhances the local area.

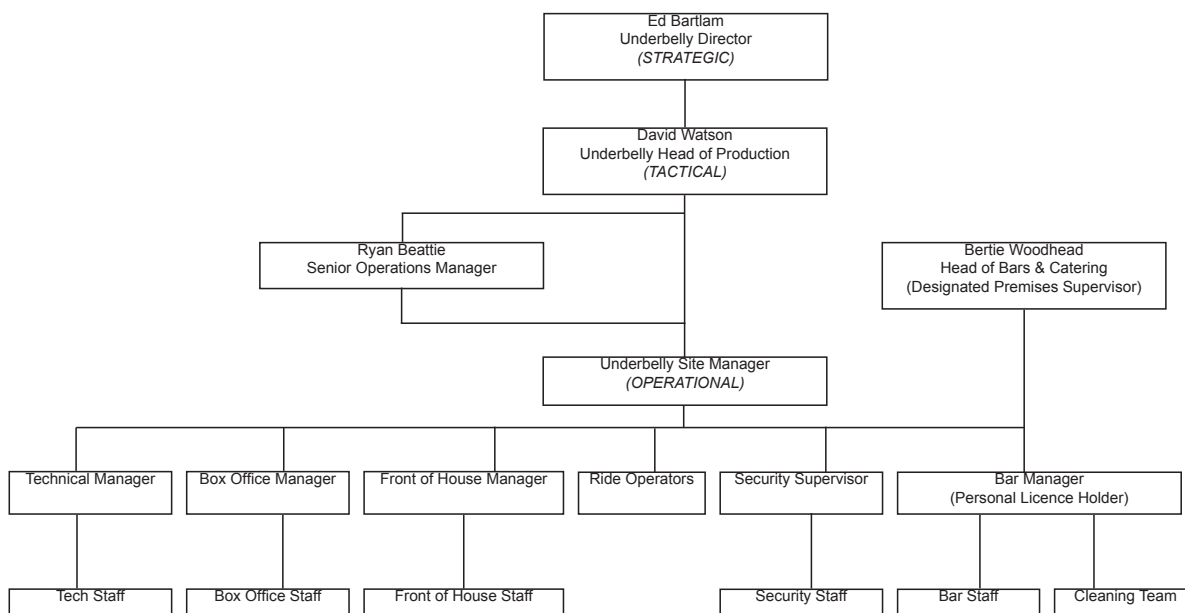
5 The Producers

- 5.1. The Event will be produced and operated by Underbelly Ltd.

- 5.2. Underbelly is a world leading live entertainment and event production company based in London and Edinburgh that specialises in long duration, major events in sensitive locations.
- 5.3. Underbelly's summer festivals and events have included Underbelly Festival Southbank, West End Live in Trafalgar Square (on behalf of Westminster City Council) and Underbelly at the Edinburgh Festival Fringe, now in its 20th year.
- 5.4. Underbelly's winter events and festivals include Christmas in Leicester Square and Christmas in Trafalgar Square, both in partnership with Westminster City Council; Underbelly's Christmas Market Southbank; and Edinburgh's Christmas and Edinburgh's Hogmanay Festival, both of which are delivered on behalf of Edinburgh City Council.
- 5.5. Underbelly has permanent offices in London and Edinburgh with a full-time staff of 25 people, including permanent staff in Producing & Production, Programming and Design, Marketing and Comms, F&B, Ticketing, Operations & HR and Technical Production.

6 Management Structure

- 6.1. Underbelly will have day-to-day responsibility for the operation of the Event.
- 6.2. Underbelly's main point of contact for the Event are the Production Manager and the Operations Manager. They will have overall responsibility for the Site and will delegate to the Site, Bar and Front of House Management teams as required.
- 6.3. The Operations Manager will ensure that all operational, security and safety management processes are incorporated into the Event and are followed by all staff and sub-contractors.
- 6.4. The Production Manager is responsible for the build and strike of the Event, day-to-day health and safety and line management of the Site Management and maintenance team.
- 6.5. During the Event's build and strike periods, health and safety site supervision will be conducted by an external contractor, under the management of the Underbelly Production Manager.
- 6.6. Underbelly's Head of Bars, Bertie Woodhead, will be the Designated Premises Supervisor and will have day-to-day responsibility for the management of the bar operation.
- 6.7. **Event Organisational Chart and Chain of Command**



7 Staffing

7.1. The basic staffing structure for the Event for all staff will be available to the relevant stakeholders for review.

8 Staff Training

8.1. A handbook and site induction will be made available to all staff, and they will receive additional training, including:

- Command structure.
- Emergency protocols & evacuation procedures.
- Fire equipment training (as necessary).
- Procedures for checking ID.
- Procedures for liaising with security.
- Procedures for opening and closing the Site.
- Any other training to accommodate conditions given by police, licensing and other authorities.
- Health and safety in the workplace training and outline obligations.
- Counter-terrorism training.
- Customer service training.
- Covid / PPE training as needed.

9 Stakeholder Engagement

- 9.1. Underbelly is committed to engaging with communities and businesses affected by our events. Underbelly will participate in a webinar for the local community and have also provided event FAQ information to ECDC to ensure any local residents or businesses have as much information as they require on the Event.
- 9.2. Consultation with key members and leaders of Hammersmith and Fulham Council and a webinar for the local community to participate in have been undertaken.
- 9.3. A letter drop to residents and businesses will allow feedback to be made to the ECDC call centre and if necessary, can be passed on to Underbelly.
- 9.4. There will be staff surveys. Forms will be emailed to the staff to complete.
- 9.5. There will be random public surveys which will be conducted by Underbelly staff.
- 9.6. Stakeholder engagement is managed by ECDC and in-house by the Underbelly operations department, who are responsible for planning, coordinating and delivering engagement activity for each event in our portfolio. For London Wonderground, the primary relationship with residents, businesses and stakeholders is managed by the Operations Manager, Head of Communications and the Project Manager.
- 9.7. Key stakeholders at the organisation level are shown in Table 1. Together they are responsible for planning the programme of events that Underbelly undertakes. They also take on roles in the initial and detailed planning and operation of individual events.
- 9.8. Table 1. Organisation Level Stakeholders

| Role | Description | Needs/Expectations |
|--------------------------------------|---|---|
| Underbelly Directors | <i>Ed Bartlam & Charlie Wood</i> Responsible for overall decision making within the company including all strategy and long-term planning and decision making with regard projects and events. | <ul style="list-style-type: none"> - Overall company sustainability. - Upholding and expanding Underbelly's reputation for high quality event management and production. - Ability to continue managing existing events and expand event management portfolio. - Increased productivity. - Compliance with all regulations and legal requirements (including health & safety). |
| Production Director | <i>Dave Watson</i> Oversight over planning of production element of all events and detailed planning and implementation of production elements at specific events. | <ul style="list-style-type: none"> - Health & safety performance. - Sustainable management of project costs and budgets. - Knowledge and compliance with regulations and legal requirements particularly with respect to noise, structures and licencing. - Compliance of contractors and suppliers. |
| Head of Operations | <i>Sarah Fleming</i> Oversight over planning of Operational element of all events including; crowd management, health and safety, licencing and compliance. | <ul style="list-style-type: none"> - Health & safety performance. - Environmental performance. - Knowledge and compliance with regulations and legal requirements. - Stakeholder engagement - Compliance of contractors and suppliers. |
| Operations Manager & Project Manager | Responsible for overseeing planning and implementation of operational aspects for all events including H&S, networking, onsite communications, staffing, security, first aid, waste. | <ul style="list-style-type: none"> - Health & safety performance. - Environmental performance. - Knowledge and compliance with regulations and legal requirements particularly with respect to staffing, waste, licencing and security. - Compliance of contractors and suppliers. |
| Production Manager | Responsible for detailed planning and implementation of production elements at specific events. | <ul style="list-style-type: none"> - Health & safety performance. - Knowledge and compliance with regulations and legal requirements particularly with respect to noise, structures and licencing. - Compliance of contractors and suppliers. |
| Director of Communications | Responsible for planning and provision of all marketing, print and signage for events | <ul style="list-style-type: none"> - Compliance of contractors, suppliers and other associated companies (e.g. print suppliers, marketing companies). |

| | | |
|---------------------------|---|---|
| Covid 19 Officer | <i>Rachel Sivills and Ruth Fisher</i> Responsible for overseeing planning and ensuring correct implementation of all Covid 19 measures and procedures. | - Compliance with all government guidelines and best practices to mitigate against the spread of Covid- 19. This is to protect our staff, stakeholders and customers. |
| Box Office Manager | Responsible for planning and provision of ticketing and box office services | - |
| Head of Bars and Catering | <i>Bertie Woodhead</i> Responsible for planning and provision of bar and catering services | - |
| Site Manager(s) | <i>TBA</i> - Responsible for ensuring all management teams directions are carried out and the smooth running of the site | - |

9.9. Table 2 contains the relevant stakeholders for Underbelly Festival as defined by Underbelly. Stakeholders have been determined considering:

| Stakeholder | Engagement techniques |
|---------------------------------|--|
| Ongoing Underbelly Staff | <ul style="list-style-type: none"> - All provided with copy of the Event Sustainability Policy and Sustainability Management System. - All invited to be part of review process. - Input to risk assessments as required. |
| Event Owner | <ul style="list-style-type: none"> - Regular meetings. - Provision of Event Sustainability Policy as part of Event Management Plan. |
| Contractors | <ul style="list-style-type: none"> - Commitment to sustainability and relevant sustainability objectives and risks identified in contractor documentation. - Selection process considers sustainability credentials. |
| Suppliers | <ul style="list-style-type: none"> - Commitment to sustainability and relevant sustainability objectives and risks identified in contractor documentation. - Selection process considers sustainability credentials. |
| Staff | <ul style="list-style-type: none"> - Compliance with sustainability policy and objectives a key requirement in staff contracts. - All staff provided with staff handbook including key sections of sustainability policy, actions and objectives. - Staff briefings. |
| Health and Safety Manager – TBC | <ul style="list-style-type: none"> - Provided with event sustainability policy, objectives and risks. - Part of key event team asked to contribute to event risks. - Invited to be part of review process. |
| Event Participants/ Perfs | <ul style="list-style-type: none"> - Provided with key sections of the policy and objectives affecting their work onsite. - Invited to provide feedback and suggestions on any aspects of the sustainability of the Event. |
| Concessions | <ul style="list-style-type: none"> - Provided with key sections of the policy and objectives affecting their work onsite. - Compliance with sustainability objectives a key part of their contract. - Invited to provide feedback and suggestions on any aspects of the sustainability of the Event. |
| Attendees | <ul style="list-style-type: none"> - Can provide feedback on any aspects of the Event to staff or stewards or via email or phone, this can include comments or feedback on sustainability of Event when applicable. |
| Regulatory Bodies | <ul style="list-style-type: none"> - As required by regulations and legislation. |
| Community | <ul style="list-style-type: none"> - Community briefings. - Underbelly will send out a letter to local residents and businesses which will outline the Event. - The letter will also provide a site phone number and email address to local community, local authorities and others likely to be affected so that they can contact event operation staff with any concerns. |

9.9. Table 2. The Event Stakeholders

9.10. Table 3. Engagement with contract and event suppliers.

| Role | Description | Needs/Expectations |
|---------------------------------|---|--|
| Event Producer – Underbelly Ltd | Responsible for producing the event on behalf of the project manager or event owner. For this event, this role will be undertaken by Underbelly. | <ul style="list-style-type: none"> - Compliance with all regulations and legal requirements. - Often sustainable management of aspects of the event budget on behalf of the event manager/owner. |
| Contractors | Contracted by Project Manager to provide specific service. | <ul style="list-style-type: none"> - Compliance with all regulations and legal requirements. - Safe and comfortable working conditions. - Clear and consistent processes and procedures under which to work onsite. |

| | | |
|--------------------------------|--|--|
| Suppliers | Contracted by Project Manager to provide specific goods and supplies. | <ul style="list-style-type: none"> - Compliance with all regulations and legal requirements - Sustainable transport costs (minimum costs) |
| Staff | Underbelly staff including both full-time and contract staff. | <ul style="list-style-type: none"> - Clear and consistent processes and procedures under which to work. - Safe and comfortable working conditions. |
| Health and Safety Manager | Contracted by Project Manager /owner to manage health and safety onsite. Include ensuring compliance with all applicable legislation. For this event, this role will be undertaken by an external contractor. | <ul style="list-style-type: none"> - Compliance with all regulations and legal requirements. - Clear and consistent processes, procedures and documentations for working onsite. |
| Event Participants/ Performers | People participating in the event, including performers, producers. | <ul style="list-style-type: none"> - Safe and comfortable working conditions. - Successful event. |
| Concessions | Food Stalls at the Event | <ul style="list-style-type: none"> - Safe and comfortable working conditions. - Successful event. |
| Attendees | People attending the event. | <ul style="list-style-type: none"> - Safe and comfortable event. - High quality event. |
| Regulatory Bodies | Regulatory bodies with authority over one of more aspect of the event, including councils, licensing bodies and other authorities. | <ul style="list-style-type: none"> - Compliance with all regulations and legal requirements. |
| Community | The community in general in the vicinity of the event, who may be affected by the event in any way. | <ul style="list-style-type: none"> - Event that provides benefits to the community. - No lasting damage/effects to the environment at the event site or elsewhere. - Minimal disruption to day-to-day community activities. |

10 Concessions

- 10.1. The Event will include approximately 6 food and drink concessions and some games stalls.
- 10.2. The Event, including concessions, is organised by Underbelly who have been operating high quality, attractive metropolitan sites in Edinburgh and London for several years. There will be a focus on local traders with priority given to those from the local area. Food traders will provide a diverse and extensive mix of gastronomic delights, including international specialties and local artisan producers.
- 10.3. All the relevant documentation pertaining to safe temporary event site trading, including Covid-19 risk assessment and insurance will be in place ahead of trading commencing.

11 Performance Venues (Udderbelly and Big Top)

- 11.1. The performance schedule will be run from Monday to Sunday. The exact programme is to be confirmed.
- 11.2. Performances in the tents will take place within the following times:

| Day | Time |
|-----------|---------------|
| Monday | 12:00 – 22:00 |
| Tuesday | 12:00 – 22:00 |
| Wednesday | 12:00 – 22:00 |
| Thursday | 12:00 – 23:30 |
| Friday | 12:00 – 23:30 |
| Saturday | 12:00 – 23:30 |
| Sunday | 12:00 – 22:00 |

- 11.3. During school holidays there may be a 11am performance.
- 11.4. For performances finishing after the site has closed audiences will be directed straight out of the site with only access left for toilets.
- 11.5. Admission to shows in the tents will be by ticket only with a box office located onsite for those wishing to purchase tickets on the day.

12 The Star Flyer and Rides

- 12.1. There will be approximately 4 fairground rides at the event. These will be suited to a variety of ages. The rides will be operated by experienced ride operators.
- 12.2. Prior to arrival on site all rides and attractions must have submitted the relevant documentation to ensure that they are safe to operate on the site. Documentation includes ADIPs, Public Liability Insurance, risk assessment & method statement for build, operational period and strike and daily safety check sheets.
- 12.3. Daily safety check sheets shall be monitored by the Site Manager and records kept available at all times at each attraction.
- 12.4. Should any fault arise to any ride or attraction the Site Manager will be informed immediately, and the ride or attraction will cease to operate until the problem is resolved safely and to Underbelly's satisfaction.

13 Access

- 13.1. Public access to the site will be continually monitored to ensure it remains a pleasant and safe environment. The Crowd Management sets out the procedures for ensuring safe access to, from and within the site.
- 13.2. The site is located in close proximity to a variety of modes of public transport and as such has excellent public transport accessibility (PTAL score of 6a). Full details of transport options are detailed in the Travel Plan.
- 13.3. A temporary road closure and parking suspension will be applied for and in place for Empress Place for the build, operational period and strike of The Event.

14 Amenity and Dispersal

- 14.1. This proposal seeks to create a family orientated attraction. The hours of operation are restricted, and the Event will be managed to ensure it will not have a detrimental impact on the amenity of adjoining premises or residents. There will be a security operation in place at all times, further information of which is provided in Section 18.
- 14.2. The scale of the Event and positioning of associated activities will mean that visitor numbers will be monitored at all times so as not to impact on local amenities in terms of either noise or other disturbance.
- 14.3. Full details of the dispersal plan can be found in the Crowd Management Plan.

15 Cleaning and Waste

- 15.1. A cleaning log will be completed after each cleaning rotation of the site and monitored by the Site Manager to ensure that the maximum cleaning requirements are being achieved.
- 15.2. Front of House area will be continually monitored and seating areas, including the performance spaces, will be sanitised in between customer use as well as back of house staff seating areas and dressing rooms.

- 15.3. Toilets will be cleaned frequently throughout the day and this will increase on peak days.
- 15.4. Waste will be separated where possible for recycling. There will be multiple bin station locations throughout the event. In public areas waste will be split into general waste, dry recycling and food waste. Back of house will also have glass bins. Bins will be emptied regularly to a central Bin area.
- 15.5. Trade waste bins will be kept in an enclosure within the Site and emptied daily at times allowed within the delivery and servicing plan.
- 15.6. There will be a dedicated cleaning team ensuring toilets are clean and well presented.
- 15.7. We will work with the cleaning team to ensure that site and immediate surrounding area is kept litter free. We will conduct periodic patrols of the immediate surrounding area.
- 15.8. There will be enforced disposal of any alcoholic drinks as people leave the Event, reducing any waste that might have been irresponsibly discarded.
- 15.9. The dedicated clean team will be supplied with the relevant PPE in line with the current Government advice.

16 Alcohol Management and Licensing Objectives

- 16.1. A separate alcohol license will be sought from the local licensing authority for the Event. Whilst that is covered by another legislative regime from planning, key particulars comprise of the following:
- 16.2. Underbelly will be operating and managing the bar operation.
- 16.3. The bars will be full bar offerings, including both soft drinks and hot drinks.
- 16.4. There will be various seating areas provided in the outside area.
- 16.5. Underbelly operates a Challenge 25 policy.
- 16.6. Qualifications and training;
 - Underbelly will ensure that there is always a Personal Licence Holder on site during operational hours.
 - All staff involved in the sale or service of alcohol will be trained prior to beginning work and a record of the training will be kept by the bar office for inspection.
- 16.7. Key points of the Underbelly alcohol management plan are:
 - Underbelly operates a Challenge 25 policy. This means anyone who looks 25 or under will be asked for ID. Only recognised identification will be accepted. Clear signage will be on every bar.
 - All staff will undertake a minimum 2 hours licensing and responsible alcohol service training.
 - Alcohol sold from the bars will be for consumption on Site only. Security staff will be at all gates to prevent people leaving with open alcoholic drinks.
 - Drinks will be served in compostable or paper cups, with the only omission being where a bottle of wine will be served with four compostable glasses.
 - No happy hours or time limited price promotions will be run.
 - No quantity-based price promotions will be run (e.g. no buy one, get one free offers).
 - Beer will be available in 1/2 pint vessels.
 - Wine will be available in 125 ml measures.
 - All ABV's and prices will be clearly displayed.
 - Free drinking water will be readily available.
 - SIA security staff will be onsite at all operational hours.
 - Signs will be placed at all entrances and exits requesting all customers to leave quietly and to be aware of neighbours when customers are on Site.
 - There will be no tolerance to any criminal behaviour and if any crimes occur then the police will

- be contacted immediately.
- Customers who are intoxicated will be refused service at the bar and a refusal book will be kept on Site.
- Last orders will be called 30 minutes prior to the closing of the bar, with last service 15 minutes prior to closing time.
- Capacities will be carefully monitored and managed by the site manager.

17 Compliance with Licensing Objectives

Preventing Crime and Disorder

- Underbelly will employ a suitable number of Security Industry Authority (SIA) qualified security for the size and demographic of expected audience. Fully trained security staff will patrol and control access to the site and be on duty 24 hours per day. Security personnel will hold door supervisor licences and will be SIA registered. All security staff will be required to sign in and out when coming onto site and to show their SIA badge prior to starting work to enable checking on the SIA website. Regular meetings will be held with the contracted security company to ensure maintenance of high standards.
- Security and stewards will be able to communicate over radio.
- Local residents and business will be distributed a phone number for a phone held by our site management and which will be monitored 24 hours a day.
- The premises will install and maintain a comprehensive CCTV system. All entry and exit points will be covered enabling frontal identification of every person entering in any light condition. The CCTV system will continually record whilst the premises is open for licensable activities and during all times when customers remain on the premises.
- A staff member from the premises who is conversant with the operation of the CCTV system shall be on the premises at all times when the premises is open. This staff member will be able to provide a Police or authorised council officer copies of recent CCTV images or data with the absolute minimum of delay when requested.
- Entrances and exits to/from the Site will be monitored at all times during operational hours.
- Signs will be placed at all entrances and exits requesting all customers to leave quietly and to be aware of neighbours when customers are on Site.
- All draught and bottled products will be served in compostable glasses or paper cups. With the exception of bottles of wine. Which will be served with 4 cups and staff will regularly clear tables of the bottles.
- The event is completely cashless, meaning that no cash will need to be stored at any time.
- Any suspicious behaviour will be monitored and dealt with in a suitable manner.
- Staff will be trained in the relevant legislation applying to the sale of alcohol.
- There will no tolerance to any criminal behaviour and if any crimes occur then the police will be contacted immediately.
- The opening hours will be strictly followed.
- No happy hours or time limited price promotions will be run.
- No quantity-based price promotions will be run (e.g. no buy one, get one free offers).
- Beer will be available in 1/2 pint vessels.
- Wine will be available in 125 ml measures.
- All ABV's and prices will be clearly displayed.
- Customers who are intoxicated will be refused service at the bar and a refusal book will be kept on Site.
- Last orders will be called 30 minutes prior to the closing of the bar.
- Signage will be placed around the Site asking people to ensure all personal property should be looked after and with them at all times. Staff will ensure all unattended bags are reported to the site management immediately.
- All marketing material will be aimed at creating a family environment.

Securing Public Safety

- Comprehensive Risk Assessments will be undertaken.
- The premises will install and maintain a comprehensive CCTV system. All entry and exit points will be covered enabling frontal identification of every person entering in any light condition. The CCTV system will continually record whilst the premises is open for licensable activities and during all times when customers remain on the premises.
- A staff member from the premises who is conversant with the operation of the CCTV system shall be on the premises at all times when the premises is open. This staff member will be able to provide a Police or authorised council officer copies of recent CCTV images or data with the absolute minimum of delay when requested.
- Security and stewards will be able to communicate over radio.
- Local residents and business will be sent a phone number and an email address to contact site management, and which will be monitored 24 hours a day.
- There will be adequate medical provision during operational hours. Any injuries that do occur will be recorded in an accident book and also emailed to h&s@underbelly.co.uk to ensure that all relevant parties are informed of accidents or incidents.
- Should there be the need to evacuate the site or request emergency service assistance, this will be immediately communicated to surrounding neighbours.
- Consultation will take place with all relevant authorities.
- All draught and bottled products will be served in compostable glasses or paper cups. With the exception of bottles of wine. Which will be served with 4 cups and staff will regularly clear tables of the bottles.
- There will be appropriate levels of staffing, including security and other stewarding staff. All staff will receive relevant training including counter terrorism training provided by Metropolitan Police.
- All security staff will be SIA registered and their badges will be regularly checked on the SIA website.
- The Site will be accessible for the disabled and accessible toilet facilities will be provided.
- There will be full compliance with all relevant health and safety legislation.
- The Licensee will ensure that all venues are fit for purpose and safe to work in. All relevant PPE will be worn when building/taking down venues.
- Staff will be trained when performing tasks that have a certain amount of risk, i.e. a member of staff will be trained to use a ladder before using one.
- Capacities will be carefully monitored and managed.
- All staff will be trained in the evacuation procedure.
- All staff will be trained in the use of fire extinguishers.
- All marketing material will be aimed at creating a family environment.

Preventing Public Nuisance

- A comprehensive Noise Management Plan A will be in place.
- At every exit, customers are asked to leave quietly.
- The premises will install and maintain a comprehensive CCTV system. All entry and exit points will be covered enabling frontal identification of every person entering in any light condition. The CCTV system will continually record whilst the premises is open for licensable activities and during all times when customers remain on the premises
- A staff member from the premises who is conversant with the operation of the CCTV system shall be on the premises at all times when the premises is open. This staff member will be able to provide a Police or authorised council officer copies of recent CCTV images or data with the absolute minimum of delay when requested.
- Waste will be stored and disposed of so as to avoid causing public nuisance.
- Throughout the day each site will have designated cleaners who will ensure to keep the site clear of rubbish.
- Litter will be collected on Site and customers requested not to take packaging off site but to

dispose of it in bins provided.

- Bins will be provided at entrances and exits.
- No happy hours or time limited price promotions will be run.
- No quantity based price promotions will be run (e.g. no buy one, get one free offers).
- There is a detailed dispersal policy.
- All marketing material will be aimed at creating a family environment.

Protecting Children from Harm

- The Event will operate a strict Challenge 25 policy and anyone who looks under 25 will be asked for identification. The only forms of acceptable identification will be a photographic driving licence or passport. Clear signage highlighting this policy will be on every bar.
- Each Patron between the ages of 18 and 25 must have an over-18's wristband which can be collected with identification.
- Staff will be trained in, and fully aware of, the law relating to sales of alcohol to those under the age of 18.
- Security and stewards will be able to communicate over radio.
- The premises will install and maintain a comprehensive CCTV system. All entry and exit points will be covered enabling frontal identification of every person entering in any light condition. The CCTV system will continually record whilst the premises is open for licensable activities and during all times when customers remain on the premises.
- A staff member from the premises who is conversant with the operation of the CCTV system shall be on the premises at all times when the premises is open. This staff member will be able to provide a Police or authorised council officer copies of recent CCTV images or data with the absolute minimum of delay when requested.
- A detailed lost/found children and vulnerable adult policy will be in place.
- All staff that work on the event will be over 18 years old.
- Young persons will not be allowed access to any shows that contain any unsuitable content. All shows with any content that is unsuitable for young persons will have warnings to people who are booking tickets.
- Some performances will contain ancillary material of an adult nature.
- Appropriate age restrictions will be:
 - imposed;
 - advertised on all related marketing material;
 - made clear at the point of sale of tickets; and
 - enforced at the point of entry to the Tents, for age-appropriate shows.
- All marketing material will be aimed at creating a family environment.

18 Security and Crowd Management

- 18.1. Details of security and crowd management are detailed in the Crowd Management Plan and Security Plan.
- 18.2. There will be adequate levels of SIA security on the site at all times. This will be 24 hours a day from the beginning of the build to the last day of breakdown. Underbelly has a long-standing relationship with its preferred security company, SFM and are confident they are able to supply required numbers of stewarding staff. In the unlikely event that they are unable to meet demand, Underbelly also have several other security companies that they work with on a regular basis that additional staff members can be drawn from.
- 18.3. Underbelly will install security measures, as detailed in the Security Management Plan, including
 - Comprehensive CCTV system
 - Perimeter fencing and hoarding to restrict access
 - Patrolling and searching of the site
 - Bag searches at the entrances
 - Security training for all staff including counter terrorism procedures

- 18.4. Should there be a requirement, for any reason, to close the site either partly or completely, the first key personnel in the chain of command is the Site Manager who has overall day-to-day operational control of the Site. The Site Manager is supported by Underbelly's Head of Production who has tactical overview of the Event, who in turn is supported by an Underbelly Director who has strategic overview of the Event.
- 18.5. The following security deployment plan will be utilised. We have identified 4 levels of security staffing based upon anticipated customer numbers at various times. These levels will be constantly reviewed and, at the operations manager's discretion, security levels adjusted as necessary depending on customer numbers, customer profile and information provided by Metropolitan Police.
- 18.6. It is acknowledged that additional security may be required where external events are taking place which may affect how busy the local area is and, in turn demand for access to the site, such as match days at Stamford Bridge and Craven Cottage. The deployment will be determined by the operations manager based on events schedules or intelligence provided by Metropolitan Police.

19 Medical

- 19.1. A medical risk assessment has been conducted and appropriate levels of first aid provision will be included as per the recommended guideline in the Purple Guide.
- 19.2. There will be a minimum of two qualified first aiders, provided by security, onsite at any time during the operational run, build and strike periods.
- 19.3. There will be a dedicated first aid and welfare station. All staff and traders will be made aware of this.
- 19.4. Each incident will be logged and the necessary paperwork will be filed out. This paperwork consists of an accident report book, an accident log which will be seen by the site manager at the end of the day to spot any abnormal trends, a casualty form will be filled out in the event of an ambulance being called. Anything more than a minor plaster injury should be reported daily to h&s@underbelly.co.uk
- 19.5. Full details of the medical provision and medical risk assessment can be found in the attached Medical Plan.

20 Power & Lighting

- 20.1. The site is to be powered by mains power.
- 20.2. The system will be installed, inspected, and tested in line with BS7909.
- 20.3. In the event of power failure across the Event, emergency battery powered lights will switch on. Please see Contingency Plans for more detail.

21 Sanitation and Welfare

- 21.1. There will be temporary toilets installed into the site, in excess of the quantity recommended by the Purple Guide. The provision will be a minimum of:
 - 2 accessible toilets with baby changing facilities
 - 2 set of toilet blocks including urinals (total of 6 WCs and 20 urinals)
 - 4 set of toilet blocks without urinals (total of 28 WCs)
- 21.2. Staff will use the temporary toilets installed in the back of house areas. This will consist of 9 WCs and 6 urinals.
- 21.3. Performers and artists have their own toilets within their backstage area.
- 21.4. A cleaning team will ensure that toilets are well stocked and clean.

22 Ticketing

- 22.1. Ticketing for shows in the Tents will be sold online through the website, as well as over the phone and in person on the Event site.
- 22.2. It is forecast that most tickets for performances will be purchased in advance with a small amount being sold on the day from an onsite box office. The main purpose of the box office onsite is for ticket collections and information.
- 22.3. Tickets for the rides will be available in advance, however it is anticipated that most purchases will happen on the day from the box offices onsite.

23 Customer Service and Complaints

- 23.1. Underbelly prides itself on the quality of its festivals and events and our relationship with our customers and audiences. Underbelly believes that customers make an event and therefore actively engages with audiences throughout the event lifecycle.
- 23.2. Prior to the event and Underbelly will write to nearby residents and inform them about the event, including giving them a programme and schedule of events.
- 23.3. Close residents will be given the mobile number and email address for our site manager. Residents can communicate with the site manager in respect of noise and any other concerns with the operation of the event. Our site manager will be required to carry this mobile phone at all times.
- 23.4. Feedback can take two forms - either directly from a customer via email, or by completing an Underbelly customer comment and feedback form, which is then transposed into an email and forwarded on to a dedicated feedback email address. All email enquiries to this address are checked twice daily during office hours and all complaints are logged in a central database.
- 23.5. From the database, our customer service or administration teams are able to respond with either an automatic message for general enquiries, or manually for a more in-depth, detailed response, depending on the nature of the comment. Where feedback is unable to be answered by the first-line response, team members are able to mark the enquiry for the attention of a more senior member of staff, or another department member.
- 23.6. This process is automated and will immediately notify the member of staff that they have a new message to respond to. Underbelly will aim to respond to all enquiries within 48 hours through this process, although urgent emails will be acted on immediately. Where necessary, an investigation will take place. Depending on the outcome of the investigation, new procedures may be put in place. The customer is always contacted as soon as possible and kept informed at all stages.

24 Lost Property

- 24.1. Underbelly will operate a lost/found property facility. Any lost property will be taken to the box office and/or handed in to a member of staff. The box office will keep a log of any lost property that is handed in. All valuables, wallets and passports will be kept in the site office and will be kept until the end of the season.
- 24.2. Any lost property queries over the phone or in person will be logged with contact details. The log will be kept online in the cloud, so enquires coming from various sources can be registered.
- 24.3. Underbelly will clearly advertise the contact details for lost/found property enquiries on the website. All staff will

be fully briefed as to the lost/found property process and will be able to assist patrons in locating their lost/found items.

- 24.4. All other lost/found items will be retained for a period of two weeks after the event. A member of the customer service team will proactively attempt to reunite lost/found items with their owner during this period. Any remaining items that are not personally identifiable documents (i.e. driving licences, bank cards etc) will be taken to a local charity shop.

25 Accreditation and Passes

Accreditation and pass information will be shared with relevant stakeholders.

26 Health and Safety and Risk Assessments

- 26.1. Underbelly is committed to ensuring the safe operation of the Site. Underbelly not only adheres to health and safety laws and legislations but embraces the spirit of the acts.
- 26.2. The staff handbook will provide all employees with clear guidelines on how to implement the health and safety policy and will ensure that everyone shares responsibility for safety at work.
- 26.3. Prior to the start of the setup of the Event, a full set of risk assessments and method statements will be carried out and produced.
- 26.4. All traders, ride or artists and subcontractors will provide Underbelly with risk assessments and method statements. They will also be provided with information in their information pack to positively promote the key messages of this paperwork to their staff.
- 26.5. Underbelly will utilise the following policies and documents as reference for health and safety best practice:
- Health and Safety at Work Act 1974
 - The Regulatory Reform (Fire Safety) Order 2005
 - HSE Managing Crowds Safely 01322 314 390
 - Event Safety (Purple) Guide
 - The Four Licensing Objectives as per the Licensing Act 2003
 - Cabinet Office Guidance on Crowd Safety.
 - Government Guidance for COVID-19
- 26.6. All health and safety will be the responsibility of the production manager and site manager, working with an external contractor. All risk assessments and method statements will be assessed and administered by Underbelly and the H&S contractor in accordance with health and safety legislation and good working practice.
- 26.7. During the build and strike periods, the Site will only be accessible by personnel who have read and signed the Site safety memo in accordance with the Site rules. All staff, contractors and visitors during these periods must adhere to these rules or leave the Site with immediate effect.
- 26.8. See Construction Phase Plan for full details of build and strike period plans, risk assessments and method statements.
- 26.9. During the operational period, all staff and contractors must adhere to the Site health and safety plan as outlined in the operations plan and staff handbook. Any disregard for this plan will be dealt with on a case-by- case basis. The Site management team will produce a daily site report with reference to all activities on Site and any incidents/accidents that need to be reported.

26.10. See Operation Period risk assessment for general site operations.

27 Example Duty Manager Report

Date: / /2021

| DUTY MANAGER | DAY | EVENING |
|--------------|-----|---------|
| NAME: | | |

| SITE OPEN TIME | SITE CLOSE TIME |
|----------------|-----------------|
| | |

SAFETY & SECURITY

| | |
|--------------------------|--|
| Security Supervisor Name | |
| Fire Escapes Checked? | |

| AUDITORIUM TIMINGS/SCHEDULE BIG TOP | | Scheduled Start Time | Scheduled End Time | Actual Start Time | Actual End Time | Attendance |
|--|------------|----------------------|--------------------|-------------------|-----------------|------------|
| SHOW 1 | Show title | 19:30 | 20:30 | 19:32 | 20:33 | 350 |
| SHOW 2 | | | | | | |
| SHOW 3 | | | | | | |
| SHOW 4 | | | | | | |

| AUDITORIUM TIMINGS/SCHEDULE UNDERBELLY | | Scheduled Start Time | Scheduled End Time | Actual Start Time | Actual End Time | Attendance |
|---|------------|----------------------|--------------------|-------------------|-----------------|------------|
| SHOW 1 | Show title | 19:30 | 20:30 | 19:32 | 20:33 | 350 |
| SHOW 2 | | | | | | |
| SHOW 3 | | | | | | |
| SHOW 4 | | | | | | |

REPORT ON SERVICES AND ISSUES CONCERNING SITE

| | |
|-------------------------|--|
| WEATHER | |
| SITE POWER | |
| WATER | |
| BOX OFFICE | |
| SECURITY | |
| CROWD CONTROL & QUEUING | |
| FIRST AID | |
| BAR | |
| FOOD CONCESSIONS | |
| GAMES STALLS | |
| STAR FLYER | |

| | |
|---|--|
| RIDE 2 | |
| RIDE 3 | |
| RIDE 4 | |
| BOULES / PING PONG | |
| TOILETS | |
| WASTE SERVICES | |
| CLEANING | |
| OTHER | |
| ATTACHMENTS | |
| Detail any additional incident reports or other information that should be attached to this report. | |
| | |

28 Incident and Near-miss Report

A copy of this should be sent alongside the duty manager report and to h&s@underbelly.co.uk

EVENT INCIDENT REPORT

(Delete as appropriate)

Time of incident:

Location of incident:

Name of affected party:

Age of affected party:

Contact details:

Nature of incident:

Witnesses:

Staff who assisted:

Weather:

Details of incident:

Paramedics:

Treatment given:

Fire Brigade:

Police:

Crime Reference Number:

Any other details:

Photos attached:

Report prepared at: **TIME DATE**

Following the incident using contemporaneous notes taken by:

FIRST NAME LAST NAME

29 Evacuation Plan and Emergency Procedures

- 29.1. See attached Crowd Management Plan and Contingency Plans.

30 Fire

- 30.1 Site Management must be informed immediately of any fires within the Event footprint, regardless of size.
- 30.2. See Fire Safety Plan for details of the fire precautions and procedures in place on Site.
- 30.3. See Crowd Management Plan for evacuation procedures from both performance venues and whole site.

31 COVID-19 Measures and Procedures

- 31.1. The aim is to ensure that all appropriate measures are undertaken to minimise the transmission of COVID-19 within the event and to manage the site in a safe manner that allows visitors to enjoy the Event alongside event staff, contractors and performers safely and comfortably. COVID-19 guidance will be constantly reviewed and updated so that it accords with the latest government guidance.
- 31.2. A COVID-19 officer has been appointed, whose only responsibility throughout the Event is to oversee that Underbelly's control measures and procedures are correctly introduced and managed. They will also ensure these procedures reflect the latest government guidance. This officer is an Underbelly employee and will liaise with the local public health authority as required.
- 31.3. The Event will ensure it complies with the 'We're Good to Go' Industry Standard – the UK-wide industry standard and consumer mark – to reassure our customers that our event adheres to Government and public health guidance.
- 31.4. A full COVID-19 risk assessment will take place prior to the event and be reviewed throughout the Event. The full risk assessment can be found as a separate document.
- 31.5. The Event will be cashless. Signage will be displayed around site to ensure customers are aware of the fact that it is a cashless site and this will also be communicated across the event social media channels and website.
- 31.6. All visitors and workers whether Bars staff, Front of House, Clean Team, Concessions, Site Management will be required to use the appropriate PPE when on site, at all times. This PPE will be determined by government guidelines at the time.
- 31.7. All staff will be trained in and given written procedures and guidance on how to operate in a COVID-19 safe manner. Guidance will include information on supporting visitors to the event, ensuring that they have a safe and pleasant experience. This guidance will be constantly reviewed and updated in line with the latest government guidelines.
- 31.8. Shows in the tents will be ticketed to manage and ensure capacity within the venue. Tickets will go on sale with capacities to allow for social distancing. As government guidance allows capacity will be increased.
- 31.9. In between performances the access point to the tent will remain fully open to ensure fresh the venue is fully aeriated ahead of the next performance.
- 31.10. Air handling units will also be in place in performance spaces aerating the venue from outside in, not using

recycled air.

- 31.11. A PA system can be used to play out announcements, much like supermarkets and shops currently do. Announcements will thank visitors for attending and for following the government guidance and remind them to use the social distancing measures set out.
- 31.12. Visitors to the event site will be encouraged to carry out an on the day lateral flow test and only attend site if they have a negative result and or to have begun the vaccination process ahead of coming to the event site.
- 31.13. Upon entry to the site visitors will be asked to scan the NHS Test and Trace QR code. A paper register will be available if required.
- 31.14. The public will be reassured on The Events website, in email confirmations and mailouts, in any advertising, on social media and on the premises which measures are in place at that current time to create a safe environment that everyone can enjoy. This will also manage any expectations or requirements of the visitors in advance (E.g. requirement to social distance or wear a mask depending on government guidelines).
- 31.15. Visitor flow systems will be put in place, with rope and post/tensa-barriers being used define queueing areas and floor markers installed where needed to guide visitors through the site.
- 31.16. Sanitation stations will be located throughout the site and every food outlet will have sanitiser on counter.
- 31.17. Underbelly will ensure that there is increased cleaning and sanitation of all areas, including tables and seating areas as well as frequently touched areas such as handrails.
- 31.18. Detailed FAQs and policy information will be easily available online, along with a reporting and complaints procedure. FAQs will reflect the social distancing measures and sanitation and hygiene procedures required at the time of the event.
- 31.19. Advice on travelling to The Event in a socially distanced manner will be based on Government advice at the time for travel.

Site signage

- 31.20. All site signage will be simple and informative and will reiterate the necessary measures in place at the time of the Event.



Figure 1 Example Signage

Site Layout

- 31.21. Concessions will be spread across the Event Site to encourage flow of visitors around the site, avoiding targeted migration of visitors to specific areas.
- 31.22. Delineated ground markings, like road markings, or lollipop signage will be used wherever appropriate.

Bars and Concessions

- 31.23. All food and bar units to be fitted with hand sanitiser and portable hand wash units. Where practical and necessary, stalls & bars may be fitted with Perspex partitions and service windows.
- 31.24. All concessions and bars will be cashless.
- 31.25. Food stalls will offer condiments and cutlery to the customer. No areas for the customer to help themselves to any accompanying items will be available. No reusable crockery, utensils or cups will be used on site. These will be biodegradable wherever possible.
- 31.26. 'Site furniture', including A boards, display rails may be restricted during busy periods to allow for more space.
- 31.27. Customers will be asked not to touch or hold items that they do not wish to purchase.
- 31.28. Traders will be sent guidance on trading at the Event ahead of being contracted to ensure that they are able to trade within the guidelines.
- 31.29. All traders will be asked to provide their own Covid 19 risk assessments and procedures.

Staff Management and Protection - All staff

- 31.30. All staff on site, including performers will be asked to carry out two lateral flow test per week with results being submitted by an online form, in line with GDPR.
- 31.31. All staff on site, including performers, will also be encouraged to get a vaccination ahead of beginning work at a drop in centre if they are able to do so and have not yet begun the vaccination process.
- 31.32. All staff to be provided with appropriate PPE (This may include masks and goggles, dependant on current UK Gov guidelines).
- 31.33. A stock of masks and additional PPE will be kept on site should the need arise for another mask or additional PPE for any staff member.
- 31.34. Staff will be required to wash their hands with liquid soap and warm water each hour of their shift and when necessary to do so. Hand sanitiser will also be readily available and frequent use encouraged.
- 31.35. Back of house areas should have either a one-way system if space allows or maximum capacities, dependant on UK Gov guidelines.
- 31.36. All breaks will be staggered allowing for specific time slots in the welfare unit. Each member of staff must wipe down anything used within the welfare unit after use.
- 31.37. Any item which is used by multiple people will be wiped down and cleaned after every use. i.e. Radios. wipes and disinfectant will be available in all areas/office/welfare units.
- 31.38. There will be no shared uniform.
- 31.39. Before being permitted to work onsite each member of staff will go through COVID-19 Training. Underbelly staff will be provided procedures and rules that must be adhered to onsite. This will include social distancing requirements, routes of transmission, and the importance of hand washing and surface disinfection at key times.
- 31.40. All staff will be instructed about not coming to work if they have a high temperature, new continuous cough, or the loss of taste and smell. They will be asked to isolate in accordance with the latest government guidelines.
- 31.41. Capacities for offices, chillers, storage areas will be provided. Hand sanitiser will be available to use before entry.
- 31.42. All washing of anything must be done at 60 Degrees.
- 31.43. Cloths and sponges will be changed daily.
- 31.44. Antibacterial cleaning sprays will be used by staff when cleansing the site and will be stored according to the

products guidance.

Bar Operations

- 31.45. Each Bar will be provided with hand sanitiser and hand wash station with hot water and liquid soap. Bar staff must wash their hands when entering a bar. Staff will be required to wash their hands with liquid soap and warm water each hour of their shift and when necessary to do so. Hand sanitiser will also be readily available and frequent use encouraged.
- 31.46. If necessary, bars will be split into sections meaning that each member of staff will have their own section to work from. In this section they will have everything they need to serve the customers.
- 31.47. If necessary, the Bar will be split into sections (no barrier). One member of staff will work in each 2m side of the bar. This will give them a 2m Sq space to work from. When leaving the bar area they will wipe down card machine, till, fridge, font handle to reduce the risk of spread once the next member of bar staff starts.
- 31.48. Bar staff's requirement to wipe down surfaces at the beginning of their shift, end of their shift even if mid-way through the day.

Site Sanitation

- 31.49. Site sanitation is of the utmost importance to the Event and a high and continuous standard will be maintained during the event.
- 31.50. All cleaners to be provided with appropriate PPE. This may include masks, gloves, aprons.
- 31.51. After waste has been collected in the morning all bin handling points should be sanitised.

Toilets

- 31.52. The Event will include adequate number of toilets for the use of public. This number will be determined following the purple book guidance.
- 31.53. Toilets will be cleaned frequently. Before entering a toilet, each person must use hand sanitiser and must be wearing masks (if needed at time). When leaving the toilet, the person must wash their hands with warm water and liquid soap provided at the toilet wash basin. There will also be a sanitiser station at entry and exit of the toilets.
- 31.54. There will be a dedicated toilet team who will be responsible for cleaning the toilets regularly. There will be enough toilets that one or two can be closed at each time to allow for cleaning.
- 31.55. There will be a strict timetable which will be checked by the site manager.

32 Protecting children from harm

- 32.1. This section explains how the Event aims to carry out its duties relating to the protection of children and vulnerable adults from harm.
- 32.2. All stewards and security staff will be briefed to be extra vigilant with regards to any under-16s on Site. The Event is designed as a family-friendly attraction, and as such may attract a younger audience and the security team should help to ensure that there is a safe environment for all on Site.

Disclosure and barring service

- 32.3. Specific security personnel shall be designated to look after children, and they shall have been SIA licensed which incorporates a CRB/DBS check. They shall work in teams of at least two and they shall ensure that paperwork is completed for all lost and found children/vulnerable adults.

- 32.4. The goal of the lost/found children and vulnerable adults policy is to reunite each lost/found child or vulnerable adult with its parent(s), guardian(s) or personal assistant. On Site there shall be links to medical provision and possible local police as well as other onsite services and facilities.

DBS/CRB checks

- 32.5. Because of the nature of the work, the staff that run the lost children service and other child friendly areas on Site are not exempt from the provisions of Section 4(2) of the Rehabilitation of Offenders Act 1974 (Exemptions) Order 1975 and are not therefore entitled to withhold information about any convictions including those which for other purposes are “spent” under the provisions of the act and they must disclose any convictions when applying for the position. The security contractor will ensure suitable checked staff are available.
- 32.6. There shall be both male and female welfare staff that will have been subject to the appropriate checks as outlined above to ensure that there is the ability to look after lost children by welfare staff of the same sex. The lost/found children policy shall also extend to looking after the parents/guardians and siblings of lost/found children.

Staff practices

- 32.7. Staff shall be trained in the potential problems relating to inappropriate handling or touching of children and vulnerable adults and staff shall be conversant with procedures for discipline and dealing with uncooperative children or their parents. Practices that threaten, frighten or humiliate children or vulnerable adults shall not be used under any circumstances.

33 Procedure to be followed by staff and contractors on Site for lost children and vulnerable adults.

The lost children and vulnerable adults procedure will be shared with relevant stakeholders.

34 Sustainability Policy

- 34.1. Underbelly understands that the events that it manages have environmental, social and economic impacts. It is therefore committed to the development, implementation and continual improvement of a sustainable event management system to minimise any negative impacts of its operations.
- 34.2. Underbelly’s approach is to embed sustainable management principles across all events for which it is responsible.
- 34.3. Underbelly’s sustainable event management principles are:
- Integrity & Ethical Behaviour: To act ethically and with integrity in our event operations with regard for the law and without bias, including in our dealings with our employees, customers, suppliers and towards society and the environment.
 - Inclusivity & Accessibility: To produce high quality events which are inclusive and accessible to people of all ages, backgrounds and abilities.
 - Environmental Performance: To minimise the impact of events on the environment.
 - Collaboration & Transparency: To collaborate and build relationships with stakeholders and the general public and to ensure that all stakeholders have access to all relevant information about event operations.
 - Legality: To meet and exceed all applicable legal and regulatory requirements in all activities.
 - Stewardship: To show leadership and best practice in sustainable event management.
- Underbelly is committed to continuous improvement and will monitor its performance against agreed sustainability objectives.

35 Engagement and Feedback

We will conduct engagement in the form of letters to ensure that our stakeholders are informed about our commitment to sustainability and have the opportunity to view our policy and objectives and provide feedback.

This will be included in communications to:

- Staff (e.g. contracts)
- Traders and contractors
- Performers
- Community (e.g. resident letters etc.)

Example statement: Underbelly is committed to sustainability at all our events. If you have any comments, questions or feedback about how we can improve sustainability at our events or would like to view a copy of Underbelly's Sustainability Policy, please email sustainability@underbelly.co.uk or fill in the online form at:

<https://form.jotformeu.com/Underbelly/sustainability-feedback>.

All engagement and feedback received must be logged in a Stakeholder Engagement Log (or similar). Copies of all engagement should be kept and stored.

Sustainable Event Management

During the event the person(s) as detailed in the Event Management Plan (often the Site / Venue Manager) will be responsible for:

- managing sustainability risk and opportunities.
- ensuring the site is run sustainably, in line with Underbelly's Policy and Objectives
- reporting any issues and feedback

Reporting on Objectives

We will collect data to report on whether we are improving and/or meeting our objectives.

Further details on the data we need to collect will include information about:

- Waste and Bins – complaints received, no. of contaminated bins
- Types and no. of cups used
- Power and fuel use
- Ways in which visitors and staff travel to site
- Percentage of infrastructure re-used
- Crowd numbers (compared to agreed capacities)
- Security staff (compared to requirements)
- Accessibility of venues and shows – physical and via discounted tickets for students, unemployed etc.
- Jobs made available to local staff
- Complaint responses
- Site Assessments

Event Review and Report

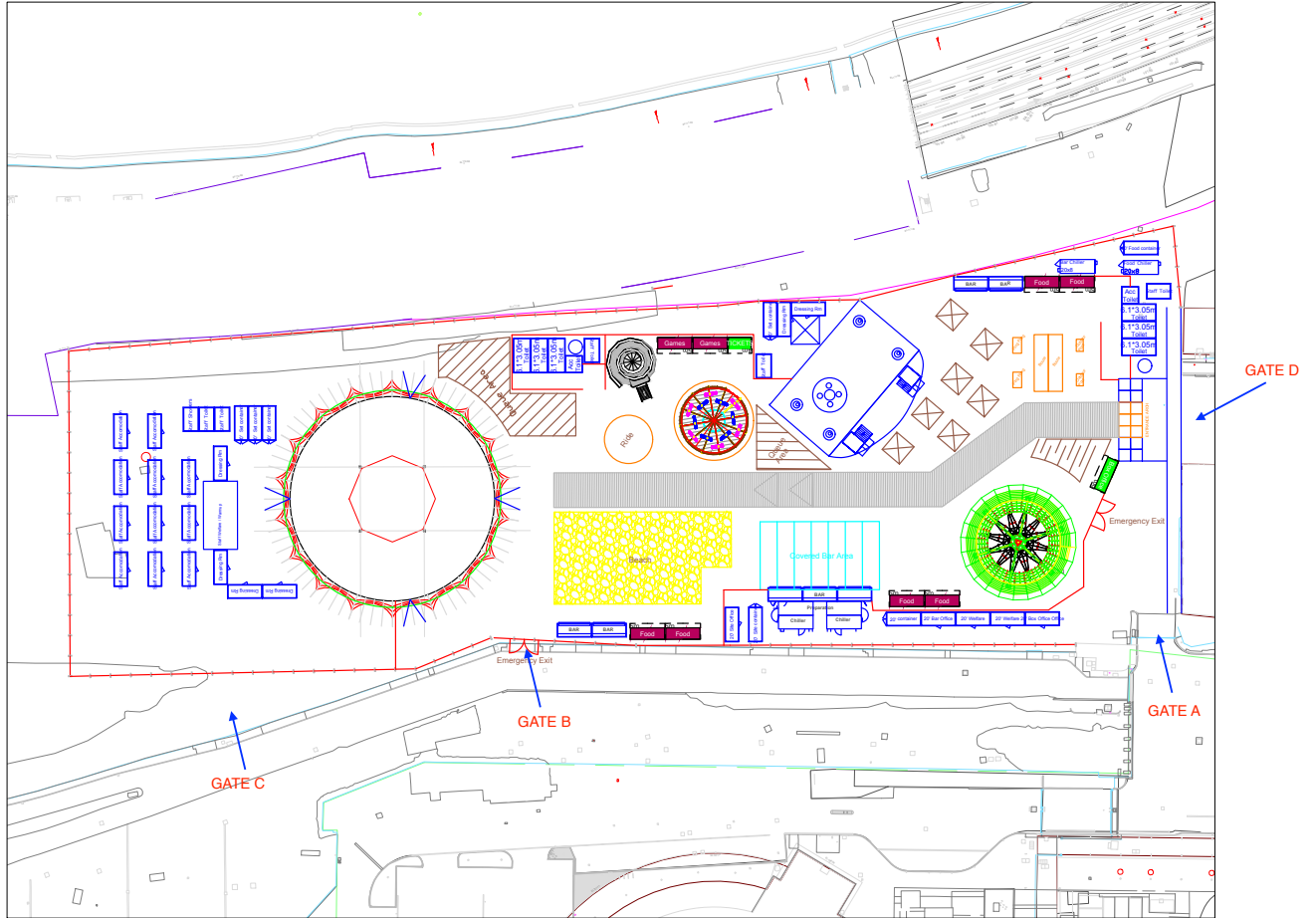
A post event review will be conducted to consider performance against objectives and principles.

This should be documented in a report which will be made available to stakeholders if requested.

Post Event Audit

Post event any issues with the Event Sustainability Management System that have arisen during the event should be identified and the system should be updated to address these issues.

Information on counter terrorism will be shared with relevant stakeholders.



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