

**Lumiere Debrief - Safety Advisory Sub Group Meeting  
5 December 2011 at 1.30pm  
The Town Hall, Durham**

**Attendees:**

|                     |                                |                              |
|---------------------|--------------------------------|------------------------------|
| Geoff Lee- GL       | SAG Chair                      | Durham County Council        |
| Mandy Bassi-MB      | Area Co-ordinator              | Durham County Council        |
| Ian Leach-IL        | Police                         | Durham Constabulary          |
| Joe Peat-JP         | Streetscene                    | Durham County Council        |
| Tony Miller-TM      | Events Health and Safety       | Durham County Council        |
| Jill Wood-JW        | Events Health and Safety       | Durham County Council        |
| Maxine Stubbs-MS    | Traffic Management             | Durham Constabulary          |
| Karen Hartshorne-KH | Civil Contingencies Unit       | Durham County Council        |
| Eddy Grant-EG       | -                              | Artichoke                    |
| Helen Marriage-HM   | -                              | Artichoke                    |
| Nicky Webb-NW       | -                              | Artichoke                    |
| Paul Anderson-PA    | Police                         | Durham Constabulary          |
| Hannah Standen-HS   |                                | Artichoke                    |
| Ian Bone-IB         | -                              | Artichoke                    |
| Kate James-KJ       | UCD Festivals                  | Durham County Council        |
| Tony Hume-TH        | Security                       | Showsec                      |
| David Ellis-DE      | Medical                        | British Red Cross            |
| Dave Wafer-DW       | Traffic Management (RED)       | Durham County Council        |
| Dennis Finn-DF      | Ambulance Service              | North East Ambulance Service |
| Keith Wood-KW       | Highways                       | Durham County Council        |
| Pete McDermott-PMc  | Fire Service                   | Durham Fire & Rescue         |
| John Dodds-JD       | Pollution Control              | Durham County Council        |
| Brian Poole-BP      | Bridges Group                  | Durham County Council        |
| Martin Warden-MW    | -                              | Artichoke                    |
| Tom Rigby-TR        | Security                       | Showsec                      |
| Sarah Natrass-      | Fire Service                   | Durham Fire & Rescue         |
| Graeme Lynn         | Civil Contingencies Unit       | Durham County Council        |
| Carl Hagemann-CH    | Area Co-ordinator              | Durham County Council        |
| Jacqui Toase-JT     | Area Co-ordinator              | Durham County Council        |
| Debbie Butters-DB   | Strategy, Perf. & Partnerships | Durham County Council        |
| Rebecca Ramsey      | Events Health and Safety       | Durham County Council        |
| Nick Whitton-NW     | Adults, Wellbeing & Health     | Durham County Council        |

**Apologies:**

|                   |                   |                       |
|-------------------|-------------------|-----------------------|
| Anthony McDermott | CCU               | Durham County Council |
| Shirley Sorrell   | Food Hygiene      | Durham County Council |
| Helen Johnson     | Licensing         | Durham County Council |
| Craig Rudman      | Licensing         | Durham County Council |
| Adam Grant        | Health and Safety | Durham University     |

## **Introduction from Chair**

The SAG Chair welcomed everyone to the de-brief of what was generally regarded as a very successful event. The attendance figures and the media coverage reflected the overwhelming feeling that Lumiere was spectacular and exciting.

He also reflected on the fact, however, that there were a number of safety concerns to be addressed which primarily emanated from the 1<sup>st</sup> night of the event. He hoped that everyone would contribute with their own professional reflections on every public safety aspect of the event to ensure that key learning points are highlighted and absorbed for future reference.

### **1. Minutes of Sub-Group held 19 October 2011**

A couple of suggested changes were raised - these will be amended on the previous minutes.

(HM – start time was always going to be 6.00pm for Road Closure.

NW – stalls in Market Place.)

### **2. INVITATION TO ARTICHOKE TO FEED BACK THEIR COMMENTS TO SAG**

HM & NW - Artichoke presentation with slides:

Artichoke presented their reflections of Lumiere under the following main headings:

Programme:

Media Coverage:

Attendance:

Early Survey Results:

Community Reach:

Local Businesses:

On-Line Reach:

Key points:

HM - Safety and Production teams not communicating as well as they could have on the first evening.

Thursday was generally viewed as the most difficult and challenging day for crowd management but it improved for the remaining days of the event.

There were no significant incidents reported throughout the full event.

Medical reports are 37 minor injuries- mainly attributed to trips and falls.

There were issues with managing the crowd – unpopular with vocal minority but these measures were put in place for public safety.

NW - Surveys were conducted with very good results. Awaiting results back from businesses and attractions and the full report of results should be available in January 2012.

There were four installations commissioned from local artists and there were also a number of artists involved from various countries.

Artichoke worked more with the local businesses this year. More local bars and restaurants stayed open.

Licensing problems – with street / mobile traders. One issue was not applying for licence in time. Another was that regular traders did not understand why they needed a licence.

NW – Artichoke were clear about licensing to traders.

- Management to solve problems and any issues for any future event.

Online reach – 11.2 million hits on website by 254,000 people and 700 comments on website. 13,500 visits to the mobile site.

#### HM - Issues to address:

- Parking and Park & Ride.
- Peak times flow and communications with audience.
- Peninsula challenge
- Road Closures
- Stewarding
- Licensing
- Disabled access

HM – Starting time of Lumiere – Consideration to requesting Cathedral to implement Sunday start and finish times for evensong at the cathedral on the other evenings during Lumiere. This would give a 2 hour window to permit operational preparations to take place and for an earlier opening time of the event throughout the city that could be useful for families with children.

It was also noted that the closure of North Road earlier than the agreed time would be beneficial if it could be possibly achieved.

- Finding the balance between accommodating the audience and the usual operating activities of the City is a difficult challenge and will require significant consideration for a future Lumiere.

Also to be noted for future – Consideration to be given to providing stewards on the ground with information hand books of the City area in order for them to have better knowledge of the local surroundings. Also could possible engage volunteers (students) to act as information providers with local knowledge and briefed to deal with some basic issues – but not safety.

Better communication with the audience informing them of restrictions and the one way system should be in place in advance of the event and reinforced by a robust and reliable system of communication on the ground to keep the public up-dated and informed.

#### Peninsula Challenge

From 9pm -11pm there were no crowd management measures required because the audience size was reduced. From 6pm-9pm were the challenging hours. Restraints on movement due to crowd management in Saddler Street resulted in the public not being able to get to booked tables at restaurants.

Some local residents also reported having problems getting to and from their homes.

Road Closures – would be beneficial to be in place earlier and get the message out to the public in pre-event publicity material.

Park & Ride - 40,000 extra tickets were sold but some customers were waiting for 40 minutes for a bus which caused a build up of crowds. Congestion was also caused by the closing time of 10pm of the Park & Ride leading to crowd build up from 9pm

NW – County Hall parking went well however the signage could have been better.

### Issues with Stewarding

Recognition that there were issues with stewarding on the Thursday – earlier communication with the audience required to advise them of the one way flow.

Recognition of some complaints regarding lack of knowledge and politeness by some stewards. A future event would also look at ensuring stewards were better briefed in relation to access and movement of the disabled and infirm.

### **Comment from Chair following Artichoke's presentation:**

The Chair thanked artichoke for being constructively reflective on the event and the identifying a number of key learning points for a future event of this nature.

The Chair also noted that although he was aware of a number of issues and concerns relating to licensing of street traders they would not be discussed at this de-brief and should be a matter of separate review between Artichoke and Durham County Council (DCC).

## **3. CROWD MANAGEMENT AND STEWARDING**

**JW & TM (DCC Health and Safety)** – Concerned at lack of knowledge of the area demonstrated by some stewards and number of comments regarding rudeness etc.

One way system put in place on the Friday was better – But people being 'pushed' out of Palace Green – resulted in some congestion making them go through only one way causing crowding at Dun Cow Lane.

HM – The crowd were given a pre recorded announcement at Palace Green instructing them on where they needed to exit – Dun Cow lane left for the rest of the festival or College Green for Carabosse's 'Fire Garden' right through the Cathedral.

TM – exit on Dun cow Lane - confusing signs –felt signage could have been better.

EG – College Green from South Bailey was always going to be 'no entry' – shouldn't be free flow.

**GL – suggested the key learning point for the future was improved communication to the public about the flow routes to and from Palace Green and to ensure the public were clearly advised that it was important for them to comply with them for safety reasons.**

TM – agreed that this information should be communicated to the public sooner - needs to be clear in the guidance and needs to advise people there's a one way system that needs abiding by.

NW – More volunteers / stewards on ground to improve for next time.

JW - Wharton Park – only 3 stewards without a radio for communication between them.

EG – Resources - 130 stewards - a radio each would not be necessary as a supervisor with them should have one.

EG – Concerned that on the first night of the event at two locations Stewards were redeployed by Durham County Council (DCC) officers without reference to Artichoke or Showsec management..

TM responded that there were two stewards at one end of Kingsgate Bridge so they were directed to have one at top and one at bottom. The same was done at steps in Wharton Park

HM - Redeployment of stewards is the responsibility of Artichoke - this could cause problems not knowing where staff are.

TM - There was no response on radio due to signal failure to facilitate the passing of information relating to steward's location changes and the relevant stewards in Wharton Park reported that they had no means of contact with a supervisor.

Showsec - Every steward had briefing sheet with all names and numbers on there if needed.

**GL – It is clear that the number and deployment of stewards is a key learning point for a future event and that poor reception or partial/ total breakdown in radio communication can cause severe and serious crowd management problems. These features should be addressed in detail for any future event.**

**PA (Police)** – No crowd management systems appeared to be in place at all on Thursday. A disturbance in the Market Place caused a knock on effect for traffic management.

He also advised the meeting that there were no stewards present at Owen Gate. PA asked for them to come down. The stewards weren't wearing hi-vis jackets.

HM -Showsec misinterpreted the organisers request for discreet stewarding and instructed stewards not to wear hi-vis. So it may have appeared that there were fewer stewards because they blended with the public- They were later asked to reverse jackets to hi-vis which made staff easier for the public to recognise.

The Parade (7.30pm) tried to come back down Owen Gate while members of the public were trying to come up it.

Stewards blocked bottom of Dun Cow Lane – very congested.

It was noted that the delay in the installation of Barriers in Saddler Street due to the parade on the Thursday evening together with the early appearance of a significant number of Lumiere spectators had a knock on effect and Police had to intervene with the one way system.

PA- The stewards did not appear to have been adequately briefed on the event.

TH- (Showsec) - we underestimated how many people would attend the event. Due to the large number of people that had actually massed in the city centre before the event start time it wasn't physically possible to get barriers safely up in place to start control measure.

EG – Artichoke only had control of area from 4.30pm because of the Farmers Market in the Market Place so they were playing catch up on the Thursday night.

HM acknowledged that the Thursday night did not go as well as expected.

IB – Learning curve for next time - needs reflection and consideration – Will have to consider inconveniencing people in the interest of safety - barriers need to be in place for start of the event etc.

**GL – It is clear that the key learning point from the discussion is that in preparing for a future event, careful consideration must be given to stewarding arrangements- including numbers and location of stewards and barriers; deployment times and the wearing of appropriate high visibility clothing together with any other circumstances that could affect safety of the public as they arrive for and engage with the event.**

**Temporary issues affecting traffic/pedestrian movement e.g. road or footpath works should also be taken into account.**

**PA – Issue with congestion causing oscillation of Kingsgate Bridge on the Thursday evening – This bridge was thought to be closed – it was only intended to be open for emergency exit (egress) only.**

BP (**Bridges- DCC**) informed the meeting that he had received 3 emails regarding this following the reports on Thursday evening of bridge oscillation. As a result the bridge was closed.

He made reference to a similar experience reported by the public using a pedestrian bridge across the River Thames. To prepare for future events a detailed assessment of the bridge should be undertaken. He noted that the bridge was constructed in the 1960's and it would be useful to seek the assistance and advice of the bridge constructors.

HM- didn't ever want Kingsgate Bridge to be open – never meant to be viewing platform – communication gap.

But Artichoke was advised by CCU that the bridge needed to be open for emergency evacuation.

KH-CCU-for emergency exit only – people shouldn't have been on the bridge.

Delays in the procession caused people to go to that bridge as exit – mass egress.

**GL- It is noted that the bridge was not intended to have any other function (other than the waterfall installation and as an emergency egress route) and should have been protected by the stewards from public entry. The movement of the bridge caused extreme concern. A detailed assessment of its strength and pedestrian usage, to include the advice of the bridge construction company, should be considered by DCC.**

**PA – Lessons were learnt for the following day after meeting – Palace Green had no issues. Next time it is important to find out what is planned in the City as there were students that could not egress the Green to attend their student ball.**

PA-The aggressive nature of some stewards caused concerns and at one point a steward was nearly arrested by an off duty officer because of his behaviour.

MS – The one way system is needed in place from the offset and information put out to public with adequately briefed stewards.

IL and MS raised the issue of managing expectations and communication with the public and suggested that if people were given a possible indication of length of time they would be asked to wait at a given location it may assist crowd management and maintain a good relationship with stewards.

IB – Accepted there may have been issues with the attitude of some stewards but levels of abuse from public to the stewards were surprising.

**KH & Graeme Lynn (CCU)** – Signage around high street to beat queues need to be more clear -as once people understood what was happening things calmed down. There was improvement after Thursday – increased numbers of stewards and better communication with the public using loudhailers and PA messages.

Stewards should to be brought into plans a little earlier.

CCU agreed with signs being erected advising the one way system and waiting times. – Managing expectations a key issue.

Also advised for future event to look to managing queuing at front door of cathedral.

HM & IB– There is a limit to how controlling we can be and who we are prepared to inconvenience.

Graeme Lynn –CCU- thanked Artichoke for ‘getting together’ after Thursday and learning from the first night. There was a fantastic turn out to the event. May need to look into the actual capacity of the City.

DW – Possibly limit the amount of car parking.

#### **4. EVENT CONTROL**

PA - Event had started with no Control Room set up ready.

EG - we were obliged to relocate floors due to absence of telephone and IT communication facilities. Not helped when the radios also lost communication so had to use Police airways on the Saturday night.

EG - Thanked Police and CCU for help.

HM –felt it was suitable in location but not in equipment and they will check infrastructure next time.

KH – Tests on internet phone communications should be done. The Radisson back up should have also been outlined in the plan.

IL – Police HQ is well equipped to run the communications and was offered as event control and is still available for next time.

**GL- Learning issue appears to be that the suitability of the location of an Event Control should be carefully considered to ensure that there are I.T and telephone connections available and that these are thoroughly tested before and regularly during an event.**

*Medical:*

DF commented that they had a good deployment plan for First Aid with good links.

**Reported casualty details:**

The Red Cross - 37 reported contacts in total. 7 referred to hospital. .

Thursday - 9 Reported – 1 to hospital

Friday - 8 Reported – 2 to hospital

Saturday - 10 Reported – 2 to hospital

Sunday - 10 Reported – 2 to hospital.

Causes of problems – included presence of Street furniture – including people falling over benches in Market Place – maybe if they were under lit to highlight them then this would prevent trip and falls.

HM- advised that benches were meant to be under lit in original refurbishment specification but weren't.

IB – even with low level lighting – with lots of crowds, street furniture would still be difficult to see.

The Red Cross did put some lighting in Market Place which did reduce accidents.

The Red Cross and DF reported no 'anxiety / distress due to event' relating conditions. The Red Cross can provide further details from their records.

DF reported more accidents at the event than a usually weekend in Durham with trips etc and it was noted that a vehicle had clipped a lady in crowd but she did not require medical treatment.

**GL- Learning point to note- Street furniture in the city centre caused a problem of trips and falls. Consideration to be given to taking steps to minimise risks of this nature. Also noted that improved lighting may assist. These factors to be addressed for future event.**

DW – Park & Ride - people turning up early to get buses home were queuing for a long time - maybe need to look at the control of car parks and traffic control.

PMcD – No calls for their services however concerns were raised that if there was a fire and rescue emergency then there would have been problems getting a fire engine up through the crowds to the Cathedral.

The College looked after their fire control directly.

PMcD was given Artichoke's phone number but they didn't need to use it.



## **Input to Lumiere de-brief from Durham University:**

The Chair advised the meeting that Adam Grant – Health and Safety at Durham University was unable to attend today's meeting but had submitted an e-mailed response to the event highlighting a number of issues:

GL read out a summary of Adam Grant's comments that are outlined below:-

From: Grant, Adam <a.j.grant@durham.ac.uk>

To: Mandy Bassi

Cc: brian.mcbride@durham.ac.uk <brian.mcbride@durham.ac.uk>

Sent: Fri Dec 02 13:15:48 2011

Lumiere 2011 Debrief Summary Sheet for SAG.

*The following significant key points have been identified from key staff and stakeholders within Durham University in relation to Lumiere 2011. These are summarised views from many of the staff and students who came in to contact with Lumiere throughout its life cycle in Durham:*

- 1. Staff and students experienced significant disruption due to the one-way pedestrian system established on the Peninsula on each evening of Lumiere. The Colleges present on the peninsula have around 1100 students in residence and many more that live off the Peninsula but are members of Castle/Hatfield/Chads/Johns & St. Cuths and need access. At times students and staff had to make lengthy detours to make a normal journey of 100 metres or so. In some instances evening meals were missed as students and staff could not reach their intended destinations on the Peninsula in time.*
  - 2. A more robust and accurate timetable for sound checking activities on Palace Green is necessary in future to be passed to all those resident on the Peninsula.*
  - 3. Although planning for the event began in good time some safety related documentation supporting individual installations was submitted very close to the start of the event and in some cases after the installation process had begun.*
  - 4. The University is unsure how supervision of the work to install individual pieces on University property took place. Who has responsibility for ensuring Method Statements and Risk Assessments are adhered to? Is it Durham County Council? Is it Artichoke?*
  - 5. Some of the information provided to the event organisers well in advance of the build up phase of the event relating to building and land ownership (often complex on the Peninsula) had not reached individual Production Managers/Production crew and required re-visiting.*
- 
- 1. Overall a good relationship existed at an operational level between the University and DCC/Artichoke and communications, required alterations to plans and co-operation worked well.*
  - 2. The installations affecting University property and the equipment that was required to support them were installed, used for performance and removed without incident.*

*Many staff and students commented on the success of Lumiere 2011.*

**GL- suggested that Artichoke should have a review of the points raised by Durham University and that the points should also form part of future event planning.**

**IB to discuss above issues with the University.**

## **5. INSTALLATIONS AND PARADE**

TM – went very well. Only 2 installations that caused concern.

The installation in the College gardens (Carabosse) appeared to have no fire extinguishers available - these were later found to have been moved from visibility by one of the artists.

- There were also concerns about cables being exposed in this area.

IB spoke with TM on the night and sorted the problems out there and then.

DW – Raised concerns regarding polystyrene escaping from the snow dome. If it was raining this could have caused a slip hazard.

IB – Earlier access to prepare the peninsula for the event should ease problems.

JD received only one complaint regarding the sound check.

GL asked Artichoke if they felt that their strategy to spread the event on a wider geographic scale across the city to ease congestion had the positive impact. HM commented that spreading out into the City worked well and that it was nice to see families enjoying Wharton Park.

## **6. ROAD SAFETY / ROAD CLOSURES**

MS – Road Closure arrangements were considered generally effective and balanced appropriately and kept traffic flowing. Safety concerns with mixing of buses and crowds of pedestrians on North Road south east of bus station – improved signage could be a solution.

IB –confirmed he felt that the timing of the closure of the peninsula had a significant impact on everything connected with the event together with the general day to day activity around the city.

MS - Police Officers were in attendance at the viaduct at road closure points until stewards arrived to prevent breaches of road closure, which was not part of plan. Once the stewards arrived on scene there were no issues there – need to have stewards in place at same time that the road closures implemented.

Suggested that more robust signage is needed at North Road and at County Hall and outskirts of City.

DW – Neville's Cross – a lot of traffic backing up.

Sunday night required police assistance – Saddler Street needs better arrangements.

DW – Parade closure was not managed very well - people going to a bus stop when it was closed.

NW– Road Closure needs to be well advertised in advance.

DW – Road Closure needs to be implemented earlier if possible.

KW – No complaints regarding the A690 Closure (good traffic management). However there were some complaints from residents regarding Saddler Street and North Bailey.

IB – Cars were parked haphazardly in some places – for the future consider looking at key locations coned off in order to stop people parking on the roadside.

## **7. FOOD HYGIENE AND RETAILING**

Shirley Sorrell- DCC Food Hygiene- has passed a 'no issues' comment for the de-brief.

Artichoke expressed their concerns in relation to licensing issues and the approach taken by DCC Licensing in relation to Street Trading.

The Chair referred to his opening remarks and advised Artichoke to take up this issue with the relevant DCC Directorate.

However it was noted that a **key learning point for future event that street retailers should not be permitted in Market Place or Millennium Place if a parade is to take place from that location.** .

HW – Illegal peddlers causing a nuisance in the market place.

MB – Observed police were moving peddlars on but others were coming along in their place.

## **8. WASTE MANAGEMENT**

JP – Only issues was polystyrene blowing out of the dome. Machines were there to clean up.

JP's team and wardens approached retailers and businesses prior to the event to reduce the amount of waste to be removed.

The Chair and Artichoke thanked JP for the timely and effective work undertaken by the DCC Streetscene team.

## **9. OTHER SAG ISSUES**

KH questioned whether the lost children point had links with CYPS.

JW believed this was not necessary as long as there was someone in place who had been CRB checked.

Artichoke believed that a member of staff from the parade had contacted the relevant agency. HM to look into whether this was done.

TM raised concerns regarding the length of time generators and fencing were left lying around (up to a week) after event. TM asked if this could have been done quicker.

IB advised the meeting that all event residue was removed within a few days.

Future events will include clear arrangements for removal of installations and all associated material

**Final Comment from Chair:**

The Chair thanked everyone for attending the meeting and being frank in their reflections of the event.

There were a number of clear learning points to be taken into consideration for a future Lumiere. The minutes of the meeting will be prepared as soon as possible and circulated to members and to Artichoke for their respective information and comment.

**Post de-brief note from Chair:**

Safety Advisory Group members and Artichoke are asked to take note of Appendix A to these minutes. An explanatory note follows.

## **LUMIERE 2011. DE-BRIEF ISSUES.**

### **NOTE FROM CHAIR OF SAFETY ADVISORY GROUP**

#### **APPENDIX A**

**Appendix A – below, encapsulates the key SAG issues that were raised at the de-brief meeting. I have prepared the following list of key learning points as a helpful guide to members of the Safety Advisory Group; Durham County Council and Artichoke. I advise that they are taken into consideration together with the minutes of the Lumiere 2011 De-Brief, when a future Lumiere Durham is considered.**

#### **Key learning points:**

##### **Programme:**

- Future programme should consider extending the event period to more than 4 days to ease and spread public attendance
- An earlier start time to the programme should be considered against the background of the impact on general movement around the city
- Consideration to be given to requesting the Cathedral to adjust the start and finish time of Evensong for the period of the event to facilitate a time period when the peninsula could be 'sterile' and clear of the public to permit operational preparations to take place- e.g. appropriate stewarding and information officers deployed and barriers put in place. May possibly permit an earlier start time for families with children.
- Pre-event publicity and media material available to the public to be detailed providing clear information about all aspects of the event including the crowd control arrangements to be implemented for their safety
- Review and carefully consider locations of installations. Including- the use of bridges for installations and access to bridges by the public and the usage of Wharton Park- and consider the requirements for lighting and stewarding
- The use of bridges for an event of this magnitude should be carefully considered. Kingsgate Bridge should be structurally checked and include a detailed assessment of its strength and pedestrian usage/capacity. DCC should consider engaging with the bridge construction company when it undertakes the assessment.

##### **Crowd Management and Stewarding:**

- The number and deployment of stewards was not initially successful on the first night of the event. Future event will require careful consideration of numbers; locations and communication arrangements

- The deployment of stewards is a key issue to ensure they are on the ground and operational before the public access the event. Barriers need to be in place at an early stage.
- Stewards should be familiar with the city centre and properly briefed in relation to locations of and access to installations
- Particular attention should also be paid to stewarding style to ensure they are courteous and polite and the public are feel confident in their ability and knowledge
- Access to the installations and movement around the city by the disabled and infirm to be reviewed closely for future event
- Consideration to be given to the deployment of Information officers with a detailed knowledge of the city and the event.
- One way system of crowd movement viewed as a suitable structure but due to the fact many people were on the peninsula before the event began made it difficult for crowd management on the 1<sup>st</sup> evening
- Review exit arrangements from Palace Green to ensure smooth and controlled egress after presentation at Cathedral site
- Stewards and other event officers to be suitably dressed and identifiable to public

#### **Event Control and Communication:**

- The communication structure should ensure that it is tried and tested before and during (daily) the event
- The event control should be appropriately located and in place well in advance of the event
- The ability of all stewards to have a robust and appropriate form of communication to be reviewed for next event
- The need for the public to constantly to be constantly advised and updated by stewards and information officers on the streets to avoid frustration and anxiety when they are slow moving or unable to make their way through the streets as quickly as they had anticipated
- Contingency plans to be in place and tested for Radio and IT problems.
- Event Plan to contain all details of all control contingency arrangements
- Consideration to be given to the function of Police Headquarters when planning control arrangements
- Street furniture in the city centre caused a problem of trips and falls. Consideration to be given to taking steps to minimise risks of this nature.
- Improved lighting where required may also assist to reduce risk.
- Briefing and de-briefing arrangements (including daily arrangements) to be carefully planned and include consideration of who should be in attendance
- Medical arrangements appeared to work well and should be used as a template to plan future event

### **Road Safety and Highways arrangements:**

- Park and ride used extensively and will require detailed consideration to increase the number and frequency of the buses and extend the time later in the evening to facilitate the egress of people from the city centre
- No emergency calls received to the peninsula but fire and rescue concerned that problems would have arisen getting a tender along Saddler Street due to crowd congestion
- Students unable to leave Palace Green area to attend a function (requires detailed communication arrangements with University as part of Event Plan)
- Attention to be given to congestion at North Road roundabout area. Mix of Buses and pedestrians on North Road south east of bus station to be considered - may require better signage.
- Clear signage and pre event publicity for the public to understand the road closure arrangements and impact on public transport
- Haphazard Parking of private cars was a problem. Attention to be given at next event to ensure parking arrangements are robustly prepared and controlled
- Stewards need to be on site at same time road closures implemented
- Consider timings of road closures – possibly an earlier start time.

### **Street trading:**

- The Market Place identified as a crucial access and egress route and future events should avoid locating any additional features (including street trading) into the Market Place that may affect crowd movement
- Licensing and operational issues for traders (including the nature of service and precise location) to be discussed and agreed at an early stage with DCC and the emergency services.
- The event plan should reflect the nature and location of street traders