

6th September 2012

CONCERT

PHOENIX PARK, DUBLIN 7th JULY 2012

REVIEW DOCUMENT

Prepared on behalf of MCD Productions

6th September 2012

MCD has today published its review of the concert at the Phoenix Park on 7th July 2012. Copies of this review have been sent today to the Minister for Justice, Alan Shatter TD, and the Garda Commissioner Martin Callinan. (Copy of Review attached)

A number of issues emerged which caused problems for concertgoers, other visitors to the Phoenix Park and local residents. The core issue which caused serious problems was the result of anti-social behaviour.

Over the days following the event, MCD Productions, as Promoter of the concert, in the strongest terms possible, condemned such behaviour and apologised to those law-abiding concert-goers who were negatively impacted by such anti-social behaviour and expressed deep regret for the distress and inconvenience caused to other visitors to the Phoenix Park and residents/communities in surrounding areas.

MCD wish to repeat such sentiments and reiterate how appalled and deeply concerned it was with the anti-social behaviour which was engaged in by only a small number of individuals (being less than 0.5% which represented approximately 250 out of the 45,500 ticketholders) who attended the concert. Indeed, extensive video footage taken throughout the day within the arena demonstrates the peaceful and enjoyable atmosphere experienced by the majority of concertgoers. However, a clip repeatedly circulated shows appalling and truly shocking behaviour engaged in by a few individuals at the event.

Public safety is and always has been a priority for MCD, anti-social behaviour is not tolerated at any of MCD's events (which are attended by over 1,500,000 individuals per annum) and any attempts to engage in unacceptable behaviour is immediately stopped by all appropriate means permissible by law.

Despite some inaccurate reports regarding the concert, it should be clarified that there were no fatalities at the concert. However two youths, who had attended the event, subsequently died from medical complications resulting from drug taking. That said, it is every family's worst nightmare to lose a child, sibling or other young relative in this way. One cannot imagine the devastation of the family members left behind and MCD wishes to extend its sincerest sympathy to the families of the deceased.

MCD condemns in the strongest terms possible all forms of illegal drug-taking/excessive alcohol consumption, and indeed pro-actively does all within its power to prevent such activities at all its events by, among other measures, engaging with the relevant health authorities charged with combating such abuses e.g. drink aware, anti-drug organisations etc..

In the aftermath of the Phoenix Park concert on the 7th July 2012, MCD met with An Garda Síochána on the 10th July 2012 to discuss the problems surrounding the event. The parties agreed that a process be undertaken which involved both carrying out their own reviews of the events surrounding the concert. Both parties further agreed they should hold a number of meetings to discuss the matter, and agreed the next meeting should take place towards the end of August 2012 to review each others progress in undertaking such review. Both parties also agreed neither one of them would engage any further with the media in the interim. However, the Garda Commissioner decided to do otherwise.

Without any prior notice or consultation with the Promoter (and in direct breach of the agreement they had reached with MCD regarding how their process/review into the events surrounding the concert should proceed), An Garda Síochána went ahead and unilaterally completed and finalised their own said process/review and Report into the concert.

The Gardai then proceeded to send their Report (again without any input or notice to MCD) directly to the Department of Justice and Equality on or about the 26th July 2012, which was accompanied by a cover Letter from the Garda Commissioner, Martin Callinan to the Secretary General of the Department of Justice and Equality dated 25th July 2012. Again, in direct breach of the mutual agreement the Gardai had reached with MCD, such cover Letter was subsequently released to the media by the Minister for Justice, Alan Shatter on the 2nd August 2012 in the absence of any prior consultation, agreement or notice to MCD.

The contents of MCD's attached Report, which is factually based (and verified by all relevant stakeholders) clearly demonstrates that the cover Letter released into the public domain by Mr. Shatter appears to be inaccurate in many respects and does not contain all relevant facts pertaining to the events surrounding the concert on 7th July 2012.

MCD and the Gardai have always had, and indeed continue to have, an excellent working relationship. MCD value this relationship. The recent actions of the Minister and the Garda Commissioner do no service to the operational Gardai for whom MCD have the highest regard.

MCD are surprised that the operational Gardai were unaware in advance that the Garda Report had been finalised and a cover Letter sent by the Garda Commissioner to the Minister for Justice. MCD are also surprised and disappointed that neither the Garda Commissioner nor the Minister for Justice met with them, as clearly such meeting could have enabled both the Minister and the Commissioner to have a fuller and better understanding of the issues involved. **These issues are dealt with in detail in Section 4 of the attached Report.**

MCD hereby repeat their request that the Garda Report be immediately released and a public inquiry be set up to investigate the events surrounding the Phoenix Park concert held on the 7th July last.

It must be remembered that for upwards of 30 years or more prior to the concert on the 7th July 2012, numerous large outdoor events attended by thousands of people have been held in the Phoenix Park without major incident. Both MCD and indeed the Office of Public Works, in recognising this fact, look forward to working together again to ensure the public are not denied an opportunity of enjoying future events within the Phoenix Park, simply because of the acts of a small number of individuals who were intent on causing trouble at the concert on the 7th July 2012. Indeed, MCD welcomes the recent comments made by the Minister of State for Public Service Reform and the Office of Public Works, Brian Hayes T.D., and indeed a representative from the Office of Public Works, who both indicated that the Phoenix Park will continue as a concert venue.

Both An Garda Síochána and MCD are continuing to engage to address the issues identified and acknowledged in the course of their review into events surrounding the concert on the 7th July last. Indeed both parties have already successfully implemented a number of response measures, at the recent series of concerts held in Marley Park, which included enhanced policing and security.

Once again, MCD condemn all acts of anti-social behaviour and will steadfastly continue to work with An Garda Síochána to minimise the risk of a reoccurrence of the behaviour witnessed at the concert on the 7th July last, to develop further robust protocols regarding procedures, and to fully implement the lessons learnt by both parties from their respective ongoing in-depth reviews, to ensure a safe, secure and enjoyable environment for all patrons attending future MCD events.

Finally, in his statement of 2nd August 2012 the Minister for Justice expressed his support for actions to prevent a recurrence of what happened on July 7 and that "everyone lives up to their responsibilities". MCD totally endorses this statement but for this to be achieved it requires the total commitment, openness and co-operation of all parties involved.

Denis Desmond,
Managing Director,
MCD Productions.

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CONTENTS

<u>Section 1</u>	REVIEW PROCESS
<u>Section 2</u>	CONCERT PROCEDURES/TIMELINES OVERVIEW
<u>Section 3</u>	CORE ISSUE EXPERIENCED BY INDIVIDUALS ATTENDING THE CONCERT ON 7TH JULY 2012
<u>Section 4</u>	MCD'S COMMENTS ON CONTENTS OF LETTER SENT BY MARTIN CALLINAN COMMISSIONER OF AN GARDÁ SIOCHANA DATED 25TH JULY 2012 TO THE SECRETARY GENERAL DEPARTMENT OF JUSTICE AND EQUALITY
<u>Section 5</u>	FINDINGS & RECOMMENDATIONS
<u>Section 6</u>	APPENDIX TO REPORT

SECTION 1

REVIEW PROCESS

**Undertaken by MCD Productions as Promoter of Concert
At Phoenix Park, Dublin on 7th July 2012**

1.1 Introduction and Background to Review

1.2 Purpose of MCD Review

1.3 Terms of Reference of Review

**1.4 Role of Relevant Stakeholders
Clauses (a)-(j)**

1.1 INTRODUCTION/BACKGROUND TO REVIEW

A series of three concerts were held in the Phoenix Park, Dublin in July 2012. The concerts were promoted by MCD Productions, and featured headline acts The Stone Roses on the 5th July, Swedish House Mafia on the 7th July and Snow Patrol on the 8th July 2012.

The concert site was located on lands under the control of the Office of Public Works, the concerts were Licensed by Dublin City Council and, policed by An Garda Síochána who were supported by on-site security personnel engaged by the Promoter.

The Stone Roses and Snow Patrol concerts which took place on the 5th and 8th July respectively passed off without incidents.

However, the Swedish House Mafia concert on the 7th July 2012 saw pre-concert anti-social behaviour, criminal activity, alcohol and drug abuse in the vicinity of the concert site and further afield. Also, a number of individuals who were clearly intent on causing trouble did so and assaulted other concertgoers by inflicting stab-type/slashing wounds to a greater or lesser degree. In addition, a small number of the concertgoers who had abused alcohol/drugs engaged in unruly conduct and behaviour to such an extent and at such a level, that it took everybody by surprise, not least An Garda Síochána.

In the immediate aftermath of the concert on the 7th July 2012, the Promoters of the event, MCD Productions, issued a Statement condemning, in the strongest terms possible, events which occurred at the concert. MCD subsequently met with An Garda Síochána representatives (which included Assistant Garda Commissioner John Twomey) and following such meeting, both parties issued a joint Press Statement (see Appendix 6.9 hereof).

1.2 PURPOSE OF MCD REVIEW

- Ascertain relevant facts/issues pertaining to the concert on the 7th July 2012 (including pre-planning issues and matters arising on the actual day of the event itself);
- Examine such relevant facts/issues disclosed in the course of the review process or otherwise;
- Draw inferences from such relevant facts/issues;
- Make Recommendations (where appropriate).

1.3 TERMS OF REFERENCE OF REVIEW

- To conduct a thorough examination of the issue of anti-social behaviour, as it affected concertgoers (and others) at the Phoenix Park concert on the 7th July 2012,
- To conduct a thorough examination of all relevant MCD organisational structures, including subcontractors, staffing levels and operational systems in place for the event,
- To conduct a thorough examination of compliance, on the part of MCD Productions, with all relevant legislative provisions governing such an outdoor concert,
- To examine concerns, observations and issues raised by concertgoers, the general public, staff and other relevant stakeholders and finally

- To provide recommendations (where appropriate), regarding what action should be taken (if any) to address such aforementioned concerns, observations and issues raised, or indeed otherwise, as may be appropriate.

1.4 STAKEHOLDERS ROLES IN THE EVENT

(a) MCD PRODUCTIONS

MCD Productions was the sole promoter of the series of open air concerts which took place in the Phoenix Park Dublin on the 5th, 7th and 8th of July respectively.

MCD, as such event promoter, was responsible for, inter alia;

- Securing a suitable venue, booking the lineup and publicly promoting the event,
- Obtaining a Licence to hold the event and complying with relevant conditions attached thereto,
- Engaging with statutory authorities (Dublin City Council/Dublin Fire Brigade/Health Service Executive and other relevant parties to ensure the smooth and proper running of the event,
- Liaising (before, during and after the event) directly with An Garda Síochána (as the party solely responsible for policing the event), and ensuring full and immediate compliance with Gardaí queries and requirements as a priority,
- Engaging necessary personnel to run the event (on-site) (production, stage and site crew, medical staff, security staff, caterers) and contributing financially to An Garda Síochána policing costs for event, under non public duty policing.
- Handling all aspects of running the event ‘internally’ within the concert site excluding all policing aspects of the event (both internally and externally) which can only legally be undertaken by, and remains at all times, the sole responsibility of An Garda Síochána.

(b) AN GARDA SÍOCHANA

An Garda Síochána’s role (as the national police force within Ireland) was to, inter alia,

- Provide a safe and secure environment for all,
- Implement the laws of the land,
- Honour its Mission Statement ‘Working with Communities to Protect and Serve’,
- Conduct full ‘Risk Assessment’ of event and provide adequate resources to properly police the event,
- Use all information (whether provided by the Promoter or available internally via other sources) to identify the likelihood of anti-social behaviour at the event and respond accordingly to such threat,
- Properly advise the Promoter regarding all aspects of the policing of the event and fully implement their policing and traffic management plans at all times,
- Ensure all public areas in the vicinity of the concert site were properly, effectively and efficiently policed at all times in the run-up to the event,

- Ensure Gardai powers were fully exercised at all times in dealing with all criminal activity whether within the concert site itself or in public areas in such vicinity.

(c) **DUBLIN CITY COUNCIL**

Dublin City Council was the relevant licensing authority for the event. A formal licence application was submitted for the event and, it was only following a consultation process; reaching agreement with relevant parties on various aspects of the licence application (e.g. An Garda Síochána, Dublin Fire Brigade, Health Service Executive etc) and the submission of an approved Event Management Plan, that the Licence was granted by Dublin City Council, subject to a number of attached conditions, all of which must be fully complied with, for the licensed event to proceed.

(d) **OFFICE OF PUBLIC WORKS**

The Office of Public Works (OPW), being a semi-state agency, is the owner and controller of the Phoenix Park (in trust for the people of Ireland). The OPW, on payment of a fee, rented a section of the Phoenix Park to the Promoter, which was deemed to be a suitable site on which to hold the event. The rental agreement contained a number of conditions, one of which required that a satisfactory survey of the site be undertaken, another condition stipulated that a risk assessment be carried out. Both of these conditions were fully undertaken and complied with by Michael Slattery & Associates, Safety Engineers who are one of the most reputable professionals in their field (having been appointed Safety Consultant to the London 2012 Olympic Games).

(e) **HEALTH SERVICE EXECUTIVE**

The Health Service Executive (HSE), as the governing body/sole provider of Ireland's public health system/service, had sole responsibility for approving and overseeing all medical and public health aspects of the event, to ensure best standards were provided, complied with, and maintained at all times during the event (eg medical/sanitary/water facilities/noise issues/building matters).

(f) **DUBLIN FIRE BRIGADE**

Dublin Fire Brigade (which comes within the control of Dublin City Council), is the authority with sole responsibility for all fire safety aspects of the event. In such capacity, the Dublin City Fire Officer is put on notice of the Event Licence and accordingly, issues his requirements, all of which must be complied with to ensure the event is fully in compliance with all current fire safety legislation governing such an outdoor event.

(g) **ARENA SECURITY**

Security at the Phoenix Park concerts was provided by two highly reputable companies, Sword Security and Eventsec. Both companies are fully licensed by the relevant agencies, and both are fully compliant with all regulations and statutory controls governing their operation.

Both security companies were engaged directly by the concert promoter, with the core purpose of providing security within the concert arena itself. In addition, a limited number of personnel were allocated to carry out stewarding duties at the shuttle bus drop-off and collection zones within the Phoenix Park (with the prior approval of An Garda Síochána).

Head of Security for the Event on the 7th July 2012 was Diarmuid Smyth, the Managing Director of Sword Security.

Mr. Smyth, who has over 15 years experience in security, is an extremely experienced and highly respected individual in the area of event security.

A total of 511 security staff were working at the concert, which number exceeded the 360 required under the Licence granted for the event.

SWORD SECURITY– is a Private Security Authority Licensed Company (License No. 009). The Company is approved to the following standards; IS999, Guarding Standard and ISO 9001-2008 International Quality Management Standard. Sword Security has supplied staff to numerous major outdoor events including the recent highly successful Volvo Ocean Race finish in the City of Galway and London 2012 Olympic Games, and such Company also provides staff to the O2 Arena and Aviva Stadium in Dublin.

- On the 7th July 2012, Sword Security supplied security staff to the backstage and stage areas as well as the internal arena.
- the primary responsibility of the backstage and stage area personnel was access control while in the arena, their primary responsibilities were a combination of access control to certain structures (including disability area, mixing desk and delay towers), crowd management and security.
- Sword Security deployed an allocation of staff as part of their response teams around the arena.
- The responsibilities of such response team personnel were crowd management, and to also deal with security issues as they arose.
- The response teams were broken down into groups of 4 or 5, dependent on their areas of operation. Such teams had different Grid Zones as per the Event Management Plan to work within, but they also provided mutual aid to other Zones, as the need arose and when required.

EVENTSEC– is a leisure security industry leader in Ireland, providing security, expertise and consultancy. The Company holds many qualifications including SIA Approved Contractor Status, International Quality Standard ISO 9001-2000. All Eventsec personnel are trained in accordance with BS 8406.

The Managing Director of Eventsec, Andy Murphy, is a member of the UK Crowd Management Association and is current Chairman of the BSIA Crowd Management Committee, who advises the UK Government and various agencies on best practice for the security provision at events. Eventsec advised on security for the London 2012 Olympic Games, and the Company has also worked on the Commonwealth Games in Manchester in 2002, the MTV European Music Awards held in Belfast in 2011, US Presidential visits and the recent visit by Queen Elizabeth to Northern Ireland along with other major outdoor music events at venues such as Slane Castle, Croke Park and the Aviva Stadium.

- On the 7th July 2012, Eventsec provided security staff to the event, and their role included advising patrons, restricting vehicle movements, checking accreditations, coach parking, undertaking queue management roles and monitoring crowd flows, along with managing queues within the arena.

(h) DIFFUSION EVENTS – PROJECT MANAGEMENT & EVENT CONTROLLER

Diffusion Events is Ireland's leading full service Event Management Company. Since 1994, the Company have provided Event Management services to a range of clients

including Dun Laoghaire-Rathdown County Council, MCD Productions, Punchestown Racecourse, Ryder Cup Limited, Volkswagen Ireland, Riverdance, Dublin City Council, Office of Public Works, Dublin Transportation Office, University College Dublin, Dublin Airport Authority and the National Ploughing Championships, to name but a few.

The Managing Director of Diffusion Events, Louis Harte has in excess of 27 years experience in the entertainment industry during which time he was appointed Global Production Manager for Riverdance, and subsequently Production Manager for St. Patrick's Festival. Experience gained from such projects has contributed to Diffusion Events becoming the most versatile Event Management Company within Ireland.

Within the past five years alone, Mr. Harte has headed many prestigious and major events as Project Manager including Ryder Cup (both opening and closing) Ceremonies, Oxegen Music Festival, St. Patrick's Festival Dublin, Dun Laoghaire World Festival of Cultures, Meteor Ireland Music Awards along with a very many other such high profile large scale events.

Diffusion Events was engaged by MCD Productions in relation to the series of Phoenix Park Concerts in July 2012 and appointed to act as Project Manager and Event Controller.

Such appointment as Project Manager, provided that Diffusion Events would, inter alia, undertake the following duties, that is to say;

- take client instructions, organise and attend event planning meetings with or on behalf of the Promoter;
- co-ordinate, attend and distribute notes of decisions made and action points at event planning meetings;
- comply with the role of Event Controller as per the Code of Practice for such an event;
- originate a site plan for distribution to and sign-off by the Promoter;
- preparation and submission of Event Licence Application;
- management of staff and resources as per the Event Organisational Chart;
- develop specification of service and quotation tender for all Event Contractors;
- produce, maintain and control event budget;
- ensure event information is communicated to audience;
- ensure all elements of the event are in place and functioning before handover to the Event Controller;
- organise and attend post-event debrief meetings.

Such appointment as Event Controller, provided that Louis Harte would, inter alia, undertake the following duties, that is to say;

- overall responsibility for the management of the event;
- being involved in the planning meetings with the relevant authorities i.e. local authority, Gardai and Health Board etc.,
- ensuring the provision of adequate stewarding, first aid and medical personnel for the event,
- remaining at the central Control Room before, during and immediately after an event (Event Controller, or Deputy Event Controller),
- conduct pre and post event meetings.

(i) **MICHAEL SLATTERY ASSOCIATES (MSA) –
EVENT SAFETY MANAGEMENT**

Michael Slattery Associates (MSA) are Ireland's leaders in providing Event Safety/Event Safety Management services for all types of events, and the Company has over 20 years experience in such area. Michael Slattery Associates (MSA) have worked with MCD for over 18 years.

Michael Slattery Associates are at the forefront of Event Safety Management in Ireland and the UK, having provided Event Safety Officers for a wide range of large scale events such as events as International Eucharistic Conference, Bavaria City Racing, Barack Obama US Presidential Irish Visit 2011, London 2012 Olympics Games, St Patrick's Festival including concerts at Croke Park, Aviva Stadium, Slane Castle, Oxegen Festival, Electric Picnic Festival, Marlay Park.

Michael Slattery Associates were engaged by MCD Productions in March 2012 to provide a wide variety of Event Safety Services in relation to the Phoenix Park Concerts planned for July 2012 as follows;

- Onsite Event Management,
- Event Pre-Planning and Design Advice,
- Licensing Applications,
- Crowd Flow Analysis,
- Queuing Analysis,
- Staff Training,
- Venue Risk Assessment,

The role of Michael Slattery Associates and their experienced team of Engineers included;

- Preparing Licence Application to Dublin City Council,
- Attending Statutory Agency meetings,
- Ensuring that the safety details and conditions agreed for holding the Event were implemented,
- Providing Safety Officers on the concert days, and the role of such Officers were to include; evaluating the efficiency of structural and safety arrangements, paying attention to crowd densities in primary viewing areas, monitoring first-aid and rescue tactics for distressed patrons and taking any necessary action to alleviate any perceived risks.

(j) EVENT MEDICAL SERVICES MANAGEMENT/WILLIAM WADE

Event Medical Services/William Wade NREMT, PHECC Paramedic 5360 Reg were engaged by MCD Productions to provide medical services and were appointed as Medical Co-Ordinator for the Phoenix Park Concerts in July 2012.

The Managing Director of Event Medical Services, William E. Wade is a highly qualified registered paramedic with extensive experience having worked as a medic since 1992 on Emergency Ambulances in Boston City (USA), within Dublin City and North East working the 999 system, as a member of the Voluntary Services and the Statutory Services (Health Service Executive Ambulance Service).

Mr. Wade has previously been appointed Medical Co-ordinator and worked as a frontline Paramedic for a number of large events including; other MCD events, the Oxegen Music Festival, Electric Picnic Music Festival, Ryder Cup event, Red Bull large outdoor events, Slane Castle concerts, The Trinity Ball and UCD Ball and most recently the Eucharistic Congress and Bavaria (Formula One) Event in Dublin City, to name but a few.

Mr. Wade is the current Medical Co-ordinator for the following venues name the O2 Dublin, Croke Park, Citywest Hotel & Event Centre, University College Dublin, Punchestown and Curragh Racecourses and Grand Canal Theatre along with events run by MCD Productions.

Event Medical Services/Mr. Wade, in the role of Medical Co-Ordinator for the Phoenix Park Concerts in July 2012 had the following duties namely;

- to attend all relevant pre-event meetings with the event organisers, statutory bodies and voluntary agencies;
- to liaise with MCD Productions event organisers prior to the event and assist in making decisions regarding the level of medical cover required (as per the Pop Code & Purple Guide); the medical providers to be used; the medical facilities to be provided/required (e.g. number of first aid tents, locations, equipment etc.);
- to organise for the purchase of all stock and relevant medications required for the event;
- to organise on-site medical facilities, as provided;
- to meet with all agencies involved in medical services (Order of Malta, First Aid provider; Medicall, Emergency Ambulance provider; Event Medical Services, A&E Nurses, Paramedic provider);
- to liaise with Event Control and the Health Service Executive Emergency Planning before, during and after each concert;
- to oversee the operation of all medical services and medical control during the events;
- to provide Event Control with comprehensive and accurate patient statistics on completion of each concert.

SECTION 2

CONCERT PROCEDURES/TIMELINES OVERVIEW

- 2.1 Site Selection/Office of Public Works**
- 2.2 Licence Application to Dublin City Council**
- 2.3 Promoter's Pre-Event Planning**
- 2.4 Local Residents**
- 2.5 Event Management Plan**
- 2.6 Event Control Room**
- 2.7 Event Control Manual**
- 2.8 Staff Handbook**
- 2.9 An Garda Siochana Pre-Event Police Planning**
- 2.10 Availability of Alcohol (within the Arena)**
- 2.11 Arena Security and Stewarding**
- 2.12 Health Service Executive/Medical Risk Assessments/Arena Facilities**
- 2.13 Dublin Fire Brigade/Fire Risk Assessments**

CONCERT PROCEDURES/TIMELINE OVERVIEW

To begin to examine events surrounding the concert in the Phoenix Park Dublin on the 7th July 2012, it is helpful to outline relevant pre-concert procedures and include a timeline overview, prior to the concert itself as follows;

2.1 SITE SELECTION/OPW

It was a pre-requisite of submitting the formal licence application to Dublin City Council, that a **Rental Agreement in respect of the proposed concert site be in place between MCD and the OPW.**

As already detailed herein (see Clause 1.4 (d) above), the OPW own and control the Phoenix Park on behalf of the State. Discussions had taken place between MCD and the OPW as far back as December 2011 regarding the possibility of MCD renting a concert site within the confines of the Phoenix Park from the OPW. A particular site was identified and following inspection/survey, it was agreed to be suitable for the purposes required and discussions followed, with a view to the parties entering into a rental agreement for such site. Phoenix Park has hosted many concerts and events over the last 30 years including concerts with attendances of over 130,000 people.

The parties subsequently concluded the terms of such a rental agreement which contained a number of terms and conditions (e.g. maximum number of attendants at events, curfew times and penalties for breaches of terms/conditions of agreement, indemnity against claims to be granted by MCD in favour of OPW, compliance by MCD with regulations of state agencies, payment by MCD of a substantial financial payment to the OPW).

It should be noted, for the purposes of completeness, that following pre-event inspections undertaken in early June 2012 by the OPW and Promoter's Safety Engineer, Michael Slattery & Associates, it was felt the ground conditions of the original area within the Phoenix Park which was identified as the concert site, had become unsuitable to accommodate the event, due to the extreme and heavy rainfall which preceded the series of Phoenix concert referred to in this Report.

Subsequently, an alternative suitable designated concert site was identified and an appropriate request for same (accompanied by an updated draft Event Management Plan), was submitted to Dublin City Council on the 26th June 2012 **was written approval and agreement of all relevant parties, namely An Garda Síochána and the Office of Public Works. Such alternative proposed concert site was indeed the same concert site used for the Robbie Williams concert in 2003 (capacity 130,000) and the Red Hot Chili Peppers in 2004 (120,000).**

2.2 LICENCE APPLICATION

Concerts (and certain other outdoor events), are subject to licensing by the relevant local authority in the area within which the concert/event is to take place.

A Licence application was submitted to Dublin City Council on behalf of MCD on the 9th March 2012 pursuant to the Planning & Development Act 2000 and the Planning & Development Regulations 2001. The maximum attendance at each event was limited to 45,500 (plus 2,500 staff/guests). In accordance with legislative requirements, notification of the licence application was published in two national newspapers on the 5th March 2012.

Comments were received on the Licence application by the Promoter (via Dublin City Council) on the 17th April 2012 from the following parties, namely; Dublin City Council Fire Brigade, Health

Service Executive (Environmental Health) and Health Service Executive (Environment noise). All such comments were fully responded to and appropriate amendments made to the application reflecting such comments, to the satisfaction of all relevant parties.

Extensive pre-event planning meetings were held with all/some of the relevant parties present at such meetings, as required, on the following dates that is to say;

8th February - Gardai, OPW, MCD
7th March - Gardai, OPW, MCD
21st March - Gardai, MCD
2nd April - Gardai, MCD
3rd April - Gardai, OPW, MCD
1st May - Gardai, OPW, MCD
1st May - Gardai, MCD
28th May - Gardai, OPW, MCD, HSE, Dublin County Council, Dublin Fire Brigade
6th June - Gardai, OPW, MCD
8th June - Gardai, OPW, MCD
22nd June - Gardai, MCD
29th June – Gardai, MCD, OPW, MSA, Dublin County Council, Dublin Fire Brigade, Medical & HSE

and on the day itself of each event namely the 5th July, 7th July and 8th July respectively.

The pre-event planning meeting held (in the Phoenix Park) on the 29th June 2012 was a ‘Health & Safety Table-top exercise’ which was hosted by Michael Slattery & Associates, Safety Engineers. Such meeting was attended by representatives from MCD Productions, An Garda Síochána, Dublin City Council, OPW, Dublin Fire Brigade, Medical and the HSE.

The purpose of such exercise was to pose a number of possible emergency scenarios, in the unfortunate event of an emergency occurring at the event, and best practice responses were given. Some of the scenarios presented included extreme weather conditions, groups of individuals without admission tickets attempting to gain access to the concert site and the outbreak of fire.

Following inspection of the proposed concert site by the OPW & Michael Slattery & Associates in early June 2012, it was felt that the ground conditions of such site had become unsuitable to accommodate the event due to the unprecedented levels of heavy rainfall over the preceding weeks. An alternative and more suitable concert site was identified and, on the 26th June 2012, a request was made on behalf of MCD Productions to Dublin City Council to move the concert site to this new location. **Such request was accompanied by an updated Event Management Plan and was made with the approval and written agreement of all relevant parties, namely An Garda Síochána and the Office of Public Works.**

On the 2nd July 2012, the finalised Event Management Plan was submitted to Dublin City Council (see appendix 6.2) which set out extensive organisational, structural, medical, safety, security and emergency procedures to be put in place and implemented for the event.

On the 3rd July 2012, when the requirements of the licence application were fully complied with (which included a five-week consultation and observation process), **the Event Licence was granted by Dublin City Council (see appendix 6.1)** with a number of conditions attached thereto (as is the norm for events of such nature).

2.3 PROMOTER PRE-EVENT PLANNING

MCD Productions/Event Controller and/or Safety Engineer held detailed meetings with relevant parties (including An Garda Síochána, Dublin City Council, Dublin Fire Brigade, OPW, HSE,

local residents). In addition, extensive documentation was provided by MCD to such relevant parties in advance of the actual event.

The purpose of such meetings/supplying of documentation, is two-fold namely, to ensure, as far as is practicable, the smooth running of the event, and to address any potential problems/ emergency situations which may arise onsite, and agree on an action plan to be implemented in the unfortunate likelihood of such event/s unfolding.

In the course of such meetings, a number of queries were raised by interested parties, all of which were fully dealt with by the Promoter including the following request which was made by An Garda Siochana (which it will be noted, was also fully complied with) namely;

- **that the Event Control Room not be located in the concert arena (where it had previously been located for the Red Hot Chili Peppers same Phoenix Park concert site in 2004).**

MCD confirmed that the Event Control Room would not be positioned in the arena (indeed the Room was positioned as far back as possible within the backstage area, and housed in a solid wall structure, to eliminate as far as possible, distracting noise sounds emanating from the arena and any weather noises).

No further requests/concerns or observations were made during any of these pre-event planning meetings by An Garda Siochana (whether in relation to matters inside or outside the arena) concerning issues such as the internal condition of the Event Control Centre; the nature and extent of the on-site CCTV facility; the proposed security/stewarding arrangements for the event both inside and outside the arena (full details of which had been supplied to the Gardai); the concert site/surrounding area/perimeter fence/traffic/signage/temporary lighting structures etc..

2.4 LOCAL RESIDENTS

Licensing legislation applicable for major outdoor events allows for a five week consultation process to enable local residents, businesses and communities make observations and recommendations regarding the licence application. No formal objection or feedback from community or commercial interests was received by MCD from Dublin City Council following publication in two national newspapers of the planning application, and following such five-week consultation period.

Notwithstanding this, MCD did engage with and in fact met with an umbrella group of local representatives of community groups in the vicinity of the Phoenix Park from April 2012 onwards, as a gesture of goodwill and, in the interests of best practice. As was the case with previous MCD Phoenix Park concerts in 2007 and 2009, MCD met with the Navan Road Community Council who represent a substantial number of local residents. On 15th June 2012, MCD issued an 'advance information notice' to local residents and community groups using the most recent register from the OPW records.

Following a request from the Navan Road Community Council received on the 18th June 2012, and as a gesture of goodwill, **MCD agreed to make a voluntary donation of €10,000.00** (via such organisation) to support the following charitable and local community organisations namely; St. Vincent de Paul Navan Road Branch; Sancta Maria Daycare Centre; Celtic Athletic; St. John Bosco Junior Boys Parent Committee; St. John Bosco Senior Boys Parent Committee; Mary Help of Christians Parent Committee; St. Declan's College, Parent Committee; St. Dominic's College, Parent Committee; Skills Development St. Vincent's Centre; Vincent's Special School; St. Catherine's Junior School; St. Catherine's Senior School; Sr. Veronica, Phoenix Park Special

School; St. Oliver Plunkett Eoghan Ruadh; Phoenix Football Club; Navan Road United; St. Francis Hospice, Blanchardstown; Navan Road Men's Retirement Club and Gaelscoil Bharra.

2.5 EVENT MANAGEMENT PLAN

An Event Management Plan (see appendix 6.2) was drafted on behalf of MCD and submitted to Dublin City Council in support of the Licence Application in accordance with the appropriate codes of practice and such Plan included the following key elements;

- Event Management Structures and Responsibilities;
- Event Safety Strategy;
- Site Structures and Facilities (including provision for bar facilities);
- Medical Facilities;
- Stewarding and Site Security;
- Traffic Management Plan;
- Communications Plan;
- Sound Levels;
- Site Emergency Plans and Procedures;
- Sanitary Accommodation;
- Environment Monitoring Programme (for before, during and after the proposed event);
- Clean-up Remedial Works;
- Miscellaneous Provisions (including lighting, temporary structures, fire rating of materials, site signage, pyrotechnics and special stage effects but not limited to such matters);
- Security Arrangements;
- Duties of Security Personnel;
- Emergency Procedures;
- Productions Schedule;
- Site Drawings and Grid Layouts.

A draft Event Management Plan was submitted as part of the Licence Application to Dublin City Council on the 9th March 2012.

After the application was submitted, **comments were received (via Dublin City Council) by the Promoter on the 17th April 2012 from Dublin City Council Fire Brigade, Health Service Executive (Environmental Health) and Health Service Executive (Environment noise). All such comments were fully responded to and appropriate amendments made to the application reflecting such comments, to the satisfaction of all relevant parties.**

A further draft Management Plan was submitted to Dublin City Council on the 26th June 2012.

Following further consultation, a finalised Event Management Plan was submitted to Dublin City Council on the 2nd July 2012 and Dublin City Council granted the Event Licence on the 3rd July 2012.

2.6 EVENT CONTROL ROOM

In compliance with best practice, as per the Event Management Plan for the Event, an Event Control Room was provided by the Promoter and managed by the Event Controller. **This facility was jointly operated between the Event Controller and An Garda Siochana (Senior Officers) along with representatives from other relevant statutory agencies.**

The Event Control Room, throughout the duration of the concert on the 7th July 2012, was fully equipped and serviced and operated as a fully functioning and effective control room at all times over the duration of the event. At no stage during the event on the 7th inst. were

any queries, complaints or concerns raised regarding the suitability of the Event Control Room nor were any requests made for additional items or facilities by any party.

The same Event Control Room had been used only two days previously, for concert on the 5th July and, again, at no stage were any queries, complaints or concerns raised regarding the suitability of the Event Control Room. However, on the 5th July the Gardai did request that an additional table/seats be provided for their use but, as they made such request during the live event, the items were subsequently made available in advance of the concert on the 7th July 2012.

In relation to the CCTV facilities provided by the Promoter, at no stage during the event were the Gardai either refused access to, or obstructed in using any such equipment. At no stage did the Gardai make a request to directly operate such cameras, nor did the Gardai raise any concerns, or make any complaints regarding the suitability or otherwise of the said CCTV facility as provided by the Promoter. Indeed, had the Gardai done so, the matter would have been dealt with immediately to their satisfaction.

It should be noted that as is standard practice at many other open-air concert sites (for example Marlay Park, PuncHESTOWN Oxegen festival etc), the relevant Gardai policing such events operate the CCTV systems in place themselves, rather than relying on the Promoters' CCTV operators, as the Gardai policing the Phoenix Park concert on the 7th July 2012, choose to do.

Finally, no concerns or complaints of any nature were raised, highlighted or received from the Gardai (or indeed any other party) at any stage during the Phoenix Park Concert on the 7th July 2012 regarding the 'fitness for purpose' of the Event Control Room or otherwise.

2.7 EVENT CONTROL MANUAL

A 37-page Staff Event Control Manual (see Appendix 6.4) was issued by the Event Controller in advance of the concert to key personnel including Safety Officers, Senior Garda Siochana officers, Head of Security, Security Supervisors, Event Control Room staff, Medical co-ordinator, MCD's Live Events Manager, the Deputy Event Controllers and the Promoter.

The Manual included the following;

- Organisational Structures,
- Radio Communications,
- Closed Circuit Television,
- Pre-event Safety Checks,
- Audience Management (including admission policy, early arrivals, re-admissions, entry routes, entry lanes, provisions of over-crowding/forced entry, access control, stage area and site),
- Security and Stewards (role of security and steward management team, security briefings, post-event reporting and de-briefing, organisational chart, deployment),
- Adverse Weather Contingency Plans (including stage and production, site, car and bus park, lighting, high winds and heavy rain,
- Traffic Management and Transportation (including An Garda Siochana Traffic Management Plan, Transportation Modal Split, public information),
- Emergency Procedures (including definitions, key personnel, event alert state, emergency communications codes, emergency announcements, emergency and event procedures, emergency procedures in event of crowd disturbance, evacuation procedures, show stop),
- End of Event Exit Procedure,
- Gate Opening Checklists,
- Radio Channel List and Phone Contacts,
- Public Information Notice,
- Site Plan (including Grid Zone Layout).

2.8 STAFF HANDBOOK

All relevant on-site Staff (including security and stewards from sign-in) were issued with the Staff Handbook (see Appendix 6.5). This Handbook included information regarding the following;

- Show times and line-up
- Procedures,
- Safety and Security Procedures,
- Location of Facilities (including ATMs, First Aid, Special Needs Platform etc.),
- Public Transport Information,
- Emergency Evacuation,
- Special Needs Access,
- Re-admission Policy,
- Lost Property,
- Door Policy (including age restrictions, alcohol, offensive weapons, illegal substances etc.),
- Site Map and Grid Zone with all relevant facility locations identified,
- Public Information Notice (including public transport, private transport, safety tips, special needs information, ticket collection information etc.).

2.9 AN GARDA SIOCHANA - PRE-EVENT POLICE PLANNING

Under Irish law, An Garda Siochana are the sole authority empowered and vested with the responsibility and duty to implement the laws of the land and ensure order is maintained at all times in public areas within the Republic of Ireland.

As is the norm for such major outdoor events, detailed and extensive consultation, and planning meetings take place between the Promoter and An Garda Siochana, and all other relevant parties, in advance of such events taking place.

With regard to the Phoenix Park concerts, extensive planning meetings were held with Senior Members of An Garda Siochana from very early in the planning stage right up to, during and indeed after the actual events themselves. An initial meeting took place on the 11th January 2012 and further planning meetings, comprising 12 in total were subsequently held on the following dates namely;

8th February 2012
7th March 2012
21st March 2012
2nd April 2012
3rd April 2012
1st May 2012
1st May 2012 (second meeting same day)
28th May 2012
6th June 2012
8th June 2012
22nd June 2012
29th June 2012

In addition, extensive discussions were ongoing in the run-up to the show on a daily basis and pre-event briefing meetings were held on-site on the day of each concert on 5th, 7th and 8th June 2012 followed by further post-event de-briefing meetings which were held each night after the concert.

Such meetings dealt with issues in relation to crowd control, security arrangements, traffic management, site-plan and lay-out, traffic and access issues, event control matters, weather contingency planning, sale of alcoholic beverages (on-site), event licence, site plan, emergency exits, perimeter fencing, hours of operation, non-public policing, Gardai catering, pedestrian entry and exit, public transport (including shuttle buses, private coaches, mainline rail, LUAS, taxis, private cars), venue arrangements for Phoenix Park concessionaires, special needs parking among other matters.

It should be noted that at the specific Event Security Planning meeting held on the 22nd June 2012, senior Gardai were supplied with a copy of the full security deployment briefing by the Event Controller which was accompanied by a relevant map outlining the location of all security personnel for the actual concert site for each concert (which included full details of the ‘Grid System’ to be used).

At no stage before, during or subsequent to such meeting did the Gardai request an increase in the security levels within the scope of the event plans which had already been presented to the Gardai, nor were MCD requested by Gardai to provide security to properties within the Phoenix Park, nor to local residences in the surrounding areas.

An Garda Siochana were solely responsible for policing within the concert site and its environs. MCD were responsible for security and stewarding inside the arena.

A Desk-top Exercise for Emergency Scenarios was completed in conjunction with An Garda Siochana, OPW & MCD prior to the event on the 29th June 2012 to test various emergency procedures and responses.

A Garda Traffic Management Plan for the event was prepared and issued by An Garda Siochana on 2nd July 2012. An Garda Siochana hosted a joint Garda/MCD Press Conference in Garda Headquarters, Phoenix Park on the 2nd July 2012 in the course of which safety and security arrangements were outlined, and the Garda Traffic Management Plan was presented.

An Garda Siochana were solely responsible for advising MCD regarding the non-policing public duty aspects of the event.

The Garda Commissioner Martin Callinan, by letter dated 25th July 2012, acknowledged that “Risk management was an integral part of the event planning process undertaken by An Garda Siochana in the planning of policing operations for the concerts held in the Phoenix Park.” Therefore, as acknowledged by Commissioner Callinan, An Garda Siochana were responsible for the risk management of policing the event and in doing so, Gardai undertook a number of Risk Assessments (between 28th February 2012 and the date of the actual event itself).

Indeed, well in advance of the event itself, MCD had provided the Garda with information to assist the Gardai undertake proper due diligence and risk assessment of the event to ensure a comprehensive, adequate and sufficient policing plan was implemented by An Garda Siochana to properly police the event, thereby fulfilling their obligations and duties to both the Promoter and public alike.

It should be noted An Garda Siochana were aware, from the 28th February 2012, of the identity of the artist for the concert on the 7th July 2012 and indeed the very fact that such event was deemed higher risk than the other two concerts planned for the 5th and 8th July 2012.

On 16th April 2012, Gardai stated in writing that having carried out their Risk Assessment of the event and, due to the higher “Risk” nature of the concert on the 7th July, that 54 additional Gardai (bringing total Garda members to 206) should police the concert on the 7th July 2012. In such correspondence, the Gardai also referred to the lower risk Thursday/Sunday concerts (each of which Garda stated should be policed by 152 Garda members).

On 8th May 2012 following a further Garda Risk Assessment Gardai (for whatever reason unknown to MCD), revised downwards their Garda numbers to 149 members for the ‘higher risk’ concert on the 7th July 2012 (a reduction on their previous numbers by 57 Garda members) and to 134 members for the ‘lower risk’ Thursday /Sunday concerts on the 5th and 8th July 2012 respectively (a reduction on their previous numbers by 18 Garda members).

Eventually, on the 5th July 2012 (being the morning of the initial Phoenix Park concert), Gardai again reduced downwards their Garda numbers (again for whatever reason unknown to MCD) as follows:

Concerts - 5th and 8th July 2012 (each of the concerts)

129 members (which represented a further reduction by ‘23 members’ on the increased numbers supplied by the Gardai on the 16th April and ‘5 members’ on their numbers supplied on the 8th May and

Concert - 7th July 2012

145 members (which represented a further reduction by ‘61 members’ on the increased numbers supplied by the Gardai on the 16th April and ‘4 members’ on their numbers supplied on the 8th May 2012 respectively).

Again, the Gardai did not provide any explanation for such further reduction in the number of Garda for the concerts which the Promoter became aware of (via the Garda Deployment and Operational Plan) on the morning of the initial concert on the 5th July 2012.

Indeed the senior Member of An Garda Síochána who supplied copy of the Garda Deployment and Operational Plan on the morning of such initial concert ‘apologised for the Garda delay’ in supplying the document despite numerous previous requests made by the Concert Event Controller for a copy as such Plan contains crucial policing information such as Garda deployment positions together with the final number of Gardai on duty to fully resource and adequately police the events.

An Garda Síochána confirmed (both in advance and after the event) that at NO stage in their Operational Policing Plan or in the course of conducting their Garda Risk Assessments, were the levels of non-public policing influenced by any financial considerations.

MCD relied solely and completely upon, and indeed fully accepted without objection or question whatsoever, the expert and professional advice given to them by An Garda Síochána, insofar as the Garda policing policy for all three concerts was concerned. MCD also made financial contribution to An Garda Síochána in respect of their policing policy implemented at the Phoenix Park concerts and, in addition, the Gardai with provided with on-site catering facilities, at the Promoter’s expense, as requested by the Gardai.

It should be noted that, at no stage, did the Gardai raise any objections to either MCD’s Event Licence Application after it was lodged with Dublin City Council on the 9th March 2012, nor did the Gardai make any objection to the Liquor Licence application for the event when such application came before the District Court on the 13th June 2012.

It should also be noted that a number of individuals present at the de-briefing meeting held immediately after the concert on the 7th July at approximately 23:45hrs in the Event Control Room, recall a **Senior Member of the Gardai present praising the actions of security in dealing with events at the concert and assisting the Gardai in apprehending suspects, in addition to such security personnel doing their utmost to protect innocent concertgoers under (what was acknowledged by all to have been) very challenging circumstances.** Present at the de-briefing were the Event Controller, Deputy Event Controller, Event Medical Services, Head of Security, Security Managers from Eventsec and Sword Security, An Garda Siochana, Event Safety Management team, Site Manager, MCD Communications, MCD Live Events Manager and other parties.

On the 10th July 2012, MCD met with Senior Gardai including Assistant Garda Commissioner John Twomey to discuss a range of issues concerning events at the concert on the 7th July 2012 including matters of serious concern in the public domain. **Following an extremely productive meeting, it was agreed that both parties would carry out a more in-depth review regarding all aspects of the event on the 7th July 2012. It was also agreed (again by both parties) that a series of ‘progress briefing meetings’ would be scheduled to allow both parties review progress documents with a view to completing and publishing documents, as required, by the end of August 2012, thereby giving both parties an adequate timeframes for completion. This within Review is part of such process.**

In a joint Press Statement issued after the meeting by An Garda Siochana and MCD (see Appendix 6.9), both sides emphasised that public safety is and always has been a priority for both the Gardai and MCD. It noted that prior to all events, a range of relevant stakeholders, including An Garda Siochana and Concert Promoters meet and agree an Event Management Plan which was implemented for this event. The Statement also confirmed that further meetings would be held in the context of lessons learned and orientation of future concerts of this nature.

However, on 2nd August 2012 without any consultation with or prior notice to MCD, ‘elements’ of An Garda Siochana’s Report into events surrounding the Phoenix Park concert on the 7th July 2012 were issued to the media and thereby put into the public domain. Such behaviour was at complete odds with the earlier agreement made by An Garda Siochana and MCD during their post-concert meetings. MCD have been denied a copy of such Garda Report despite an official request having been made directly to the Garda Commissioner Martin Callinan on behalf of MCD (see Appendix 6.7).

Finally, it should be reiterated once again, that at no stage either before or during the concert on the 7th July did the Gardai, or indeed any member of the force, raise any major concerns or issues with the Promoter regarding the running of the event.

2.10 AVAILABILITY OF ALCOHOL (Beer & Wine Only Within The Arena)

The District Court granted a Licence for the Sale of Intoxicating Liquor at the Phoenix Park concert site. **No objection to such licence application was made by An Garda Siochana, or any other party when the matter came before the Court on the 13th June 2012.**

The Event Management Plan provided for bar facilities within the concert site and also set out the terms upon which such bars could be operated and monitored by An Garda Siochana and the Event Safety Officer. Such terms also stipulated that in the event of concerns regarding excessive alcohol consumption, and consequential safety/public order risks within the concert site, a strict instruction could be given by An Garda Siochana to close down such on-site bars.

It should also be noted that in order to limit excessive alcohol consumption, **the promoters MCD operated a voluntary restriction on the maximum number of alcoholic beverages an**

individual was allowed purchase, at any one time. Furthermore, MCD restricted the sale of alcohol to beer and wine only, despite the Liquor Licence granted for the event (without any objection by An Garda Síochána, or any other party) imposing no such restriction. The reason for MCD's decision in this regard was, again, to limit excessive alcohol consumption among concertgoers.

At no stage on the 7th July 2012, was an instruction deemed necessary, nor was it given (as An Garda Síochána could have done) to close down the on-site bars in the concert arena on the grounds of concerns regarding excessive alcohol consumption, and consequential safety/public order risks within the concert site.

2.11 ARENA SECURITY AND STEWARDING

On the 7th July 2012, a total of 511 private security personnel were on duty at the Phoenix Park Concert. This numbered exceeded the minimum legal requirement of 360 security personnel under the Licence granted for the event by Dublin City Council. In addition, 145 members of An Garda Síochána policed the event.

Security at the Phoenix Park concerts was provided by two highly reputable companies, Sword Security and EventSec. Both companies are fully licensed by the relevant agencies, and both are fully compliant with all regulations and statutory controls (see Clause 1.4 (g) above).

Both security companies were engaged directly by MCD, with the core purpose of providing security within the concert arena itself, with a limited number of security stewards allocated to the shuttle bus drop-off and collection zones within the Phoenix Park **with the prior approval of An Garda Síochána.**

A series of security meetings took place between 25th May 2012 and the commencement of the concerts, with pre-concert briefings and post-concert de-briefings on the days of each concert. These meetings included all elements of security planning including personnel resources, site layout and plans, event management plan, public information notices, admission and age policies, queue and entry management, crowd management, entry/exit routes, gates and times, ticket scanning, entry searches, minors and welfare policy, bars, alcohol policy, toilets and deployment and positioning of security throughout the site among other items.

2.12 HEALTH SERVICE EXECUTIVE/MEDICAL RISK ASSESSMENT/ARENA FACILITIES

(background re. medical personnel engagement for event).

A qualified team of medical professionals were engaged by Event Medical Services to provide on-site medical facilities for the event (See Clause 1.4 (j) above).

During the event, the event was monitored **and best standards applied** as per the requirements set out by the HSE in relation to both medical facilities and food hygiene (on-site). **It should be noted that the medical facilities within the arena were at all times over and above the required numbers dictated by the Health Service Executive in terms of medical staff and facilities, including the number of ambulances available on-site.**

There were **4 Doctors on duty**, one of whom was Dr.Ciara Martin who is A&E Consultant at Tallaght Hospital with many years of experience working at MCD events and in the pre Hospital setting. Also, there were **13 Paramedics on site all of whom have many years of front line A&E Ambulance experience and work full time in the Emergency services.** There were **6 Nurses on duty**, all of whom are full time A&E nurses again with years of experience in various Hospitals around Ireland. There were **3 Medical A&E Ambulances on site, Medical**

Ambulances are to the same standard of equipment and staff as the HSE. , Medcall are the largest private Ambulance services in the Country and cover the 999 calls from time to time for the HSE. The Order Of Malta were the First Aid provider (they also provide first aid assistance at the Oxegen Music Festival and Marley Park annual concerts.). They have covered many events and concerts over the years and are the most experienced of all first aid providers.

At no stage during the concert on the 7th July 2012 were any additional outside medical staff or ambulances, or ambulance staff required on-site, to deal with arena medical issues. All food outlets within the arena were appropriately licensed by the Health Service Executive, and duly monitored by the Environmental Health Officer on the day of the concert.

2.13 DUBLIN CITY COUNCIL FIRE BRIGADE & FIRE RISK ASSESSMENT

In addition to the pre-event consultation process prior to the granting of the Event Licence by Dublin City Council, senior officers of Dublin Fire Brigade carried out a risk and fire assessment and full site inspection. At no stage during the course of the event on the 7th July 2012 was there any significant fire risk to patrons, or to the event itself.

SECTION 3

CORE ISSUE EXPERIENCED BY INDIVIDUALS ATTENDING THE CONCERT ON 7TH JULY 2012

**CORE ISSUE ARISING FROM THE
PHOENIX PARK CONCERT ON THE 7TH JULY 2012**

INTRODUCTION

A number of issues emerged in connection with the concert in the Phoenix Park on the 7th July 2012 which caused problems for individuals attending the concert, other visitors to the Phoenix Park and local residents.

The core issue which caused such problems can be categorised under the heading ‘Anti-Social Behaviour’.

MCD, the Promoter of the concert, issued Media Statements in the immediate aftermath of the event in which it stated the Company was appalled, disgusted and deeply disappointed with such anti-social behaviour caused by a small minority of the 45,500 individuals who attended the Phoenix Park concert on the 7th July 2012.

Indeed, over the days following the event, MCD in the strongest terms possible, condemned such behaviour, apologised to those law-abiding fans who were negatively impacted by such anti-social behaviour and deeply regretted the distress and inconvenience caused to other visitors to the Phoenix Park and residents/communities in surrounding areas.

MCD, whilst it acknowledges that some anti-social behaviour will be a feature at any large open air event of this nature, the extent, level and scale of the incidents of anti-social behaviour witnessed on this occasion, was unprecedented.

For the purposes of this Report, anti-social behaviour includes and is deemed to include;

- serious assaults,
- abusive behavior of a serious nature,
- alcohol consumption in public places,
- drug dealing and drug taking,
- thefts,
- loitering,
- acts of public indecency (urinating in public places etc),
- littering.

The Garda Policing Policy for the initial concert indicated that;

“The general policy will be that arrests are to be avoided and only resorted to when all other options have failed

It would appear clear that the style of policing policy implemented on the 7th July 2012 by An Garda Síochána in the immediate vicinity of the Phoenix Park and further afield was;

- **ineffective in dealing with the wide-spread incidents of anti-social behaviour which existed on the day,**
- **an inappropriate response to the criminal activity prevalent on the day due to the nature, level and extent of such incidents of criminal activity and indeed the calibre of many of the individuals involved (some of whom were already known to the Gardai) and**
- **a contributory factor in exacerbating the incidents of anti-social behaviour experienced by individuals attending the concert, visitors to the Phoenix Park and local residents.**

The same initial Policing Policy also stated;

“Arrests will be necessary where any of the following incidents occur:

- **serious breach of the peace,**
- **assaults on Gardai,**
- **any definitive criminal Act e.g. criminal damage, theft etc.,**
- **throwing a missile at Artists, officials etc.,**
- **Breaches of the Criminal Justice (Public Order) Act 1994,**
- **Only with the authorization of a supervisor..”**

It is worth noting that, during the pre-event briefings held at noon each day of the concerts and attended by relevant parties including Senior Members of An Garda Siochana, Sword Security, Eventsec, Event Controller, Deputy Event Controller, Head of Security, Site & Bar Managers, MCD Live Events Manager, Safety Officers among others, a number of individuals present recall **Gardai stating they had given a indication, that arrests were to be avoided and used only as a last resort when all other options have failed.**

Widespread reports have indicated that **many young people had congregated early on the day of the concert to avail of the sunshine, traveling into the City Centre and the vicinity of the Phoenix Park and surrounding areas where alcohol was being openly consumed; drugs were being freely distributed and indeed taken. Indeed, such activity was even taking place on the public area located in front of the Criminal Courts of Justice on Parkgate Street.**

Another independent report carried on the letters page of The Irish Times on 13 July stated how a passenger traveling on a train from Westport to Dublin at 7.15am on the morning of the concert witnessed hard liquor being openly consumed, with all the unhappy consequences that ensued for others on that train.

One of the consequences of the policing policy implemented by An Garda Siochana on the day of the concert, was the serious incidents of anti-social behaviour witnessed both in the vicinity of the Phoenix Park, and further afield.

That stated Gardai and Security should be praised for catching one particular individual, known to Gardai, who was arrested at the event and has appeared before the Courts charged with offences arising from his involvement in incidents of anti-social behaviour.

SECTION 4

**MCD COMMENTS
ON CONTENTS OF LETTER SENT BY
MARTIN CALLINAN COMMISSIONER OF
AN GARDA SIOCHANA DATED 25TH JULY 2012
TO THE SECRETARY GENERAL DEPARTMENT
OF JUSTICE AND EQUALITY**

In the aftermath of the Phoenix Park concert on the 7th July 2012, the Promoter met with An Garda Siochana on the 10th July 2012 to discuss the problems surrounding the event. The parties agreed that a Process be undertaken which involved them both carrying out their own reviews of the events surrounding the concert on the 7th July 2012. Both parties further agreed they should hold a number of meetings to discuss the matter, and agree the next meeting should take place towards the end of August 2012 to review each others progress in undertaking such review and both parties agreed neither one of them would engage any further with the media making public statements in the interim.

However An Garda Siochana, without any prior notice or consultation with either the Promoter or any of its sub-contractors, proceeded to unilaterally complete and finalise their own Report into the concert, which they forwarded directly to the Department of Justice and Equality on or about the 26th July 2012.

Such Report was accompanied by a covering Letter from the Garda Commissioner Martin Callinan to the Secretary General of the Department of Justice and Equality dated 25th July 2012 which said letter was subsequently released to the media by the Minister for Justice, Alan Shatter on the 2nd August 2012 in the absence of any prior consultation with or notice/reference to MCD (see Appendix 6.6).

The contents of such letter raised a number of serious issues many of which were both factually incorrect and highly defamatory of many of the individuals/ companies referred to therein. Such letter also omitted to include many relevant facts and information which would have been freely available from the Promoter/its sub- contractors had they been so requested to provide.

MCD's within Report would be incomplete without referring to the contents of such letter and addressing the issues raised therein as follows;

4.1 Selection of Concert Venue

No evidence to suggest the Concert Site was unsuitable and Gardai were aware from February 2012 of the identity of the headline act for the concert on the 7th July 2012 and at no stage objected to either the Licence Application for the event itself, or the Liquor Licence application to operate the bars at such event. Indeed, the Gardai in a letter to Dublin City Council approved the actual concert site and furthermore, discussed at length during many pre-event planning meetings extra measures to be taken in light of the nature of the lineup for the 7th July 2012 concert.

4.2 Culture of Alcohol Consumption

Whilst there is indeed a culture of 'excessive' alcohol consumption in Ireland, there are certainly sufficient and adequate laws currently in place in order to deal with related anti-social behaviour. However, it appeared **Gardai failed to properly implement such laws both within the vicinity of Phoenix Park and further afield on the day of the concert.**

4.3 Event Control Centre (on-site)

Composition,

In the course of the pre-planning meetings with the Gardai, **at no stage did they indicate the number of Gardai personnel to be accommodated within the Event Control Room** nor did they suggest any internal layout or any other detail of the size/type of event control facility they felt appropriate or required, in advance of the event.

Therefore, in compliance with best practice, as per the Event Management Plan for the Event, a fully equipped and functioning Event Control Room was provided by the Promoter and managed by the Event Controller. This facility was jointly operated by An Garda Siochana (Senior Officers) along with representatives from other relevant Statutory Agencies.

The Event Control Room, throughout the duration of the concert on the 7th July 2012, was fully equipped and serviced and operated as a fully functioning and effective control room at all times over the duration of the event. **At no stage during the event on the 7th inst. were any queries,**

complaints or concerns raised regarding the suitability of the Event Control Room nor were any requests made for additional items or facilities by any party.

The same Event Control Room had been used only two days previously, for concert on the 5th July and, again, at no stage were any queries, complaints or concerns raised regarding the suitability of the Event Control Room. However, on the 5th July the Gardai did request that an additional table/seats be provided for their use but, as they made such request during the live event, the items were subsequently made available in advance of the concert on the 7th July 2012.

In relation to the CCTV facilities provided by the Promoter, **at no stage during the event were the Gardai either refused access to, or obstructed in using any such equipment. At no stage did the Gardai state they intended to do so, or make a request to directly operate such CCTV cameras, nor did the Gardai raise any concerns, or make any complaints regarding the suitability or otherwise of the said CCTV facility as provided by the Promoter. Indeed, had the Gardai done so, the matter would have been dealt with immediately to their satisfaction.**

It should be noted that on many other open-air concert sites (example Marley Park), it is the relevant Gardai themselves policing such events, who operate the CCTV systems in place, rather than relying on the Promoters' CCTV operators, as the Gardai policing the Phoenix Park concert on the 7th July 2012, choose to do.

Finally, **no concerns or complaints of any nature were raised, highlighted or received from the Gardai** (or indeed any other party) at any stage during the Phoenix Park Concert on the 7th July 2012 regarding the 'fitness for purpose' of the Event Control Room (whether in relation to its composition or otherwise) nor in relation to the CCTV facility provided by the Promoter.

Presence of Statutory Agencies within Control Room

At all times during the event, all relevant statutory agencies who requested accommodation and facilities within the Event Control Room were facilitated accordingly and indeed **no queries or complaints were made by any such individuals at any stage during the course of the event on the 7th July 2012.**

4.4 Security/Stewarding - Gates and Perimeter Fence

The 'high volume of incidents at the entrance gate search areas' and 'the number of breaches in the perimeter fence' **were in no small part due to the failure of An Garda Siochana to enforce the law within the Phoenix Park and its environs, the wholesale availability of 'carry-out' alcohol from licensed premises in the area, failure to control consumption of alcohol on public transport services to the event and the tolerance of consumption of alcohol and anti-social behaviour in public places on the routes to and in the Phoenix Park by An Garda Siochana had an overwhelming adverse affect on the sobriety of the audience seeking to attend the event.**

Security and stewarding planning for the event was based on the premise that An Garda Siochana as a police force would enforce the law.

Attempted or successful perimeter fence breaches are a risk on green field event sites. **The number of these incidences at the event were again due, in no small part, to the failure of An Garda Siochana, to provide a secure, safe public domain for ticket-holders who were either refused admission to or ejected from the arena.**

4.5 Age Check/Intoxicated Persons/Drug Use

The use of Security and Event Control logs by An Garda Síochána to determine the level of knowledge Security and Stewarding staff had of specific event procedures and policies is disingenuous.

MCD encourage all staff to ask questions if they are unsure of any event related to briefing or procedural details. The policy of 'if in doubt ask' must continue to be an essential comfort to all event staff in the course of their duties. The primary method for Security and Stewarding personnel to 'ask' is by radio to Security or Event Control and these communications will, as a matter of course, be logged. Furthermore, An Garda Síochána attended daily briefings and debrief meetings and, if they perceived any lack of clarity or specifics in the briefing of procedure and policies, surely they would, and indeed should, have brought them to the attention of MCD at that time.

4.6 Welfare Tents

There is no evidence to suggest that the three Welfare Tents on site placed any pressure on onsite Medical resources. In fact, if anything they provided additional help and support in assisting concertgoers. At all times during the event, the event was monitored and best standards applied as per the requirements set out by the HSE in relation to both medical facilities (on-site). It should be noted that the medical facilities within the arena were at all times over and above the required numbers dictated by the Health Service Executive in terms of medical staff and facilities, including the number of ambulances available on-site.

At no stage during the concert on the 7th July 2012 were any additional outside medical staff or ambulances, or ambulance staff required on-site, to deal with arena medical issues.

4.7 Temporary Concert Signage

Signs on low wooden stakes were used on the North Road in the Phoenix Park to indicate to traffic they were approaching construction site entrance i.e. Gate C. This method is a standard method of indication for all construction sites. The North Road was closed by An Garda Síochána during each event. Wooden stakes were used by bars for signage. At no point on the 5th, 7th or 8th July, at the daily briefings or nightly debrief meetings did An Garda Síochána bring hazard to the attention of the Event Controller. In addition it should be noted that the site was fit for purpose and approved by Michael Slattery Associates the Event Safety Officers on site.

4.8 Security of Temporary Outdoor Lighting

The 'key operation' is a safety feature of the lighting towers in question but has proven to be in this case a potential design flaw. That stated, **MCD accept more steps should have been taken by MCD to avoid concertgoers turning lights off. This was the responsibility of MCD and should have been addressed in advance by placing fencing around lighting towers.**

4.9 Grid Location System

The Event Controller confirms that to the best of his knowledge, the criticism of the Grid Location System now being made by the Gardai is the first time any party involved in events has done so, since such Grid Location System has been introduced. The effective use of such Grid System relies on 'on site' staff briefing. **MCD made as many copies of its Staff Handbook as was requested by An Garda Síochána. Such Staff Handbook contains a gridded site plan across its centre pages. Clearly, An Garda Síochána failed to provide its personnel with either copies of the Staff Handbook or sufficient 'on site' briefing or orientation.**

At no point during the daily briefings or post event debriefings on the 5th, 7th or 8th July 2012, did An Garda Síochána make a request to use any of the above vehicles nor did they make any complaints regarding any difficulties they were experiencing transporting prisoners from within the concert site.

4.10 Public Order Units and Reserve Units

An Garda Siochana were fully briefed at all stages of the likely conduct of the patrons attending the concert on the 7th July 2012. MCD's concert announcement and on sale arrangement for the concert were email on 28th February 2012. Between such date and the 7th July 2012, MCD attended ten minuted pre-event planning meetings with An Garda Siochana including a specific Event Security Briefing presented by MCD on the 22nd June 2012.

The Event Security Briefing was attended by the divisional Chief Superintendent. Such minuted meetings were augmented by numerous telephone and email communications. **At no point on 5th, 7th or 8th July 2012, at the daily briefings or nightly debrief meetings or in the Event Planning Process, did An Garda Siochana express the opinion that they were inadequately briefed by MCD in relation to the act scheduled to headline the concert on the 7th July 2012.**

Indeed, as far back as 16 April 2012, the Gardai confirmed in writing that an increased number of Gardai (54 members) would be required to police the concert on the 7th July 2012, in light of the high-risk assessment completed by Gardai for the concert on that date. However this increased number of 54 Gardai was reduced downwards by 61 Gardai themselves, without explanation, on show day.

4.11 Transportation of Prisoners

On many occasions, the problems encountered by the Gardai transporting prisoners from within the concert site in a timely fashion would appear to have been as a direct result of the responding Gardai being unable to figure out the orientation of the site/grid location system as **they seemed to have been clearly unfamiliar with such matters, despite full details thereof being contained in the Staff Handbook circulated amongst the Gardai.**

Any suggestion that the condition of the site roads were unsuitable to accommodate the Gardai van used to transport prisoners (apart from being 'mucky') is surprising, to say the least, as the very same roads were used by Emergency service vehicles including Ambulances and articulated trucks and heavy duty mobile construction cranes over the duration of the concerts.

In any event, three 4-wheel drive 'Gator' light vehicular buggies could have been made available for An Garda Siochana use for any purpose they so required, had they simply requested

Finally, no queries, objections or complaints were made at any stage during the pre-event meeting, or post event debrief meeting on the 7th July 2012 regarding the suitability or otherwise of the site roads for any purpose required by An Garda Siochana.

SECTION 5

FINDINGS & RECOMMENDATIONS

- 5.1 Anti-social Behaviour**
- 5.2 Alcohol Consumption, Drug Supply/Taking in Public Places**
- 5.3 Policing at Event**
- 5.4 Risk Assessment and Information Profiling.**
- 5.5 Traffic Management Plan.**
- 5.6 High-visible Stewarding/Policing of Event/Surrounding Areas and within the Arena.**
- 5.7 Arena Security/Stewarding.**
- 5.8 Arena Admission Policy.**
- 5.9 Arena Search Policy.**
- 5.10 Event Management Structures.**
- 5.11 Ground Conditions and Provisions Taken.**
- 5.12 Comprehensive Information Gathering & Sharing to Pro-actively Address Issues.**
- 5.13 Venue Suitability.**
- 5.14 Customer's Dissatisfaction.**
- 5.15 Promoter's Event Control Management and Senior Event Management Staff.**
- 5.16 Minutes of Pre-Event Meeting and Post-Event Debriefing on Show Days.**

FINDINGS & RECOMMENDATIONS

5.1 Anti-Social Behaviour in Public Places

Such activities, involving alcohol and drugs, were widespread from early on the morning of the concert in the vicinity of the Phoenix Park and other public areas including public transport and even on the steps of the Criminal Courts of Justice. Reports were also made about individuals traveling to the event from Westport engaging in anti-social behaviour and openly consuming excessive amounts of hard liquor on the 07.15hrs train trip to Dublin early on the morning of the concert.

Recommendation:

- (a) Whilst alcohol and drug abuse is a greater societal issue, planned legislation should be introduced, to reduce the widespread availability of discounted alcohol.
- (b) Legislation should be introduced, to stop areas adjacent to public houses (within a 1KM radius of concert sites), being used to accommodate temporary bars/off-licence facilities on the day of an event.
- (c) Public houses/off-licences should ensure, that the alcohol being purchased for consumption off the premises will not be consumed in public areas.
- (d) An Garda Siochana should fully implement (by taking a pro-active Zero Tolerance approach) the laws of the land, to ensure that scenes of widespread alcohol consumption and drug-taking (as witnessed on 7th July 2012) in public places are never again repeated.

5.2 Alcohol Consumption, Drug Supply/Taking in Public Places.

Whilst fully acknowledging that some anti-social behaviour is inevitable at large outdoor events, the nature, extent, level and scale of incidents of anti-social behaviour witnessed on the 7th July 2012 was unprecedented.

Recommendation

- (a) An Garda Siochana should utilise fully the extensive powers vested in them (such as under the Criminal Justice (Public Order) Act 1994). The Gardai should operate a Zero Tolerance Policy when faced with incidents of anti-social behaviour as witnessed before their very eyes in public places on the 7th June 2012. Such Zero Tolerance Policy should be implemented by the Gardai from 9AM on event days, to avoid incidents of anti-social behaviour escalating and spiraling out of control, as occurred on the 7th July 2012.
- (b) Arena security and the Gardai should continue to operate such a Zero Tolerance Policy within the arena, as set by the tone dictated by the Gardai outside the concert site/surrounding areas as detailed above.

5.3 Policing At Event

The policing operation and plan implemented for the event on the 7th July 2012 would appear to have been inadequate and breached the duty of care owed by the Gardai to concert-goers, the general public, local residents and the concert Promoter and staff. The policing plan (as demonstrated elsewhere in this Report) was a low key policing approach which was inappropriate for this event. **Indeed, the Gardai appeared to have no adequate strategy in place to deal with individuals refused admission to the venue and who were loitering around the vicinity outside the arena.**

It should also be noted that despite the Promoter's repeated requests to the Gardai for a copy of their Policing Plan in advance of the event, such policing plan was with-held and never supplied (unlike the August 2012 Marley Park concerts).

It should also be noted that the Gardai deployment positions for the Phoenix Park concerts was only provided to the Promoter on the morning of the first Phoenix Park

concerts on the 5th July 2012. **It should again be noted such Garda deployment positions revealed a reduction downwards in the number of extra Gardai policing the concert on the 7th July 2012 from 54 extra Gardai (as stated in writing on the 16th April 2012) to a net reduction of 61 Gardai.**

Recommendation:

- (a) That Gardai immediately undertake a comprehensive review of the policing policy implemented by An Garda Síochána for the event on the 7th July 2012 and share the findings with the Promoter so lessons can be learned to ensure the policing problems of 7th July 2012 are never again repeated.
- (b) An Garda Síochána should, in advance of events, share their Policing Policy plan (excluding aspects covering covert operations) with the Promoter/event organiser, to ensure a most cohesive all-party approach is implemented for such events regarding policing.
- (c) Gardai should supply a copy of the Garda Deployment positions/numbers (excluding covert operations) and strategy to the Promoter well in advance of the event to enable proper consultation to take place between both parties to ensure the event is properly policed.

5.4 Risk Assessment and Information Profiling

Whilst both the Promoter and the Gardai were aware of the risk that a certain element of the concert-goers would engage in anti-social behaviour, sufficient cohesive profiling and intelligence sharing was not undertaken by the parties.

Indeed, whilst some audience profiling had been provided by the Promoter, the Gardai's response to same, namely decreasing the number of Gardai on duty for 7th July concert would appear to have been, in itself, inadequate and insufficient.

Also the Gardai had access to information available to them, via local Garda Stations, regarding the likelihood that troublemakers known to the Gardai would be present at the event but it would appear the Gardai neglected to act on such information in any meaningful way, or at all.

Recommendation

- (a) That a 'Joint Risk Assessment and Profiling' document be produced in advance of an event by the Promoter and the Gardai as a condition of the Event Licence before it is granted. Such document should be updated, if required, in the run-up to the event as further intelligence/information becomes available.

5.5 Traffic Management Plan

The Garda Traffic Management Plan (whilst comprehensive in itself and indeed issued in advance), **was not implemented in accordance with its terms**. Private cars, taxis and private coaches gained access to areas which were designated under the Plan as restricted areas which were directly adjacent to the concert site. Also, some local residents complained of inconvenience as a result of widespread illegal parking.

Recommendation

- (a) that the Gardai, for all future events, fully implement the Traffic Management Plan in place,
- (b) that the Gardai and Dublin City Council (Traffic Division) implement a cross-agency strategy to ensure the Traffic Management Plan applicable for the event is more effectively implemented
- (c) consideration should be given to the deployment of clamping/tow-away operators licensed by Dublin City Council to carry out such a task. Such clamping/tow-away areas should be in the vicinity of the concert site and local neighbourhoods.

5.6 High-visible Stewarding/Policing of Event/Surrounding Area and Within Arena

There was a perceived absence of high visible stewarding/policing of the event/surrounding areas on the day of the concert. This resulted in some individuals exploiting that fact and engaging in acts of anti-social behaviour they may not otherwise have done.

Recommendation

- (a) increased visibility/patrolling by security and Gardai at all future outdoor events of this nature including the visible presence of the public order units of An Garda Síochána along with their dog and horse units.
- (b) The Promoters and the Gardai for future similar events, implement a radius exclusion zone policy whereby ticketholders are only permitted to pass 'designated points' (in the same manner operated for Croke Park and Aviva Stadium events).
- (c) That consideration be given to the monitoring, on public and private transport, of concert-goers by both the promoter and the Gardai.
- (d) Within the arena, members of security personnel and Gardai should be positioned on elevated areas, thereby providing them with greater monitoring of the crowd and a more significant visual role within the location to the audience.

5.7 Arena Security/Stewarding

Whilst the extent of the **511 security personnel greatly exceeded the 360 required under the Event Licence granted by Dublin City Council**, no number of security personnel (obviously within reason), could have adequately dealt with events on the 7th July 2012 due to the diverse and sporadic nature of the acts of anti-social behaviour when carried out by individuals intent on causing trouble. **There was a serious lack of respect and disregard for the Gardai and security alike by a certain element of the audience which attitude appeared to have been contributed to by the Gardai's relaxed policing approach adopted earlier in the day outside the venue.**

Recommendation

- (a) Garda should operate a Zero Tolerance Policy (both outside the concert site and within the arena) at all future events and at all times ensure the authority of both the Gardai and security personnel is respected and to insist on full compliance with law and order. This would ensure, as far as practicable, a safe and pleasant environment for all.
- (b) Details of Security personnel including their name and address should be supplied by Security company employed to Gardai in advance as far as practicably for vetting and best practice.
- (c) Where practical one security firm should be employed for events.

5.8 Arena Admission Policy

A planned admission policy of over 17s only had been agreed and printed on concert tickets and stated during the joint MCD/Garda Press Conference in the run-up to the event. Such age admission restriction was also included in all promotional material and on all public notices.

However, the Promoter subsequently amended such admission policy on the day. In the event of an individual, 16 years or older, in possession of a valid ticket turning up seeking to gain admission to the concert, such individual was allowed to enter the arena, but only after a parent provided telephone consent for the Promoter to do so, and only after such 16 year old was signed-in to the event in this way. Under this system 36 ticketholders were admitted.

The stated age admission policy was amended on the day in the interests of the minor's safety, to avoid any under 17 year old (and over 16 year old) who was refused admission to the event wandering/ loitering around the Phoenix Park alone whilst possibly waiting for transport to return them home after the event ended at 11.00 p.m..

This change in such admission policy on the event day caused confusion for security and staff as such policy contradicted the earlier admission age policy stated in both the Staff Handbook and Staff Manual.

Recommendation

- (a) Once a comprehensive risk assessment regarding age admission policy is completed and the appropriate age for the event determined, it should be observed and not altered (save in circumstances which, for whatever reason, are deemed necessary).
- (b) Fans under the influence of drugs/alcohol should not be admitted into future events and warning notices to this effect should form part of all the promoter's promotional material and prominently displayed. While Garda oversaw the Admission Policy at both entrances on the day a stronger policy needs to be adopted for similar events as was the case with the recent Marley Park concerts.

5.9 Arena Search Policy

The search policy operated by security at the arena was to such an extent permissible by law. Whilst the majority of individuals entering the arena were searched by security personnel (which included bag searches, patting-down and wand-scanning), such search policy was, on occasions, relaxed (to provide for a 1 in 3 search) with the approval of the Event Controller (and with the knowledge of the Gardai) for short intervals in order to speed up admissions to the arena when the need arose. It should be noted there was a Garda presence observing the entry structures and policy being implemented throughout the event.

It must however be recognised and acknowledged that it would be impossible to detect every dangerous weapon being taken into the arena by individuals intent on doing so no matter how rigorous a search policy is operated. Indeed it is worth noting that many items of contraband and weapons are successfully smuggled into even maximum security facilities such as Mountjoy and Portlaoise Prisons.

The previous inclement wet weather conditions meant the ground conditions at site entry points was not ideal for carrying out searches – and many of those entering were wearing Wellington boots – which again proved difficult when trying to carry out searches.

Recommendation

- (a) Searches should be carried out under a dry covered area to ensure searches are as thorough as possible (only to such an extent as is permissible by law).
- (b) Facilities should be provided by the Promoter at site entrance points to permit Gardai carry out full body searches (as permissible by law) where the Gardai deem it necessary as per Marlay Park for relevant events.

5.10 Event Management Structures

Whilst the Event Management structures in place on the day were more than adequate, same were sometimes confusing and unclear regarding demarcation and reporting procedures. On occasion, a limited number of staff were reporting to, and following the instructions and directions given by two different senior members of the Event Management team,

In other instances, excessive responsibilities and duties were placed on single individuals holding senior positions. Whilst there is nothing to suggest any problems were caused by

this policy on the 7th July 2012, it would be preferable nonetheless, to address the issue now, to avoid any potential problems it may well cause in the future.

Recommendation

- (a) More structured, clearer and comprehensive organisational roles should be defined for show days, in respect of future events.

5.11 Ground Conditions and Provisions Taken

Ground conditions proved particularly difficult due to the extremely wet weather which saw record levels of rainfall in the days leading up to the event.

While it is accepted that site crews and the Promoter, in conjunction with the Office of Public Works undertook extensive groundworks of a remedial nature designed to improve conditions, they remained extremely challenging for the duration of the concert.

Recommendation

- (a) while it was adequate on the 7th July 2012 and nothing turned on it as a result, more trackway ground covering should be considered for use at future events at public access points and other high-density locations (both inside and outside the arena) and on site access roads including emergency routes.

5.12 Comprehensive Information Gathering and Sharing to Pro-Actively Address Issues

During the event, there was an inadequate system of information gathering and sharing between the various authorities and the Promoter's organisation of structures. This led, at times, to the circulation of uncertain, unquantifiable and unreliable information (in particular, medical casualty information including essential details of individuals transferred to hospital).

While nothing major resulted from this system on the day of the event, it would well do so in the future.

Recommendation

- (a) that proper structures be immediately put in place for all future outdoor events and fully implemented to ensure proper systems of information gathering and sharing between the various authorities and the Promoter.

5.13 Venue Suitability

The site identified on which to hold this concert (with an attendance of 45,500), was the same site previously used without any location issues or problems for Robbie Williams concert in 2003 and Red Hot Chili Peppers Concert in 2004 with attendances for such shows having been 130,000 and 120,000 respectively.

Prior to the concert on the 7th July 2012, extensive site and safety surveys were undertaken by Michael Slattery & Associates, Safety Engineers.

At all times before, during and after the event, safety officers continually patrolled the site and at no stage was the site deemed to pose a high risk to concert-goers, working staff or the performers.

Recommendation

- (a) that the current practice regarding venue suitability/safety are adhered to with detailed written reporting being undertaken following each inspection.

5.14 Customer Complaints and Promoter's Duty

Some patrons left the concert early as a result of the acts of anti-social behaviour which they witnessed and, within a 21 day period following the event, written complaints were received by approximately 39 individuals, who represented 93 ticketholders from the total 45,500 ticket holders.

Recommendation

- (a) that following consultation with the National Consumer Agency, the individuals who made such written complaints within the 21 days (as deemed to have been a reasonable period by the Agency within which to make such a complaint), should receive a full refund of the ticket price prior to the 30th September 2012.

5.15 Event Control Management and Senior Event Management Staff

On the 7th July 2012, there would appear to have been an inadequate system implemented by An Garda Síochána to properly alert Event Control Management to the potential seriousness of the escalating incidents of anti-social behaviour outside away from the concert site on approaching routes from early on in the day.

Recommendation;

- (a) implement an effective policy on show days (for green field sites) to alert Event Control Management (which includes An Garda Síochána) identifying at the earliest possible juncture, both potential and indeed actual problems and responding appropriately to the threat of same/occurrence of such problems.

5.16 Minutes of Pre-Event Meetings and Post-Event Debriefing

On show days, prior to the event, all relevant personnel and authorities attend a pre-event meeting and immediately after such event a debriefing meeting is held.

Recommendation;

Detailed minutes of such meetings ought to be taken and circulated among relevant parties at the first available opportunity.

SECTION 6

APPENDIX TO REPORT

- 6.1 Event Licence**
- 6.2 Finalised Event Management Plan**
- 6.3 Gardai Traffic Management Plan**
- 6.4 Event Control Manual**
- 6.5 Staff Handbook for the Event**
- 6.6 Letter from Garda Commissioner to Minister for Justice dated 25th July 2012**
- 6.7 Letters from Arthur Cox Solicitors dated 8th & 10th August 2012 (requesting copy Report prepared by An Garda Siochana into Event) together with copy reply from An Garda Siochana dated 8th & 14th August 2012 refusing such request**
- 6.8 Media Statement dated 8th July 2012 issued by MCD following the Event**
- 6.9 Media Statement dated 10th July 2012 issued jointly by An Garda Siochana and MCD.**
- 6.10 Media Statement dated 31st August 2012 issued jointly by An Garda Siochana and MCD.**

Appendix 6.1

Event License



Planning Registry & Decisions, Planning Department
Civic Offices, Wood Quay, Dublin 8
Clárlann/ Cinntí Pleanála
An Roinn Pleanála agus Forbartha, Clárlann/Cinntí
Oifigí na Cathrach, An Ché Adhmaid, Baile Átha Cliath 8
T. 01 222 3465 F. 01 222 3097 E. john.downey@dublincity.ie

Date 3rd July 2012

**Michael Slattery Associates
On behalf of MCD Productions
19 Windsor Place
Lr. Pembroke Street
Dublin 2**

GRANT OF PUBLIC EVENT LICENCE

Dear Sirs,

The Acting Executive Manager, Planning Department, by Order dated 3rd July 2012, approved **the granting of a Public Event Licence** in respect of the application below, subject to the conditions attached hereto.

NAME OF APPLICANT	Michael Slattery Associates on behalf of MCD Productions
REFERENCE NUMBER	PEL 07/2012
DECISION ORDER NUMBER	P1402
DATE OF DECISION	3 rd July 2012
DETAILS OF EVENTS	Phoenix Park Concerts 5 th , 7 th , 8 th July 2012

- 1 The plans proposals and particulars submitted as part of the compliance submission shall be complied with, in particular the final event management plan received by the City Council on 2nd of July 2012.
- 2 The event shall be conducted in compliance with the Code of Practice for Safety at Outdoor Concerts (Department of Education 1996) where practicable.

- 3 The works/production schedule submitted of the 29th of June 2012 as it relates to these events shall be complied with. Permission for any deviation from this schedule in terms of working hours shall only be granted by Dublin City Council in exceptional circumstances.
- 4 The applicant shall ensure that they take all measures to minimise any light spillage into properties adjoining the Phoenix Park.
- 5 The requirements of An Garda Síochána in connection with this event shall be complied with.
- 6 The requirements of Dublin Fire Brigade in connection with this event shall be complied with.
- 7 The requirements of the Emergency Planning Office and the Ambulance Service of the HSE in connection with this event shall be complied with.
- 8 The requirements of the Building Control Division of Dublin City Council in connection with this event shall be complied with.
- 9 The requirements of the Environmental Health Officer regarding Sanitary Accommodation and Drinking Water Facilities in connection with this event shall be complied with.
- 10 The requirements of the Environmental Health Officer, Air Quality Monitoring & Noise Control Section as outlined below shall be complied with,
 - A. The control limits set at the mixer position shall be adequate to ensure that the music noise level shall not at any noise sensitive premises exceed LAeq 75 dB over a 15 minute period throughout the duration of the concert.
 - B. The control limits set at the mixer position shall be adequate to ensure that the music noise level shall not, at any noise sensitive premises, exceed LAeq 75 dB over a 15 minute period throughout any rehearsal or sound check for the event.
 - C. Consideration should be given to the location of the stage, and particularly the speaker systems. If possible, the stage and speakers should be sited so as to ensure that they are not directly facing any of the nearby residential properties.
 - D. The rehearsals and sound checks for the event shall only be carried out between the following hours: 9.00 a.m. to 8.00 p.m and shall not be of a cumulative duration of more than 3 hours on any one day.
 - E. Music from the events is permitted only between the hours as specified in the production schedule of 29/06/2012. It should be noted that no music is permitted after the hour of 11pm on any of the three permitted concert nights.
 - F. A suitably qualified and experienced noise control consultant shall be appointed to the approval of Dublin City Council. The noise control consultant shall liaise between MCD Productions Ltd. and the sound engineer on all matters relating to noise control prior to and during the

events. The appointed noise control consultant shall continually monitor noise levels at the sound mixer position and advise the sound engineer accordingly to ensure that the noise limits are not exceeded. The monitoring results must be forwarded to Dublin City Council within 3 working days after the event(s).


Administrative Officer
Ph: 012223465

Appendix 6.2


Finalised Event Management Plan

MCD - Phoenix Park Concerts 2012

Phoenix Park 2012 Finalised Event Management Plan[©]

Project Number > 12072
Reference > 12072R01D

MSA

 Michael Slattery Associates 19 Windsor Place Lower Pembroke Street Dublin 2 t: +353 (0)1 6765713 f: +353 (0)1 6785247	MCD - Phoenix Park Concerts 2012 12072	
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Document Transmittal Sheet			DATE	DAY	09	15	15	25	02		
			OF	MONTH	03	05	05	06	07		
			ISSUE	YEAR	12	12	12	12	12		
To	Person	Company	ISSUED	REV A	REV B	REV C	REV D				
Local Authority			√			√	√				
Client			√								
Fire Officer											
Architect											
M&E Engineering											
Solicitor				√	√						
AUTHOR			BD	√	BD	BD	BD	BD			
CHECKER			MS	√	PMcG	PMcG	PMcG	PMcG			
APPROVER			MS	√	MS	MS	MS	MS			

Draft for Comment, **Issue**, **E** Electronic (Emailed PDF), **H** hardcopy.

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Author Details: Bryan Dunne, email: bdunne@msa.ie.

DAY	MONTH	YEAR	Additional Information	
09	03	12	Description	MCD Phoenix Park Concerts 2012
			File Address	J:\12000\12000-12100\12072\2 MSA Reports
			Doc Ref	12072R01

DAY	MONTH	YEAR	Additional Information	
15	05	12	Description	MCD Phoenix Park Concerts 2012
			File Address	J:\12000\12000-12100\12072\2 MSA Reports
			Doc Ref	12072R01A

DAY	MONTH	YEAR	Additional Information	
15	05	12	Description	MCD Phoenix Park Concerts 2012
			File Address	J:\12000\12000-12100\12072\2 MSA Reports
			Doc Ref	12072R01B

DAY	MONTH	YEAR	Additional Information	
25	06	12	Description	MCD Phoenix Park Concerts 2012
			File Address	J:\12000\12000-12100\12072\2 MSA Reports
			Doc Ref	12072R01C

DAY	MONTH	YEAR	Additional Information	
02	07	12	Description	MCD Phoenix Park Concerts 2012
			File Address	J:\12000\12000-12100\12072\2 MSA Reports
			Doc Ref	12072R01D

CONTENTS

/1	INTRODUCTION	1
1.1	Event Details	1
1.2	Promoters Details	1
1.3	Scope of Finalised Event Management Plan	1
1.4	Drawings	2
1.5	Ticket Sales and Distribution	2
1.6	Audience Profile	2
1.7	Security Sensitive Information	2
1.8	Accreditation	2
/2	EVENT MANAGEMENT STRUCTURE AND RESPONSIBILITIES	3
2.1	Event & Safety Management and Event Operational Personnel	3
2.2	Duties of Event and Safety Management Team	4
/3	EVENT SAFETY STRATEGY	5
3.1	Objectives / Risk Assessment	5
3.2	Site Occupant Capacity	5
3.3	Exit Capacity	5
3.4	Crowd Control Barriers	6
3.5	Video Screens	7
3.6	Disabled Patrons	7
3.7	Gates and Obstructions on Escape Routes	7
3.8	Vehicles	7
/4	SITE STRUCTURES AND FACILITIES	9
4.1	Stage, Mixer Desk, Delay Towers and Tented Structures	9
4.2	Temporary Barriers / Fencing	9
4.3	Ground Cover / Protection	9
4.4	Fire Risk, Stage, Tents and Backstage Areas	9
4.5	Concession Units	10
4.6	Food Waste Management Plan	10
4.7	Bar Facilities	11
/5	MEDICAL FACILITIES	12
5.1	Medical, First Aid and Ambulance Provision	12
5.2	Site Facilities	12
5.3	Operational Plan	12
5.4	Emergency Management Office	12
5.5	Voluntary Aid Organisations	12
5.6	Site Medical Officer	13
/6	STEWARDING / SITE SECURITY	14
6.1	Security Organisation	14
6.2	Duties of Security Personnel	14
6.3	Briefing of Security Personnel	14
/7	TRAFFIC MANAGEMENT PLAN	15

7.1	Aims & Objectives	15
7.2	Statistics 2009	15
7.3	Modal Split	15
7.4	Shuttle Bus Service	15
7.5	Private Coaches	16
7.6	Dublin Bus	16
7.7	Luas / Rail	16
7.8	Taxis	16
7.9	Special Needs Parking	16
7.10	Private Cars	16
/8	COMMUNICATIONS	17
8.1	Event Control Room	17
8.2	Radio Communications	17
8.3	Public Address (Emergency Announcements)	17
8.4	Close Circuit Television (CCTV)	17
8.5	Media Publicity	18
/9	SOUND LEVELS	19
9.1	Compliance	19
9.2	Control	19
/10	SITE EMERGENCY PLANS AND PROCEDURES	20
10.1	In the Event of Fire	20
10.2	In the Event of Bomb Warning	20
10.3	In the Event of Crowd Disturbance	20
10.4	Extreme Weather Conditions	20
10.5	Evacuation Procedures	20
10.6	End of Event Exit Procedure	20
/11	SANITARY ACCOMMODATION	21
11.1	Event Site Facilities	21
11.2	Toilet Requirements	21
11.3	Provision of Facilities	21
11.4	Additional Toilet Facilities	22
11.5	Drinking Water Facilities	22
11.6	Management of Facilities	22
/12	ENVIRONMENTAL MONITORING PROGRAMME / CLEAN-UP REMEDIAL WORKS	23
12.1	Engagement of Contractor	23
12.2	Environmental Monitoring Arrangements	23
12.3	Removal of Temporary Structures	23
12.4	Damage to Property or Amenities	23
/13	MISCELLANEOUS PROVISIONS	24
13.1	Lighting of Site and Egress Routes from Site	24
13.2	Installation and Commissioning of Electrical Installation	24
13.3	Stage Electrical Installations Including PA and Lighting	24

13.4	Temporary Structures	24
13.5	Fire Rating of Materials	24
13.6	Site Signage	25
13.7	Fire Cover	26
13.8	Pyrotechnics and Special Stage Effects	26
13.9	Emergency Access Route	26
13.10	Site Sign Off	27
13.11	Impact on Flora and Fauna	27
/14	SECURITY ARRANGEMENTS	28
14.1	Assessment	28
/15	DUTIES OF SECURITY PERSONNEL	30
15.1	All Stewards	30
15.2	Stewards Positioned at Entrances and Exit Gates (Additional Duties)	30
15.3	Stewards at Front of Stage Area (Additional Duties)	31
15.4	Stewards Staffing Wooded Areas	31
15.5	Stewards on Entrance Road to Backstage Areas	31
15.6	Stewards in Other Designated Areas	31
15.7	Stewards on Service Roads / Emergency Routes	31
15.8	Stewards in other Designated Areas	31
15.9	General Notes for Supervisors	31
/16	EMERGENCY PROCEDURES	33
16.1	Emergency Procedures & Additional Information for Security supervisors	33
16.2	Definitions	33
16.3	Event Alert State	34
16.4	Action on Discovery of Fire	37
16.5	Emergency / Security Procedures in the Event of a Bomb Threat / Suspect Package	37
16.6	Emergency Procedures in the Event of Crowd Disturbance	38
16.7	Extreme Weather Conditions	38
16.8	Evacuation Procedures	39
16.9	End of Event Exit Procedure	40

Appendix A

Production Schedule

Appendix B

Drawings

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/1 INTRODUCTION

1.1 Event Details

MCD Productions propose to hold three concerts between July 1st 2012 and July 26th 2012 (inclusive) namely July 5th, July 7th July 8th. The event site will comprise the area outlined in MSA drawing No. 12072 – 01C attached.

The events will start no earlier than 14:00hrs and no later than 18:00hrs and finish at 23:00hrs.

The proposed maximum number of people attending each event is 45,500 (forty five thousand five hundred) people with an additional 2,500 (two thousand five hundred people) as staff and guests.

To date, June 25th 2012, headline artists for these concerts have been confirmed as follows:

- Thursday, July 5th: The Stone Roses – gates at 5pm
- Saturday, July 7th: Swedish House Mafia – gates at 4pm
- Sunday, July 8th: Snow Patrol / Florence and the Machine - gates at 3pm

MCD Productions reserve the right to open gates earlier than these times in the interests of safety.

1.2 Promoters Details

The promoters of this event are MCD Productions, who have extensive experience and expertise in the promotion and running of major outdoor concerts.

1.3 Scope of Finalised Event Management Plan

This Finalised Event Management Plan is submitted in support of the license application made under the Planning and Development Regulations 2001. It is noted that this Finalised Event Management Plan has been prepared in accordance with the appropriate codes of practice includes the following key elements:

- Event Management Structure and Responsibilities
- Event Safety Strategy
- Site Structures and Facilities
- Medical Facilities
- Stewarding and Site Security
- Traffic Management Plan
- Emergency Plans
- An environment monitoring programme for before, during and after the proposed event
- Provision for the full clean-up of the area, and for any remedial works arising from any damage caused to public property, facilities and amenities associated with the event.

1.4 Drawings

The following drawings and document prepared by Michael Slattery & Associates are to be read in conjunction with the Event Management Plan:

MSA Dwg 12072 – 01C	Site Plan
MSA Dwg 12072 – 02C	Arena Plan

1.5 Ticket Sales and Distribution

Tickets are being sold over the counter at the established Ticketmaster network of outlets throughout Ireland and the U.K and via telephone / credit card sales and internet / credit card sales.

1.6 Audience Profile

The audience profile for the events are primarily expected to be in the age group 17 – 65 years old.

1.7 Security Sensitive Information

It is noted that details of security operational duties, emergency procedures & plans are set out in Section 15 & 16 of this document (MSA12072R01D). It is further noted that key phrases and code words have been omitted in the interest of security and public safety.

1.8 Accreditation

Appropriate accreditation will be provided for all statutory authority staff in addition to the working staff and guests. Statutory authorities and service providers have been requested to provide accreditation requirements one month prior to the event.

EVENT MANAGEMENT STRUCTURE AND RESPONSIBILITIES

2.1 Event & Safety Management and Event Operational Personnel

The Promoter will appoint competent personnel to undertake key management and safety responsibilities. The event & safety management of event operations will be under the direction of:

Promoter	MCD Productions
Event Controller	Louis Harte
Deputy Event Controllers	Paul Butler
	John Johnston
	Louise Keane
Event Safety Officer	Michael Slattery (MSA)
Deputy Event Safety Officer	Bryan Dunne (MSA)
Site Manager	Paul Butler
Site Medical Officer	Dr. Ciara Martin
Medical Coordinator	Willie Wade
MCD Live Event Manager	Sinead Murphy

The following designated personnel / companies will be responsible for the achievement of appropriate safety standards in their respective areas of responsibility:

Security Companies	Sword Security and Eventsec
Stage Lighting	Just Lite
Stage and Mixing Tower Structures	StageCo
Certification of Structures	MMOS Structural Engineers
Site Electrical & Lighting Installations	Event Power
Sound Company	PHG Litton Lane
Sound Monitoring Supervision	ICAN Acoustics
Marquees	Donoghue Marquees
Front of Stage Barriers	Eventserv
Bar Services	Olympia Productions
Concessions	Newsrail
Merchandising	Seminal Merchandising
CCTV Contractor	Mongey Communications
Radio Communications	Mongey Communications

2.2 Duties of Event and Safety Management Team

The duties of the Event Controller / Deputy Event Controller and the Event Safety Officer / Deputy Event Safety Officer will be as follows:

Responsibilities of Event Controller / Deputy Event Controller

The responsibilities of the Event Controller / Deputy Event Controller include:

- i. having overall responsibility for the management of the event;
- ii. being involved in the planning meetings with the relevant authorities i.e. Local Authority, Gardaí, and Health Board etc.;
- iii. ensuring the provision of adequate stewarding, first-aid and medical personnel for the event;
- iv. remaining at the Central Control Room before, during and immediately after an event (Event Controller or Deputy Event Controller);
- v. conduct pre and post event meetings.

Responsibilities of Event Safety Officer / Deputy Event Safety Officer

The responsibilities of the Event Safety Officer / Deputy Event Safety Officer are to:

- i. ensure that the safety details and conditions agreed for the holding of the event are implemented and site layout and safety arrangements are in accordance with specifications and agreements, in so far as they impinge on safety matters.
- ii. be present at all planning meetings and act as coordinator on behalf of the Promoter;
- iii. act as coordinator of the technical aspects of the arrangements insofar as they impinge on safety matters;
- iv. attend the event itself to evaluate the efficiency of structural and safety arrangements
- v. pay particular attention to the crowd densities in primary viewing areas
- vi. monitor first-aid and rescue tactics for distressed patrons
- vii. take any necessary action to alleviate any perceived risks; and
- viii. recommend emergency procedures to be initiated.

The Event Safety Officer is to have a direct reporting responsibility to the Promoter and Event Controller.

/3 EVENT SAFETY STRATEGY

3.1 Objectives / Risk Assessment

It is the promoter's policy to provide sufficiently trained and competent staff, together with the implementation of recognised safety management systems to ensure the safe admission, accommodation and exit of persons attending the event.

It is noted that in planning for this event full cognizance has been taken of the recommendations of the following Codes, where these are considered relevant and practicable for this event:

- a) Code of Practice for Safety at Outdoor Pop Events and other outdoor musical events which is a voluntary Code issued by the Department of Education in January 1996.
- b) Code of Practice for Management of Fire Safety in Places of Assembly, Department of Environment.
- c) Code of Practice for Fire Safety of Furnishings and Fittings in Places of Assembly. Department of Environment.

The event is also planned and will be organised to ensure compliance is achieved with the requirements of the Fire Services Act 1981 and the Fire Safety in Places of Assembly (Ease of Escape) Regulations.

3.2 Site Occupant Capacity

The Arena Plan layout is to be as per Drawing No. 12072 – 02C by Michael Slattery & Associates.

The maximum viewing area of the site is 51,561 persons. The venue capacity will be limited to 45,500 persons with staff and guests primarily in backstage areas.

The safe holding capacity of the site is calculated in accordance with the Code of Practice for Pop Concerts on the following basis:

Pit area = 1,454m² @ 0.3m²/p = 4,846persons

Arena = 26,878m² @ 0.5m²/p = 53,756persons

Potential total occupant capacity = 58,602persons

Actual occupant capacity = 45,500persons

3.3 Exit Capacity

The emergency exit width required based on an evacuation time of 8 minutes (Code of Practice for Safety at Outdoor Pop Concerts) is 45.8m. The actual exit width provided from the arena is 56.6m.

Arena Exit Numbers	Width (m)	Exit Capacity (Persons) ⁽¹⁾
Exit 1	6	5,236

Exit 2	6	5,236
Exit 3	6	5,236
Exit 4	20	17,454
Exit 5	20	17,454
Exit 6	6	5,236
Exit 7	6	5,236
Exit 8 (Emergency)	4.8	4,189
Exit 9 (Emergency)	4.8	4,189
Total	79.6	69,469⁽²⁾

Note

- 1) Exit capacity based on an 8 minute evacuation time.
- 2) The maximum capacity of the arena is 45,500 people which is well below the arena exit capacity.
- 3) Exit widths will be maintained from the exit from the site to a place of safety off site.
- 4) Pit capacity = 4,846 persons or 15m of exit based on a 3 minute evacuation time

3.4 Crowd Control Barriers

a) Front of Stage Barriers

Front of stage barriers are to be as generally shown on the drawing. The detailed design of the front of stage barrier systems will be developed in consultation with Production / Safety personnel. At a certain point on either side of the stage the barrier will rise from the standard 1.2m height to 2.4m, to form a sightline obstruction at the end of the side stage, so as to facilitate safe management of access and egress from the front of stage barrier zone.

The point of increase in height will be approx 6m into the side stages; this is to be reviewed and agreed on site in the course of the stage / barrier erection.

The front of stage barrier will be constructed using the MOJO proprietary free standing barrier system or equal approved system.

The barrier system in use will have been approved for use at outdoor events in the UK and Europe and engineering test reports are available to confirm its capacity to withstand a pressure of 5 kN/m run, applied at 1.2 m height.

b) Secondary Barriers

The secondary barrier system is to be in the shape of an arc, with the ends curved away from the audience. Zones for operation of security personnel are to be created by use of two layers of the proprietary freestanding MOJO barrier system (or equal approved system), back to back, with an adequate spacing between them. The space between the primary and secondary barriers of the entrances to Viewing

Area A1 are to be sized to ensure evacuation of the zone is possible in 3mins or less.

c) **Site Boundary and Entrances**

Temporary barriers / fences are to be provided to secure the site boundaries and to facilitate crowd management at entrances and at strategic positions in the site as shown on the site plan. Additional barriers / fences are to be provided within the Phoenix Park to prevent patrons entering potentially unsafe and historic areas and to ensure an ordered egress at the end of the show. These are proposed to be located as shown on the Site Plan.

3.5 Video Screens

Large video screens are being installed as shown on the drawing. These will reduce the tendency of the crowd to push towards the stage and enhance the viewing areas at the rear end of the site.

3.6 Disabled Patrons

A platform with accommodation for a minimum of 40 wheelchairs is being provided as shown on the drawing. This area will also be provided with appropriate toilet facilities.

Disabled patrons are to be directed to park in the Phoenix Park School on North Road. Access by valid disability parking permit only.

A survey will be carried out prior to each event to ensure the grass surface is suitable for the evacuation of persons with special needs.

3.7 Gates and Obstructions on Escape Routes

Appropriate precautions are to be taken to protect as far as practicable against injury / trip risks, arising from obstructions or other hazards. All exits and escape routes to be kept free of all obstructions and readily usable for the duration of this event to ensure compliance with the Fire Safety in Places of Assembly (Ease of Escape Regulations) 1985. In the case of the entrances, corral barriers are to be removed as soon as practicable after commencement. In any event these barriers are to be immediately moved to one side of the exit in the event of an evacuation being initiated. In advance of commencement of the event a check is to be made on all exit gates on escape routes to ensure that pad locks, chains and any other fastenings are removed, so that gates can be readily and quickly opened in emergency by the steward manning the gate.

Parking of all vehicles, including emergency vehicles, is to be such as not to present any obstruction to circulation of patrons, in particular the designated entrance and exit routes. In the event that a vehicle is deemed to be an obstruction by the Event Controller or Event Safety Officer, it is to be moved to a safe location on their instruction.

3.8 Vehicles

There will be a curfew set on any vehicle movement within the public areas of the venue one hour prior to public admission. There will be no movement of vehicles within the public arenas without permission from the Event Controller or Event Safety Officer, inclusive of emergency services vehicles to ensure public safety is

not compromised (except in the case of a Major Emergency where the Emergency Controller assumes control).

In the event that a vehicle is deemed to be an obstruction, hazard or endangerment to public safety by the Event Controller or Event Safety Officer, it is to be moved immediately to a safe location on their instruction. In the case of emergency service vehicles, the appropriate control room will be requested to resolve the issue immediately.

SITE STRUCTURES AND FACILITIES

4.1 Stage, Mixer Desk, Delay Towers and Tented Structures

These are to be located as shown on Arena Plan, Drawing No. 12072-02C.

The stage and mixer structures are erected by Specialist Contractors who are expert in stage construction and are utilising structurally validated stage systems.

Particular precautions will be taken with the stage and mixer structures in high wind conditions. An anemometer will be fitted at the highest point of the Main Stage and wind speeds will be monitored by the Staging Contractor throughout the event and in wind speeds exceeding specified limits, the sheeting to the stage and / or mixer will be lowered by staging personnel.

All temporary structures will be inspected and certified by the Structural Engineers on completion and before the event.

Electrical installations including lighting/emergency lighting and exit signposting in the tents are to be completed in accordance with relevant standards to the satisfaction of relevant authorities.

4.2 Temporary Barriers / Fencing

The proposed arrangements of temporary barriers / fencing are illustrated on the site layout plan.

4.3 Ground Cover / Protection

An approved ground covering may be used in areas where the ground surface may be vulnerable to damage, due to heavy pedestrian traffic and / or adverse weather conditions.

In addition temporary roadways for service vehicle movement and surfaces for vehicle parking (backstage areas) will be formed where necessary using a proprietary steel temporary roadway system (e.g. Trackway).

4.4 Fire Risk, Stage, Tents and Backstage Areas

The potential fire risks associated with any lining, roof covering or other materials used on the stages and tents, will be examined by the Event Safety Officer and test certificates will be obtained, on the fire ratings of these materials.

Storage of combustible materials will be strictly prohibited as far as practicable on or under all stages and strict control will be exercised on the location of any fire risks in the back stage areas. A review of the construction of all back stage accommodation and facilities will be undertaken by the Event Safety Officer to ensure:

- a) adequate spacing between individual units and between any units on the stage.
- b) high fire risks are not introduced into this area.

Appropriate fire extinguisher coverage will be provided on all stages, mixing desks and in the back stage areas.

4.5 Concession Units

The concessionaires for the event provided full details and a schedule of food vendors one month in advance of the event. The positions for concession units will be as generally shown on the Arena Plan, Dwg No. 12072-02C. Note: the drawing shows the concession pitch area. In compliance with Section 22.5 of the Code of Practice for Safety at Outdoor Pop Concerts and other Outdoor Musical Events, all concession units using gas cooking equipment will be sited at least 6m from any other unit.

Gas supplies to units are to be located in areas which are fully secured against access by members of the public, with access being available to designated members of staff, to facilitate shutting off gas supplies in emergency. The installation of supply pipe work from gas storage cylinders to the appliances is to be carried out in accordance with appropriate recognised standards. Gas cylinders will not be changed during the public attendance times. All gas installations will be signed off by a registered gas installer.

Barriers are to be put in place to prevent public access to the rear of vending units and to any waste storage areas; particular attention is to be given to refuse disposal and waste management during the event so as to avoid any significant fire risk arising.

Each unit is to be provided with an appropriate fire extinguisher(s) and a fire blanket. An inspection of each vending unit will be carried out by the Event Safety Officer or Deputy prior to the event.

Motor vehicles will not be permitted to park near concession units or other structures. Each concession unit will require a tender vehicle which will be parked no less than 6 metres from the rear of each unit and will not block the emergency route.

Petrol generators will not be used. No fuel will be stored on site (including spare cylinders) and refuelling of generators will only be carried out outside the public attendance times.

All concession staff will receive fire safety training and site induction training from Abacus. Records of this training will be retained in the safety file on site.

A food waste management plan has been produced for this year's festival, see Section 4.6 below.

4.6 Food Waste Management Plan

A food waste management plan was drawn up and submitted to the Local Authority in accordance with the recommendations of the Waste Management (Food Waste) Regulations 2009. The plan included:

- details of the company charged with the task of disposing the waste;
- an estimate of the projected quantities of the food waste that will be generated;
- details of the proposed authorised waste collectors;
- details of the recovery operator being used for the event.

4.7 Bar Facilities

- a. Bar facilities are to be provided subject to licensing, on the site at locations shown on the site plan. The bars are to be operated as a counter service facility only and are to be open between specific times to be agreed with the relevant authorities.
- A queuing zone formed by temporary barriers is to be created at each bar facility with entry to the zone being strictly controlled by security personnel, so as to;
 - limit the maximum number of persons within the area queuing to be served to a specified number;
 - ensure that persons deemed to be intoxicated or deemed to be underage, are not admitted to the enclosure.
 - ensure that a person cannot be served or leave the zone with more than the per person per serving limit in operation.
 - ensure that in the event of an instruction being given to close the bar, access to the zone can be immediately cut off, with only those queuing at the bar being served.
 - ensure that the area behind the bar is inaccessible to the public.

The zone is to be limited in size and is to be strictly operated to prohibit drinking in the area i.e. security personnel will ensure that persons once served, immediately leave the area.

- b. Additional Security Personnel are to be provided as follows;
- designated personnel to control each bar area.
 - designated personnel in the arena to patrol the area and control and restrict the supply of beer to underage persons.

These security personnel are to receive specific briefing on their duties; this briefing could be undertaken, if considered appropriate, in conjunction with members of the Garda Síochána on site.

The bar operation is to be strictly monitored during the course of the event by the Event Safety Officer and the designated Garda Officer on site. In the event of there being any concern regarding excessive drinking and consequential safety/public order risks, a strict instruction will be given to close down the bar.

- c. Drinks are to be served only in plastic beakers.

Note: In the interest of the safe management of the event and in line with best practice and promotion experience, all bars and concessions will be open from the time gates open.

- d. Age ID checks will be in operation at the start of each bar queuing system

/5 MEDICAL FACILITIES

All Medical facilities have been review and agreed with the HSE Emergency Management Office and the MCD Productions.

5.1 Medical, First Aid and Ambulance Provision

Medical, First Aid and Ambulance cover has been provided as per the recommendations in the Code of Practice for Safety at Outdoor Pop Concerts.

5.2 Site Facilities

The site medical facilities have been provided in consultation with the HSE Emergency Management Office and the HSE Ambulance Service.

5.3 Operational Plan

MCD Productions have in conjunction with the medical services providers on site develop a Medical Operational Plan for the event. This plan has been sent to the HSE Emergency Management Office for its approval.

5.4 Emergency Management Office

The Emergency Management Office will coordinate the planning of the interaction between the onsite services and the external health services.

5.5 Voluntary Aid Organisations

Statutory Medical and First Aid provision will be supported by Voluntary Aid Organisations, these will have first aid personnel and ambulances available in accordance with Emergency Management Office requirements.

The role of the Voluntary Aid Organisation is to:

- Deploy first aid cover to the designated areas.
- Deploy ambulances to designated areas.
- Liaise with Event Medical Coordinator.
- Establish communications link with HSE Ambulance Service.
- Where ambulance transportation is required seek designated receiving hospital from HSE Ambulance Officer or Event Medical Control.
- Maintain records of all casualties treated.

5.6 Site Medical Officer

A Site Medical Officer has been appointed for each Event with the agreement of the HSE Emergency Management Office.

The Site Medical Officer will:

- Be on site at least an hour before the gates open to public and remain on site until such a time as medical operations are stood down.
- Know the location and staffing arrangements of the first aid posts and the medical centre, and details of ambulance cover.
- Ensure they are easily identifiable in a high visibility tabard or jacket with the appropriate identification
- Ensure they are contactable via radio at all times.
- Be located in the medical centre
- Be responsible for exercising control of medical treatment on site.
- Liaise with Event Medical Coordinator.
- Act as the Medical Incident Officer and Forward Medical Incident Officer in the occurrence of a Major Incident.
- Undertake roles and functions as described in the Site Medical Plan.

/6 STEWARDING / SITE SECURITY

6.1 Security Organisation

Proposals on the security organisation and identification are given in Section 15.

6.2 Duties of Security Personnel

The duties of security staff are specified in Section 15. This information will be issued to all Security Supervisors and security officers in a briefing session before the event.

6.3 Briefing of Security Personnel

All security supervisors are to be given instruction and briefing prior to the event by the Event Controller / Deputy Event Controller and Safety Officer on the contents of this document, with particular reference to the Emergency Procedures, Safety Precautions and Duties of Security Personnel. This briefing may be attended by a Senior Garda Officer and a representative from Fire Services and the HSE.

The Supervisors are in turn to carry out briefing of the personnel under their immediate control on their duties and are to issue each of them with the document "Duties of Security Personnel" – Refer Section 15.

7 TRAFFIC MANAGEMENT PLAN

7.1 Aims & Objectives

The basis for the Traffic Management Plan is to allow normal traffic the use of the Phoenix Park and surrounding road network while accommodating Concert Pedestrian traffic, Public Transport and Special Needs Parking. The Promoter will send a clear message to concert goers that there is no parking available for them in the Phoenix Park. The use of Public Transport and Walk Distance information from the City Centre and various locations close to the venue will be promoted through the Concert Public Information Notice in the press, Online and in the joint Garda and Promoter press conference.

7.2 Statistics 2009

The following is a breakdown of vehicle use for the Coldplay concert on Monday September 14 2009 with total attendance of 33,902 people:

Cars Parked: 1,060

Private Coaches Parked: 34

People Transported out at End of Show by Shuttle Bus: 2,908 (1,559 transported in)

7.3 Modal Split

Based on 2009, the audience for these events are predicted to arrive and depart using the following means of transport (in order of highest use):

Foot

Bus

Private Coach

LUAS / Rail

Private Car

7.4 Shuttle Bus Service

Marathon Travel will operate a return paid Shuttle Service from the Custom House via South Quays, Parkgate Street, Conyngham Road and Chapelizod Road. These buses will enter the Phoenix Park at Chapelizod Gate travel along Acres Road to its junction with Kyber Road where passengers will disembark and be directed towards the entrances to the Concert Site. Buses on the return route will exit the Park via Kyber Road and Islandbridge Gate to Conyngham Road, Parkgate Street and the North Quays to the Custom House. At end of show these buses will line up along the Acres Road and use the return route to exit the Park.

7.5 Private Coaches

Private Coach Operators will be contacted by the promoter in advance of the event to determine their point of origin, numbers of people expected to travel and give information on entry / exit routes to and from the park. Operators will be instructed to “drop and go” and not park on local roads during the event but return to the park at a specified time for passenger pick up.

If private coaches have no option but to park up for the duration of the concert space will be available in the papal cross car park and in the soccer pitch car parks on military road.

The entry and exit route in the park for private coaches is the same as for shuttle buses. If parking is required there will be limited access to the papal cross car park with use of football pitch car parks on military road as a contingency. Suitability of these car parks is subject to a trial coach run during week commencing may 14th.

Private coaches will pick up from the papal cross car park at end of show. Operators will be instructed to be parked a minimum of one hour before end of show and to remain with their vehicles.

7.6 Dublin Bus

Dublin bus will operate a normal bus service to and from bus stops adjoining phoenix park.

7.7 Luas / Rail

Scheduled red line luas trams will provide a service for concert goers to heuston station. The proximity of both heuston and ashtown rail stations to the concert site will give concert goers access to mainline rail services.

7.8 Taxis

A drop off area for taxis will be provided adjacent to the shuttle bus stop at the junction of acres road and kyber road. As at the coldplay concert taxis will not be allowed pick up passengers in the park at end of show. Taxis will use the shuttle bus entry / exit route.

7.9 Special Needs Parking

Parking for special needs customers will be in the Phoenix Park School on North Road, with access via Exit 2.

7.10 Private Cars

There will be no designated concert car parks for these events. A contingency car park will be provided at the north end of the concert site.

COMMUNICATIONS

8.1 Event Control Room

The Event Control Room is provided at a strategic location on the site and will be used as the site communications emergency control room. It will be managed by the Event Controller or his deputy and/or the Event Safety Officer or his Deputy, and operated jointly with the Senior Officers from the Statutory Agencies.

This room will have all necessary CCTV, telephone and radio communication facilities. Additional control room facilities will be made available in the venue to other emergency services as required.

8.2 Radio Communications

A specialist contractor has been engaged to provide a comprehensive multi-channel radio system which will cover the entire site, and areas ancillary to the site. The radio communications control unit will be located in a designated area and will be continuously manned by a communications controller.

All Security Supervisors will be issued with portable radios and will therefore have radio contact with the Event Controller, Event Safety Officer, Head of Security and Radio Control. Portable radios will also be issued to the designated Medical / First Aid personnel, and to the Key Production Staff and to liaison officers of the Local Authority, Garda Síochána, Fire Service and other emergency services.

8.3 Public Address (Emergency Announcements)

Procedures will be in place for use of the stage/performers P.A. systems for the making of emergency announcements. While it is acknowledged that the stage P.A. Systems have an inherent high level of redundancy and reliability, it is nevertheless proposed to have available in the stage area and on the ground a number hand held megaphones which can be used by security personnel in the event of unavailability of the stage P.A. System.

At each of the main entrance / exit routes megaphones will be provided which will be available for use by the Supervisor in charge of the entrance area in the event of emergency or crowd difficulties. Local PA systems may also be provided at key junctions outside the venue (i.e. within the Park) and at Shuttle Bus pick up locations to give directional messages to patrons leaving the event. A fully briefed PA announcer is to be deployed at each of the main egress routes and coach parking areas at the end of the event to give appropriate instructions and directions to patrons on exiting.

8.4 Close Circuit Television (CCTV)

CCTV coverage will be provided in key areas of the site including each of the main entrances, front of stage area and other risk areas identified with the Gardaí.

The promoters will require that any video recording is kept by the CCTV contractor for their inspection.

8.5 Media Publicity

MCD's web site www.mcd.ie, will be updated with relevant information relating to approach routes, parking, special buses, coaches etc.

Safety Notices will be printed within the National Press and Press releases will be sent to all relevant agencies with details of event and ancillary information.

AA road watch and local radio will be informed of all traffic issues, parking and any diversions.

SOUND LEVELS

9.1 Compliance

The Promoters are to ensure that sound levels at the event shall be in compliance with the specific requirements of Dublin City Council and with reference to the Code of Practice for Safety at Outdoor Pop Events and the U.K. Noise Council Code of Practice on “Environmental Noise Control at Events”.

9.2 Control

The Promoters will appoint independent sound monitoring specialists who will monitor sound levels outside the venue and who will liaise with the Production Manager and Sound Control Engineer to ensure:

- a) that the agreed noise limits at identified noise-sensitive locations (buildings) external to the venues (as agreed in advance) are not exceeded during the event or during any rehearsal or sound check.
- b) that the specified sound limits within the venue are not exceeded during the event.

/10 SITE EMERGENCY PLANS AND PROCEDURES

Emergency plans and procedures for each of the following eventualities are set out in Section 16:

10.1 In the Event of Fire

10.2 In the Event of Bomb Warning

10.3 In the Event of Crowd Disturbance

10.4 Extreme Weather Conditions

10.5 Evacuation Procedures

10.6 End of Event Exit Procedure

The Emergency Services Major Emergency Plan will be produced by the Principle Response Agencies including the Gardaí, Emergency Management Office, Fire Service and Ambulance Service.

/11 SANITARY ACCOMMODATION

11.1 Event Site Facilities

The sanitary accommodation requirements have been determined on the basis of on attendance of c. 45,500. There requirements can be altered in accordance with tickets and projected attendance.

11.2 Toilet Requirements

The toilet requirements have been calculated as follows:

Event Attendance	45,500
Ratio male to female	
Male 50%	22,750
Female 50%	22,750

Toilet requirements have accordingly been determined as follows:

Female	1 toilet per 100 females =	228 no. toilet units
Male	1 toilet per 500 males =	46 no. toilet units
	1 urinal per 125 males =	182 urinal units

11.3 Provision of Facilities

WC facilities will be provided using self contained chemical toilet units with each unit being fitted with an integral hand wash facility. These will be provided, installed and maintained over the duration of the event by specialist companies who will be contracted to provide on site cleaning and maintenance services for the full duration of the event.

Urinal facilities will be provided by means of specially prefabricated steel or PVC urinal units, connected to temporary PVC drains and temporary liquid tight holding tanks. The locations of all sanitary accommodation will be clearly signposted throughout the venue and around the perimeter.

Where considered necessary the approaches to the toilets blocks will be provided with a ground covering, so as to ensure that safe access to the toilets is available in the event of wet weather.

11.4 Additional Toilet Facilities

Additional toilet facilities will be provided in the following specific areas.

- Backstage Areas
- Dedicated units for catering units (1 WC per 4 No. units)
- Bus & Coach/ drop off / pick up areas
- There will be an appropriate number of Disabled Toilets strategically placed around the site

11.5 Drinking Water Facilities

Drinking water facilities will be provided by means of specially prefabricated drinking water units (having multiple drinking outlets). Sufficient outlets will be provided to achieve a ratio of one drinking point (outlet) per 1000 persons; these will be appropriately sited to be readily accessible to the audience.

Drinking water facilities will in particular be provided in the front of stage and secondary stage barrier pit areas.

11.6 Management of Facilities

It is proposed that a Management team is put in place to ensure:

- that all toilet cleaning and re-stocking schedules are adhered to
- all ground conditions in toilet blocks and urinal areas are clean and safe and any rectifying action is taken if required
- that all water monitoring and testing is carried out in accordance with agreed requirements of Environmental Health

/12 ENVIRONMENTAL MONITORING PROGRAMME / CLEAN-UP REMEDIAL WORKS

12.1 Engagement of Contractor

A specialist contractor will be engaged to undertake a clean-up of the entire area of the event site and on the approach roads to the site which are affected by the Event, both during and after each event. The arrangements for clean up during each event and level of clean-up to be achieved; will be dictated by crowd safety considerations.

Immediately following the event the Contractor will commence a comprehensive clean-up of the designated and will be contracted to ensure that all litter is removed as soon as practicable to an approved landfill site.

12.2 Environmental Monitoring Arrangements

Monitoring the environmental impact of this event is to be undertaken before, during and after this event in the following areas:

- Accumulation of litter
- Adequacy of standards of sanitary facilities
- Noise levels at identified noise sensitive locations to be agreed with Dublin City Council
- Crowd numbers involving any major congestion outside the venue
- Traffic movements and parking

12.3 Removal of Temporary Structures

It is noted the work on the removal of all temporary structures associated with the event (i.e. stage, marquees, production facilities etc) will commence immediately following the event and will be fully completed together with reinstatement works required on the site.

12.4 Damage to Property or Amenities

It is not anticipated that any damage to public property, facilities or amenities in the Phoenix Park, will arise from the event. However, in the event of it being shown that such damage has occurred as a result of the event, the promoters undertake in consultation with the Phoenix Park Management, to carry out any remedial works deemed necessary.

/13 MISCELLANEOUS PROVISIONS

13.1 Lighting of Site and Egress Routes from Site

Concert Site

Lighting towers will be erected at the entrance to the site and at key positions on the site perimeter and will be powered by local electrical generator (diesel).

Egress Routes / Car Parks

Lighting towers will be provided as necessary to light up egress routes, pick up areas / circulation areas in car and bus parking areas.

13.2 Installation and Commissioning of Electrical Installation

The electrical installation including lighting and generators, in each area will be installed and commissioned by a competent and experienced Electrical Contractor who will on completion issue written confirmation that installation and commissioning was satisfactorily completed.

This confirmation will be made available for inspection by the relevant authorities. It is noted that the Electrical Contractor will have a team in attendance at the event.

Care will be taken when siting generators or heating units. All generators will be supplied by a competent contractor. They will be provided with a fire point, well ventilated, earthed and located from other any combustible material.

13.3 Stage Electrical Installations Including PA and Lighting

These will be installed and commissioned by a competent electrical contractor who will on completion issue written confirmation that commissioning was satisfactorily completed and who will for the duration of the event be on standby.

13.4 Temporary Structures

Structural drawings and calculations are to be examined by a Chartered Structural Engineer and submitted to Dublin Fire Service in advance of the event. The Structural Engineer is to inspect completed structures and issue certification to Dublin Fire Service in advance of the event.

13.5 Fire Rating of Materials

Flammability ratings of covering materials used on stage, mixing tower and in backstage area (marquees) will be assessed by certification and ad-hoc testing. Test certificates are to be furnished to and validated by the Event Safety Officer in advance of the event.

As per the Code of Practice for Fire Safety of Furnishings and Fittings in Places of Assembly the following certs will be provided (where relevant):

- Curtain, Drapes and Blinds to Type B Performance to BS 5867:Part 2: 1989
- Floor coverings to BS 5287:1976
- Marquees to BS 7837:1996

Note: equivalent standards are also acceptable

13.6 Site Signage

In addition to normal EXIT and EMERGENCY EXIT signage, additional signage is to be provided to designate end of event egress routes. All exit signage will be illuminated signs and all exit routes will be adequately lit.

13.7 Fire Cover

Fire cover arrangements are to be in accordance with the Irish Code of Practice and UK Event Safety Guide (1999) and are to be as follows:

- security and other staff in key areas are to be adequately trained in the use of fire extinguishers
- provision with appropriate extinguisher coverage with back up fire extinguishers being held at designated fire points, located in different parts of the venue
- fire extinguishers are to be provided on the stage/mixer etc. and backstage areas and on all concessions and risk areas, in accordance with the aforementioned references

13.8 Pyrotechnics and Special Stage Effects

Pyrotechnics and other special stage effects which form part of the show will be undertaken by Strictly FX in accordance with:

- Department of Justice Standards (Guidance on Organised Fireworks Displays 2006)
- Relevant UK HSE standards for such displays
- Recommendations in UK HSE Event Safety to Guide relating to special effects, fireworks and pyrotechnics
- Relevant international Standards (e.g. AUST / US)

In setting up this display the specialist company are to pay particular attention to the following safety issues:

- 1) provision of adequate safety distance to the audience, stage / backstage personnel, adjoining properties and areas which are accessible to the public
- 2) provision of adequate separation from combustible materials on stage, including avoidance of any potential for sparks fall out to ignite such materials
- 3) provision of adequate fire extinguisher coverage and personnel who are trained in the use of fire extinguishers

Michael Slattery Associated have reviewed the pyro documentation and will sign off on the display following a demonstration of the effects proposed.

13.9 Emergency Access Route

The emergency services access to the site is via Gate C, identified on site arena plan MSA 12072-02C.

A 4m wide route will be maintained around the site to provide access to all units, structures etc. The trackway panels only come in 3m wide sections and it is standard practice at events to use these panels as emergency access routes with clearance either side to prevent any object intruding into the route. The 3m wide panels are more than adequate to deal with the wheel base width of a fire

appliance. The trackway being used is suitable for carrying a 16.25 tonne fire appliance).

13.10 Site Sign Off

MSA will carry out a final inspection of the site 1 hour before door open on the 5th, 7th and 8th July 2012. Copies of all relevant certification i.e. structural, gas, electrical, fire certs will be kept on site for inspection by the Fire Officer.

13.11 Impact on Flora and Fauna

The vegetation of the site is typical of large sections of this area of the Phoenix Park and contains no known rare plants or features of particular interest. There are no features of the fauna of the site of ecological significance, while it is acknowledged that the wildlife generally must be protected.

The principal potential impact upon vegetation would be trampling or cutting up of grass and sod especially after wet weather. Particularly sensitive areas of the site have been identified in consultation with the Park Superintendent. A combination of fencing, temporary ground covering, the management of vehicle and crowd movement, should prevent any significant problems. Deer, birds and other wildlife are highly mobile and will move away from the areas for the duration of any disturbance.

14.1 Assessment

The number of security personnel to be provided by the Promoters will be determined following detailed assessment of the security requirements and in consultation with the Gardaí. In undertaking this assessment consideration will be given to the ratios suggested in the Code of Practice as a means to determine the likely requirements. In this regard it is considered appropriate to use these ratios as follows:

- **1 Steward per 100 persons**

This is applicable to 65% approximately of the audience viewing area where the audience are standing in a closely packed situation and where demands on security are greatest.

- **1 Steward per 250 persons**

This is applicable to the remainder (35%) of the viewing area where the audience are at a much lower occupant density where freedom for circulation and to sit on the grass etc is much greater. It is submitted that in these areas the Security requirements are no greater than would exist in a stand in an enclosed venue where the 1: to 250 ratios is applicable.

The security personnel will be assigned by the Head of Security to provide security and undertake stewarding in the following areas:

- Entrance and exit gates
- Concert site
- Entrance routes
- Bar areas
- Front of stage, mixing and delay towers
- Wooded areas
- Backstage areas
- Disabled area and exit roadway
- Coach parks

Each Security officer will be wearing a dayglo bib with the word "Security" printed on the back, except in case of front of stage security who will wear tee-shirts. Each dayglo bib and tee-shirt (front of stage) will have a number clearly identifiable on the front and on the back. This number will correspond to a master list which will be retained in MCD records and the name and address of any Security man can thus be obtained, after the event.

The Supervisors, likewise, will be wearing dayglo bibs, with the word "Supervisor" clearly printed on the front and back, and these will also be numbered in a similar manner.

Each Supervisor will be in radio contact with the central control room and the point of contact with the Gardaí and other services.

A schedule of security cover for the event, which may exceed requirements as determined above will be developed and provided to the appropriate authorities.

/15 DUTIES OF SECURITY PERSONNEL

15.1 All Stewards

- 1) Your primary duty is to take care, assist and ensure the safety of the audience at all times. You are not being paid to look at the event.
- 2) Ensure that passageway and exits in your designated area of operation are kept clear and free of obstruction at all times.
- 3) Investigate immediately any disturbance or incident; report to the security supervisor or Security control and take necessary steps to deal with troublemakers. DO NOT exert excessive force in dealing with any member of the public.
- 4) Be aware of the position and arrangements for First Aid and ensure that any injured persons are immediately given First Aid treatment.
- 5) Report immediately any outbreak of fire or other emergency to your Supervisor who is to report to Event Control using the appropriate coded message.
- 6) Except in emergency, security personnel are not to leave their place of duty without the consent of their supervisor.
- 7) Wear your Day-Glo bib at all times and do not exchange your numbered bib with any other security person.
- 8) Be familiar with emergency and evacuation procedures. Undertake appropriate crowd control duties in emergency.
- 9) Do not allow patrons to climb any structures (mixer etc.), trees or fences.
- 10) At the end of the event, your duties have not finished. Each steward will have an end of event position which will be explained to you by your supervisor. You are not to stand down until each and every member of the public has left the premises in a safe and orderly manner.

15.2 Stewards Positioned at Entrances and Exit Gates (Additional Duties)

- 1) Control and direct members of the public entering the site undertaking search or ticket check as instructed.
- 2) Do not allow patrons, in possession of alcohol or any offensive weapons or those who have consumed excessive alcohol, to enter the site.
- 3) Direct members of the public leaving the ground towards the exits.
- 4) Those security staff positioned at gates are to ensure that these are fully opened in event of emergency and that all pad locks, chains and other fastenings (if any) are removed before the event.

15.3 Stewards at Front of Stage Area (Additional Duties)

- 1) Be communicative and friendly with the audience at all times.
- 2) Keep constant watch of the barrier zones for patrons in difficulty and ensure that these are immediately “rescued”.
- 3) Keep a constant watch for any patrons in trouble, any crowd sway or any crowd disturbances, inform your supervisor and follow his instructions.
- 4) Those manning entrances to front of stage barrier zone, please note that the numbers are limited in this area and that the capacity will be regulated by counting the patrons entering and leaving the area.

15.4 Stewards Staffing Wooded Areas

Ensure that the public do not move onto the wooded areas which are out of bounds.

15.5 Stewards on Entrance Road to Backstage Areas

Ensure that the access roads are kept free of traffic obstruction at all times.

15.6 Stewards in Other Designated Areas

Undertake duties as instructed by your Supervisor or by Head of Security.

15.7 Stewards on Service Roads / Emergency Routes

Ensure that these roads are kept free of traffic obstruction at all times to ensure the free flow of emergency and service vehicles.

15.8 Stewards in other Designated Areas

Undertake duties as instructed by your Supervisor or by Head of Security.

15.9 General Notes for Supervisors

- 1) The Security Personnel under your supervision are to remain in the positions allocated to them, and control the area of responsibility allocated to you at all times. You, as Supervisor, are the only person permitted to allocate meal breaks etc, and must ensure that the security person concerned returns promptly.

Any redeployment of security personnel will be instructed by the Event Controller, or by the Head of Security.

- 2) All security personnel must wear their yellow dayglo jackets, (except front of stage security who will wear numbered t-shirts), at all times with the number visible. In the event of any complaint where a jacket has been taken off or a number is not clearly visible, the supervisor will be called to give an explanation.
- 3) At the end of the event, you will have a role to play in the exit procedure which will have been explained to you beforehand. It is most important that

you note that security will not stand down until all members of the public have left the site safely.

- 4) When told to stand down at the end of the event, collect all the yellow dayglo jackets and put them in numerical order.
- 5) In the event of an emergency evacuation of the site you should immediately commence the “end of event procedure” to avoid any crushing at exits.

/16 EMERGENCY PROCEDURES

16.1 Emergency Procedures & Additional Information for Security supervisors

If for any reason matters get out of control, or if there is any kind of panic, everything will depend on calm knowledgeable stewarding, directed as necessary through the chain of command, from the Event Controller to the Head of Security, to the Supervisors, and on to the Security Personnel.

The following are the procedures to be undertaken in the event of Fire, a Bomb Threat, Crowd Disturbance, Extreme Weather Conditions or Emergency Evacuation.

Each Security Supervisor must brief the Security Personnel in his / her command accordingly, informing them of these procedures, paying particular attention to the evacuation procedures.

Each Security Supervisor must provide the Head of Security or the Event Controller, with a written report on any incident you, or the security personnel in your command, are involved in, or become aware of, in particular, any incident involving injury, no matter how slight, to any member of the public.

16.2 Definitions

1. MAJOR EMERGENCY

A major emergency is defined as any event causing or threatening to cause death or injury to patrons at a event site resulting from serious crowd disorder, major fire, collapse of structure / barrier, toxic chemical spillage on roads adjacent to the venue, explosion, bomb threat or other unforeseen event necessitating partial or total evacuation of the venue.

2. KEY PERSONNEL

Event Controller: This is the person who has overall responsibility for management of an event. S/he is assisted within the site by the Gardaí, Stewards and all other personnel, whether paid or voluntary, but retains control unless a serious emergency occurs, at which stage s/he hands over to the Emergency Controller.

Emergency Controller: The Emergency Controller shall take control over the entire operation until or unless the circumstances of the emergency dictate otherwise. In the event of a major incident/emergency the major emergency plan for the appropriate Principle Response Agency will be implemented in which case the Controller of Operations for each of the emergency services (Garda Síochána, Local Authority (Fire Brigade) and Health Service Executive (Ambulance Service) will appoint a convenor (Senior Garda Officer) to coordinate the activities of each of the emergency services in conjunction with each Controller of Operations.

16.3 Event Alert State

To assist the Event Controller to monitor the site, it is intended to operate a simple three-tier system. When raising the Alert State Event Control will use the relevant internal code word to notify all radio holders.

GREEN indicates

There is a free flow of public both inside and outside the site. No problems reported.

AMBER indicates

Unusually heavy pressure on gates with no free flow or

There is localised overcrowding or congestion

There is a bomb threat, threat of fire or threat of crowd disorder

Or any other event or threat where it is felt necessary to raise the alert state that may lead to an emergency or possible evacuation

RED indicates

The Event Controller in consultation with the senior Garda and Safety Officer deems the situation warrants a red grading.

Examples: a suspected explosive device or confirmed serious fire, serious crowd disorder or structural collapse.

The evacuation of the site would depend upon the area and the information available. This may be a part or all of the site as necessary.

Operational Method Condition Amber

In the event that Condition Amber is declared, the Event Controller or Deputy Event Controller will activate the following plan.

1. Event Controller will confirm with Gardaí that they are aware of the situation.
2. Event Control will advise the Safety officer, Project Manager and Heads of Department.
3. The relevant Area Security Manager and Deputy Event Controller will immediately go to the location as directed by Event Control and co-ordinate the incident. Resources will be deployed as requested.
4. The Security Manager; Event Controller; Safety Officer and Heads of respective agencies will go directly to the Event Control Office and co-ordinate the operation.
5. All radio holders on the Event Control/Emergency Channel are to maintain radio silence as appropriate and await instruction from Control unless an Emergency message needs to be passed.
6. All parties will be advised of the exact area of the threat by reference to a common grid map.

7. All Exit & Entry gates are to prepare for evacuation of the site by arranging for all obstacles to be removed. Dependent on the circumstances, at this stage the public will not be informed of any preparations, any delay in admission will be explained as production problems.
8. Any cars parked in any area on site, or cars parked on Site should be prevented from exiting onto public roads.
9. The R.V. Points for Emergency Vehicles are to be manned and secured. Where the incident is contained, "Condition Green" will be declared and all parties will be advised using the "Stand-Down" code. Where the situation could become serious, a "Stand-By" for condition Red will be issued.

Operational Method Condition Red

Where the incident is considered as so serious as to force the cancellation of all or part of the event, the Event Controller will make this decision with the Senior Garda onsite and Safety Officer and the Senior Garda Officer will as Emergency Controller assume command of all resources on site and direct Event Control as appropriate. Heads of Department will be informed and will direct all event staff to assist the Emergency Services as requested whilst the situation exists. The Security Manager will ensure the following:

1. All Exit and Entry gates to be cleared of any obstructions. [Barriers, queues, refuse etc].
2. Designated R.V. Points to be secured for Emergency Services and Emergency routes to be cleared.
3. Cordon to be established around the effective area, cordon boundaries will be decided by Event Control.
4. Decisions made on available exit routes. Pedestrians to be directed away from the threat and the Incident area to be secured.
5. Designated stewards to be positioned in evacuation control areas to inform and manage audience.
6. Car parks to be secured to prevent exit onto the public roads.
7. Helicopter landing areas (if applicable) to be secured.
8. Designated person to halt the show.
9. All staff to maintain radio silence as appropriate until further notice.

DUE TO THE TYPE OF INCIDENT, THERE MAY BE A NEED TO DYNAMICALLY AMEND THE ABOVE LIST OF ACTIONS. UNDER SUCH CIRCUMSTANCES, THIS WILL BE DONE UNDER GUIDANCE OR LEADERSHIP OF THE EMERGENCY CONTROLLER.

Kilo Codes

Should the alert state rise, then the Event Control will notify all contractors and radio holders with a location and one of the following Kilo Codes: -

▪ Kilo 1	MEDICAL EMERGENCY
▪ Kilo 2	STRUCTURAL PROBLEM
▪ Kilo 3	EXTREME WEATHER
▪ Kilo 4	FIRE
▪ Kilo 5	STAGE INVASION BY CROWD
▪ Kilo 6	MAJOR CROWD PROBLEM

- | | |
|------------------|-----------------------|
| ▪ Kilo 7 | MINOR CROWD PROBLEM |
| ▪ Kilo 8 | SUSPECT PACKAGE FOUND |
| ▪ Kilo 9 | BOMB THREAT |
| ▪ Kilo 10 | MISSING CHILD |

Depending on the type of incident, certain crew and contractors, may start to make preliminary action ready to assist, should they be needed. For example, if there is an amber alert due to a structural problem (Kilo 2), then the rigging team, under the direction of their crew boss, may assemble in one location, and don on their climbing PPE to be ready for deployment if required.

Emergency Announcements

In order for all event staff to effectively carry out their duties in the event of a major incident it is essential that all parties are aware when the alert state is raised. In the event of a situation or incident that could lead to a major incident or evacuation, the following message will be broadcast over the event PA and radio channels.

“STAFF ANNOUNCEMENT CAN THE AMBER TEAM LEADER REPORT TO EVENT CONTROL”

This is a warning that the alert state has been raised to **AMBER**. If the situation or incident is likely to result in a part or full evacuation of the site, the following message will be broadcast, following confirmation from the Event Control or if the situation is such that life will be at risk awaiting the formulation of the Event Control.

“STAFF ANNOUNCEMENT CAN THE RED TEAM LEADER REPORT TO EVENT CONTROL”

This is a warning that the alert state has been upgraded to **RED**. All personnel should stand by for further instructions on an evacuation of the site.

Emergency Evacuation Announcement

If a full evacuation is to be carried out the following announcement will be made over the all stage PA systems:

“LADIES AND GENTLEMEN,

IT IS NECESSARY TO EVACUATE THIS ARENA – PLEASE LEAVE CALMLY AND QUICKLY BY THE NEAREST EMERGENCY EXIT AND FOLLOW THE INSTRUCTIONS OF THE STEWARDS.”

If the evacuation is to be contained to a specific area of the site. A local evacuation of the site will take place, under the control of the head of security.

Stand Down

IF THE SITUATION IS CONTAINED THE FOLLOWING MESSAGE WILL BE BROADCAST.

"STAFF ANNOUNCEMENT THE GREEN TEAM LEADER HAS ARRIVED AT EVENT CONTROL"

All personnel may then stand down unless otherwise instructed.

16.4 Action on Discovery of Fire

- 1) The security person or other member of staff who discovers or is informed of a fire outbreak is to immediately inform a Security Supervisor, who will advise the Security Control Room by clearly stating the location and source of the fire.
- 2) Security/designated fire personnel are to attack the fire using the appropriate fire extinguishers if safe to do so.
- 3) The Event Controller is to:
 - ensure that a call out is sent to the Fire Brigade
 - send out security personnel alert signal "All units this is a special announcement. An incident (.....) has occurred at..... . Please standby for further instructions"

NB: On transmission of the fire outbreak message; all unnecessary radio communication must cease until the emergency is over.

- 4) If the fire is not serious the Event Controller following consultation with the Safety Officer (and Senior Garda/Fire Officers present) will issue the stand down coded message "All units this is a special announcement the incident has been dealt with, the emergency is now over."
- 5) If the fire is serious the Event Controller/Emergency Controller in consultation with the Event Safety Officer (and Senior Garda and Fire Officers present) will instruct that The area(s) at risk (i.e. part of site - full site evacuation may not be necessary) be evacuated following the Evacuation Procedure in Section 16.8.

16.5 Emergency / Security Procedures in the Event of a Bomb Threat / Suspect Package

- 1) The Event Controller is to be immediately informed of the full details of any bomb threat/suspect package.
- 2) The Event Controller, Head of Security and Senior Garda Officer are to evaluate all the information received, to determine the veracity of the threat.
- 3) The Security Supervisor(s) are to immediately initiate a systematic search of the area(s) of concern. If a suspect package is found the immediate area is to be secured and the Event Controller is to be directly informed.

- 4) The Head of Security on the advice of the Senior Garda Officer will then initiate the appropriate evacuation procedures for the area(s) at risk.

16.6 Emergency Procedures in the Event of Crowd Disturbance

- 1) The Security Supervisor in the area of concern is to immediately inform the Head of Security seeking reinforcements as necessary.
- 2) The Head of Security will instruct appropriate additional security personnel to proceed to the area.
- 3) In the event of crowd disturbance getting seriously out of control the Event Controller in consultation with the Senior Garda Officer and the Safety Officer will initiate the following emergency procedures;
 - instruction to Production Manager change “tempo” of the music or to “fade out” the music as appropriate to enable specified emergency announcement be made by the M.C.
 - designated M.C. will proceed to the stage and make the following emergency announcement in a calm controlled voice.

“Ladies and Gentlemen this is a security announcement. Due to crowd difficulties (_____) we are temporarily suspending the event. Please move away from the area of disturbance and follow the instructions of the security personnel. As soon as the situation is back to normal we will resume.”
 - Taped background music is to be played over the PA for the duration of the suspension of the event.
- 4) In the event of overcrowding or crowd disturbance at a site entrance, the Security Supervision is to immediately inform the Head of Security seeking reinforcements as necessary. Announcements are to be made using Megaphones to ask people to move back / away from the area of disturbance and follow the directions of security.

16.7 Extreme Weather Conditions

1. Immediate review of weather conditions (extreme rainfall, lightning, heat wave or high winds)
2. Immediate response to incident
 - Action in event of high winds vis a vis stage and other temporary structures as per defined procedures and structural engineers recommendations
 - Action in event of extreme rainfall to prevent overcrowding of tented structures
 - Action in event of lightning storm.

The Met Office will be contacted during the days leading up to the event to ascertain whether or not there may be any electrical activity in the Dublin area. The Met Office will be provided with the contact number of Event Control and will be asked to contact them should the situation change.

Risk Reduction Measures

All temporary structures to be adequately earthed.

Risk to Artists

Artists will be on the stage structures which are going to be adequately earthed and will therefore be at low risk from a strike.

However in the event of the artist being on the B stage (if any) they will more likely be at risk and therefore use of the B stage during electrical activity in the area is to be restricted.

- Action in the event of a heat wave to ensure patrons have access to drinking water and sun block
- Whether to suspend the event and evacuate all or parts of the arena

16.8 Evacuation Procedures

If evacuation is necessary due to serious fire, bomb threat or other emergency, the following are the procedures.

- *Head of Security* will make the following radio announcement to security supervisors "All units this is a special announcement due to an emergency situation in area, it is necessary to evacuate the site (or area of this site) immediately."
- *Production Manager* will be instructed to suspend the event.
- *Sound Control Supervisor* on instruction from the Production Manager is to slowly fade out the performer's sound system but to ensure that the designated microphone for the evacuation announcement is functioning.
- *Designated M.C.* is to go onto the stage to make the following announcement in a calm and controlled voice.

"Ladies and Gentlemen this is a Security Announcement. Due to circumstances beyond our control we are evacuating the area of the site (specify). Will you please vacate this area immediately following the instructions of the security staff who will direct you to a safe area."

1. NOTE:

The announcement is to be repeated continuously until evacuation is well underway. The M.C. may be instructed by radio by the Event Safety Officer or Head of Security to alter the content of the announcement to deal with the particular circumstances.

- On hearing the evacuation announcement all security staff are, under the direction of their supervisors, to direct and assist the evacuation of patrons from the site or part of the site as appropriate.
- Security personnel manning exit gates/doors are to immediately open these gates/doors and appropriately secure them in the fully open position.
- In the event of a stage fire or other emergency, prohibiting the use of the performers PA system, the Security Supervisors or other designated persons are to make the announcement over hand held megaphones.
- The Event Controller in consultation with the Safety Officer (and Senior Garda and Fire Officers if present) is to monitor progress of the evacuation by radio control with the Security Supervisors and is to issue additional instructions as necessary.
- In the event of a total evacuation of the site being necessary this is to be initiated in close consultation with the Senior Garda Officers on and off site to ensure the necessary Garda preparedness off site.

In the case of a major incident, the Gardaí are the dominant statutory authority, and will take charge of the situation.

In any circumstances, where any of the emergency services are involved, Security Supervisors and security personnel must fully assist these services as required.

16.9 End of Event Exit Procedure

- All Supervisors will be advised by radio 15 minutes before the end of the event.
- At that time, Supervisors manning external road barriers and entrance gates should stack all barriers neatly and man the exit gates in order that the crowd may exit in a safe and orderly manner.
- Be on constant alert for crushing and use the loud-hailers provided, to inform the exiting crowd to walk slowly or stop. Please use your radio to communication between Supervisors to re-direct people to alternative exits, if there is a build up of people at your exit gate.
- In such circumstances, communicate in a clear and concise manner with the exiting crowd asking them to stop until the exit gates are clear and thank them for their co-operation.
- Arena and Stage Security are to direct people towards the exits at the end of the event.

DO NOT LEAVE YOUR POSITION UNTIL THE VENUE IS EMPTY. ALL STEWARDS WILL BE ISSUED WITH DAYGLO JACKETS WHICH MUST BE WORN AT ALL TIMES.

Appendix A

Production Schedule

PRODUCTION SCHEDULE

Event: Phoenix Park Concerts

Location: Whitefields, Phoenix Park, Dublin

revised 29/06/2012

Day			Time	Activity	Notes
1	Mon	June 25	10:00	Site Handover	
			10:00	Mark Out	
			20:00	Work Curfew	
2	Tues	June 26	08:00	Trackway In	
			08:00	Plant In - SITE	
			20:00	Work Curfew	
3	Wed	June 27	08:00	Continue Trackway	
			08:00	Site Crew Call / Tip Fence & Barrier Trucks	
			08:00	Cabins In - Local	
			08:00	Distribute Phone Lines	
			08:00	Install - Generators and Electrics	
			08:00	Kitchens / Catering In	
			09:00	Fence Build	
			20:00	Work Curfew	
4	Thurs	June 28	08:00	Continue Trackway & Fence Build	
			08:00	Cabins & Tents In - Artist	
			08:00	Install Plumbing	
			14:00	Plant in - Stage	
			20:00	Work Curfew	
5	Fri	June 29	08:00	Stage Build 1	
			08:00	Continue Trackway & Fence Build	
			20:00	Work Curfew	
6	Sat	June 30	08:00	Stage Build 2	
			08:00	Continue Trackway & Fence Build	
			10:00	Install - Bar Tents and Services	
			20:00	Work Curfew	
7	Sun	July 1	08:00	Stage Build 3	
			08:00	Continue Site Build	
			08:00	Install - Toilets	
			08:00	Install Pedestrian Bridges & Signposts	
			20:00	Work Curfew	
8	Mon	July 2	08:00	Stage Build 4	
			08:00	Continue Site Build	
			08:00	Install - Toilets	
			14:00	Concessions In	
			18:00	Production Catering Complete	
			20:00	Work Curfew	

PRODUCTION SCHEDULE

Event: Phoenix Park Concerts

Location: Whitefields, Phoenix Park, Dublin

revised 29/06/2012

Day			Time	Activity	Notes
9	Tues	July 3	08:00	Continue Stage Build 5	
			08:00	Advance Production - In	
			08:00	Continue Site Build	
			08:00	Install - Lighting Towers	
			08:00	Build - Disabled Platform	
			16:00	Structural Inspection	
			20:00	Work Curfew	
10	Wed	July 4	08:00	Continue Site Build	
			08:00	Production - In	
			08:00	Freestander - In	
			16:00	Structural Inspection & Sign Off	
			17:30 – 19:00	Audio System Test	Intermittent Sound for 90 minutes
			20:00	Site Build complete	
			20:00	L/X - Focus & Program	
			20:00	Site Lighting Check	
11	Thurs	July 5	08:00	Site Maintenance	
			08:00	Artist Production Load -In	
			13:00 – 14:00	Audio System Check	Intermittent Sound for 60 minutes
			14:00 – 16:00	Soundchecks	Intermittent Sound for 120 minutes
			17:00	Gates	
			17:15 – 17:45	The Minutes	
			18:05 – 18:45	Mick Jones Justice	
			19:15 – 20:15	The Wailers	
			20:45	The Stone Roses	
			23:00	Curfew	
			23:00	Production Load Out	
12	Fri	July 6	01:00	Final Truck Movement	Final Truck off site and notify DCC
			08:00	Site Cleanup	
			10:00	Swedish House Mafia Load -In	
			16:00 – 17:30	Audio System Check	Intermittent Sound for 60 minutes
			20:00	Work Curfew	
13	Sat	July 7	08:00	Site Maintenance	
			12:00 – 12:30	Audio System Check	Intermittent Sound for 30 minutes
			12:00 – 14:30	Soundchecks	Intermittent Sound for 120 minutes
			16:00	Gates	Crowd Safety contingency to open at 3pm if requested by Gardai with music from 15:15
			16:15 – 17:15	Calvin Harris	
			17:45 – 18:45	Snoop Dogg	
			19:15 – 20:15	Tinie Tempah	
			20:45	Swedish House Mafia	
			23:00	Curfew	
			23:00	Production Load Out	

PRODUCTION SCHEDULE

Event: Phoenix Park Concerts

Location: Whitefields, Phoenix Park, Dublin

revised 29/06/2012

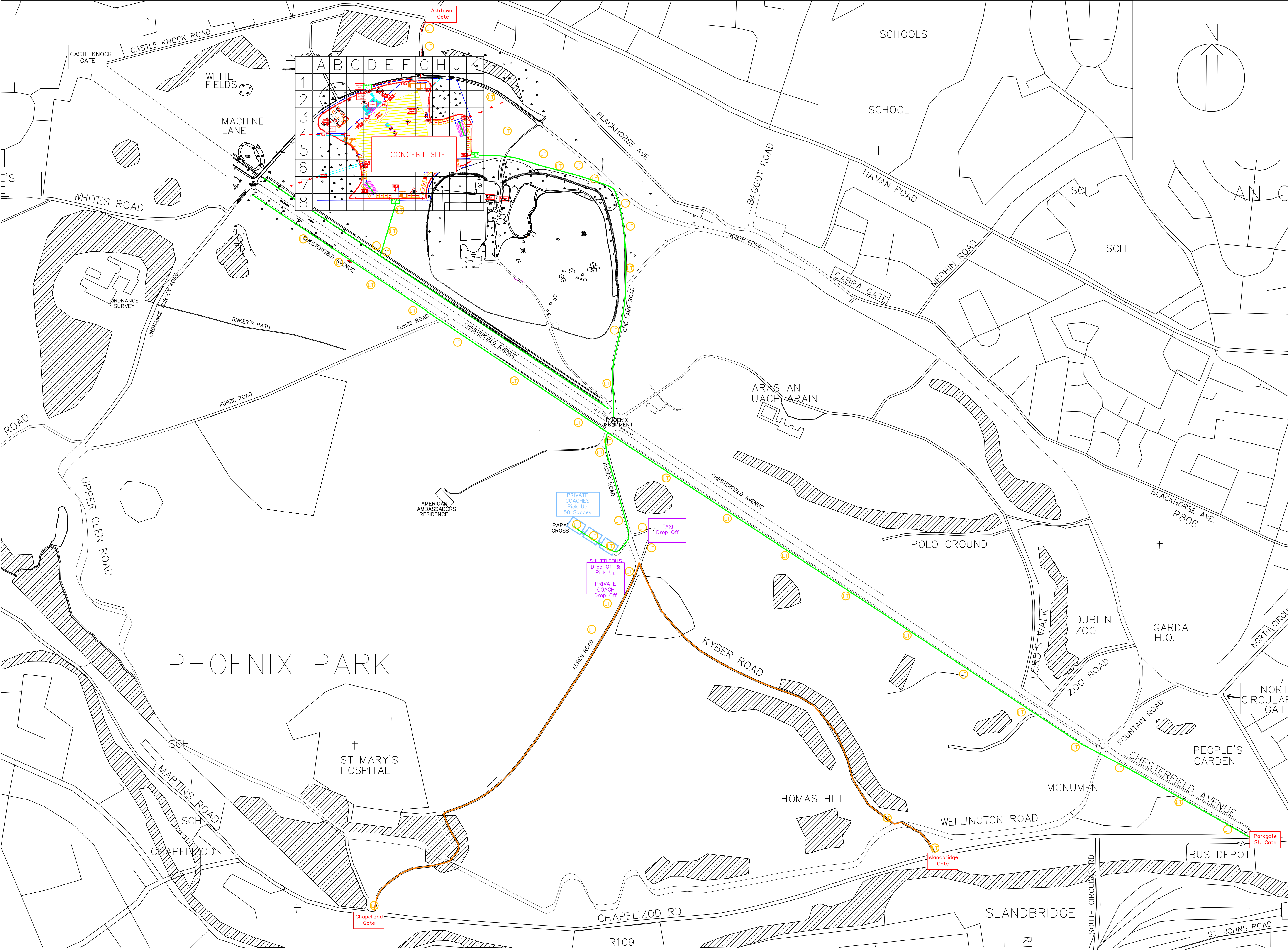
Day			Time	Activity	Notes
14	Sun	July 8	01:00	Final Truck Movement	Final Truck off site and notify DCC
			04:00	Stage Work Curfew	Work on Stage from 01:00 – 04:00 with no off site noise
			08:00	Site Cleanup	
			08:00	Artist Production Load -In	
			12:00 – 12:30	Audio System Check	Intermittent Sound for 30 minutes
			12:00 – 14:30	Soundchecks	Intermittent Sound for 120 minutes
			15:00	Gates	
			15:15 – 15:45	Here We Go Magic	
			16:05 – 16:35	We Are Augustines	
			16:55 – 17:35	Bressie	
			18:00 – 18:45	Temper Trap	
			19:15 – 20:30	Florence & The Machine	
			21:00	Snow Patrol	
			23:00	Curfew	
			23:00	Production Load Out	
15	Mon	July 9	04:00	Finish Production Load Out	
			04:00	Final Truck Movement	Final Truck off site and notify DCC
			08:00	Commence Removal Trackway & Fence	
			08:00	Commence Site Service Load Out	
			20:00	Work Curfew	
16	Tues	July 10	08:00	Continue Removal Trackway & Fence	
			08:00	Continue Site Service Load Out	
			20:00	Work Curfew	
17	Wed	July 11	08:00	Continue Removal Trackway & Fence	
			08:00	Continue Site Service Load Out	
			20:00	Work Curfew	
18	Thurs	July 12	08:00	Continue Removal Trackway & Fence	
			08:00	Continue Site Service Load Out	
			20:00	Work Curfew	
19	Fri	July 13	08:00	Continue Removal Trackway & Fence	
			08:00	Continue Site Service Load Out	
			20:00	Site Clear	
NB: An on site contact name and number will be available to Dublin City Council at all times when site is operational					

Appendix B

Drawings

MSA Dwg 12072 – 01C Site Plan

MSA Dwg 12072 – 02C Arena Plan



Production:
Phoenix Park Concerts

Client:
MCD

Drawing Title:
Location Plan

KEY:

Site Road	Steelshield Fence	Heras Fence	Stage Sightline
Toilet Block	Concessor 9m x 12m	First Aid Post	Exit Route (width mtrg)
Pedestrian Route	Shuttle Bus Route	Emergency Scenario	Floodlight Scenario (indicative)
Emerg. Route			

Notes:

(1) The emergency route is a sterile route. The track width will be 3m and it will be capable of carrying a 16.25 ton fire appliance

(2) Emergency route will be kept clear at all times

(3) In compliance with the code of practice, gas cooking concessions will be at least 6m from any other units

(4) Each concession will have a tender vehicle which will be parked no less than 6m from each unit and will not block the emergency route

Key Contact Details

Event Controller – Louis Harte (087–2584470)

Deputy Event Controller – Paul Butler (087–9819578)

Event Safety Officer – Michael Slattery (086–8064571)

Deputy Safety Officer – Bryan Dunne (087–6669006)

C	MINOR AMENDMENTS	02.07.2012
B	NEW SITE	25.06.2012

REV. DESCRIPTION DATE

MSA
Michael Slattery Associates
Fire Safety Engineers
Dublin 2, Ireland
www.msa.ie
23 Windsor Place
Lower Pembroke Place
Dublin 2, Ireland
Tel: +353(1)6765713
Fax: +353(1)6765247
E: info@msa.ie

PROJECT: PHOENIX PARK 2012
MCD EVENTS 2012

TITLE: PHOENIX PARK SITE PLAN

SCALE: 1:5000 @ A1

DATE: 02.07.2012

CHECKED BY: REV. C

Dwg #: PPK12_012
Rev #: 005
Date: 29.06.2012
SCALE: 1:5000@A1
Drawn by: P. Slattery
Checked by: C. Dunne

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DIFFUSION
EVENTS

KEY:

Site Road	Steelshield Fence	Heras Fence	Stage Sightline
Toilet Block 9m x 12m	Concession	First Aid	Exit Route Post (width mtrs)
Pedestrian Route	Shuttle Bus Route	Emergency Scenario	Floodlights (Indicative)
Emerg. Route			

- Notes:
- (1) The emergency route is a sterile route. The track width will be 3m and it will be capable of carrying a 16.25 ton fire appliance
- (2) Emergency route will be kept clear at all times
- (3) In compliance with the code of practice, gas cooking concessions will be at least 6m from any other units
- (4) Each concession will have a tender vehicle which will be parked no less than 6m from each unit and will not block the emergency route

Key Contact Details

Event Controller – Louis Harte (087–2584470)

Deputy Event Controller – Paul Butler (087–9819578)

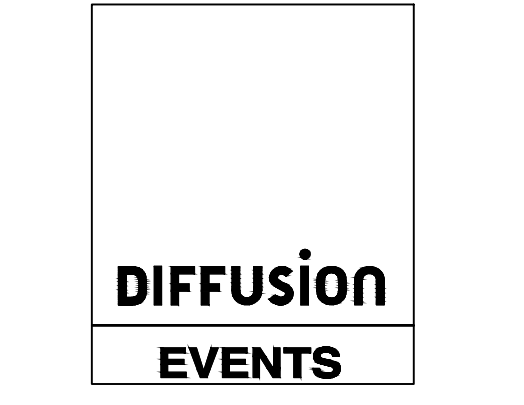
Event Safety Officer – Michael Slattery (086–8064571)

Deputy Safety Officer – Bryan Dunne (087–6669006)

C	MINOR AMENDMENTS	02.07.2012
B	NEW SITE	25.06.2012
REV.	DESCRIPTION	DATE
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Dublin / Belfast / Leeds		
Fire Safety Engineers		
Building Design & Construction Fire Engineering Design Event Safety & Management Building Fire Safety Management Disabled Access Consultancy Computer Modelling		
PROJECT PHOENIX PARK 2012		
MCD EVENTS 2012		
TITLE PHOENIX PARK ARENA PLAN		
SCALE 1:1000 @ A1	JOB NO 12072	
DATE 02.07.2012	DWG NO 12072-02	
CHECKED BY	REV	C

Dwg #: PPK12_010
Rev #: 005
Date: 29.06.2012
SCALE 1:1000@A1
Drawn by: Passed by: Checked by:

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Appendix 6.3

Gardai Traffic Management Plan

An Garda Síochána

Oifig Trachta Rionne,
Réigiún Chathair Átha Cliath
An Roinn Thiar,
Stáisiún Garda Bhaile Bhlainséir,
Baile Bhlainséir,
Baile Átha Cliath 15.

Tel/Teileafón: (01) 6667065

Fax/Facs: (01) 6667116



Divisional Traffic Unit,
Dublin Metropolitan Region,
West Division,
Blanchardstown Garda Station,
Blanchardstown,
Dublin 15.

Web.Site: www.garda.ie

E-Mail:

*Please Quote the following
Ref. Number:*

Date: **30th June 2012.**

Chief Superintendent

D.M.R. West

Superintendent

K District

Inspector Kelly

Blanchardstown

Inspector Burke

Blanchardstown.

Re : Traffic Management Plan for the Forthcoming Concerts in the Phoenix Park.

With reference to the above I am to report that the attached are the traffic management plans for the forthcoming concerts in the Phoenix Park.

Forwarded for your information, please.

_____ Sergeant.

(Peter Burke 26282L)

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Traffic Management Plan

Introduction :

There are 3 concerts planned for the Phoenix Park over the course of the coming week. The details of these concerts are –

Thursday 5th July : Stone Roses

Saturday 7th July : Swedish House Mafia

Sunday 8th July : Snow Patrol

The concert on Thursday will involve a traffic plan to involve the normal commuter traffic, while the concerts on Saturday and Sunday will involve the traffic management of these patrons together with normal visitors to the Phoenix Park, to Dublin Zoo etc.

The basis for this Traffic Management Plan is to allow normal commuter traffic the use of the Phoenix Park and surrounding road network while accommodating the parking of concert traffic in so far as possible for a concert of 45,500 patrons approximately.

The Concert promoters MCD are encouraging the use of public transport in so far as possible and will issue a press release in conjunction with the Garda Press Office which will recommend concert patrons utilise public transport as parking is not available in the Phoenix Park.

Main Stake Holders within the Phoenix Park :

Listed hereunder is a list of the main stakeholders within the Phoenix Park and the suggested routes to enter / exit each location –

1. Dublin Zoo:

Vehicles can enter via Castleknock Gate, Cabra Gate, Parkgate Street, North Circular Road or Chapelizod Gate to access this location at all times. Vehicles can exit the Phoenix Park via Castleknock Gate,

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Cabra Gate, Parkgate Street, North Circular Road or Islandbridge Gate.

2. *St Mary's Hospital & Cheshire Home:*

Vehicles can enter via Castleknock Gate, Cabra Gate, Parkgate Street, North Circular Road or Chapelizod Gate to access this location at all times. Vehicles can exit the Phoenix Park via Castleknock Gate, Cabra Gate, Parkgate Street, North Circular Road or Islandbridge Gate.

3. *Farmleigh:*

Vehicles can enter via Castleknock Gate, Cabra Gate, Parkgate Street, North Circular Road or Chapelizod Gate to access this location at all times. Vehicles can exit the Phoenix Park via Castleknock Gate, Cabra Gate, Parkgate Street, North Circular Road or Islandbridge Gate.

4. *Ordnance Survey:*

Vehicles can enter via Castleknock Gate, Cabra Gate, Parkgate Street, North Circular Road or Chapelizod Gate to access this location at all times. Vehicles can exit the Phoenix Park via Castleknock Gate, Cabra Gate, Parkgate Street, North Circular Road or Islandbridge Gate.

Chesterfield Avenue :

Chesterfield Avenue between Mountjoy Cross and the Phoenix Monument will remain open to traffic on Saturday and Sunday to facilitate the movement of traffic, due to the closure of the Odd Lamp Road. There will be no parking permitted on this part of Chesterfield Avenue.

Military Road :

This road will be opened to traffic to facilitate the movement of traffic between Chapelizod Gate and Islandbridge Gate. A 2 way system will operate on this road.

Bus Shuttle Service :

A Shuttle Service shall operate from the Customs House, South Quays, Parkgate Street, Conyngham Road, Chapelizod Road. These buses will enter the Phoenix Park at Chapelizod Gate travel along the Acres Road to it's junction with the Kyber Road where the passengers shall disembark and shall be directed towards the entrances at the Concert site.

The Shuttle buses shall exit the Phoenix Park via the Kyber Road and out the Islandbridge Road, Conyngham Road, Parkgate Street along the North Quays.

At the end of the concert these buses shall line up along the Acres Road and as required shall go to the triangle at Embassy Road and again exit the Phoenix Park via the Kyber Road and Islandbridge Gate.

Luas :

Shall provide a service for patrons from Heuston Station.

Dublin Bus:

Shall operate their normal bus service to and from the city with a number of buses stopping at bus stops adjoining the Phoenix Park.

Private Coaches:

Private coaches shall park at the Papal Cross Car Park, parking for approximately 50 coaches.

In the event of extra private coaches arriving, there is contingency parking allowed for at the Furze Road. Access to this location will be Mountjoy Cross, Ordnance Survey Road and left turn onto Furze Road.

Parking of Private Cars:

The message by all stake holders is that there is no parking available in the Phoenix Park for patrons attending the concerts. Due to the exceptional heavy rains in the recent past; off road car parking will be as a last resort.

Cognizance shall be taken that this concert takes place on a Thursday during evening, commuter traffic. To facilitate commuter traffic all gates shall remain open (except Ashtown Gate) along with Chesterfield Avenue until approximately 14.00hrs, when traffic diversions will be implemented.

Garda “No Parking” Cones:

To maximise the amount of roads available to safely park concert traffic, the following roads shall have Garda “No Parking” cones from 12midnight on Wednesday the 4th July 2012 :-

- Chesterfield Avenue – between Mountjoy Cross and Phoenix Monument
- Furze Road
- Ordinance Survey Road – Mountjoy Cross to Upper Glen Road
- Back Road to Cabra Gate – from Mountjoy Cross
- Acres Road – from Phoenix Monument to Papal Car Park

Contingency Off Road Car Parking:

Depending on the volume of traffic attending this concert, when all roadway parking has been maximised, vehicles will be directed to the Ordnance Survey Road, where vehicles will be parked on one side of the road only. This option will only be implemented when the OPW have been consulted.

Barriers:

Barriers shall be provided by MCD Productions and dropped at the following locations for use by the Gardai when the Garda Traffic Management Plan is implemented:

- Castleknock Gate
- Ashtown Gate
- Cabra Gate
- North Circular Road Gate
- Islandbridge Gate
- Chapelizod Gate
- Knockmaroon Gate
- Gough Monument
- Mountjoy Cross
- Phoenix Monument
- Kyber Road
- Acres Road/St Mary's Hospital

Traffic Restrictions:

At approximately 14.00hrs depending on the amount of patrons in the vicinity of the concert entrances, traffic diversions shall be put in place.

Road Closures –

There are a limited number of road closures that have been discussed and agreed with the O.P.W. These closures will take place daily from 14.00hrs and they will reopen following the concerts.

The road closures are listed hereunder –

1. *The North Road / Back Road:*

The North Road:

This road is closed from Cabra Gate to Ratra Triangle to ensure that the emergency route is sterile from 14.00hrs on each concert day.

The Back Road:

This road shall be closed from the Mountjoy Cross to Ratra Triangle from 14.00hrs on each concert day. This road is kept sterile to facilitate the emergency route.

2. *Odd Lamp Road:*

This road is closed to facilitate the movement of patrons entering Gate 'B'

Gate Closures –

There are a limited number of gate closures that have been discussed and agreed with the O.P.W. These closures will take place daily from 14.00hrs and they will revert to normal opening / closing times following the concerts.

The gate closures are listed hereunder –

1. *Ashtown Gate:*

This gate shall be kept closed at all times to facilitate the emergency route. There will be a garda presence at this gate at all times, during its closure. This closure will commence at 14.00hrs and will remain closed until the conclusion of the concerts, when normal opening times will apply.

2. *Cabra Gate:*

This gate shall be entry and exit for the duration of the diversions. All vehicles entering via this gate will be directed to turn left towards the North Circular Road. No vehicles will be permitted to turn right. All vehicles approaching this gate will be directed to exit the Phoenix Park at this point. This diversion will commence at 14.00hrs and will remain in place until the conclusion of the concerts, when normal opening times will apply.

Phoenix Park Gates:

Hereunder is a list of all the gates into the Phoenix Park in geographical order and showing the diversions, if any, applicable to each –

1. Castleknock Gate:

No diversions at this point. Motorists will be able to enter / exit the Phoenix Park via this gate.

2. Ashtown Gate:

Diversions outlined above. Alternative entry gates at Castleknock or Cabra gates can be used.

3. Cabra Gate:

Diversions outlined above.

4. North Circular Road Gate:

No diversions at this point. Motorists will be able to enter / exit the Phoenix Park via this gate.

5. Parkgate Street Entrance:

No diversions at this point. Motorists will be able to enter / exit the Phoenix Park via this gate.

6. Islandbridge Gate:

No diversions at this point. This will remain an 'exit' only gate and will be utilised by coaches, shuttle buses and taxis and normal vehicles in the Phoenix Park.

7. Chapelizod Gate:

No diversions at this point. This will remain an 'entry' only gate. Coaches and shuttle buses will use this gate to enter the Phoenix Park.

8. Knockmarron Gate:

No diversions at this point. Motorists will be able to enter / exit the Phoenix Park via this gate.

Concert Staff Parking :

The Visitors Centre Car Park, Ashtown Castle shall be utilised for MCD Staff / Security for the concert. Vehicles belonging to Staff to be parked prior to gates opening.

MCD / Staff / Concert Vendors, Security shall not be allowed to exit the Visitors Centre Car Park until all patrons have left the Concert site.

Disabled Parking :

Disability parking will be available in the school on the North Road. Access to this location will via North Road. People seeking parking in this area must be in possession of a valid disability parking permit in order to pass the barriers. Access will not be permitted from Mountjoy Cross.

Taxi Drop Off :

All taxi's will be directed to drop off patrons on the Acres Road and will exit the Phoenix Park via the Kyber Road and out Islandbridge Gate. Taxi drop off at Chesterfield Avenue or Phoenix Monument will not be permitted.

Pedestrians :

Patrons exiting the Concert Site shall use the Pedestrian Walkways particularly at the Phoenix Monument and at the Shuttle Bus pick up point on Acres Road.

Sufficient barriers will be provided by the Concert Promoters to ensure compliance and operated by MCD Staff.

Post Concert Traffic Management Plan :

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Traffic parked along Back / North Road shall exit the Phoenix Park at Cabra Gate / North Circular Road Gate.

Concert Traffic parked at the Zoo Car Park and also on Chesterfield Avenue from Gough Monument to Parkgate Street shall exit the Phoenix Park at Parkgate Street and North Circular Road Gates.

Members deployed on specific duties listed hereunder will be redeployed at various junctions to assist patrons and traffic to exit the Phoenix Park –

- Members on Gate 'A' : redeployed to Gough Roundabout / Parkgate Street entrance.
- Members on Gate 'B' : redeployed to North Circular Road entrance.
- Members on Bar '3' : redeployed to Castleknock Gate

Prior to the end of each concert the Divisional Traffic Unit will deploy members at the following locations to assist vehicles exit the Phoenix Park and the environments of same –

- Castleknock Road / Auburn Avenue – 1 motorcycle
- Auburn Avenue / N3 Junction – 1 motorcycles
- Parkgate Street / Conyngham Road – 1 motorcycle
- Parkgate Street / Infirmary Road – 1 jeep

Forwarded for your information, please.

Peter Burke, Sergeant.

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Appendix 6.4

Event Control Manual

Phoenix Park Concerts 2012

Phoenix Park

July 5th, 7th, 8th 2012

Event Control Manual

CONTENTS

1.	Introduction	3
2.	Communications	3
3.	CCTV	4
4.	Pre Event Safety Checks	4
5.	Audience Management	5
6.	Security & Stewards	7
7.	Weather Contingency Plans	8
8.	Traffic Management and Transportation	9
9.	Emergency Procedures	10
10.	End of Show Exit Procedures	23
	Appendix A: Checklists	24
	Appendix B: Radio Channels & Phone	26
	Appendix C: Public Information	27
	Appendix D: Site Plan	28
	Appendix E: Instructions to Security Staff	29
	Appendix F: Traffic Management Plan	33

1.0 INTRODUCTION

MCD Productions are promoting three concerts in the Phoenix Park on July 5th, July 7th and July 8th 2012. Headline Artists for these concerts are as follows:

July 5 th	The Stone Roses
July 7 th	Swedish House Mafia
July 8 th	Snow Patrol & Florence and the Machine

MCD have appointed the following personnel as the Event Control team for this event:

Event Controller:	Louis Harte
Dep. Event Controller (Control Room):	Paul Butler
Dep. Event Controller (Artists & Stage):	John Johnston
Dep. Event Controller (Perimeter & Arena):	Louise Keane
Safety Officer:	MSA

EVENT CONTROLLER
Louis Harte

SAFETY OFFICER MSA	DEP. EVENT CONTROLLER (Artists & Stage) John Johnston	DEP. EVENT CONTROLLER (Control Room) Paul Butler	DEP. EVENT CONTROLLER (Perimeter & Arena) Louise Keane
-----------------------	---	--	--

Before opening gates for each event the Event Control team will ensure the checklist in Appendix A is complete. In preparation for end of show a meeting to confirm exiting strategy will be held in the Event Control Room, 30 minutes after the headline artist goes on stage. This will be chaired by the Event Controller and attended by Deputy Event Controllers, Site Management Team, Safety Officers, Security Supervisors, Site Medical Co-ordinator and An Garda Siochana.

2.0 RADIO COMMUNICATIONS

A radio communications system with 16 separate channels on each transceiver will be in use at this event. Event staff will be briefed as necessary on radio traffic protocols. Event staff will be advised to stay on their respective radio channels unless directed otherwise by Event Control. There will be a continuous reporting structure from key event staff to Event Control and this will be recorded in the Event Control Log. The radio channel allocation list and key phone contacts for this event are in Appendix B.

3.0 CCTV

CCTV cameras will be installed and operational 24 hours before gates open.

A total of 6 cameras will cover the following positions:

Camera 1: Papal Cross - Shuttle Bus Stop & Coach Park

Camera 2: Chesterfield Avenue - Phoenix Monument

Camera 3: Chesterfield Avenue - Gate A

Camera 4: North Road - Gate B

Camera 5: Arena - Rear

Camera 6: Stage - Stage Left - FOS Barriers

Fixed Cameras: Bar 1, Bar 2, Bar 3

4.0 PRE EVENT SAFETY CHECKS

A series of checks will be undertaken before the venue is open to the public. This will include ensuring all entry points are clear from obstruction. Rubbish and other hazards will be removed from site and all vehicular traffic will be stopped.

5.0 AUDIENCE MANAGEMENT

5.1 ENTRY TO THE EVENTS

5.1.1 Admission Policy

Admission to the events will be by ticket only with a search policy in place in line with the known Artist Profile and anticipated Audience Profile for each event. To prevent overcrowding the maximum number of tickets sold to the public will be 45,500, the licensed public occupant capacity of the event. Tickets will be scanned to verify authentication, numbers of attendees and prevent the admission of fraudulent tickets.

5.1.2 Early Arrivals

Early arrivals will held in a designed area in the environs of Gate A or B depending on the event. Sanitary accommodation will be provided.

5.1.4 Readmission

As stated on the tickets for these concerts, there is no readmission. However, dedicated out-lanes will be maintained for any patrons wishing to exit the event.

5.1.5 Entry Routes

Pedestrian Entry routes to the event will be clearly signposted and exit routes from the arena will be clearly visible throughout the event. Event information will be published in media with a high reach and sent by email to ticketholders for each event see Appendix C.

High Profile support acts are on the bill and this will aid in spreading ingress to the event over a number of hours. All entry points will be kept clear and free of obstruction.

A barrier arrangement at the two entry Gates A & B to the arena will be used to aid a free flow of persons entering the site. Trained stewards, in sufficient numbers, will be present at all appropriate locations. The sequence of Entry to the Phoenix Park Concerts is Scan and Search.

A contingency plan is in place to open gates at 3pm on July 7th on request by An Garda Siochana.

5.0 AUDIENCE MANAGEMENT

5.1 ENTRY TO THE EVENTS

5.1.6 Entry Lanes - July 5th

50 Entry Lanes, 25 at each Gate with will be in operation for The Stone Roses on July 5th giving a flow rate based on a search policy in line with the artist profile as follows:

50 lanes x 600 ppl per hour = 30,000 ppl per hour.

If this system was used at its full capacity, the venue will reach its licensed capacity of 45,500 people in 1 hour 31 minutes after Gates open.

5.1.7 Entry Lanes - July 7th

50 Entry Lanes, 25 at each Gate with will be in operation for Swedish House Mafia on July 7th giving a flow rate based on a search policy in line with the artist profile as follows:

50 lanes x 450 ppl per hour = 22,500 ppl per hour.

If this system was used at its full capacity, the venue will reach its licensed capacity of 45,500 people in 2 hours 2 minutes after Gates open.

5.1.8 Entry Lanes - July 8th

32 Entry Lanes, 16 at each Gate with will be in operation for Snow Patrol on July 7th giving a flow rate based on a search policy in line with the artist profile as follows:

32 lanes x 600 ppl per hour = 19,200 ppl per hour.

If this system was used at its full capacity, the venue will reach its licensed capacity of 45,500 people in 2 hours 36 minutes after Gates open.

5.2 PREVENTION OF OVERCROWDING / FORCED ENTRY

Security personnel will be deployed to prevent persons gaining unauthorised entry to the site. The ticket scanning system in use provides real time monitoring of numbers of audience entering the venue. Measures will be in place to temporarily suspend audience entry if entry lanes become crowded.

5.3 ACCESS CONTROL

A zoned restricted access pass system will be used during the event to control movement of event staff and vehicles throughout the venue. The system and other relevant information will be discussed with artist security at a meeting and walkthrough of the venue on the day of the event.

5.0 AUDIENCE MANAGEMENT

5.4 STAGE AREA

A freestanding barrier configuration shown on the site plan in Appendix E with security deployment will control audience numbers in the immediate front of stage area.

5.5 SITE

Trip hazards will be suitably guarded, highlighted or padded. The widest possible sightlines will be used to avoid any movement to the centre, at the front of stage. Video screens will be used to relieve sightline pressure.

6.0 SECURITY & STEWARDS**6.1 ROLE OF SECURITY STAFF & STEWARDS MANAGEMENT TEAM**

The role of Security Staff & Stewards Management Team is as follows:

- To provide a customer and artist focused friendly, safe and secure environment for the event.
- To ensure that all aspects of the Event Safety Management Plan and Security Operational Plan by Sword Security and Eventsec are implemented and the event control team can effectively plan for or react to incidents which could present a hazard to the operation of the event.
- To manage the various security departments in their operations around the site and to liaise with the Statutory Agencies as necessary.

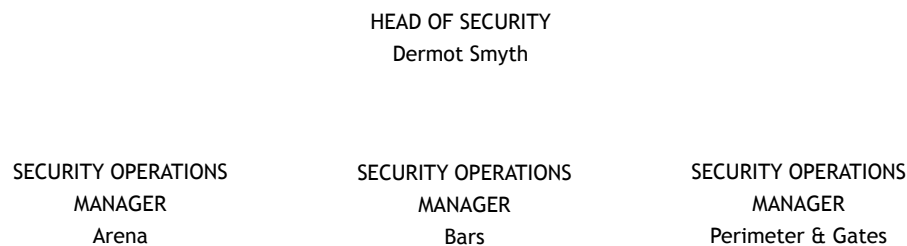
6.2 BRIEFING

Security Supervisors will, in conjunction with the Safety Officers, Event Controllers and Gardai, conduct a briefing for all senior supervisors at 12 noon on July 5th, July 7th and July 8th 2012.

See Appendix E- Security Staff and Stewards Briefing Sheet

6.3 POST EVENT REPORTING & DEBRIEFING

The management teams will provide an in-depth post event analysis to the Event Controller highlighting operational challenges and making recommendations for future events as necessary

6.4 ORGANISATIONAL CHART**6.6 DEPLOYMENT**

Copies of the steward's sign in and out sheets will be given to Event Control. All stewards are briefed not to stand down until told to do so by Event Control. Continuous checks are to be carried out by security supervisors and Event Control on the agreed positions for stewards.

7.0 ADVERSE WEATHER CONTINGENCY PLANS

7.1 SUMMARY

7.1.1 Stage and Production

The Event Production Manager will be briefed by the Event Controller on weather contingencies on completion of stage build and installation of delay towers, audio, lighting and video equipment. The staging contractor will produce a Wind Management Plan.

7.1.2 Site

The Site Manager and his team will monitor weather conditions on the days leading up to the event and implement any remedial works necessary to address hazardous underfoot conditions. During the event this team will be tasked with hazard prevention prioritised by the Event Controller and Safety Officer following risk assessment.

7.1.3 Car and Bus Park

There is no Public Car Parking available at these events. A media campaign will alert concertgoers to this and promote the direct shuttle bus and local public transport services available to and from the venue. Special Needs parking will be accommodated on a hard stand area at the Phoenix Park School on North Road. The Private Coach Park at the Papal Cross is on hard stand and Shuttle Buses will travel on hard roads at all times.

7.2 EXTREME WEATHER

7.2.1 Lightning

The stage structure is provided with both an electrical earth and a lightning protection earth bond to protect against lightning strikes. Arrangements will be agreed with artist production to deal with the eventuality of the artist temporarily leaving the stage in the event of a lightning storm.

7.2.2 High Winds

An anemometer will be installed at the highest point of the Stage structure to measure wind speed. The anemometer will be monitored by the staging contractor's crew chief. The stage structure and all other temporary structures will be design checked by a structural engineer. The structural engineer's sign off document will stipulate maximum wind speeds above which various safety procedures will be implemented.

7.0 ADVERSE WEATHER CONTINGENCY PLANS

7.2 EXTREME WEATHER

7.2.3 Heavy Rain

If heavy rain is forecast the site manager will monitor underfoot conditions on all entry and exit routes to the venue. Arrangements to be agreed with artist production to deal with the eventuality of the artist temporarily leaving the stage in the event of a heavy downpour.

8.0 TRAFFIC MANAGEMENT AND TRANSPORTATION

8.1 TRAFFIC

An Garda Síochána has developed a comprehensive traffic management plan for these events. See Appendix F.

8.2 MODAL SPLIT

The audience for this event are predicted to arrive and depart using the following means of transport (in order of highest use):

- Foot
- Bus
- Private Coach
- LUAS / Rail
- Private Car

8.3 PUBLIC INFORMATION

A public information notice with details of traffic and transport arrangement for the event has been published in media most likely to reach the audience for these event. See Appendix C.

9.0 EMERGENCY PROCEDURES

9.1 EMERGENCY PROCEDURES & ADDITIONAL INFORMATION FOR SECURITY SUPERVISORS

If for any reason matters get out of control, or if there is any kind of panic, everything will depend on calm knowledgeable stewarding, directed as necessary through the chain of command, from the Event Controller to the Head of Security, to the Supervisors, and on to the Security Personnel.

The following are the procedures to be undertaken in the event of Fire, a Bomb Threat, Crowd Disturbance, Extreme Weather Conditions or Emergency Evacuation.

Each Security Supervisor must brief the Security Personnel in his / her command accordingly, informing them of these procedures, paying particular attention to the evacuation procedures.

Each Security Supervisor must provide the Head of Security or the Event Controller, with a written report on any incident you, or the security personnel in your command, are involved in, or become aware of, in particular, any incident involving injury, no matter how slight, to any member of the public.

9.2 DEFINITIONS

1. MAJOR EMERGENCY

A major emergency is defined as any event causing or threatening to cause death or injury to patrons at a event site resulting from serious crowd disorder, major fire, collapse of structure / barrier, toxic chemical spillage on roads adjacent to the venue, explosion, bomb threat or other unforeseen event necessitating partial or total evacuation of the venue.

2. KEY PERSONNEL

Event Controller: This is the person who has overall responsibility for management of an event. S/he is assisted within the site by the Gardaí, Stewards and all other personnel, whether paid or voluntary, but retains control unless a serious emergency occurs, at which stage s/he hands over to the Emergency Controller.

Emergency Controller: The Emergency Controller shall take control over the entire operation until or unless the circumstances of the emergency dictate otherwise. In the event of a major incident/emergency the major emergency plan for the appropriate Principle Response Agency will be implemented in which case the Controller of Operations for each of the emergency services (Garda Síochána, Local Authority (Fire Brigade) and Health Service Executive (Ambulance Service) will appoint a convenor (Senior Garda Officer) to coordinate the activities of each of the emergency services in conjunction with each Controller of Operations.

9.0 EMERGENCY PROCEDURES

9.3 EVENT ALERT STATE

To assist the Event Controller to monitor the site, it is intended to operate a simple three-tier system. When raising the Alert State Event Control will use the relevant internal code word to notify all radio holders.

GREEN indicates

There is a free flow of public both inside and outside the site. No problems reported.

AMBER indicates

Unusually heavy pressure on gates with no free flow or

There is localised overcrowding or congestion

There is a bomb threat, threat of fire or threat of crowd disorder

Or any other event or threat where it is felt necessary to raise the alert state that may lead to an emergency or possible evacuation

RED indicates

The Event Controller in consultation with the senior Garda and Safety Officer deems the situation warrants a red grading.

Examples: a suspected explosive device or confirmed serious fire, serious crowd disorder or structural collapse.

The evacuation of the site would depend upon the area and the information available. This may be a part or all of the site as necessary.

9.0 EMERGENCY PROCEDURES

9.3 EVENT ALERT STATE

Operational Method Condition Amber

In the event that Condition Amber is declared, the Event Controller or Deputy Event Controller will activate the following plan.

1. Event Controller will confirm with Gardaí that they are aware of the situation.
2. Event Control will advise the Safety officer, Project Manager and Heads of Department.
3. The relevant Area Security Manager and Deputy Event Controller will immediately go to the location as directed by Event Control and co-ordinate the incident. Resources will be deployed as requested.
4. The Security Manager; Event Controller; Safety Officer and Heads of respective agencies will go directly to the Event Control Office and co-ordinate the operation.
5. All radio holders on the Event Control/Emergency Channel are to maintain radio silence as appropriate and await instruction from Control unless an Emergency message needs to be passed.
6. All parties will be advised of the exact area of the threat by reference to a common grid map.
7. All Exit & Entry gates are to prepare for evacuation of the site by arranging for all obstacles to be removed. Dependent on the circumstances, at this stage the public will not be informed of any preparations, any delay in admission will be explained as production problems.
8. Any cars parked in any area on site, or cars parked on Site should be prevented from exiting onto public roads.
9. The R.V. Points for Emergency Vehicles are to be manned and secured. Where the incident is contained, "Condition Green" will be declared and all parties will be advised using the "Stand-Down" code. Where the situation could become serious, a "Stand-By" for condition Red will be issued.

8.0 EMERGENCY PROCEDURES

9.3 EVENT ALERT STATE

Operational Method Condition Red

Where the incident is considered as so serious as to force the cancellation of all or part of the event, the Event Controller will make this decision with the Senior Garda onsite and Safety Officer and the Senior Garda Officer will as Emergency Controller assume command of all resources on site and direct Event Control as appropriate. Heads of Department will be informed and will direct all event staff to assist the Emergency Services as requested whilst the situation exists. The Security Manager will ensure the following:

1. All Exit and Entry gates to be cleared of any obstructions. [Barriers, queues, refuse etc].
2. Designated R.V. Points to be secured for Emergency Services and Emergency routes to be cleared.
3. Cordon to be established around the effective area, cordon boundaries will be decided by Event Control.
4. Decisions made on available exit routes. Pedestrians to be directed away from the threat and the Incident area to be secured.
5. Designated stewards to be positioned in evacuation control areas to inform and manage audience.
6. Car parks to be secured to prevent exit onto the public roads.
7. Helicopter landing areas (if applicable) to be secured.
8. Designated person to halt the show.
9. All staff to maintain radio silence as appropriate until further notice.

DUE TO THE TYPE OF INCIDENT, THERE MAY BE A NEED TO DYNAMICALLY AMEND THE ABOVE LIST OF ACTIONS. UNDER SUCH CIRCUMSTANCES, THIS WILL BE DONE UNDER GUIDANCE OR LEADERSHIP OF THE EMERGENCY CONTROLLER.

9.0 EMERGENCY PROCEDURES

9.4 KILO CODES

Should the alert state rise, then the Event Control will notify all contractors and radio holders with a location and one of the following Kilo Codes:

- Kilo 1 MEDICAL EMERGENCY
- Kilo 2 STRUCTURAL PROBLEM
- Kilo 3 EXTREME WEATHER
- Kilo 4 FIRE
- Kilo 5 STAGE INVASION BY CROWD
- Kilo 6 MAJOR CROWD PROBLEM
- Kilo 7 MINOR CROWD PROBLEM
- Kilo 8 SUSPECT PACKAGE FOUND
- Kilo 9 BOMB THREAT
- Kilo 10 MISSING CHILD

Depending on the type of incident, certain crew and contractors, may start to make preliminary action ready to assist, should they be needed. For example, if there is an amber alert due to a structural problem (Kilo 2), then the rigging team, under the direction of their crew boss, may assemble in one location, and don on their climbing PPE to be ready for deployment if required.

9.0 EMERGENCY PROCEDURES

9.5 EMERGENCY ANNOUNCEMENTS

In order for all event staff to effectively carry out their duties in the event of a major incident it is essential that all parties are aware when the alert state is raised. In the event of a situation or incident that could lead to a major incident or evacuation, the following message will be broadcast over the event PA and radio channels.

“STAFF ANNOUNCEMENT CAN THE AMBER TEAM LEADER REPORT TO EVENT CONTROL”

This is a warning that the alert state has been raised to **AMBER**. If the situation or incident is likely to result in a part or full evacuation of the site, the following message will be broadcast, following confirmation from the Event Control or if the situation is such that life will be at risk awaiting the formulation of the Event Control.

“STAFF ANNOUNCEMENT CAN THE RED TEAM LEADER REPORT TO EVENT CONTROL”

This is a warning that the alert state has been upgraded to **RED**. All personnel should stand by for further instructions on an evacuation of the site.

9.5.1 EMERGENCY EVACUATION ANNOUNCEMENT

If a full evacuation is to be carried out the following announcement will be made over the all stage PA systems:

***“LADIES AND GENTLEMEN, IT IS NECESSARY TO EVACUATE THIS ARENA -
PLEASE LEAVE CALMLY AND QUICKLY BY THE NEAREST EMERGENCY EXIT AND FOLLOW THE
INSTRUCTIONS OF THE STEWARDS.”***

If the evacuation is to be contained to a specific area of the site. A local evacuation of the site will take place, under the control of the head of security.

Stand Down

IF THE SITUATION IS CONTAINED THE FOLLOWING MESSAGE WILL BE BROADCAST.

“STAFF ANNOUNCEMENT THE GREEN TEAM LEADER HAS ARRIVED AT EVENT CONTROL”

All personnel may then stand down unless otherwise instructed.

9.0 EMERGENCY PROCEDURES

9.6 ACTION ON DISCOVERY OF FIRE

- 1) The security person or other member of staff who discovers or is informed of a fire outbreak is to immediately inform a Security Supervisor, who will advise the Security Control Room by clearly stating the location and source of the fire.
- 2) Security/designated fire personnel are to attack the fire using the appropriate fire extinguishers if safe to do so.
- 3) The Event Controller is to:
 - ensure that a call out is sent to the Fire Brigade
 - send out security personnel alert signal "All units this is a special announcement. An incident (.....) has occurred at..... . Please standby for further instructions"

NB: On transmission of the fire outbreak message; all unnecessary radio communication must cease until the emergency is over.

- 4) If the fire is not serious the Event Controller following consultation with the Safety Officer (and Senior Garda/Fire Officers present) will issue the stand down coded message "All units this is a special announcement the incident has been dealt with, the emergency is now over."
- 5) If the fire is serious the Event Controller/Emergency Controller in consultation with the Event Safety Officer (and Senior Garda and Fire Officers present) will instruct that The area(s) at risk (i.e. part of site - full site evacuation may not be necessary) be evacuated.

9.7 Emergency / Security Procedures in the Event of a Bomb Threat / Suspect Package

- 1) The Event Controller is to be immediately informed of the full details of any bomb threat/suspect package.
- 2) The Event Controller, Head of Security and Senior Garda Officer are to evaluate all the information received, to determine the veracity of the threat.
- 3) The Security Supervisor(s) are to immediately initiate a systematic search of the area(s) of concern. If a suspect package is found the immediate area is to be secured and the Event Controller is to be directly informed.
- 4) The Head of Security on the advice of the Senior Garda Officer will then initiate the appropriate evacuation procedures for the area(s) at risk.

9.0 EMERGENCY PROCEDURES

9.8 Emergency Procedures in the Event of Crowd Disturbance

- 1) The Security Supervisor in the area of concern is to immediately inform the Head of Security seeking reinforcements as necessary.
- 2) The Head of Security will instruct appropriate additional security personnel to proceed to the area.
- 3) In the event of crowd disturbance getting seriously out of control the Event Controller in consultation with the Senior Garda Officer and the Safety Officer will initiate the following emergency procedures;
 - instruction to Production Manager change “tempo” of the music or to “fade out” the music as appropriate to enable specified emergency announcement be made by the M.C.
 - designated M.C. will proceed to the stage and make the following emergency announcement in a calm controlled voice.

“Ladies and Gentlemen this is a security announcement. Due to crowd difficulties (_____) we are temporarily suspending the event. Please move away from the area of disturbance and follow the instructions of the security personnel. As soon as the situation is back to normal we will resume.”
 - Taped background music is to be played over the PA for the duration of the suspension of the event.
- 4) In the event of overcrowding or crowd disturbance at a site entrance, the Security Supervision is to immediately inform the Head of Security seeking reinforcements as necessary. Announcements are to be made using Megaphones to ask people to move back / away from the area of disturbance and follow the directions of security.

9.0 EMERGENCY PROCEDURES

9.9 EXTREME WEATHER CONDITIONS

1. Immediate review of weather conditions (extreme rainfall, lightning, heat wave or high winds)
2. Immediate response to incident
 - Action in event of high winds vis a vis stage and other temporary structures as per defined procedures and structural engineers recommendations
 - Action in event of extreme rainfall to prevent overcrowding of tented structures
 - Action in event of lightning storm.

The Met Office will be contacted during the days leading up to the event to ascertain whether or not there may be any electrical activity in the Dublin area. The Met Office will be provided with the contact number of Event Control and will be asked to contact them should the situation change.

Risk Reduction Measures

All temporary structures to be adequately earthed.

Risk to Artists

Artists will be on the stage structures which are going to be adequately earthed and will therefore be at low risk from a strike.

However in the event of the artist being on the B stage (if any) they will more likely to be at risk and therefore use of the B stage during electrical activity in the area is to be restricted.

- Action in the event of a heat wave to ensure patrons have access to drinking water and sun block
- Whether to suspend the event and evacuate all or parts of the arena

9.0 EMERGENCY PROCEDURES

9.10 EVACUATION PROCEDURES

If evacuation is necessary due to serious fire, bomb threat or other emergency, the following are the procedures.

- *Head of Security* will make the following radio announcement to security supervisors “All units this is a special announcement due to an emergency situation in area, it is necessary to evacuate the site (or area of this site) immediately.”
- *Production Manager* will be instructed to suspend the event.
- *Sound Control Supervisor* on instruction from the Production Manager is to slowly fade out the performer’s sound system but to ensure that the designated microphone for the evacuation announcement is functioning.
- *Designated M.C.* is to go onto the stage to make the following announcement in a calm and controlled voice.

“Ladies and Gentlemen this is a Security Announcement. Due to circumstances beyond our control we are evacuating the area of the site (specify) Will you please vacate this area immediately following the instructions of the security staff who will direct you to a safe area.

1. **NOTE:**

The announcement is to be repeated continuously until evacuation is well underway. The M.C. may be instructed by radio by the Event Safety Officer or Head of Security to alter the content of the announcement to deal with the particular circumstances.

- On hearing the evacuation announcement all security staff are, under the direction of their supervisors, to direct and assist the evacuation of patrons from the site or part of the site as appropriate.
- Security personnel manning exit gates/doors are to immediately open these gates/doors and appropriately secure them in the fully open position.
- In the event of a stage fire or other emergency, prohibiting the use of the performers PA system, the Security Supervisors or other designated persons are to make the announcement over hand held megaphones.
- The Event Controller in consultation with the Safety Officer (and Senior Garda and Fire Officers if present) is to monitor progress of the evacuation by radio control with the Security Supervisors and is to issue additional instructions as necessary.
- In the event of a total evacuation of the site being necessary this is to be initiated in close consultation with the Senior Garda Officers on and off site to ensure the necessary Garda preparedness off site.

In the case of a major incident, the Gardaí are the dominant statutory authority, and will take charge of the situation.

In any circumstances, where any of the emergency services are involved, Security Supervisors and security personnel must fully assist these services as required.

9.0 EMERGENCY PROCEDURES

9.11 SHOW STOP

Each Artist will appoint an authorised representative who is the contact point if a show stop is necessary. This person will have the authority to stop the show and be situated at the stage during the performance. Before the show this person will meet the Dep. Event controller (Artists & Stage) in order to establish procedures and positions.

Besides the artist themselves, the following are authorised to stop a show:

The Event Controller and Deputies, the Safety Officers and the MCD Stage Manager/Promoter's Rep.

(A show stop may be requested by any of the Emergency Services but must be carried out by one of the above through the authorised Artist representative.)

In the unlikely event of a concern for public safety the procedure will be as follows:

- Event Controller, Safety Officer or Dep. Event Controller contacts Artist representative and explains situation.
- Artist representative walks onto stage and explains situation to artist and then either escorts them off the stage or asks Artist to make announcement if it is safe and appropriate for him/her to do so.
- Announcement is made through lead vocals microphone, with an emergency microphone as back up.

In the case of a need for public evacuation, stage manager makes announcement whilst artist, band and crew are escorted to safety.

Systems engineer and stage manager to remain at positions until majority of audience have vacated arena.

Event control & stage manager will have laminated copies of potential announcements - event control will instruct stage manager which announcement to make.

10.0 END OF EVENT EXIT PROCEDURE

- All Supervisors will be advised by radio 15 minutes before the end of the event.
- At that time, Supervisors manning external road barriers and entrance gates should stack all barriers neatly and man the exit gates in order that the crowd may exit in a safe and orderly manner.
- Be on constant alert for crushing and use the loud-hailers provided, to inform the exiting crowd to walk slowly or stop. Please use your radio to communication between Supervisors to re-direct people to alternative exits, if there is a build up of people at your exit gate.
- In such circumstances, communicate in a clear and concise manner with the exiting crowd asking them to stop until the exit gates are clear and thank them for their co-operation.
- Arena and Stage Security are to direct people towards the exits at the end of the event.

DO NOT LEAVE YOUR POSITION UNTIL THE VENUE IS EMPTY.

ALL STEWARDS WILL BE ISSUED WITH DAYGLO JACKETS WHICH MUST BE WORN AT ALL TIMES.

APPENDIX A

CHECKLISTS

GATES OPEN CHECKLIST			
Event:			
Department	Description	Status/notes	Complete
Security	Signed in - photo taken - High Viz bib issued		
	Briefed & positioned		
	info sheet issued		
	Residents security in position		
	Car / Bus / Taxi Drop Off Security Briefed - in position.		
Car Parkers	Briefed & Positioned		
Entrancing	Security present		
	Loudhailers & scanning wands present		
	Scanners present		
	TM system up & running		
	Searchers present		
	Minors enforcement present		
	Medics present		
	Guards present		
	Bins & skips for bottles/rubbish		
	Box office manned & open		
	Guest list manned & open		
Medics	Hospital tent manned & ready		
	Emts present & on radio		
	Emergency / Voluntary Ambulances		
	Ambulance control present & on radio		
	Ambulance officer present		
	First Aiders present		
	Special Needs assistants present		
Emergency systems	House P.A tested		
	House Lights tested and manned		
	House lights & Pa system in place		
	Test 999 call		
Artist	Security briefing done (w/artist security)		
	Show stop procedures done		
	Safety Announcements agreed		
	End of show procedures agreed		
Radios	Check controller ready		
	Check recorders on		
	Check enough radios issued		
	Emergency procedures briefing done		
Misc	Wheelchair platform in place		

APPENDIX A

CHECKLISTS

GATES OPEN CHECKLIST			
Event:			
Department	Description	Status/notes	Complete
Garda control	Garda ready & present?		
Audience Lighting on			
Ambulance control	medics ready & enough present & on radio?		
Safety officer	Site signed off & ready?		
Site manager	Site ready?		
	All vehicles out of arena?		
Production manager	Ready for doors?		
	Artist Ok for doors?		
	Artists security ready for doors		
	House music on		
Venue	Chairs on Platform?		
Deputy Event Controllers	Check each one is ready		
Head of security	Staff ready & place?		
	Stop runners in place?		
Entrances	All ready to go?		
Ticketscan	Staff ready & place?		
Signed		Event Controller	

APPENDIX B**RADIO CHANNEL LIST & PHONE CONTACTS**

PHOENIX PARK 2012: RADIO	
1	EVENT CONTROL
2	SECURITY CONTROL
3	MEDICAL CONTROL
4	SITE
5	SITE SERVICES
6	SECURITY - PERIMETER
7	SECURITY - GATES
8	SECURITY - ARENA
9	SECURITY - BACKSTAGE
10	
11	
12	PRESS & GUESTLIST
13	BARS
14	CONCESSIONS
15	SOUND MONITORING
16	PRODUCTION

PHOENIX PARK 2012: PHONE CONTACT LIST	
EVENT CONTROL	
MEDICAL CONTROL	
SITE OFFICE	
PRODUCTION	
EVENT CONTROLLER	Louis Harte
DEP. EVENT CONTROLLER (CONTROL ROOM)	Paul Butler
DEP. EVENT CONTROLLER (ARENA & PERIMETER)	Louise Keane
DEP. EVENT CONTROLLER (ARTISTS & STAGE)	John Johnston
SAFETY OFFICER	Michael Slattery
SAFETY OFFICER	Bryan Dunne
MCD LIVE EVENTS MANAGER	Sinead Murphy

APPENDIX C

PUBLIC INFORMATION NOTICE

PUBLIC INFORMATION NOTICE FOR YOUR SAFETY AND ENJOYMENT



THU 05 JULY 2012
GATES OPEN AT 17:00hrs - THE MINUTES 17:15hrs
NO QUEUEING ALLOWED BEFORE 16:00hrs



SAT 07 JULY 2012
GATES OPEN AT 16:00hrs - CALVIN HARRIS 16:15hrs
NO QUEUEING ALLOWED BEFORE 15:00hrs



SUN 08 JULY 2012
GATES OPEN AT 15:00hrs - Here We Go Magic 15:15hrs
NO QUEUEING ALLOWED BEFORE 14:00hrs

THE PHOENIX PARK IS THE LARGEST URBAN PARK IN EUROPE WITH A UNIQUE HISTORY & ECOLOGY. FOLLOWING CONSULTATION WITH THE GARDAI AND PARK MANAGEMENT THE FOLLOWING ARRANGEMENTS HAVE BEEN MADE

PUBLIC TRANSPORT

PLEASE USE PUBLIC TRANSPORT AS THERE IS NO PARKING AT THE VENUE
IF YOU ARE TRAVELLING FROM DUBLIN CITY CENTRE THE QUICKEST WAY TO THE PHOENIX PARK IS TO WALK. IT IS APPROX. 45 MINUTES WALK FROM O'CONNELL BRIDGE.
IF YOU ARE DRIVING PLEASE USE CITY CENTRE CAR PARKS AND WALK TO THE VENUE AS THERE IS NO PARKING AT THE VENUE.

CONCERT SHUTTLE BUS
A shuttle bus service will operate for all concerts from Custom House Quay in the City Centre direct to the Phoenix Park. The shuttle bus services will start one hour before Gates Open time each day and depart immediately after each concert. Cost is €7 return up to 24 hours in advance of each concert from www.bushiredublin.net or €5 single and €9 return on the day.

DUBLIN BUS
These Dublin Bus routes serve the **PARKGATE STREET ENTRANCE** of the Phoenix Park approx. 15 minutes walk to the concert site:

- 25 Merrion Sq. to Lucan (Dodsboro)
- 25a Merrion Sq. to Lucan (Esker Church)
- 26 Merrion Sq. to Palmerstown (Cemetery)
- 66 Merrion Sq. to Maynooth
- 66a Merrion Sq. to Leixlip (Captain's Hill)
- 66b Merrion Sq. to Leixlip (Castletown)
- 67 Merrion Sq. to Maynooth
- 69 Hawkins St. to Rathcoole
- 46a Dun Laoghaire to Infirmary Road – walk to end of Infirmary Road and turn right

These Dublin Bus routes serve the **ASHTOWN GATE ENTRANCE** of the Phoenix Park approx. 15 minutes walk to the concert site:

- 37 Baggot St. (Grand Canal) to Blanchardstown Centre
- 38 Baggot St. (Grand Canal) to Damastown
- 38a Baggot St. (Grand Canal) to Damastown
- 38b Baggot St. (Grand Canal) to Damastown
- 39 Baggot St. (Grand Canal) to Ongar
- 39a UCD Belfield to Ongar
- 70 Baggot St. (Grand Canal) to Dunboyne

For more information tel: 01 873 4222 - 0830hrs – 1800hrs
(Monday to Saturday excluding Public Holidays) or www.dublinbus.ie.

LUAS
The closest LUAS Red Line stop to the Phoenix Park is Heuston Station. You can leave the car at the Red Cow Park & Ride site on the N7. Heuston Station is approx. 20 minutes walk to the concert site.

IARNROD EIREANN
If you are travelling from the south of the country the closest train station to the Phoenix Park is Heuston Station. If you are travelling by DART or train from the North or South East change at Connolly Station for the Maynooth Line. Ashtown Station is the closest station on the Connolly to Maynooth line to the Phoenix Park. The station is approx. 25 minutes walk to the concert site.

PRIVATE COACHES
Please check with your local Ticketmaster agent for information on Private Coaches serving the concert.

YOUR SAFETY

THIS IS AN OUTDOOR EVENT. CONCERT RAIN OR SHINE.

DO

- Dress appropriately and always be prepared for the Irish weather... bring your Wellington boots!
- Always check the weather forecast before setting off.
- Please note **STRICTLY** over 17's only will be admitted for Swedish House Mafia, PLEASE BRING OFFICIAL ID, Patrons who are requested to prove their age and are unable to do so will be refused admission without a refund.
- Please note under 16s must be accompanied by parent/guardian for THE STONE ROSES and SNOW PATROL, FLORENCE AND THE MACHINE.
- Respect the property and privacy of residents in the vicinity of Phoenix Park.
- For your own safety please co-operate with stewards and Gardai and follow any loudspeaker announcements.
- For your own & the safety of others please move slowly & quietly when exiting the Concert site & co-operate with stewards' directions.
- Note that Catering and Bar facilities are available inside the venue. NO ALCOHOL OR FOOD is permitted to be brought into the venue.
- Photo proof of age is required for sale of alcohol.
- Note that official merchandising will be available inside the grounds only.
- Note that the concert is being recorded for visual & audio broadcast.
- Note location of Entry / Exit Gates, Emergency Exits, First Aid Posts and Water Points.
- The Promoter deems that large outdoor festivals and concerts are not suitable environments for all children under 5 years old unless otherwise stated. We have no measures in place to facilitate babies and small children on site. This is to deter access for small children to areas where there are high noise levels which can damage their hearing.
- Wear bright clothes or luminous armbands if you are walking in the dark.
- Keep to lighted exit routes when exiting the Park.
- There are no re admissions to the concert unless by prior arrangement through MCD

DO NOT

- Bring garden furniture, deckchairs, fold up chairs, shooting sticks.
- Drive to the event. There is no concert parking at the venue.
- Do not park illegally. Towing in operation.
- Do not buy tickets from unofficial sources.
- Do not bring umbrellas, flagpoles or alcohol into the grounds. These will be confiscated at the ticket barriers.
- Do not rush the exits after the concert.
- Do not bring cameras or recording equipment into the grounds.
- Do not crowd surf or mosh, as you will be removed from the venue without refund.
- Do not walk on unlit routes when exiting the Phoenix Park.

SPECIAL NEEDS PARKING
- PHOENIX PARK SCHOOL
SPECIAL NEEDS INFORMATION HOTLINE
TEL. 0818 715 627 OR VISIT WWW.MCD.IE
please email access@mcd.ie for further information regarding special needs parking. Please also ensure you contact MCD directly in advance with any additional special needs requests.

TICKETMASTER CREDIT-CARD COLLECTIONS & GUESTLIST
LOCATED NEAR THE PHOENIX MONUMENT ON CHESTERFIELD AVENUE
FOR FURTHER EVENT INFORMATION PLEASE CHECK WWW.MCD.IE

PRIVATE TRANSPORT

PLEASE DO NOT DRIVE TO THE PHOENIX PARK AS THERE IS NO CONCERT PARKING AT THE VENUE.

PLEASE USE CITY CENTRE CAR PARKS AND WALK TO THE VENUE OR LEAVE THE CAR AT HOME AND USE PUBLIC TRANSPORT.

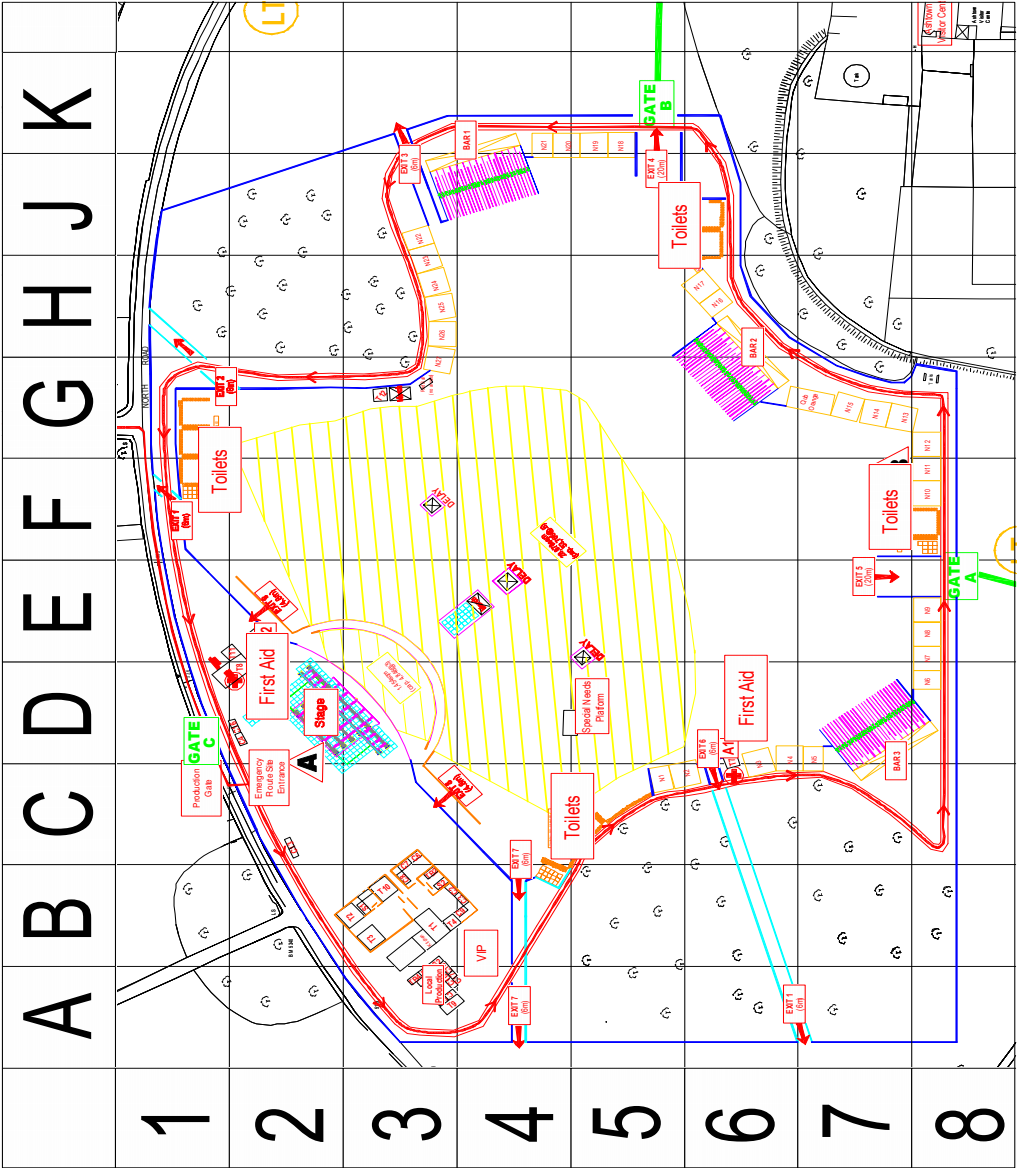
DO NOT ATTEMPT TO PARK ILLEGALLY IN AREAS SURROUNDING THE PHOENIX PARK, IN LOCAL ESTATES OR OUTSIDE LOCAL RESIDENCES. PARKING ENFORCEMENT RULES ARE IN OPERATION AND YOUR VEHICLE WILL BE CLAMPED OR TOWED.

WE WOULD APPEAL TO ALL FANS TO RESPECT THE LOCAL COMMUNITY BY NOT LITTERING, NOT ENGAGING IN ANTI-SOCIAL BEHAVIOUR AND BY NOT PARKING ILLEGALLY.

THE SECURITY MEASURES BEING TAKEN ARE FOR THE SAFETY OF ALL. THANK YOU FOR YOUR ASSISTANCE - ENJOY THE CONCERT

Subject to Licence

APPENDIX D
SITE PLAN



APPENDIX E

INSTRUCTIONS TO SECURITY STAFF

1 All Stewards

- 1 Your primary duty is to take care, assist and ensure the safety of the audience at all times. You are not being paid to look at the concert.
- 2 Ensure that passageway and exits in your designated area of operation are kept clear and free of obstruction at all times.
- 3 Investigate immediately any disturbance or incident; report to the security supervisor or Security control and take necessary steps to deal with troublemakers. **DO NOT** exert excessive force in dealing with any member of the public.
- 4 Be aware of the position and arrangements for First Aid and ensure that any injured persons are immediately given First Aid treatment.
- 5 Report immediately any outbreak of fire or other emergency to your Supervisor who is to report to Security Control using the appropriate coded message.
- 6 Except in emergency, security personnel are not to leave their place of duty without the consent of their supervisor.
- 7 Wear your Day-Glo bib at all times and do not exchange your numbered bib with any other security person.
- 8 Be familiar with emergency and evacuation procedures. Undertake appropriate crowd control duties in emergency.
- 9 Do not allow patrons to climb any structures (mixer etc.), trees or fences.
- 10 At the end of the concert, your duties have not finished. Each steward will have an end of concert position which will be explained to you by your supervisor. You are not to stand down until each and every member of the public has left the premises in a safe and orderly manner.

APPENDIX E**INSTRUCTIONS TO SECURITY STAFF****2 Stewards positioned at entrances and exit gates (additional duties)**

- (a) Control and direct members of the public entering the site undertaking search or ticket check as instructed.
- (b) Do not allow patrons, in possession of alcohol or any offensive weapons or those who have consumed excessive alcohol, to enter the site.
- (c) Direct members of the public leaving the ground towards the exits.
- (d) Those security staff positioned at gates are to ensure that these are fully opened in event of emergency and that all pad locks, chains and other fastenings are removed before the event.

3 Stewards at Front of Stage Area (additional duties)

- (a) Be communicative and friendly with the audience at all times.
- (b) Keep constant watch of the barrier zones for patrons in difficulty and ensure that these are immediately “rescued”.
- (c) Keep a constant watch for any patrons in trouble, any crowd sway or any crowd disturbances, inform your supervisor and follow his instructions.
- (d) Those manning entrances to front of stage barrier zone, please note that the numbers are limited in this area and that the capacity will be regulated by counting the patrons entering and leaving the area.

4 Stewards Staffing Historic Areas

Ensure that the public do not move onto the historic areas which are out of bounds, so as to ensure compliance with the license conditions.

5 Stewards on Service Road / Emergency Route

Ensure that these roads are kept free of traffic obstruction at all times to ensure the free flow of emergency and service vehicles.

6 Stewards in Other Designated Areas

Undertake duties as instructed by your Supervisor or by Head of Security.

APPENDIX E**INSTRUCTIONS TO SECURITY STAFF****7. Designated Fire Stewards**

Fire stewards are to be appointed under the direction of the Safety Officer to patrol the following areas throughout the concert;

Area A	Throughout Concert Viewing Area
Area B	Stage and Immediate Backstage Area
Area C	Dressing Rooms and Backstage Catering Areas

These personnel are to constantly patrol the designated areas to:

- (A) check for all potential fire hazards.
- (B) ensure that the alarm is raised in the event of any serious fire outbreak.
- (C) fight the fire with the available fire extinguishers (if safe to do so).
- (D) assist in evacuating the affected part of the site.

Personnel patrolling the site are to ensure that bonfires lit by patrons are immediately extinguished and on noting any accumulation of waste materials or other fire hazard are to bring this to the attention of their Supervisor.

8 GENERAL NOTES FOR SUPERVISORS

- 1 The Security Personnel under your supervision are to remain in the Positions allocated to them, and control the area of responsibility allocated to you at all times. You, as Supervisor, are the only person permitted to allocate meal breaks etc, and must ensure that the security person concerned returns promptly.

Any redeployment of security personnel will be instructed by the Event Controller, or by the Head of Security.

- 2 All security personnel must wear their yellow dayglo jackets, (except front of stage security who will wear numbered t-shirts), at all times with the number visible. In the event of any complaint where a jacket has been taken off or a number is not clearly visible, the supervisor will be called to give an explanation.
- 3 At the end of the concert, you will have a role to play in the exit procedure which will have been explained to you beforehand. It is most important that you note that security will not stand down until all members of the public have left the site safely.
- 4 When told to stand down at the end of the concert, collect all the yellow dayglo jackets and put them in numerical order.
- 5 In the event of an emergency evacuation of the site you should immediately commence the “end of concert procedure” to avoid any crushing at exits.

APPENDIX E

INSTRUCTIONS TO SECURITY STAFF

E EMERGENCY PROCEDURES IN THE EVENT OF CROWD DISTURBANCE

- 1 The Security Supervisor in the area of concern is to immediately inform the Head of Security seeking reinforcements as necessary.
- 2 The Head of Security will instruct appropriate additional security personnel to proceed to the area.
- 3 In the event of crowd disturbance getting seriously out of control the Event Controller in consultation with the Senior Garda Officer and the Safety Officer will initiate the following emergency procedures;
 - instruction to Production Manager change “tempo” of the music or to “fade out” the music as appropriate to enable specified emergency announcement be made by the M.C.
 - designated M.C. will proceed to the stage and make the following emergency announcement in a calm controlled voice.

“Ladies and Gentlemen this is a security announcement. Due to crowd difficulties (_____) we are temporarily suspending the concert. Please move away from the area of disturbance and follow the instructions of the security personnel. As soon as the situation is back to normal we will resume.”
 - Taped background music is to be played over the PA for the duration of the suspension of the event.
- 4 In the event of overcrowding or crowd disturbance at a site entrance, the Security Supervision is to immediately inform the Head of Security seeking reinforcements as necessary. Announcements are to be made using Megaphones to ask people to move back / away from the area of disturbance and follow the directions of security.

APPENDIX F

TRAFFIC MANAGEMENT PLAN

An Garda Síochána

Oifig Trachta Rionne,
Réigiún Chathair Átha Cliath
An Roinn Thiar,
Stáisiún Garda Bhaile Bhlainséir,
Baile Bhlainséir,
Baile Átha Cliath 15.

Tel/Teileafón: (01) 6667065

Fax/Facs: (01) 6667116



Divisional Traffic Unit,
Dublin Metropolitan Region,
West Division,
Blanchardstown Garda Station,
Blanchardstown,
Dublin 15.

Web.Site: www.garda.ie

E-Mail:

*Please Quote the following
Ref. Number:*

Date: **30th June 2012.**

Chief Superintendent
D.M.R. West

Superintendent
K District

Inspector Kelly
Blanchardstown

Inspector Burke
Blanchardstown.

Re : Traffic Management Plan for the Forthcoming Concerts in the Phoenix Park.

With reference to the above I am to report that the attached are the traffic management plans for the forthcoming concerts in the Phoenix Park.

Forwarded for your information, please.

_____ Sergeant.
(Peter Burke 26282L)

Traffic Management Plan

Introduction :

There are 3 concerts planned for the Phoenix Park over the course of the coming week. The details of these concerts are –

Thursday 5th July : Stone Roses

Saturday 7th July : Swedish House Mafia

Sunday 8th July : Snow Patrol

The concert on Thursday will involve a traffic plan to involve the normal commuter traffic, while the concerts on Saturday and Sunday will involve the traffic management of these patrons together with normal visitors to the Phoenix Park, to Dublin Zoo etc.

The basis for this Traffic Management Plan is to allow normal commuter traffic the use of the Phoenix Park and surrounding road network while accommodating the parking of concert traffic in so far as possible for a concert of 45,500 patrons approximately.

The Concert promoters MCD are encouraging the use of public transport in so far as possible and will issue a press release in conjunction with the Garda Press Office which will recommend concert patrons utilise public transport as parking is not available in the Phoenix Park.

Main Stake Holders within the Phoenix Park :

Listed hereunder is a list of the main stakeholders within the Phoenix Park and the suggested routes to enter / exit each location –

1. *Dublin Zoo:*

Vehicles can enter via Castleknock Gate, Cabra Gate, Parkgate Street, North Circular Road or Chapelizod Gate to access this location at all times. Vehicles can exit the Phoenix Park via Castleknock Gate, Cabra Gate, Parkgate Street, North Circular Road or Islandbridge Gate.

2. *St Mary's Hospital & Cheshire Home:*

Vehicles can enter via Castleknock Gate, Cabra Gate, Parkgate Street, North Circular Road or Chapelizod Gate to access this location at all times. Vehicles can exit the Phoenix Park via Castleknock Gate, Cabra Gate, Parkgate Street, North Circular Road or Islandbridge Gate.

3. *Farmleigh:*

Vehicles can enter via Castleknock Gate, Cabra Gate, Parkgate Street, North Circular Road or Chapelizod Gate to access this location at all times. Vehicles can exit the Phoenix Park via Castleknock Gate, Cabra Gate, Parkgate Street, North Circular Road or Islandbridge Gate.

4. *Ordnance Survey:*

Vehicles can enter via Castleknock Gate, Cabra Gate, Parkgate Street, North Circular Road or Chapelizod Gate to access this location at all times. Vehicles can exit the Phoenix Park via Castleknock Gate, Cabra Gate, Parkgate Street, North Circular Road or Islandbridge Gate.

Chesterfield Avenue :

Chesterfield Avenue between Mountjoy Cross and the Phoenix Monument will remain open to traffic on Saturday and Sunday to facilitate the movement of traffic, due to the closure of the Odd Lamp Road. There will be no parking permitted on this part of Chesterfield Avenue.

Military Road :

This road will be opened to traffic to facilitate the movement of traffic between Chapelizod Gate and Islandbridge Gate. A 2 way system will operate on this road.

Bus Shuttle Service :

A Shuttle Service shall operate from the Customs House, South Quays, Parkgate Street, Conyngham Road, Chapelizod Road. These buses will enter the Phoenix Park at Chapelizod Gate travel along the Acres Road to it's junction with the Kyber Road where the passengers shall disembark and shall be directed towards the entrances at the Concert site.

The Shuttle buses shall exit the Phoenix Park via the Kyber Road and out the Islandbridge Road, Conyngham Road, Parkgate Street along the North Quays.

At the end of the concert these buses shall line up along the Acres Road and as required shall go to the triangle at Embassy Road and again exit the Phoenix Park via the Kyber Road and Islandbridge Gate.

Luas :

Shall provide a service for patrons from Heuston Station.

Dublin Bus:

Shall operate their normal bus service to and from the city with a number of buses stopping at bus stops adjoining the Phoenix Park.

Private Coaches:

Private coaches shall park at the Papal Cross Car Park, parking for approximately 50 coaches.

In the event of extra private coaches arriving, there is contingency parking allowed for at the Furze Road. Access to this location will be Mountjoy Cross, Ordnance Survey Road and left turn onto Furze Road.

Parking of Private Cars:

The message by all stake holders is that there is no parking available in the Phoenix Park for patrons attending the concerts. Due to the exceptional heavy rains in the recent past; off road car parking will be as a last resort.

Cognizance shall be taken that this concert takes place on a Thursday during evening, commuter traffic. To facilitate commuter traffic all gates shall remain open (except Ashtown Gate) along with Chesterfield Avenue until approximately 14.00hrs, when traffic diversions will be implemented.

Garda “No Parking” Cones:

To maximise the amount of roads available to safely park concert traffic, the following roads shall have Garda “No Parking” cones from 12midnight on Wednesday the 4th July 2012 :-

- Chesterfield Avenue – between Mountjoy Cross and Phoenix Monument
- Furze Road
- Ordinance Survey Road – Mountjoy Cross to Upper Glen Road
- Back Road to Cabra Gate – from Mountjoy Cross
- Acres Road – from Phoenix Monument to Papal Car Park

Contingency Off Road Car Parking:

Depending on the volume of traffic attending this concert, when all roadway parking has been maximised, vehicles will be directed to the Ordnance Survey Road, where vehicles will be parked on one side of the road only. This option will only be implemented when the OPW have been consulted.

Barriers:

Barriers shall be provided by MCD Productions and dropped at the following locations for use by the Gardai when the Garda Traffic Management Plan is implemented:

- Castleknock Gate
- Ashtown Gate
- Cabra Gate
- North Circular Road Gate
- Islandbridge Gate
- Chapelizod Gate
- Knockmaroon Gate
- Gough Monument
- Mountjoy Cross
- Phoenix Monument
- Kyber Road
- Acres Road/St Mary's Hospital

Traffic Restrictions:

At approximately 14.00hrs depending on the amount of patrons in the vicinity of the concert entrances, traffic diversions shall be put in place.

Road Closures –

There are a limited number of road closures that have been discussed and agreed with the O.P.W. These closures will take place daily from 14.00hrs and they will reopen following the concerts.

The road closures are listed hereunder –

1. *The North Road / Back Road:*

The North Road:

This road is closed from Cabra Gate to Ratra Triangle to ensure that the emergency route is sterile from 14.00hrs on each concert day.

The Back Road:

This road shall be closed from the Mountjoy Cross to Ratra Triangle from 14.00hrs on each concert day. This road is kept sterile to facilitate the emergency route.

2. *Odd Lamp Road:*

This road is closed to facilitate the movement of patrons entering Gate 'B'

Gate Closures –

There are a limited number of gate closures that have been discussed and agreed with the O.P.W. These closures will take place daily from 14.00hrs and they will revert to normal opening / closing times following the concerts.

The gate closures are listed hereunder –

1. *Ashtown Gate:*

This gate shall be kept closed at all times to facilitate the emergency route. There will be a garda presence at this gate at all times, during its closure. This closure will commence at 14.00hrs and will remain closed until the conclusion of the concerts, when normal opening times will apply.

2. *Cabra Gate:*

This gate shall be entry and exit for the duration of the diversions. All vehicles entering via this gate will be directed to turn left towards the North Circular Road. No vehicles will be permitted to turn right. All vehicles approaching this gate will be directed to exit the Phoenix Park at this

point. This diversion will commence at 14.00hrs and will remain in place until the conclusion of the concerts, when normal opening times will apply.

Phoenix Park Gates:

Hereunder is a list of all the gates into the Phoenix Park in geographical order and showing the diversions, if any, applicable to each –

1. Castleknock Gate:

No diversions at this point. Motorists will be able to enter / exit the Phoenix Park via this gate.

2. Ashtown Gate:

Diversions outlined above. Alternative entry gates at Castleknock or Cabra gates can be used.

3. Cabra Gate:

Diversions outlined above.

4. North Circular Road Gate:

No diversions at this point. Motorists will be able to enter / exit the Phoenix Park via this gate.

5. Parkgate Street Entrance:

No diversions at this point. Motorists will be able to enter / exit the Phoenix Park via this gate.

6. Islandbridge Gate:

No diversions at this point. This will remain an 'exit' only gate and will be utilised by coaches, shuttle buses and taxis and normal vehicles in the Phoenix Park.

7. Chapelizod Gate:

No diversions at this point. This will remain an 'entry' only gate. Coaches and shuttle buses will use this gate to enter the Phoenix Park.

8. Knockmarron Gate:

No diversions at this point. Motorists will be able to enter / exit the Phoenix Park via this gate.

Concert Staff Parking :

The Visitors Centre Car Park, Ashtown Castle shall be utilised for MCD Staff / Security for the concert. Vehicles belonging to Staff to be parked prior to gates opening.

MCD / Staff / Concert Vendors, Security shall not be allowed to exit the Visitors Centre Car Park until all patrons have left the Concert site.

Disabled Parking :

Disability parking will be available in the school on the North Road. Access to this location will via North Road. People seeking parking in this area must be in possession of a valid disability parking permit in order to pass the barriers. Access will not be permitted from Mountjoy Cross.

Taxi Drop Off :

All taxi's will be directed to drop off patrons on the Acres Road and will exit the Phoenix Park via the Kyber Road and out Islandbridge Gate. Taxi drop off at Chesterfield Avenue or Phoenix Monument will not be permitted.

Pedestrians :

Patrons exiting the Concert Site shall use the Pedestrian Walkways particularly at the Phoenix Monument and at the Shuttle Bus pick up point on Acres Road.

Sufficient barriers will be provided by the Concert Promoters to ensure compliance and operated by MCD Staff.

Post Concert Traffic Management Plan :

Traffic parked along Back / North Road shall exit the Phoenix Park at Cabra Gate / North Circular Road Gate.

Concert Traffic parked at the Zoo Car Park and also on Chesterfield Avenue from Gough Monument to Parkgate Street shall exit the Phoenix Park at Parkgate Street and North Circular Road Gates.

Members deployed on specific duties listed hereunder will be redeployed at various junctions to assist patrons and traffic to exit the Phoenix Park –

- Members on Gate 'A' : redeployed to Gough Roundabout / Parkgate Street entrance.
- Members on Gate 'B' : redeployed to North Circular Road entrance.
- Members on Bar '3' : redeployed to Castleknock Gate

Prior to the end of each concert the Divisional Traffic Unit will deploy members at the following locations to assist vehicles exit the Phoenix Park and the environments of same –

- Castleknock Road / Auburn Avenue – 1 motorcycle
- Auburn Avenue / N3 Junction – 1 motorcycles
- Parkgate Street / Conyngnam Road – 1 motorcycle
- Parkgate Street / Infirmary Road – 1 jeep

Forwarded for your information, please.

Peter Burke, Sergeant.

Appendix 6.5

Staff Handbook for the Event



PHOENIX PARK 2012



STAFF HANDBOOK

PHOENIX PARK 2012

Thursday July 5th

Welcome to the Phoenix Park.

Here's some information that will make it easier to do your job and make the event safer for everyone.

TIMES

5pm: Gates

5.15: The Minutes

6.05: Mick Jones Justice

7.15: The Wailers

8.45: The Stone Roses

11.00: Curfew

All times are subject to change

PLEASE CHECK THE SITE PLAN IN THIS BOOK.

**IF YOU HAVE TO REPORT AN INCIDENT TO
SECURITY CONTROL OR NEED ASSISTANCE
DURING THE EVENT PLEASE USE THE GRID
REFERENCES ON THE SITE PLAN.**

WHEN YOU TAKE UP YOUR POSITION

familiarise yourself with:

- All the exit routes from your area.
- The fire fighting equipment nearest you.
- The nearest First Aid points.

INFORM YOUR SUPERVISOR IMMEDIATELY IF

- You see signs of distress in the crowd.
- For any reason you are unable to keep walkways or exits clear.
- You recognise a potential hazard.
- You find a suspect package.
- Someone is seriously injured.

IF A FIRE BREAKS OUT IN YOUR AREA

- Inform your supervisor immediately.
- Inform the public and direct them away from the scene.
- Attack the fire using the nearest suitable equipment (if safe)
- Leave whenever danger threatens.

WHERE?

ATMS: Between Bar 2 and Gate B.

CIGARETTES: Cigarette Unit beside Bars.

FIRST AID: Located at Exit 6 Stage Right in the Arena and immediate Stage Left at Exit 9.

GUESTLIST: Located beside Ticketmaster at entrance to Gate A on Chesterfield Avenue.

MERCHANDISE: Behind the Mix and near the Special Needs Platform

SPECIAL NEEDS PLATFORM: Stage Right with protected standing area in front. Toilets at the back of the platform for Special Needs use only.

TICKET COLLECTION: Located beside Guestlist at entrance to Gate A on Chesterfield Avenue

TOILETS: Located Stage Left and Stage Right and at the back of the Arena beside Gate A and beside Gate B.

VIP: Backstage Stage Right. Admission by Guest Wristband only.

HOW?

BUSES: Shuttle Buses to City Centre from the Papal Cross – left out Gate A or right out Gate B follow signs.

COACHES: Private Coaches pick up in the Papal Cross Car Park - left out Gate A or right out Gate B follow the signs.

CAR PARKS: There are no on site Car Parks for this event.

COMPLAINTS: If you receive a complaint, be polite and helpful. Do not argue or offer an opinion. If the customer is not happy with your response contact your supervisor. Say sorry – not sorry that you have done anything wrong but sorry that they are having a bad time, sorry they are not enjoying themselves, sorry that they are having a problem. Sorry is a disarming word and helps greatly in conflict resolution, when said sincerely.

DRIVING ON SITE: Site Road is one way only – follow signs. No driving on site road for 1 hour before Gates and at 1 hour after Curfew without permission from Event Control.

EMERGENCY EVACUATION: Please note the location of the nearest Emergency Exit to you. Clearly understand the Evacuation Procedures briefed to you by your Supervisor. **If in doubt ask your Supervisor.**

LOST PROPERTY: Will be sent to Cabra Garda Station

PIT ACCESS: Access by PIT WRISTBAND ONLY. No alcohol or food allowed in the Pit.

READMISSION: There is no readmission to this event.

SPECIAL NEEDS ACCESS: Parking in the Phoenix Park School to the North of the site. Access the arena through Exit 2.

DOOR POLICY

ITEM	Yes / No
Alcohol (no glass/bottles)	N
Animals (except authorized Guide dogs)	N
Cans	N
Children (under 16 years old)	Y with adult (+18)
Crowd Surfing	N
Flags WITHOUT POLES	Y
Illegal Substances	N
Knives	N
Laser Pens	N
Moshing	N
Poles	N
Professional audio/visual recording equipment	N
Water/Soft Drinks (in plastic bottles)	Y (<500ml)
Weapons	N

PHOENIX PARK 2012

Saturday July 7th

Welcome to the Phoenix Park.

Here's some information that will make it easier to do your job and make the event safer for everyone.

TIMES

3pm: Gates

3.15: Original Rude Boys

4.15: Calvin Harris

5.45: Snoop Dogg

7.15: Tinie Tempah

8.45: Swedish House Mafia

11.00: Curfew

All times are subject to change

PLEASE CHECK THE SITE PLAN

IN THIS BOOK.

IF YOU HAVE TO REPORT AN INCIDENT TO SECURITY CONTROL OR NEED ASSISTANCE DURING THE EVENT PLEASE USE THE GRID REFERENCES ON THE SITE PLAN.

WHEN YOU TAKE UP YOUR POSITION

familiarise yourself with:

- All the exit routes from your area.
- The fire fighting equipment nearest you.
- The nearest First Aid points.

INFORM YOUR SUPERVISOR IMMEDIATELY IF

- You see signs of distress in the crowd.
- For any reason you are unable to keep walkways or exits clear.
- You recognise a potential hazard.
- You find a suspect package.
- Someone is seriously injured.

IF A FIRE BREAKS OUT IN YOUR AREA

- Inform your supervisor immediately.
- Inform the public and direct them away from the scene.
- Attack the fire using the nearest suitable equipment (if safe)
- Leave whenever danger threatens.

WHERE?

ATMS: Between Bar 2 and Gate B.

CIGARETTES: Cigarette Unit beside Bars.

FIRST AID: Located at Exit 6 Stage Right in the Arena and immediate Stage Left at Exit 9.

GUESTLIST: Located beside Ticketmaster at entrance to Gate A on Chesterfield Avenue.

MERCHANDISE: Behind the Mix and near the Special Needs Platform

SPECIAL NEEDS PLATFORM: Stage Right with protected standing area in front. Toilets at the back of the platform for Special Needs use only.

TICKET COLLECTION: Located beside Guestlist at entrance to Gate A on Chesterfield Avenue

TOILETS: Located Stage Left and Stage Right and at the back of the Arena beside Gate A and beside Gate B.

VIP: Backstage Stage Right. Admission by Guest Wristband only.

Welfare Tent: Near the Special Needs Platform beside Merchandising

HOW?

BUSES: Shuttle Buses to City Centre from the Papal Cross – left out Gate A or right out Gate B follow signs.

COACHES: Private Coaches pick up in the Papal Cross Car Park - left out Gate A or right out Gate B follow the signs.

CAR PARKS: There are no on site Car Parks for this event.

COMPLAINTS: If you receive a complaint, be polite and helpful. Do not argue or offer an opinion. If the customer is not happy with your response contact your supervisor. Say sorry – not sorry that you have done anything wrong but sorry that they are having a bad time, sorry they are not enjoying themselves, sorry that they are having a problem. Sorry is a disarming word and helps greatly in conflict resolution, when said sincerely.

DRIVING ON SITE: Site Road is one way only – follow signs. No driving on site road for 1 hour before Gates and at 1 hour after Curfew without permission from Event Control.

EMERGENCY EVACUATION: Please note the location of the nearest Emergency Exit to you. Clearly understand the Evacuation Procedures briefed to you by your Supervisor. **If in doubt ask your Supervisor.**

LOST PROPERTY: Will be sent to Cabra Garda Station

PIT ACCESS: Access by PIT WRISTBAND ONLY. No alcohol or food allowed in the Pit.

READMISSION: There is no readmission to this event.

SPECIAL NEEDS ACCESS: Parking in the Phoenix Park School to the North of the site. Access the arena through Exit 2.

DOOR POLICY

Alcohol (no glass/bottles)	N
Animals (except authorized Guide dogs)	N
Cans	N
Children (under 16 years old)	N (over 17's only)
Crowd Surfing	N
Flags WITHOUT POLES	Y
Illegal Substances	N
Knives	N
Laser Pens	N
Moshing	N
Poles	N
Professional audio/visual recording equipment	N
Water/Soft Drinks (in plastic bottles)	Y (<500ml)
Weapons	N
Alcohol (no glass/bottles)	N

A

B

C

D

E

1

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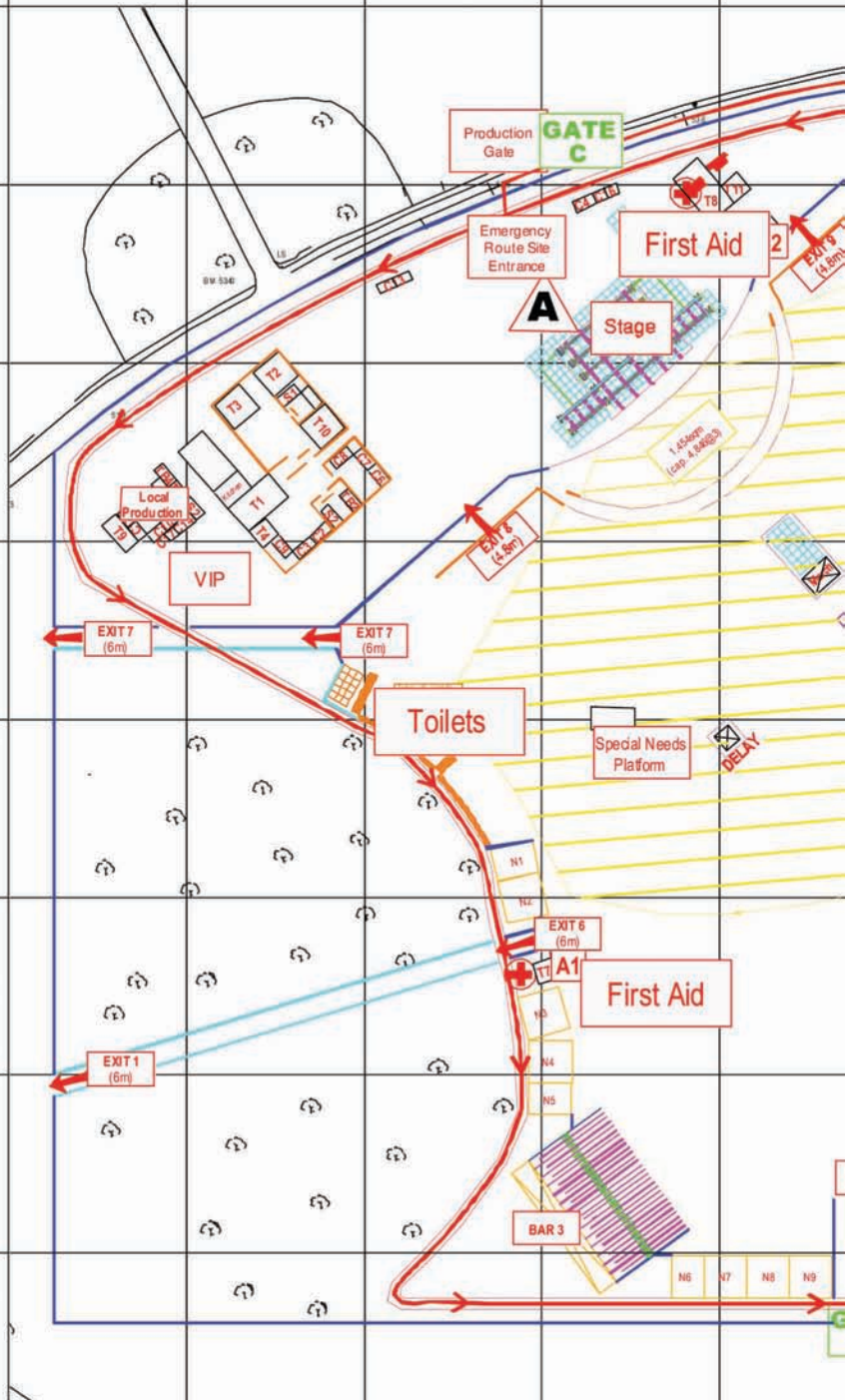
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PHOENIX PARK 2012

Sunday July 8th

Welcome to the Phoenix Park.

Here's some information that will make it easier to do your job and make the event safer for everyone.

TIMES

3pm: Gates

3.15: Here We Go Magic

4.05: We are Augustines

4.55: Bressie

6.00: Temper Trap

7.15: Florence & The Machine

9.00: Snow Patrol

11.00: Curfew

All times are subject to change

PLEASE CHECK THE SITE PLAN IN THIS BOOK.

**IF YOU HAVE TO REPORT AN INCIDENT TO
SECURITY CONTROL OR NEED ASSISTANCE
DURING THE EVENT PLEASE USE THE GRID
REFERENCES ON THE SITE PLAN.**

WHEN YOU TAKE UP YOUR POSITION

familiarise yourself with:

- All the exit routes from your area.
- The fire fighting equipment nearest you.
- The nearest First Aid points.

INFORM YOUR SUPERVISOR IMMEDIATELY IF

- You see signs of distress in the crowd.
- For any reason you are unable to keep walkways or exits clear.
- You recognise a potential hazard.
- You find a suspect package.
- Someone is seriously injured.

IF A FIRE BREAKS OUT IN YOUR AREA

- Inform your supervisor immediately.
- Inform the public and direct them away from the scene.
- Attack the fire using the nearest suitable equipment (if safe)
- Leave whenever danger threatens.

WHERE?

ATMS: Between Bar 2 and Gate B.

CIGARETTES: Cigarette Unit beside Bars.

FIRST AID: Located at Exit 6 Stage Right in the Arena and immediate Stage Left at Exit 9.

GUESTLIST: Located beside Ticketmaster at entrance to Gate A on Chesterfield Avenue.

MERCHANDISE: Behind the Mix and near the Special Needs Platform

SPECIAL NEEDS PLATFORM: Stage Right with protected standing area in front. Toilets at the back of the platform for Special Needs use only.

TICKET COLLECTION: Located beside Guestlist at entrance to Gate A on Chesterfield Avenue

TOILETS: Located Stage Left and Stage Right and at the back of the Arena beside Gate A and beside Gate B.

VIP: Backstage Stage Right. Admission by Guest Wristband only.

HOW?

BUSES: Shuttle Buses to City Centre from the Papal Cross – left out Gate A or right out Gate B follow signs.

COACHES: Private Coaches pick up in the Papal Cross Car Park - left out Gate A or right out Gate B follow the signs.

CAR PARKS: There are no on site Car Parks for this event.

COMPLAINTS: If you receive a complaint, be polite and helpful. Do not argue or offer an opinion. If the customer is not happy with your response contact your supervisor. Say sorry – not sorry that you have done anything wrong but sorry that they are having a bad time, sorry they are not enjoying themselves, sorry that they are having a problem. Sorry is a disarming word and helps greatly in conflict resolution, when said sincerely.

DRIVING ON SITE: Site Road is one way only – follow signs. No driving on site road for 1 hour before Gates and at 1 hour after Curfew without permission from Event Control.

EMERGENCY EVACUATION: Please note the location of the nearest Emergency Exit to you. Clearly understand the Evacuation Procedures briefed to you by your Supervisor. **If in doubt ask your Supervisor.**

LOST PROPERTY: Will be sent to Cabra Garda Station

PIT ACCESS: Access by PIT WRISTBAND ONLY. No alcohol or food allowed in the Pit.

READMISSION: There is no readmission to this event.

SPECIAL NEEDS ACCESS: Parking in the Phoenix Park School to the North of the site. Access the arena through Exit 2.

DOOR POLICY

ITEM	Yes / No
Alcohol (no glass/bottles)	N
Animals (except authorized Guide dogs)	N
Cans	N
Children (under 16 years old)	Y (with adult +18)
Crowd Surfing	N
Flags WITHOUT POLES	Y
Illegal Substances	N
Knives	N
Laser Pens	N
Moshing	N
Poles	N
Professional audio/visual recording equipment	N
Water/Soft Drinks (in plastic bottles)	Y (<500ml)
Weapons	N

PHOENIX PARK

THE
TONTEROSSWEDISH
HOUSE MAFIA
STEVE ANGELLO | AWELL | SEBASTIAN INGIROSSOTIME
TEMPER
SNOOPY DOGG
CALVIN
HARRIS

ORIGINAL MUSIC

THU 05 JULY 2012

GATES OPEN AT 17:00hrs - THE MINUTES 17:15hrs
NO QUEUEING ALLOWED BEFORE 16:00hrs

SAT 07 JULY 2012

GATES OPEN AT 16:00hrs - CALVIN HARRIS 16:15hrs
NO QUEUEING ALLOWED BEFORE 15:00hrsSNOW
PATROL
Florence
+ the Machine
THE TEMPER TRAP

HERE WE GO MAGIC

SUN 08 JULY 2012

GATES OPEN AT 15:00hrs - Here We Go Magic 15:15hrs
NO QUEUEING ALLOWED BEFORE 14:00hrs

THE PHOENIX PARK IS THE LARGEST URBAN PARK IN EUROPE WITH A UNIQUE HISTORY & ECOLOGY. FOLLOWING CONSULTATION WITH THE GARDAI AND PARK MANAGEMENT THE FOLLOWING ARRANGEMENTS HAVE BEEN MADE

PUBLIC TRANSPORT

PLEASE USE PUBLIC TRANSPORT AS THERE IS NO PARKING AT THE VENUE

IF YOU ARE TRAVELLING FROM DUBLIN CITY CENTRE THE QUICKEST WAY TO THE PHOENIX PARK IS TO WALK. IT IS APPROX. 45 MINUTES WALK FROM O'CONNELL BRIDGE.
IF YOU ARE DRIVING PLEASE USE CITY CENTRE CAR PARKS AND WALK TO THE VENUE
AS THERE IS NO PARKING AT THE VENUE.

CONCERT SHUTTLE BUS

A shuttle bus service will operate for all concerts from Custom House Quay in the City Centre direct to the Phoenix Park. The shuttle bus services will start one hour before Gates Open time each day and depart immediately after each concert. Cost is €7 return up to 24 hours in advance of each concert from www.bushiredublin.net or €5 single and €9 return on the day.

DUBLIN BUS

These Dublin Bus routes serve the **PARKGATE STREET ENTRANCE** of the Phoenix Park
approx. 15 minutes walk to the concert site:

- 25 Merrion Sq. to Lucan (Doddsboro)
- 25a Merrion Sq. to Lucan (Esker Church)

YOUR SAFETY

THIS IS AN OUTDOOR EVENT. CONCERT WILL TAKE PLACE RAIN OR SHINE.

DO

- Dress appropriately and always be prepared for the Irish weather... bring your Wellington boots!
- Always check the weather forecast before setting off.
- Please note **STRICTLY** over 17's only will be admitted for Swedish House Mafia, PLEASE BRING OFFICIAL ID, Patrons who are requested to prove their age and are unable to do so will be refused admission without a refund.
- Please note under 16s must be accompanied by parent/guardian for THE STONE ROSES and SNOW PATROL, FLORENCE AND THE MACHINE.
- Respect the property and privacy of residents in the vicinity of Phoenix Park.
- For your own safety please co-operate with stewards and Gardai and follow any loudspeaker announcements.
- For your own & the safety of others please move slowly & quietly when exiting the Concert site & co-operate with stewards' directions.
- Note that Catering and Bar facilities are available inside the venue. NO ALCOHOL OR FOOD is permitted to be brought into the venue.
- Photo proof of age is required for sale of alcohol.

- 26 Merion Sq. to Palmerstown (Cemetery)
- 66 Merion Sq. to Maynooth
- 66a Merion Sq. to Leixlip (Captain's Hill)
- 66b Merion Sq. to Leixlip (Castletown)
- 67 Merion Sq. to Maynooth
- 69 Hawkins St. to Rathcoole
- 46a Dun Laoghaire to Infirmary Road – walk to end of Infirmary Road and turn right

These Dublin Bus routes serve the **ASHTOWN GATE ENTRANCE** of the Phoenix Park
approx. 15 minutes walk to the concert site:

- 37 Baggot St. (Grand Canal) to Blanchardstown Centre
- 38 Baggot St. (Grand Canal) to Damastown
- 38a Baggot St. (Grand Canal) to Damastown
- 38b Baggot St. (Grand Canal) to Damastown
- 39 Baggot St. (Grand Canal) to Ongar
- 39a UCD Belfield to Ongar
- 70 Baggot St. (Grand Canal) to Dunboyne

For more information tel: 01 873 4222 - 0830hrs – 1800hrs
(Monday to Saturday excluding Public Holidays) or www.dublinbus.ie.

LUAS

The closest LUAS Red Line stop to the Phoenix Park is Heuston Station. You can leave the car at the Red Cow Park & Ride site on the N7. Heuston Station is approx. 20 minutes walk to the concert site.

IARNROD EIREANN

If you are travelling from the south of the country the closest train station to the Phoenix Park is Heuston Station. If you are travelling by DART or train from the North or South East change at Connolly Station for the Maynooth Line. Ashtown Station is the closest station on the Connolly to Maynooth line to the Phoenix Park. The station is approx. 25 minutes walk to the concert site.

PRIVATE COACHES

Please check with your local Ticketmaster agent for information on Private Coaches serving the concert.

PRIVATE TRANSPORT

PLEASE DO NOT DRIVE TO THE PHOENIX PARK AS THERE IS NO CONCERT PARKING AT THE VENUE.

PLEASE USE CITY CENTRE CAR PARKS AND WALK TO THE VENUE OR LEAVE THE CAR AT HOME AND USE PUBLIC TRANSPORT.

DO NOT ATTEMPT TO PARK ILLEGALLY IN AREAS SURROUNDING THE PHOENIX PARK, IN LOCAL ESTATES OR OUTSIDE LOCAL RESIDENCES. PARKING ENFORCEMENT RULES ARE IN OPERATION AND YOUR VEHICLE WILL BE CLAMPED OR TOWED.

- Note that official merchandising will be available inside the grounds only.
- Note that the concert is being recorded for visual & audio broadcast.
- Note location of Entry / Exit Gates, Emergency Exits, First Aid Posts and Water Points.
- The Promoter deems that large outdoor festivals and concerts are not suitable environments for all children under 5 years old unless otherwise stated. We have no measures in place to facilitate babies and small children on site. This is to deter access for small children to areas where there are high noise levels which can damage their hearing.
- Wear bright clothes or luminous armbands if you are walking in the dark.
- Keep to lighted exit routes when exiting the Park.
- There are no re admissions to the concert unless by prior arrangement through MCD

DO NOT

- Bring garden furniture, deckchairs, fold up chairs, shooting sticks.
- Drive to the event. There is no concert parking at the venue.
- Do not park illegally. Towing in operation.
- Do not buy tickets from unofficial sources.
- Do not bring umbrellas, flagpoles or alcohol into the grounds. These will be confiscated at the ticket barriers.
- Do not rush the exits after the concert.
- Do not bring cameras or recording equipment into the grounds.
- Do not crowd surf or mosh, as you will be removed from the venue without refund.
- Do not walk on unlit routes when exiting the Phoenix Park.

SPECIAL NEEDS PARKING

- PHOENIX PARK SCHOOL

SPECIAL NEEDS INFORMATION HOTLINE

TEL. 0818 903 001 OR VISIT WWW.MCD.IE

please email access@mcd.ie for further information regarding special needs parking. Please also ensure you contact MCD directly in advance with any additional special needs requests.

TICKETMASTER CREDIT-CARD COLLECTIONS & GUESTLIST

LOCATED NEAR THE PHOENIX MONUMENT ON CHESTERFIELD AVENUE

FOR FURTHER EVENT INFORMATION PLEASE CHECK WWW.MCD.IE



AS AN ADULT WORKING

WE WOULD APPEAL TO ALL FANS TO RESPECT THE LOCAL COMMUNITY BY NOT LITTERING, NOT ENGAGING IN ANTI-SOCIAL BEHAVIOUR AND BY NOT PARKING ILLEGALLY.

THE SECURITY MEASURES BEING TAKEN ARE FOR THE SAFETY OF ALL. THANK YOU FOR YOUR ASSISTANCE - ENJOY THE CONCERT

Subject to Licence



YOUR NOTES

Appendix 6.6

**Letter from Garda Commissioner to Minister for Justice dated 25th
July 2012**

Minister Shatter welcomes report from the Garda Commissioner on the review carried out by An Garda Síochána arising from the incidents which took place at the concert in the Phoenix Park on Saturday 7 July

The Minister for Justice, Equality and Defence, Mr. Alan Shatter TD, has received a report from the Garda Commissioner on the review carried out by An Garda Síochána arising from the incidents which took place at the concert in the Phoenix Park on Saturday 7 July.

The full review contains extensive operational details and, in keeping with normal practice in these matters, it would not be appropriate to put these into the public domain. However, the covering letter from the Commissioner sets out conclusions and lessons to be learned from this review as well as proposed responses and the Minister is putting this into the public domain.

Minister Shatter said, **"These incidents were shocking and a comprehensive review was essential. I greatly appreciate the thoroughness and speed with which this has been carried out by the Garda Commissioner and welcome his frank and specific conclusions as to the lessons to be learned for the future planning and management of such events. These include issues with respect to risk assessment, venue and the implementation of effective security and safety measures."**

"I fully support An Garda Síochána in the actions they propose to prevent a recurrence of the incidents which arose at this concert and, in particular, their determination that everyone lives up to their responsibilities in this regard."

Link to covering letter: <http://www.justice.ie/en/JELR/20120712-PhoenixParkLetter.pdf/Files/20120712-PhoenixParkLetter.pdf>

ENDS

2 August, 2012

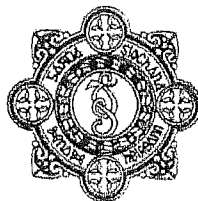
An Garda Síochána

Oifig an Choimisinéara
An Garda Síochána
Páirc an Fhionnuisce
Baile Átha Cliath 8
Éire

Tel/Teileafón: (01) 666 2015 / 2026
Fax/Facs: (01) 666 2013

Luaigh an uinhir tharaghta seo a leanas le do thoil:

Please quote the following ref. number:



Office of the Commissioner
Garda Headquarters
Phoenix Park
Dublin 8
Ireland

Láithreán Gréasáin / Web site:
www.garda.ie

Ríomhphost / E-mail:
commissioner@garda.ie

Secretary General
Department of Justice and Equality
94 St Stephen's Green
Dublin 2

Secretary General's Office

2 JUL 2012

Received

Phoenix Park Concerts July 2012.

Dear Secretary General,

An Garda Síochána has conducted a review of the pre-event management activities and the policing arrangements implemented at the Swedish House Mafia concert in the Phoenix Park on the 7th July 2012. This review took place against the background that the arrangements put in place for the concert were not sufficient to prevent the serious incidents of public disorder which took place. This concert was one of three concerts held in the Phoenix Park on the 5th, 7th and 8th of July 2012. The headline acts for these concerts were as follows:

- 5th July 2012 – The Stone Roses
- 7th July 2012 – Swedish House Mafia
- 8th July 2012 – Snow Patrol

Members of Garda management attached to the Blanchardstown District formed part of the event management structure and liaised with MCD Productions and other stakeholders in the planning phase for the three concerts. This pre-event planning process resulted in the development of a customised Event Management Plan and Event Control Manual for the three concerts in addition to An Garda Síochána's Policing Plan, Traffic Management Strategy and Risk Assessment for the events. Risk management was an integral part of the event planning process undertaken by An Garda Síochána in the planning of policing operations for the concerts held in the Phoenix Park. Consequently, during the pre-event planning phase An Garda Síochána raised a number of concerns with the concert promoters regarding the sale of alcohol, gate opening times and stewarding of the concerts.

An Garda Síochána's review of the pre-event management activities and the policing arrangements implemented at the Swedish House Mafia concert makes a number of recommendations under the following headings:

- Selection of concert venue
- Culture of alcohol consumption

Ráiteas Mísín / Mission Statement:

Ag obair le Pobail chun iad a chosaint agus chun freastal orthu / Working with Communities to Protect and Serve

- The composition of the on-site Event Control Centre
- The requirement for all relevant statutory agencies to be present at the on-site Event Control Centre
- Security/stewarding
- The provision of Welfare Tents within a concert venue by concert promoters
- The utilisation of temporary concert signage
- The security of temporary outdoor lighting by concert promoters
- The utilisation of Grid Location Systems by concert promoters
- The deployment of Garda Public Order Unit and Reserve Units
- Prisoner Management at the Bridewell Garda Station
- The transport of prisoners from within the concert venue

These recommendations are set out as follows:

Selection of concert venue

The Phoenix Park is not a suitable venue for large scale outdoor 'electric music' concerts of the kind which took place on the 7th July 2012. The Swedish House Mafia concert on the 7th July was the first large scale outdoor 'electric music' concert held in the Phoenix Park. The Phoenix Park is an urban location in close proximity to a wide population demographic. In the recent past similar concerts were held at the Oxygen Festival, which is located in a rural location with limited access. This reduces the number of non-concert patrons congregating in the vicinity of the concert and the probability of potential public order incidents. There were no indicators during the pre-event planning process of the unsuitability of the Phoenix Park for this type of concert. This location differed from Oxygen Festival in that patrons had a separate camp site from the concert area where they could congregate in a controlled environment under the supervision of security/steward personnel and members of An Garda Síochána.

An Garda Síochána recommends that concert promoters and licensing authorities give greater consideration to the selection of concert venue for this type of music, its appropriateness for the anticipated crowd demographic, the potential to attract non-patrons to the vicinity of the concert and the impact of inclement weather on the venue's ground conditions.

In addition, An Garda Síochána recommends that concert promoters tendering for contracts to promote concerts in OPW or other public locations are required to stipulate the artists/type of music e.g. 'electric music' that they intend to perform at each concert date as well as providing a detailed risk assessment based on the type of audience which is likely to attend the event. In this instance the artists were not confirmed until the 7th March 2012.

Culture of alcohol consumption

An Garda Síochána's experience from previous large scale outdoor events indicates that concert patrons in the 17 – 25 age group prefer to purchase alcohol at off-licence premises prior to attending a concert than consuming alcohol within the venue. This may be attributable to the Irish culture on the consumption of alcohol and the cost of alcohol within a concert venue. Due to this preference, the result will be individuals consuming alcohol in the vicinity of concert venues, as upon entry to these venues the alcohol will be seized by security/steward personnel and members of An Garda Síochána. This in turn is a contributory factor in the volume of anti-social behaviour in the vicinity of concert venues. An Garda Síochána is aware that the Minister has indicated his intention to bring forward proposals aimed at curbing excessive alcohol consumption.

Ráiteas Misin / Mission Statement:

Ag obair le Pobail chun iad a chosaint agus chun freastal orthu / Working with Communities to Protect and Serve

The composition of the on-site Event Control Centre

The size of the Event Control Centre provided by MCD Productions was not fit for purpose. An Garda Síochána requested additional accommodation in the centre. The Concert Promoters gave an undertaking this would be facilitated but it failed to materialise. The CCTV for the venue was controlled by a contractor on behalf of the Concert Promoters. Consequently, An Garda Síochána had limited access to its functionality. This resulted in it not being possible for a member of An Garda Síochána to be employed to monitor the CCTV footage on a continuous basis for items of Garda interest that may be relevant to the policing of the event. An Garda Síochána had to request the contractor to monitor areas in response to reports of incidents instead of An Garda Síochána being able to proactively monitor the crowds using CCTV. An Garda Síochána will require priority access to the CCTV system in the Event Control Centre for future events in the Phoenix Park.

The requirement for all relevant statutory agencies to be present at the on-site Event Control Centre

An Garda Síochána recommends that representatives from the HSE/ Ambulance control and Dublin Fire Brigade are present in the Event Control Centre for future events of the nature of these concerts to enable efficient communications among the statutory agencies and an immediate response should it be necessary to declare an emergency and hand over control to the relevant statutory agency.

Security/stewarding

It was the responsibility of the security/steward personnel to conduct full bag searches and utilised Hand-Held Metal Detection Wands in addition to cursory pat-down searches of the patrons attending at each concert date.

The high volume of incidents at the entrance gate search areas coupled with the large number of breaches in the perimeter fencing indicate that MCD Productions did not have appropriate security measures in place for the Swedish House Mafia concert and the associated crowd demographic. This is evidenced by the logs in respect of the deployment of security/steward personnel at the entrance gate search areas and the quality and installation of the perimeter fence. An Garda Síochána recommends that concert promoters review their policy and procedures regarding the searching of patrons attending concerts in relation to the potential crowd demographic and arrival rates. An Garda Síochána also recommends that concert promoters review the quality and installation of perimeter fencing utilised at outdoor concerts in the Phoenix Park as in this instance the perimeter fence was breached on numerous occasions.

In relation to the checking of patron's identity to ascertain their age it is apparent that security/steward personnel were unclear on MCD Productions policy in this area and it was not strictly adhered to. An Garda Síochána will require security/steward personnel to receive specific instruction on their responsibility with regard to validation of patron's ages prior to entry to a concert venue.

In addition, there was uncertainty on the behalf of security/steward personnel in respect of their responsibility with regard to the removal of intoxicated patrons from the concert venue. For future concerts in the Phoenix Park, An Garda Síochána will require security/steward personnel to receive specific instruction on their responsibility with regard to the removal of intoxicated patrons from the concert venue. Security/steward personnel must be given specific instruction in respect of intoxicated patrons attempting to enter the site and similar instructions are necessary in respect of those patrons who become intoxicated while on site.

Ráiteas Mísín / Mission Statement:

Ag obair le Pobail chun iad a chosaint agus chun freastal orthu / Working with Communities to Protect and Serve

Specific instructions must also be given to security/steward personnel in relation to dealing with drug abuse and, in particular, incidents of drug dealing which come to their attention.

The provision of Welfare Tents within a concert venue by concert promoters

MCD Productions provided a Welfare Tent for the concert on the 7th July. The Welfare Tent is used by Medical Staff employed by the concert promoter to monitor the condition of patrons who are brought to the tent under the influence of intoxicants (drugs/alcohol). The absence of a Welfare Tent at the other two concerts increased the calls to the medical staff within the venue and requests for ambulance services to transfer intoxicated individuals to hospital for medical assistance. An Garda Síochána recommend that a Welfare Tent is provided at all concerts regardless of attendance size.

The utilisation of temporary concert signage

MCD Productions used wooden staked temporary signage in the Phoenix Park to inform patrons of the venue layout. Individuals were able to remove the staked signs from the ground and the wooden stakes had the potential to become offensive weapons. An Garda Síochána recommend that this signage is no longer used by concert organisers in the Phoenix Park.

The security of temporary outdoor lighting by concert promoters

MCD Productions provided outdoor lighting in the vicinity of the concert to assist patrons egress from the concert venue. The design of the tower lighting systems required the key to be left in the 'on-position' to operate the lights. Some of these lighting systems were left unattended. Consequently unknown individuals removed the keys from these lighting systems thereby making them redundant. An Garda Síochána recommends that appropriate security be provided by concert promoters to their lighting systems which will eliminate this issue.

The utilisation of Grid Location Systems by concert promoters

A Grid Location System was utilised by MCD Productions to identify incident locations within the concert venue. However, the absence of a physical marking system on the site to cross reference with the Grid location system distinctly disadvantaged members of An Garda Síochána on the ground. This contributed to a delay in members of An Garda Síochána arriving at the location of some incidents. This matter was identified at the first concert on the 5th July. Consequently, An Garda Síochána brought forward the briefing time for the remaining concerts to afford Garda personnel additional time in advance of the gate opening times to orientate themselves with the venue. Concert promoters should provide a physical marking system on the site to enable cross reference with the Grid system.

The transportation of prisoners from within the concert venue

The adverse weather made the ground conditions unsuitable for the large vehicular access required by the prison vans. The event management team had laid a circular track around the perimeter of the concert venue which they travelled with light vehicular buggies. The larger Garda prison vehicles were unable to utilise this access track resulting in prisoners being walked from within the concert venue to the nearest entrance gate. For future out-door concerts, An Garda Síochána will insist on the provision by concert promoters of suitable vehicular transport for the removal of prisoners from concert sites where there are poor ground conditions due to inclement weather.

Public Order Unit and Reserve Units

The proactive deployment of two public order units for the duration of the concert on the 7th July was very effective. They responded to public order incidents and performed the role of a reserve unit responding to public order incidents of a minor nature and as a snatch squad to arrest prisoners within the concert venue. It is now clear that had An Garda Síochána been fully briefed on the likely conduct of the patrons associated with the Swedish House Mafia concert a separate public order unit would have been employed within the concert venue to perform the role of a snatch squad if required and separate reserve units to respond to incidents of a minor nature. In addition the use of the public order units to conduct a sweep of the Phoenix Park after the concert to remove individuals was an effective public order tactic.

Prisoner Management at the Bridewell Garda Station

The Swedish House Mafia concert on the 7th July was the first time the Prison Section at the Bridewell Garda Station was used for the processing of prisoners arrested at concerts in the Phoenix Park. This system was very effective and will be incorporated into future policing plans for events of a similar nature in the Phoenix Park.

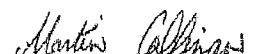
In conclusion, there are a number of lessons to be learned by all agencies in respect of the staging of large outdoor concerts in the Phoenix Park. An Garda Síochána's recommendations are wide ranging, incorporating matters that impact on the event management of such large scale events in the pre-planning and implementation phases. There is a necessity for all stakeholders to proactively engage at the pre-event planning phase where communication and shared understanding will enable all concerned to facilitate similar events in the future. It must be appreciated that these events are dynamic in nature and must be continuously assessed and managed as they require a spontaneous response to incidents as they arise.

Finally, a full review of these concerts is being conducted with MCD Productions and the other stakeholders. Dialogue is continuing with the promoters and others engaged in the running of the concert to ensure, to the greatest extent possible, that the lessons learned are incorporated into future event planning to mitigate against recurrence of similar situations arising in the future, including all upcoming concerts and other major events.

For its part, An Garda Síochána will insist that all practical steps are taken aimed at preventing a reoccurrence of the type of disorder which took place at the concert on the 7th July 2012.

Forwarded for your information and that of the Minister for Justice, Equality and Defence.

Yours sincerely,


MARTIN CALLINAN
COMMISSIONER OF
AN GARDA SÍOCHÁNA

25th July 2012

Appendix 6.7

**Letters from Arthur Cox Solicitors dated 8th & 10th August 2012
(requesting copy Report prepared by An Garda Siochana into Event)
together with copy reply from An Garda Siochana dated 8th & 14th
August 2012 refusing such request**

ARTHUR COX

Our Reference: TCR/826/MC326/068

8 August 2012

Martin Callinan
Commissioner of An Garda Síochána
Office of the Commissioner
Garda Síochána Headquarters
Phoenix Park
Dublin 8

By post & fax – 666 2013

URGENT

Re: **Our Client - MCD Productions**
Swedish House Mafia Concert, Phoenix Park, 7 July 2012

Dear Garda Commissioner,

We act for MCD Productions of 7 Park Road, Dun Laoghaire, Co. Dublin, the promoter of concerts at the Phoenix Park from 5 to 8 July 2012, including the Swedish House Mafia concert on 7 July 2012.

On 2 August 2012, Minister for Justice, Alan Shatter, published a letter from you to the Department of Justice and Equality dated 25 July 2012 wherein you state that An Garda Síochána has conducted a review of the pre-event management activities and the policing arrangements implemented at the Swedish House Mafia concert at the Phoenix Park on 7 July 2012. The letter outlines that the Garda review makes a number of recommendations and proceeds to summarise same. These recommendations contain criticisms of and make allegations against MCD concerning the arrangements put in place for the said concert, which have been widely published in the media and which are completely unwarranted and unfounded.

Following the concert on 7 July 2012, a consultative process was commenced between An Garda Síochána and MCD, as part of which it was agreed with your office on 10 July 2012 that further review meetings would be held between An Garda Síochána and MCD before publication of any Garda or MCD views and/or comments. Despite this, the your letter of 25 July 2012 was issued without any notice to or consultation with MCD.

Our client has asked that you to make the full Garda review available to the public. However, you have thus far failed, refused and/or neglected to do so.

Hugene McCaghy, Donogh Crowley, John S Walsh, Michael Meghen, William Johnston, Nicholas G Monro, Declan Hayes, David O'Donohue, Colin Duggan, Carl O'Sullivan, Isabel Foley, John Meade, Conor McDonnell, Patrick McGovern, Grainne Hennessy, Séamus Given, Colin Byrne, Caroline Devlin, Glavin Holger, Gregory Glynn, David Foley, Stephen Hegarty, Declan Driscoll, Sarah Cumliffe, Kathleen Garrett, Pádraig Ó Riordáin, Elizabeth Butwell, William Day, Andrew Leung, John Meuton, Patrick O'Brien, Orla O'Connor, Brian O'Garra, Mark Sanders, Mark Barr, John Watson, Deborah Spence, Kevin Murphy, Cormac Kissane, Raymond Hurley, Kevin Langford, Bee Mulconry, Philip Smith, Kenneth Egan, Bryan J Strahan, Conor Hurley, Alex McLean, Glenn But, Niall O'Leary, Pádraig Clancy, Rob Corbett, Rachel Farrell, Siobhán Hayes, Pearse Ryan, Ultan Shannon, Dr Thomas B Courtney, Orla Keane, Aaron Boyle, Rachel Hussey, Colin Kavanagh, Kevin Lynch, Garrett Monaghan, Geoff Moore, Mona McKeever, Chris McLaughlin, Maura McLaughlin, Joanne O'Leary, Paul Robinson, Richard Willis, Tim Kinney, Deirdre Barrett, Cian Beecher, Ailish Finnerty, Louise Gallagher, Connor O'Dwyer, Jenny Fisher, Robert Cain, Brendan Cooney, Connor Manning, Gary McSharry, Keith Smith, John Donald, Dara Harrington, David Molloy, Stephen Randalow, Roland Shaw, Jonathan Sheehan, Brendan Slattery, Gavin Woods, Simon Flannigan, Claire McGrade, Colin Monaghan, Susan O'Reilly, Niamh Quinn, Colin Roney.

Consultants: James O'Dwyer, Daniel E O'Connor, John V O'Dwyer, John Glackin, Dr Mary Redmond, Dr Yvonne Scannell, Dr Robert Clark

In your letter dated 25 July 2012 you state that:

"...a full review of these concerts is being conducted with MCD Productions and the other stakeholders. Dialogue is continuing with the promoters and others engaged in the running of the concert to ensure, to the greatest extent possible, that the lessons learned are incorporated into future event planning to mitigate against recurrence of similar situations arising in the future, including all upcoming and other major events."

Our client is fully committed to engaging in dialogue with An Garda Síochána in relation to the concert on 7 July 2012. However, given the content of your letter dated 25 July 2012, and the manner in which it was issued, such dialogue can not reasonably continue until our client is furnished with a copy of the full Garda review. MCD must be afforded an opportunity to consider the full Garda review and respond to the criticisms and allegations therein.

Accordingly, we call on you to furnish us with a copy of the full Garda review by close of business on Thursday, 9 August 2012. If you fail to do so, MCD will have no option but to complete its own review into events at the concert on 7 July 2012 and make its findings available to the public in the same manner as An Garda Síochána, namely without any notice to or consultation with An Garda Síochána.

Our client values its considerable reputation and will take all necessary steps to protect it.

Yours faithfully


ARTHUR COX

An Garda Síochána

Oifig an Choimisinéara
An Garda Síochána
Páirc an Fhionnuisce
Baile Átha Cliath 8
Éire

Tel/Teileafón: (01) 666 2020 / 2022
Fax/Facs: (01) 666 2021

Luaigh an uimhir tharaghta seo a leanas le do thoil:

Please quote the following ref. number:



Commissioner's Office
Garda Headquarters
Phoenix Park
Dublin 8
Ireland

Láithreán Gréasáin / Web site:
www.garda.ie

Ríomhphost / E mail:
commissioner@garda.ie

CMR_68-43530/12
Your Ref TCR/826/MC326/068

Arthur Cox
Solicitors
Earlsfort Centre
Earlsfort Terrace
Dublin 2

**Re Your client – MCD Promotions
Sweedish House Mafia Concert, Phoenix Park 7 July 2012**

Dear Sirs

Thank you for your fax of even date on the above mentioned subject.

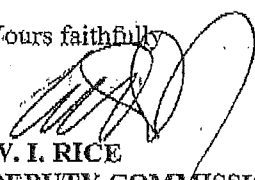
The report referred to in your fax was prepared for the Minister for Justice and Equality at his urgent request.


The Minister published the covering letter to this report but in a public statement indicated that the full report contained extensive operational details and in keeping with normal practice in these matters it would not be appropriate to put these in the public domain.

In the circumstances it is not possible to accede to your request for a copy of the report.

An Garda Síochána of course remain ready to continue to engage with MCD in relation to ensuring everything is done to avoid a repetition of the type of difficulties which occurred at this event.

Yours faithfully


W. I. RICE
DEPUTY COMMISSIONER
ACTING COMMISSIONER
OF AN GARDA SÍOCHÁNA

 8 August 2012

Ráiteas Misin / Mission Statement:

Ag obair le Pobail chun iad a chosaint agus chun freastal orthu / Working with Communities to Protect and Serve

ARTHUR COX

Our Reference: TCR/826/MC326/068

10 August 2012

Office of the Commissioner
Garda Síochána Headquarters
Phoenix Park
Dublin 8

By post & fax – 666 2013

F.A.O: Martin Callinan, Commissioner of An Garda Síochána
W.I. Rice, Deputy Commissioner, Acting Commissioner of An Garda Síochána
John Twomey, Assistant Commissioner

Re: Our Client - MCD Productions
Swedish House Mafia Concert, Phoenix Park, 7 July 2012

Dear Sirs,

We refer to the above-mentioned matter and to the letter from W.I. White, Acting Commissioner of An Garda Síochána, dated 8 August 2012.

It is quite frankly incredible that you are refusing to furnish our client with a copy of the report summarised in the letter from Garda Commissioner Callinan to the Department of Justice and Equality dated 25 July 2012.

Not only does it now appear that you misled our client by agreeing on 10 July 2012 that further review meetings would be held between An Garda Síochána and MCD before publication of any Garda or MCD review/report, but, as stated in our letter dated 8 August 2012, the recommendations set out in the Garda Commissioner's letter contain criticisms of and make allegations against MCD concerning the arrangements put in place for the concert, which are completely unwarranted and unfounded. The release of the said letter to the media and public has led to statements being made about our client which are false, misleading, inaccurate and damaging to MCD's reputation and enterprise. Moreover, unbelievably, our client is being called upon by politicians to respond in detail to the report, a report which you refuse to furnish to it.

By unfairly refusing to furnish MCD with a copy of the report, you are preventing it from making any meaningful response to the Garda Commissioner's letter and the countless articles and statements published since the release of the letter. Perhaps most worryingly, you are denying MCD an

Eugene McCague, Donogh Crowley, John S Walsh, Michael Meghen, William Johnston, Nicholas G Moore, Declan Hayes, David O'Donohue, Colin Duggan, Carl O'Sullivan, Isabel Foley, John Meade, Conor McDonnell, Patrick McGovern, Grainne Hennessy, Séamus Given, Colin Byrne, Caroline Devlin, Cláirín Bolger, Gregory Glynn, David Foley, Stephen Hegarty, Declan Drislane, Sarah Curran, Kathleen Garrett, Pádraig Ó Ríordáin, Elizabeth Bothwell, William Day, Andrew Lenny, John Meiton, Patrick O'Brien, Orla O'Connor, Brian O'Gorman, Mark Saunders, Mark Barr, John Marson, Deborah Spence, Kevin Murphy, Cormac Kissane, Raymond Hurley, Kevin Langford, Bre Mulcahy, Philip Smith, Kenneth Egan, Bryan J Strahan, Conor Hurley, Alex McLenn, Glenn Hutt, Níav O'Higgins, Eitan Clancy, Rob Corbett, Rachel Farrell, Siobhán Hayes, Pearse Ryan, Ultan Shannon, Dr Thomas H Courtney, Orla Keane, Aaron Hoyle, Rachel Hussey, Colin Kavanagh, Kevin Lynch, Garrett Monaghan, Geoff Moore, Fiona McKeever, Chris McLaughlin, Maria McLaughlin, Junelle O'Leary, Paul Robinson, Richard Willis, Tim Kinney, Deirdre Barrett, Cian Becher, Ailish Finerty, Louise Gallagher, Conor O'Dwyer, Jenny Fisher, Robert Cain, Brendan Cooney, Connor Manning, Gary McSharry, Keith Smith, John Donald, Dara Harrington, David Molloy, Stephen Banatow, Roland Shaw, Jonathan Sheehan, Brendan Slattery, Gavin Woods, Simon Hannigan, Claire McGrade, Colin Monaghan, Susan O'Keilly, Niamh Quinn, Colia Rooney

Consultants: James O'Dwyer, Daniel B O'Connor, John V O'Dwyer, John Glackin, Dr Mary Redmond, Dr Yvonne Scannell, Dr Robert Clark

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Page 2

ARTHUR COX

opportunity to review and comment on a report prepared by you concerning a concert promoted by it, which is recorded in the media as blaming it for events at the concert.

We call on you, once again, to furnish our client with a copy of the Garda report forthwith. If you continue to refuse to do so, our client will have no option but to take immediate steps to protect its interests without further notice.

Yours faithfully


ARTHUR COX

An Garda Síochána

Oifig an Choimisinéara
An Garda Síochána
Páirc an Fhionnuisce
Baile Átha Cliath 8
Éire

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commissioner@garda.ie

CMR_68-43530/12
Your Ref TCR/826/MC326/068

Arthur Cox
Solicitors
Earlsfort Centre
Earlsfort Terrace
Dublin 2

**Re Your client – MCD Promotions
Sweedish House Mafia Concert, Phoenix Park 7 July 2012**

Dear Sirs

Thank you for your further fax correspondence received on 10 August 2012.

As previously stated, the Garda report and covering letter were furnished to the Minister for Justice and Equality at his urgent request. The Minister published the letter and indicated that it would not be appropriate to release the full report. I repeat that I am therefore not in a position to accede to your request.

I reiterate that An Garda Síochána remain ready to continue to engage with MCD in relation to avoiding the difficulties encountered at the event.

Yours faithfully

**W. I. RICE
DEPUTY COMMISSIONER
ACTING COMMISSIONER
OF AN GARDÁ SÍOCHÁNA**

16 August 2012

Appendix 6.8

Media Statement dated 8th July 2012 issued by MCD following the Event

REF: Assaults Phoenix Park Saturday 7th & Sunday 8th July 2012

Statement issued by Denis Desmond, Managing Director MCD Productions.

Sunday 8th July 2012

Obviously we are very disappointed that an individual or very small number of individuals engaged in anti-social behaviour, attempting to spoil the enjoyment of others. Such behaviour is certainly not reflective of the vast majority of the 45,000 fans who were extremely well behaved and should be congratulated. Unfortunately, anti-social behaviour has become more and more part of daily society with no town or village across the country escaping such conduct.

As event promoters we work extremely closely with An Gardai Siochana and fully support their tactical operations in combating anti-social behaviour.

Public safety is always our number one priority and we actively engage in detailed planning in advance to ensure this. Ticket holders entering the site were subject to a search permissible by law. Every precaution as far as possible was taken to ensure the safety and security of the audience at all times. All CCTV footage captured from the area has been supplied to the Gardai.

Despite our best efforts (with Security and Gardai personnel levels well in excess of the required numbers for a licensed event of this size) there is only so much one can do to combat anti-social behaviour.

An Gardai Siochana have already made an arrest and we are continuing to fully co-operate with them therefore it would be inappropriate to comment further at this stage of their investigation however in the meantime we would like to wish those affected a full and speedy recovery.

Ends.

REF: Statement issued by MCD regarding Phoenix Park Sudden Death

Statement issued by Denis Desmond, Managing Director MCD Productions.

Sunday 8th July 2012

We are extremely shocked and saddened to hear that a male adult while attending the Phoenix Park concert on Saturday 7th July suddenly took ill and later passed away in hospital.

The case is being treated by An Gardaí Síochána as a sudden death and we are doing everything possible to help them with their inquiries.

Ends.

Appendix 6.9

**Media Statement dated 10th July 2012 issued jointly by An Garda
Siochana and MCD.**

Garda Press Office, Phoenix Park, Dublin 8. Web: www.garda.ie

Issue Date: 10/07/2012

Statement issued by An Garda Siochana and MCD
Regarding Phoenix Park concerts 5- 7- 8th July 2012

A productive meeting was held today between An Garda Siochana and MCD at which an initial review took place. A range of issues were discussed surrounding the event including matters of serious concern in the public domain. It was agreed that both organisations will carry out a more in-depth review regarding all aspects of the event.

An Garda Siochana and MCD condemn all anti social behaviour and will continue to work together to minimise any re-occurrence.

Public safety is and always has been a priority for both An Garda Siochana and MCD. Prior to all events a range of relevant stakeholders including Gardai and Concert Promoters meet and agree an Event Management Plan which is implemented and reviewed after each event.

Three concerts were held at the Phoenix Park 5-7-8th July and in total circa 135, 000 people attended these concerts.

On the 07th July, total security personnel present was 511 and there were in excess of 145 Gardai on duty. Regrettably a number of incidents occurred resulting in 33 arrests which led to 70 charges being preferred before the courts (public order, drunkenness and drug related offences). In total over the 3 nights there were 58 arrests and in excess of 100 charges preferred before the courts. It is expected that there will be further charges in early course and an incident room has been established at Cabra Garda Station and all incidents will be fully investigated.

Further meetings will be held in the context of lessons learned and orientation for future concerts of this nature. The Garda Commissioner will be preparing a report for the Minister for Justice, Equality and Defence following this review.

Until such a review has taken place it would be inappropriate to comment further.

615/12

Issued on 10/07/2012 19:41:49

Mission Statement To Serve and Protect

Link to statement on Garda.ie <http://garda.ie/Controller.aspx?Page=9584&Lang=1>

Appendix 6.10

**Media Statement dated 31st August 2012 issued jointly by An Garda
Siochana and MCD.**

Issue Date: 31/08/2012

Update- An Garda Síochána/ MCD Productions Review

Update - An Garda Síochána and MCD Productions review following the Phoenix Park Concert of the 7th of July 2012.

A series of meetings have taken place as part of an in depth review, announced following incidents at the Phoenix Park concert on the 7th July 2012.

An Garda Síochána and MCD Productions, continue to work closely together to address the issues identified and acknowledged in the course of such review, and indeed both parties successfully implemented a number of response measures at the recent series of concerts held at Marley Park, Dublin.

The response to the enhanced policing and security measures put in place for such Marley Park concerts, by both concertgoers and the public alike, was extremely positive and such enhanced measures were well received by patrons.

Between 5th July and 25th August 2012 over 170,000 people attended the six combined Phoenix Park & Marlay Park concerts.

An Garda Síochána and MCD Productions wish to acknowledge the good behaviour and cooperation of those who attended such events.

It should be noted that 67,500 people (combined attendance figure) who attended the Electronic Dance Music concerts by David Guetta Marley Park (24th August) and Swedish House Mafia Phoenix Park (7th July) the vast majority 99.5% of whom were extremely well behaved as can be clearly seen on Youtube footage. The 0.5 % who showed no respect for authority, other concert goers or indeed themselves need to realise that anti social behaviour is not acceptable and will not be tolerated.

Despite the considerable efforts of An Garda Síochána and MCD Productions who undertook an extensive security operation at the Swedish House Mafia event at Phoenix Park, this very small percentage of 0.5% of individuals intent on causing trouble did engage in anti-social behaviour on the 7th July 2012.

An Garda Síochána and MCD condemn all acts of anti-social behaviour and will continue to work together to minimise the risk of a reoccurrence of such behaviour, and to develop further robust protocols regarding procedures, and to fully implement the lessons which are being learned by both parties from this indepth review, to ensure a safe secure and enjoyable environment, for all concertgoers attending future events.

In this regard, a number of further progress meetings will take place.

Ref: 749/12

Issued by Damian Hogan on 31/08/2012 12:53:05

Link to release on Garda website: <http://garda.ie/Controller.aspx?Page=9809&Lang=1>

Ends.