



# EDEN PARK

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# OPERATING MANAGEMENT PLAN FOR CONCERTS

April 2021

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## Overview

The Eden Park Operating Management Plan for Concerts (the **Concerts Plan** or the **OMPC**) 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 Operating Management Plan for Concerts is prepared in accordance with condition 28 of resource consent LUC60351212 (the **Consent**), and shall be maintained in accordance with condition 30 of the Consent.

All concert events must be carried out in accordance with this OMPC.

## Document Review

In accordance with condition 30 of the Consent, the OMPC may be amended if necessary to reflect any minor changes in methods or management of effects, including (but not limited to) any changes arising as a result of CLG or community feedback, or monitoring undertaken in accordance with the Consent conditions. Any amendments are to be certified by the Council in writing prior to implementation of any changes that the amendments are within scope of the Consent, and once implemented would result in an outcome that is similar to, or better than that described in the original OMPC. Where any changes are certified by the Council, these shall be reported to all households in the vicinity of Eden Park prior to the next concert.

## Summary

The following bullet points summarise the key components of the Concert 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;
- Alcohol management processes and procedures;
- Liquor checkpoints and litter bins and public conveniences placed in surrounding streets;
- Post-event residential litter cleaning;
- Communication mechanisms (e.g. hotline/resident letter drop/e-mail messaging/complaints procedures);
- Collaborative working relationships with external agencies such as Police, Auckland 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 adapted from those successfully used to deliver large scale events including the Rugby World Cup and Cricket World Cup games, NRL Nines and many International rugby and cricket tests, taking into account particular issues that may arise from the holding of concerts. Eden Park's operating

processes have been developed in conjunction with NZ Police, Fire Emergency NZ, St John, District Licensing Authority, Auckland Council Compliance Monitoring and Auckland Transport, and experienced industry experts and represent best industry practice. This document has been prepared to ensure the management plans for 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 area. 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 in managing events. 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, Fire Emergency NZ, St John, 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 Event Management Plan is set out below, and is tailored to include management measures relative to an expected crowd of 35,000 and above.

### 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, Promoter representative, Eden Park's Acoustic Specialist and Event Management are located in this room, and the Info/Hot Line is directed to the Control Room when activated. 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 (as per the liquor licence), security, DLA and police oversight, thereby ensuring that spectator behaviour entering and exiting and within the general environs is appropriate. The Alcohol Management Plan is approved by the Licensing Authority. Alcohol management is covered in staff briefings and hourly meetings are held in the Control Room during the event to review alcohol management on a dynamic basis and to direct any changes required (such as lowering maximum serve limits), which are immediately communicated to staff at retail outlets and communicated to patrons via digital and/or physical signage.

### Alcohol Checkpoints

The temporary Liquor Ban surrounding Eden Park will be activated for concerts.

Six liquor checkpoints, located on the main streets leading into the Park, will be activated and enforced by Police with the support of Eden Park security.

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.

## Coordination of Agencies

The Eden Park team works with agencies including Police, Fire Service, St John and Auckland Transport to ensure the coordination of agencies involved in planning and managing events at Eden Park. Eden Park has engaged a traffic management specialist who is responsible for liaising with AT and the traffic management contractor to plan, document and deliver the Traffic Management Plan. The Eden Park team works directly and collaboratively with promoter and production staff to plan and deliver a safe and enjoyable event for all patrons that complies with the Consent. Where there is a broadcaster involved in the concert, our operations and technical staff will work directly with them to ensure all their activities are carried out at the stadium in a safe and efficient manner. The procedures to ensure appropriate coordination of these agencies includes early involvement in the planning processes, attendance at stakeholder meetings, progressive planning meetings (which take place daily during pack in and pack out). As noted above, Eden Park's event management processes are recognised as best practice and we have a positive working relationship with government agencies, St John and council organisations who we work closely with in respect of all events at Eden Park.

## Portaloos and Rubbish Bins

Portaloos and additional rubbish bins (in addition to those placed at liquor checkpoints) 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. The locations of portaloos and rubbish bins are shown on the plans at Appendix A and B.

## Crowd Management

Concert-specific crowd management and crowd care plans will be agreed with the promoter 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 include the 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 Procedures

In conjunction with Police activities, a special Security Detail has been formed to deploy to stadium exits and circulate in the immediate/general environs post event to ensure that the behaviour of exiting spectators is appropriate. Messaging will be delivered via the in-stadium screens within the stadium bowl and public concourses which will include behavioural messaging and transportation information for departing patrons. Eden Park customer services personnel will also be present to provide assistance where required to ensure patrons depart in a safe, efficient and orderly manner.

## 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 a very positive and cooperative relationship with Police. Eden Park's security personnel support the Police in respect of enforce the temporary liquor ban, and management of spectator behaviour in and around the stadium up to and including ejection of spectators for anti-social behaviour.

Representatives of Auckland Police will be in the Control Room and a contingent of officers will circulate 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 entertainment districts nearby) post event. Dependent upon operational needs and priorities, Police will man the six liquor checkpoints with the support of Eden Park security staff shown on the map attached. During the egress phase, Police will 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. PA communication with patrons will be supplemented by messaging delivered via the digital assets in the stadium including the large format screens and IPTV system on the concourses.

### Performance

Eden Park will include conditions in its venue hire agreement with the Promoter to ensure that the duration, noise volume and lighting effects of the performance is managed in such a way as to comply with the conditions of the 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 consent conditions. Regular checks are conducted to ensure individual fittings are in keeping with the original operational design parameters.

### Security Arrangements

Security arrangements will be planned, put in place and delivered by Platform 4 Group who will operate under the direct control of Eden Park Operations. Platform 4 Group has many years of experience and expertise in safe and efficient planning and management of major events and P4G personnel are familiar with Eden Park, the local area and the stadium operating parameters. Senior security staff are integrated into the event planning processes including attendance at meetings and carrying out security briefings and will be present in the Control Room.

### Management Measures

Management measures are summarised in the table below, which assumes a crowd size over 30,000.

Measures	Details
Security covering in-stadium requirements and activities in surrounding streets for both ingress and egress	290-400
Police in attendance in Control Room	A senior Inspector and senior Sergeant
Fire Service in attendance in Control Room	Yes
Police allocated to the general environs for the ingress and egress	Yes



Police at Liquor checkpoints	Yes
Security at Liquor checkpoints	Yes
District Licensing Authority present on-site and monitoring the F&B districts of Kingsland and Dominion Road	Yes
Portaloos in surrounding streets	Yes – 30K plus model shown in Appendix B
Rubbish bins in surrounding streets	Yes as shown in Appendix A
Post-event street clean for litter	Yes – day following
Residents' newsletter drop	1,950 addresses
Concert details on EP website	Yes
Hotline directed to Control Room	Yes

## B. Traffic Management Plan

The Eden Park operational delivery strategy includes the implementation of a suitable traffic management plan (**TMP**) designed to mitigate the effects of traffic while mitigating and managing effects on the residential neighbourhood. An event specific traffic management plan, tailored for each particular concert and based upon expected attendance, will be prepared and submitted to Auckland Transport for approval prior to each concert in accordance with the Consent conditions.

TMPs were originally developed for the 2011 Rugby World Cup (RWC), and have continued to evolve on the basis of continuous improvement processes. Plans are developed with the combined input of traffic management specialists, Auckland Transport, Police and Eden Park and ratified by the Traffic Management Group (the **TMG**), which includes 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 traffic management plan is below and maps of the pre and post event traffic management maps are attached in **Appendix C**. The approved base traffic management plan, which will be tailored for each concert and approved by Auckland Transport, is appended as an annexure to this OMPC.

### The Traffic Management Plan

The TMP covers an area from Dominion Road, New North Road and back down to Sandringham Rd up to Gribblehirst Road. Integrated ticketing will usually be in place, with the Eden Park Bus Hub 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 improved upon and have now developed into very efficient and effective public transport services, averaging 45-50% uptake for major events (by comparison to 5-10% pre redevelopment). The resident only parking area process is in place for the concert TMP. Patrons will be encouraged to use public transport to travel to the stadium by communications from Auckland Transport and Eden Park.

## C. Pre and Post-Event Management Plan

Eden Park will incorporate conditions into its standard venue hire agreement with concert promoters to ensure the effects of pack in and pack out on non-event days are suitably managed and compliant with the Consent conditions and this OMPC.

### 1 Communications

The hotline will be open for residents for the duration of pack in and pack out activities as well as on the day of the concert.

### 2 Deliveries and Vehicle movements

In addition to the implementation of the 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 Consent Conditions.
- 3.2 Noise will be monitored to ensure compliance with the Consent Conditions. An Acoustic Specialist will be in direct contact with the nominated production lead and will instruct any adjustment required to be made.
- 3.3 Pack in and pack down activities can only occur after 10pm and before 6.30am provided:
  - (a) If in use, stadium flood 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.
  - (c) For pack-out, heavy vehicles are onsite prior to lights up and as many vehicles as possible are stacked in the service road from Gate Q and under the West and South stands of the stadium (depending upon the vehicle ingress route) in a manner that does not obstruct any pedestrian egress routes unless otherwise agreed in accordance with the Consent conditions.

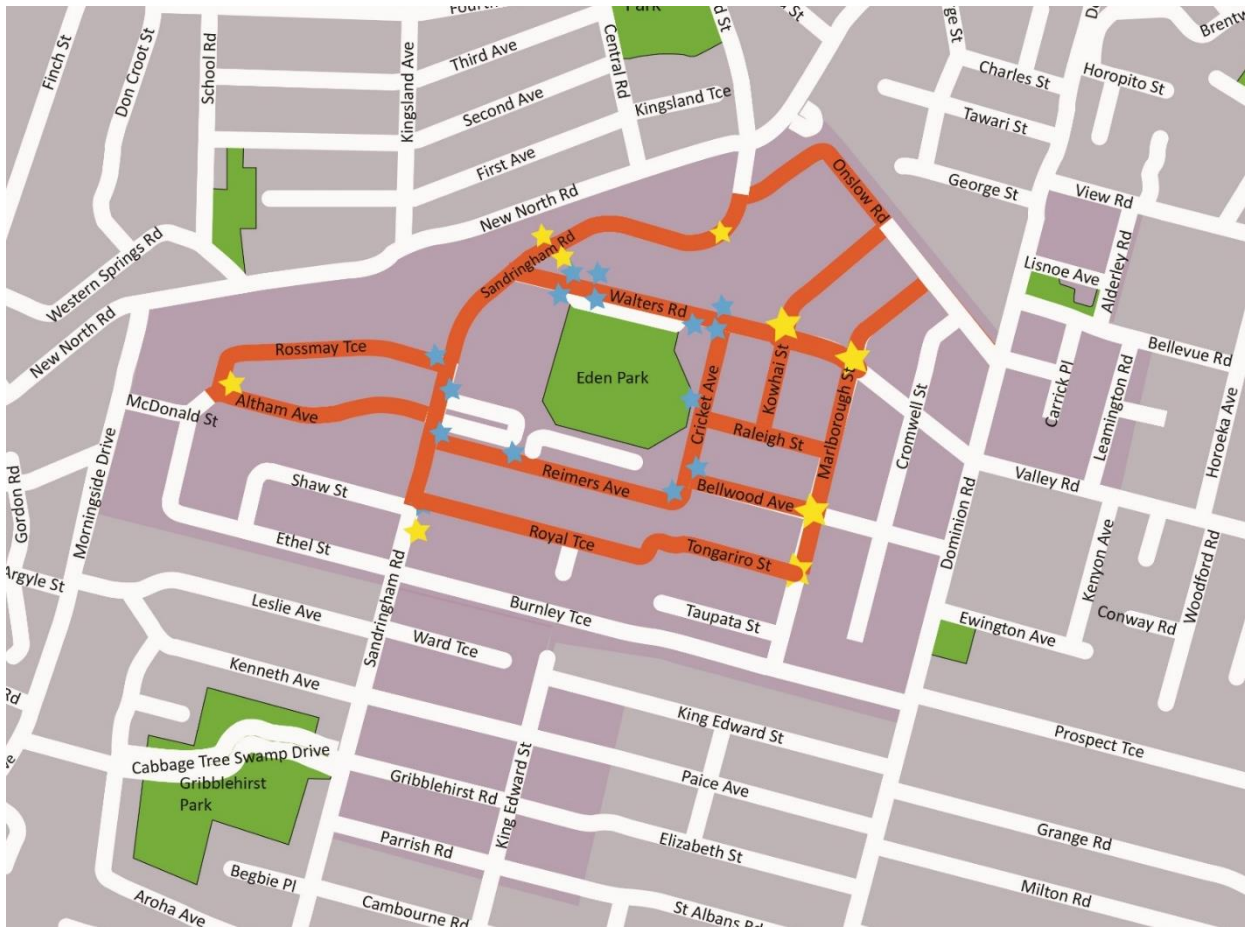
## 4 Lights

- 4.1 Immediately after the performance, if stadium lighting is in use it will be switched to egress mode and floodlights and any additional lights in use on the Outer Oval will be shut off once the stadium is cleared.
- 4.2 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 and sound check. 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.

**Appendix A: Liquor checkpoint bins, additional rubbish bins and litter picking area map**



**Key**



240L bins in the designated liquor checkpoint locations



120L bins – additional bins placed by Eden Park

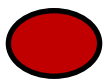


Street litter picking area (completed morning after event)

## Appendix B Portaloo Location Map



### Key



Portaloo locations for events with under 30k patrons

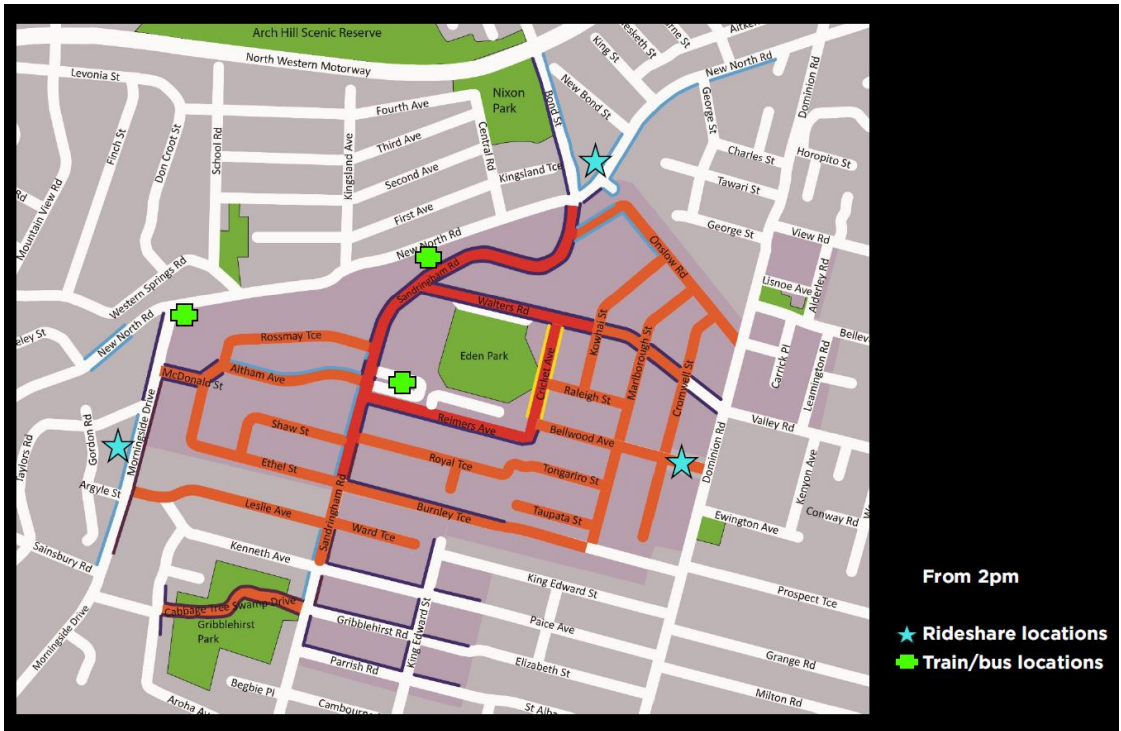


Additional Portaloo locations for events with 30k+ patrons

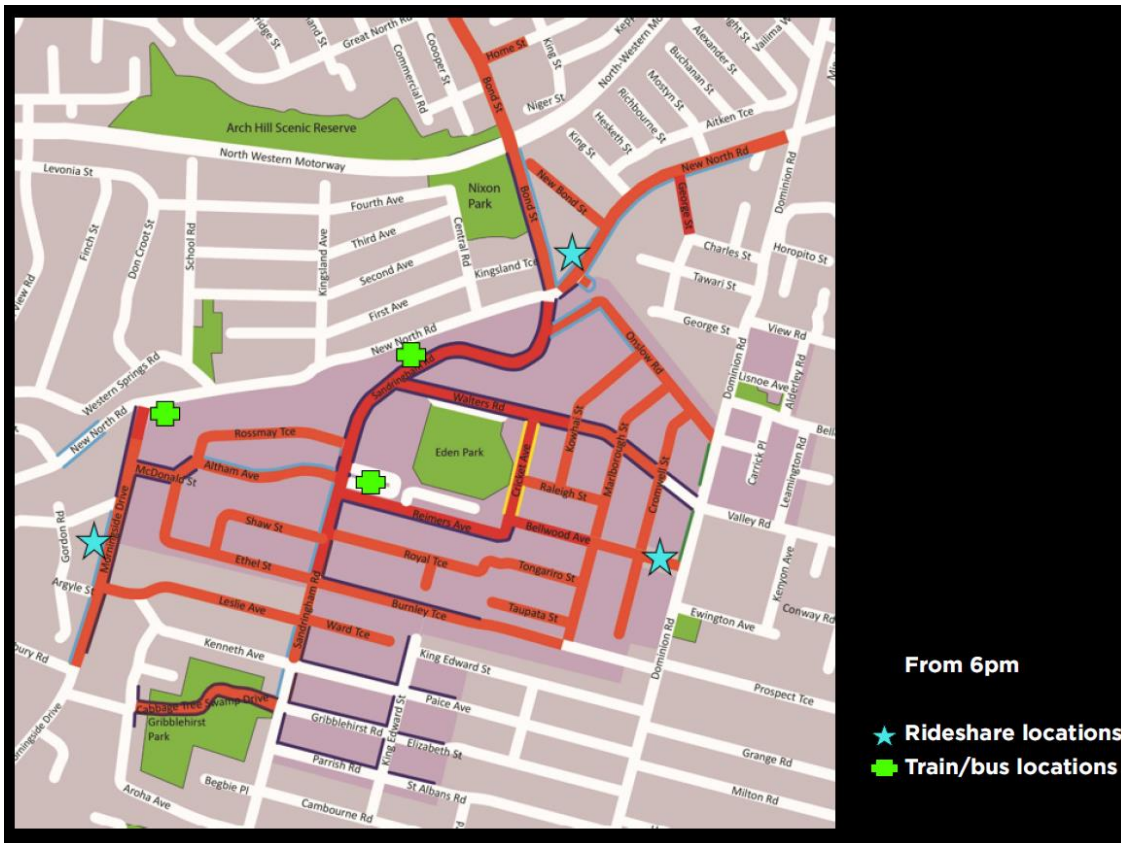


# Appendix C: Concert Traffic Management Plan - Maps

## 1. Pre Event Map (example timings)



## 2. Post Event Map (example timings)



## D. Community Consultation and Communications Management Plan

Eden Park public and 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 residents or other members of the public the opportunity to make contact with the Park. The main elements of the community communication procedures are as follows:

### The Hood

'The Hood' was created in 2017 with the intention of becoming a local membership group initiated by Eden Park to facilitate more engagement between neighbours and the stadium throughout the year. This newsletter is a communication channel whereby neighbours and local businesses can opt into receiving regular updates and information from the venue, including in the lead up to large events. Updates cover matters such as traffic management and detailed maps, community notices, ticket offers and neighbourhood events. The Hood is a valuable digital tool to connect with the local neighbourhood proactively. This channel will be used to inform nearby households and businesses about upcoming concerts including relevant event information with specific regard to any use, and timing, of aerial burst fireworks and explosive sounds within performances. The stadium maintains a bespoke Facebook page for The Hood which is also used as a channel to communicate with the local community and for neighbours to communicate with one another.

### Eden Park Hot Line

Eden Park operates a phone Hot Line, available 24 hours a day, for residents or members 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. The Hot Line is advertised on the Eden Park website and on Resident Newsletters (physical) and in The Hood newsletters (digital).

### Resident Newsletter

Eden Park delivers a Resident Newsletter to all addresses likely to be affected by an event. The newsletter provides relevant information relating to each event, including relevant traffic management details. This also includes an Electronic Direct Mail (EDM) to residents prior to events to ensure a more direct means of correspondence between Eden Park and the neighbourhood. This channel will be used to inform nearby households and businesses about upcoming concerts including relevant event information with specific regard to any use, and timing, of aerial burst fireworks and explosive sounds within performances.

### Website

Eden Park operates a comprehensive website which provides the latest general information and event specific details. All events at Eden Park are listed on the 'What's On' webpage with gate opening times, event start times and any other relevant public information.

### Community Liaison Officer

Contact details for the Eden Park Community Liaison Officer (CLO) are listed on 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 Hot Line number is listed on both Eden Park and Auckland 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 Park's 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.

### 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 participants are invited in collaboration with Auckland Council and the Chair. The membership constitutes a cross-section of local community organisations including the Local Board, Auckland Council, businesses within the general precinct of Eden Park via local business associations, Police, Auckland Transport, and Eden Park representatives. It specifically 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. Invitations to each meeting are distributed by the Chair and any invitations to other individuals or groups to participate in the CLG will be extended by the Chair following consultation with the CLG.

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 effects or general observation associated with 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 where 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 is not enacted, a full explanation will be provided by Eden Park and their subject matter experts.

In regard to distributing information around concerts to the CLG, Eden Park will share scheduling details as soon as practicable at CLG meetings, and if an artist name cannot be shared then concert hold dates will be provided. The CLG will have the opportunity to table and discuss matters relating to effectiveness of concert operations methods that impact the local neighbourhood. Any queries or complaints resulting from CLG members will be responded to by the Community Liaison Officer in the first instance, or in the absence of the CLO a member of the Park's senior management will respond. Responses will be provided in writing, or by phone, typically within a 24-hour period, and shared at the next scheduled CLG meeting.

Consultation on concert matters will be carried out at CLG meetings and in post-event surveys to the community. All feedback will be passed onto the Operations Team and acted upon if necessary, as well as being incorporated into the Community Consultation and Communication Management plan if appropriate.

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.

### Complaints Protocol

Complaints from the public are generally received via the Hot Line, Eden Park's general information email address, or in person at the stadium's Reception. Complaints are logged and the relevant department is notified which initiates an investigation if necessary. An initial response (within 24 hours of lodgement), acknowledging receipt of the complaint, is issued via e-mail or phone for the Hot 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. These complaints are logged and recorded internally on the stadium's system.

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.

Complaints with reference to concerts will be taken seriously and addressed in the same manner. The Chief Executive Officer will also be made aware of these complaints.

### Eviction Protocol

Eden Park takes patron behaviour seriously and holds a strict eviction protocol. Patrons are requested to leave the stadium during an event if they:

- Are intoxicated, or appear to be becoming intoxicated
- Are verbally or physically abusive
- Throw any missile
- Enter or attempt to enter the field of play, or any unauthorised area
- Behave in a disorderly or offensive manner, or a manner contrary to public order
- Attempt to bring a prohibited item into the Stadium
- Breach any part of the terms of the Venue Regulations and Conditions of Entry
- Commit any act deemed a crime in New Zealand Law

Security will undertake the eviction and if required the New Zealand Police will assist and support the Security Team. Once the patron has left the venue, Security continue to monitor their movements as they vacate the stadium precinct. The CCTV operator monitors their movements on camera to ensure they do not attempt to re-enter the venue, and the Operations Team ensure Security take steps to expedite the patron leaving the area to prevent anti-social behaviour.

Eden Park and the New Zealand Police have an agreed process for trespassing, and Eden Park has provided authority for Police to act as an agent on its behalf to provide trespass notices as necessary. If a patron is trespassed, where and if possible, Security will take a photo of their Driver Licence, collect their personal contact details (name, number, address) and issue them with the photo captured along with the issued trespass notice. The patron is then required to sign the notice which is counter-signed by the Operations Manager. The same process as an eviction is then followed.

## Post-Concert Evaluation

Within two weeks of the first concert being held, Eden Park will invite all households within the vicinity of the stadium to gather feedback on the event's management and effectiveness.

Feedback will be sought annually where a concert has been held in the preceding 12-months for the duration of this consent. The findings, as well as data gathered from noise monitoring and traffic management plan, hotline/ complaints process and the Community Liaison Officer, shall be reported to the CLG as soon as practicable and discussed at the next meeting of the CLG.

The minutes of the CLG meeting shall be provided to all households invited to provide feedback. The minutes shall identify those adaptive measures that have been modified/adopted as a result of the feedback provided and provide an explanation of why any adaptive management measure identified in the evaluation has not been adopted.

A summary of this feedback and minutes of the CLG meeting whereby this information was shared, including the adoption or otherwise of any adaptive management measure, shall be provided to the Council's Compliance Monitoring Officer within ten working days of the CLG meeting.

## Annexure: Base Traffic Management Plan – Concerts



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