



EDEN PARK

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**OPERATING
MANAGEMENT PLAN
FOR CONCERTS**

December 2019

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Overview

The Eden Park Operating Management Plan for Concerts (the **Concerts Plan**) includes internal/external processes/procedures designed to:

- (i) provide a safe and compliant environment within the stadium; and
- (ii) mitigate the negative effects that concerts may have on surrounding residential amenity.

The operational processes developed for the above components combine to manage the overall effect of operations on the residential neighbourhood.

The following bullet points summarise the key components of the Concerts Plan:

- Processes and procedures for management of pre and post event activities including with respect to:
 - vehicle movements
 - production build and disestablishment works
 - testing and use of lights
 - amplified sound
- Traffic management strategies;
- Alcohol management processes and procedures;
- Litter bins and public conveniences placed in surrounding streets; and
- Post-event residential litter cleaning;
- Communication mechanisms (e.g. hot line/resident letter drop/e-mail messaging/complaints procedures);
- Collaborative working relationships with external agencies such as Police, Auckland Council, council, Auckland Transport and the District Licencing Authority;
- Feedback mechanisms to residents via the Community Liaison Group (**CLG**) and direct contact with individual members of the CLG and local residents;

The mitigations outlined in the Concerts Plan are best practice and based on those successfully used to deliver large scale events such as the Rugby World Cup and Cricket World Cup games, NRL Nines and International rugby and cricket tests. They have been developed in conjunction with feedback from the NZ Police, District Licensing Authority, Auckland Council Compliance Monitoring and Auckland Transport, and experienced industry experts. They have been revised to ensure the additional or different effects of concerts are captured.

The Operating Management Plan contains four integrated components:

- 1) Event Management Plan.
- 2) Traffic Management Plan.
- 3) Pre and Post-Event Management Plan.
- 4) Community Consultation and Communication Management Plan.

A. Event Management Plan

Eden Park's event delivery processes and procedures were developed in the lead up to the completion of the redevelopment project in readiness for the opening event and Rugby World Cup in 2011 and have been continually improved upon since. These systems are designed to not only take into consideration event delivery processes (in-stadium), but to also include mitigation strategies aimed at minimising the impact Park operations would have on the residential amenity. Safety within the stadium and the welfare of the public in general (on the ingress and egress phases for events) underpin the objectives the Park considers imperative. Over the period between Rugby World Cup and present day, event delivery processes and procedures have evolved as consequence of consultation between residents (including the CLG), Police, DLA, Auckland Transport, Council and general public feedback, to the point whereby they are considered (within the industry and control/regulatory agencies) to be the best in New Zealand.

The details of the Event Management Plan are discussed below.

The Event Management Plan is tailored to include management measures relative to the following crowd sizes:

- Up to 35,000
- A crowd of 35,000 and above.

These are summarised in the table below.

Control Room

On event days, Eden Park operates on the basis of single point coordination via a central Control Room (based on the CIMS framework, which is commonly used by Police, Fire Services, St John and other emergency service agencies). All operational decisions are made through the control room. Services such as NZ Police, Fire Service, St John, Security Services, Ticketing, Traffic Management and Event Management are located in this room, including the Info/Hot Line. In the event of a complaint from the neighbourhood being received, the appropriate response can be initiated immediately to deal with the issue at hand.

Alcohol Management

Eden Park has a comprehensive alcohol management strategy, encompassing spectator ingress (vetting preloading at liquor checkpoints/gate entry) and during the course of an event via caterer controls, security, DLA and police oversight, thereby ensuring that spectator behaviour entering and exiting and within the general environs is appropriate.

Alcohol Checkpoints

The temporary Liquor Ban surrounding Eden Park activated for all concerts.

Six liquor checkpoints, located on the main streets leading into the Park, are activated and manned by security and/or Police.

The purpose of these checkpoints is to:

- (i) promote the existence of the liquor ban.
- (ii) monitor incoming spectators to ensure appropriate behaviours.
- (iii) prompt the surrender of alcohol carried into the ban area by spectators.

Portaloos and Rubbish Bins

Portaloos and Rubbish bins are positioned around the outer environs of the Park. Their placement is based on best practice, consistent with the Eden Park's commitment to mitigate the effect events have on the residential amenity.

Crowd Management

Concert-specific crowd management plans will be developed with the promoter operations team to include measures and mitigations to ensure a safe and enjoyable experience for all concert goers from arrival to departure. Plans will be based on identified risks which will depend upon artist, crowd profile and stage configuration and will be implemented and dynamically managed in accordance with best practice by experienced and qualified operational staff and agencies primarily located in the Control Room.

Post Event Security Detail

In conjunction with Police activities, a special Security Detail has been formed to circulate in the immediate/general environs post event to ensure that the behaviour of exiting spectators is appropriate.

Post Event Litter Clean

A post event litter clean is carried out in the general environs the following morning, the extent of which is determined by the TMP/Event plans.

Police

Eden Park has developed a very positive and cooperative relationship with Police. Police assist Eden Park's security personnel with enforcement of the temporary liquor ban, and management of spectator behaviours.

For concerts, representatives of Auckland Police will be in the Control Room and a contingent circulating within the outer environs of the Park when the gates are opened for the public. This contingent will then move into the stadium at the commencement of the event, and then move back out to the wider environs (including the F&B districts) post event. Police will also be stationed at the six liquor checkpoints, set up on the main pedestrian pathways from Kingsland and Dominion road to Eden Park. During the egress phase of an event, Police will (as previously mentioned) circulate in the wider environs, and Eden Park's special security unit will also patrol the area to ensure appropriate spectator behaviour.

Public Address Systems (P.A.)

The Eden Park P.A systems (volume levels) are managed via electronic limiters, which ensures compliance with the Unitary Plan noise limits. This system is calibrated by a qualified acoustic engineer, and checked by this specialist for correct operation on a six monthly basis.

Performance

Eden Park will incorporate a number of measures into its venue hire agreements with Concert Promoters to manage the duration, noise volume and lighting effects of the performance is aligned with the conditions of consent.

Field Lighting

The Eden Park field lighting systems are controlled via sophisticated management systems. The lighting system is designed to concentrate lighting emissions onto the field and lower bowl seating areas, and to minimise light spill out of the stadium structure. Event day use of field lighting is managed to conform with Unitary Plan standards. Regular checks are

conducted to ensure individual fittings are in keeping with the original operational design parameters.

Measures tailored to crowd sizes

Measures	Crowd less than 35,000	Crowd 35,000 and above
Security covering in-stadium requirements and activities in surrounding streets for both ingress and egress	190-210	290-300
Police in attendance in Control Room	Senior police officers	A senior Inspector and senior Sergeant
Fire Service in attendance in Control Room	Yes	Yes
Police allocated to the general environs for the ingress and egress	Yes	Yes
Police at Liquor checkpoints	If resource available	Yes
Security at Liquor checkpoints	Yes	Yes
District Licensing Authority present on-site and monitoring the F&B districts of Kingsland and Dominion Road	If resource available	Yes
Portaloos in surrounding streets	Yes	Yes
Rubbish bins in surrounding streets	Yes	Yes
Post-event street clean for litter	Yes	Yes
Residents' newsletter drop	1,750 addresses	1,950 addresses
Concert details on EP website	Yes	Yes
Hotline activated, to attention of Control Room	Yes	Yes

Table 1: Measures relative to crowd size

B. Traffic Management Plans

The operational delivery strategy includes traffic management plans designed to mitigate the effects of traffic while minimising the impact traffic management has on the residential amenity. The traffic management plans are approved by Auckland Transport and are tailored to include traffic management measure relative to crowd sizes, including the following TMPs:

- **TMP 4** (crowd range up to 35,000)
- **TMP 5** (crowd range 35,000 and above)

The TMPs were originally developed for the 2011 Rugby World Cup (RWC), and have continued to evolve on the basis of constant improvement processes. Plans are developed with the combined input of traffic management specialists, Auckland Transport, Police and Eden Park. Any proposed changes to the TMP are tabled with the CLG for consultation, followed by ratification by the TMG, which consists of representation from Police, Albert Eden Local Board, Auckland Council and Auckland Transport.

The Residents Only Parking (ROP) is an Auckland Transport administered scheme designed to provide residents with the ability to park vehicles on streets in the lead up to, and during events. Eden Park manages the resident temporary parking pass scheme which ensures that residents who have not received permanent parking passes or resident visitor passes can park on the street during an event.

A summary of the components of each traffic management plan is detailed below. The two traffic management plans are attached in **Appendix B**. An appropriate traffic management plan approved by Auckland Transport will be implemented for all concert events, to a level similar to those management plans described below.

Traffic Management Plan 4

TMP 4 incorporates road access check points (from Sandringham and Dominion Roads), road closures on Sandringham Road for ingress and egress phases, coach parking control and similar. Integrated ticketing will be in place, and as a consequence, the Eden Park Bus Hub will generally be used for PS bus drop-off and pick-up and special train services will be in place to deliver concert goers to Eden Park.

The traffic management specialist is on duty for these games.

The ROP process is in place for this TMP.

Traffic Management Plan 5

TMP 5 covers an area from Dominion Road, New North Road and back down to Gribblehurst Road (off Sandringham Rd). Integrated ticketing will be in place, and as a consequence, the Eden Park Bus Hub will be in full operation and AT will be operating a “double track” rail service from the West and City into Morningside and Kingsland stations respectively. These services were originally developed for RWC, and have been subsequently finessed into a very efficient/effective PT services, averaging 45-50% uptake for major events (by comparison to 5-10% pre redevelopment).

The Traffic Specialists role alters for TMP 5, whereby AT engage the specialist directly to provide the link between Eden Park and ATOC. This arrangement creates direct linkage between Eden Park and AT control room, which by doing so, provides dynamic control/reporting on PT/traffic movements.

The ROP process is in place for this TMP.

C. Pre and Post-Event Management Plan

Eden Park will incorporate a number of concert-specific measures into its standard venue hire agreements with concert promoters to manage the effects of the build and pack down on non-event days. These are set out below.

1 Communications

The hotline will be open for residents for the duration of build and pack down activities as well as on the day of the event.

2 Deliveries and Vehicle movements

- 2.1 In addition to the implementation of the appropriate TMP, the following will apply with respect to vehicle movements around and within the Eden Park Precinct during pack in and pack out:
- (a) all heavy vehicles must be booked into the master delivery schedule which will be organised to mitigate impacts on traffic peaks.;
 - (b) engines must be switched off rather than idling when waiting, either within the Eden Park Precinct or the surrounding roads;
 - (c) heavy vehicle access and egress is from Sandringham Road, using Gate Q, the bus hub or temporary gates onto Sandringham Road ;
 - (d) no stacking is permitted, and vehicles may not wait, idle or reverse on residential streets around the venue between Dominion and Sandringham Roads; and
 - (e) no use of horns or engine braking, no blocking of driveways or otherwise obstructing vehicle roads or vehicle access in the vicinity of the stadium will be permitted.

3 Production build and disestablishment

- 3.1 Activities must comply at all times with the noise limits in the Eden Park Precinct Plan and employ appropriate noise mitigation measures, with the night-time level beginning at 7pm. Noise mitigation measures may include white noise or broadband forklift reverse alarms, use of electric rather than mechanical machinery and steelwork.
- 3.2 Noise will be monitored to ensure compliance with the Eden Park Precinct Plan..
- 3.3 Pack in and pack down activities can only occur after 10pm and before 6.30am provided:
- (a) stadium lighting is on “exit mode” to eliminate spill.
 - (b) work is limited to the assembly, breakdown and removal of the touring production elements only e.g. no steelwork or stage assembly or disassembly or works involving locally sourced materials is permitted unless otherwise agreed with Eden Park.
 - (c) For pack-down, heavy vehicles are onsite prior to lights up and as many vehicles as possible are stacked in the service road under the stadium or in P5 (depending upon the vehicle ingress route) in a manner that does not obstruct any pedestrian egress routes.

4 Lights

- 4.1 Plotting and testing will occur on the day prior to the first performance and shall cease not later than 11.00pm and spill must be minimised.
- 4.2 Immediately after the performance, stadium lighting will be switched to egress mode and floodlights will be shut off once the stadium is cleared.
- 4.3 The promoter will provide any additional pitch lighting if required for pack out activities.

5 Sound

- 5.1 Sound system output must be tested and calibrated by Eden Park's sound engineers to meet applicable noise limits.
- 5.2 Monitoring will be carried out for all activities including pack in and pack out. No amplified sound other than personal radios or similar is allowed during pack in or pack out.
- 5.3 The sound check is to be completed within the maximum total duration of performance allowed by the conditions of consent.
- 5.4 The performance must cease prior to the relevant curfew.

D. Community Consultation and Communications Management Plan

Eden Park public/residential communications strategy is multi-faceted, and is designed to ensure that the public are provided with the necessary information around future events and activities, and to offer resident or other members of the public, the opportunity to make contact with the Park. The main elements of the strategy are as follows:

Info/Hot Line

Eden Park operates a 24/7 Info/Hot Line for residents or member of the public to make contact with the Park during the business week, after hours or over the course of an event. All calls are answered, and action is taken or written responses issued as soon as possible.

Resident's Newsletter

Eden Park delivers a Residents Newsletter to all addresses likely to be affected by an event. The newsletter provides relevant information relating to each event, including TMP size. This also includes Electronic Direct Mail (EDM) to residents prior to events to ensure a more direct means of correspondence between Eden Park and the neighbourhood.

Web Site

Eden Park operates a comprehensive web page for the purposes of providing the latest general information and event specific details.

Community Liaison Group (CLG)

The CLG is administered and chaired by Auckland Council (Team Leader – Compliance and Monitoring). Membership of the CLG is fixed, and constitutes a cross-section of local community representation, Local Board, Auckland Council, businesses associations within the general precinct of Eden Park, Police, Transport, and Eden Park representatives. It includes representatives from the Neighbourhood Association, Residents Association, Albert Eden Local Board, Kingsland Business Society, Dominion Road Business Association, Auckland Council (Council Member), Auckland Transport (part), NZ Police (part), Eden Park Traffic Specialist and the Eden Park Community Liaison Officer. Member groups select their own representatives, who in turn maintain two way communications with their respective members.

The Community Liaison Officer provides feedback and statistics associated with primary activities (events or functions) which occurred up until the date of each CLG meeting. Feedback and discussion is encouraged.

Feedback from the CLG representatives regarding issues relating to effect or general observation associated to these events, are either dealt with at the time of the meeting, or noted for further consideration and follow up. Post meeting responses from Eden Park to CLG feedback are provided via e-mail, direct (phone) conversation or at the following meeting. In addition to discussion relating to previous events, future scheduled activities are also tabled by Eden Park for membership information and discussion.

Feedback to the CLG on consultation matters will occur via e-mail, direct phone conversation with relevant representatives or at the following CLG meeting. In situations whereby suggested changes/modification to current processes and/or procedures is warranted, and can be legally enacted, action will be taken to implement those changes as soon as possible. In the event that feedback relating to suggested changes/modification to

current processes and/or procedures from the CLG cannot be enacted, a full explanation will be provided by Eden Park and their subject matter experts.

Eden Park has a positive working relationship with the CLG, which in turn has resulted in an improved comprehension (by all parties) of the Park and public amenity prerequisites. Two way communication is the key to ensuring that the constant improvement ethos is maintained at all times, and the consultation process allows the various groups constituting the CLG to influence delivery strategies, not only for the Park, but also Auckland Transport processes and procedures.

Community Liaison Officer

Contact details for the Eden Park Community Liaison Officer (CLO) are included in the Eden Park website. To ensure that the local community and general public are able to make direct contact with the Park at all times (irrespective of CLO availability), the Info/hot line number is listed on the Council's website. The CLO will respond to complaints/issues directly (or in writing), or in the absence of the CLO, a member of the Parks Senior Management will respond either directly or in writing, depending on the urgency of the issue raised. Initial responses from Eden Park will occur with 24 hours of receiving a complaint or general feedback.

Complaints Protocol

Complaints from the public are generally received via the 24/7 Help Line, or in person at the Eden Park Reception desk. *All complaints are logged and the relevant department notified*, automatically initiating an investigation. An initial response (within 24 hours of lodgement), acknowledging receipt of the complaint, is issued via e-mail or phone for the Help Line calls, and in instances where a complaint is lodged in person at reception, the initial response is delivery via the details provided by the complainant at the time of lodgement.

In every instance, complaints are investigated thoroughly by a senior representative of the relevant department to establish the veracity of each, after which strategies are developed to either eliminate or mitigate effect/impact. If the investigation is likely to be protracted (i.e. more than one week), a status update is provided to the complainant. Upon completion of the mitigation/elimination activity, a final update will be provided to the complainant.