



City of Westminster

Licensing Sub-Committee Report

Item No:

Date:

25 April 2024

Licensing Ref No:

24/01115/LIPN - New Premises Licence

Title of Report:

UEFA 2024 Champions League Fan Meeting Point
Victoria Embankment Gardens
Villiers Street
London
WC2N 6ND

Report of:

Director of Public Protection and Licensing

Wards involved:

St James's

Policy context:

City of Westminster Statement of Licensing Policy

Financial summary:

None

Report Author:

Roxsana Haq
Senior Licensing Officer

Contact details

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1. Application

1-A Applicant and premises			
Application Type:	New Premises Licence, Licensing Act 2003		
Application received date:	28 February 2024		
Applicant:	Greater London Authority		
Premises:	UEFA 2024 Champions League Fan Meeting Point		
Premises address:	Victoria Embankment Gardens Villiers Street London WC2N 6ND	Ward:	St James's
		Cumulative Impact Area:	None.
		Special Consideration Zone:	West End Buffer SCZ.
Premises description:	<p>The event intends to take place in Victoria Embankment (which is a public highway open to vehicular and cycle traffic) and the Victoria Embankment Gardens, Whitehall Gardens and MOD Gardens. (which are a series of gardens on the north side of the River Thames between Blackfriars Bridge and Westminster Bridge in London).</p> <p>This applicant seeks a time limited licence for the UEFA 2024 Champions League final held on 01 June 2024.</p>		
Premises licence history:	This is an application for a new premises licence. There have been several events at these premises however this application is for a stand-alone event.		
Applicant submissions:	<p>The applicant has provided the following submissions:</p> <ul style="list-style-type: none"> • Licensing Objectives document • Proposed conditions • Consultation letter • Mediation letters <p>A number of other documents have been submitted by the applicant however these are confidential for security purposes and will not be made public.</p>		
Applicant amendments:	The applicant has withdrawn their request for adult entertainment.		

1-B Proposed licensable activities and hours							
Plays:	Indoors, outdoors or both						Both
Day:	Mon	Tues	Wed	Thur	Fri	Sat	Sun
Start:	N/A	N/A	N/A	N/A	N/A	10:00	N/A
End:	N/A	N/A	N/A	N/A	N/A	21:30	N/A
Seasonal variations/ Non-standard timings:	None.						

Films:				Indoors, outdoors or both			Both
Day:	Mon	Tues	Wed	Thur	Fri	Sat	Sun
Start:	N/A	N/A	N/A	N/A	N/A	10:00	N/A
End:	N/A	N/A	N/A	N/A	N/A	21:30	N/A
Seasonal variations/ Non-standard timings:		None.					

Live music:				Indoors, outdoors or both			Both
Day:	Mon	Tues	Wed	Thur	Fri	Sat	Sun
Start:	N/A	N/A	N/A	N/A	N/A	10:00	N/A
End:	N/A	N/A	N/A	N/A	N/A	21:30	N/A
Seasonal variations/ Non-standard timings:		None.					

Recorded music:				Indoors, outdoors or both			Both
Day:	Mon	Tues	Wed	Thur	Fri	Sat	Sun
Start:	N/A	N/A	N/A	N/A	N/A	10:00	N/A
End:	N/A	N/A	N/A	N/A	N/A	21:30	N/A
Seasonal variations/ Non-standard timings:		None.					

Performance of dance:				Indoors, outdoors or both			Both
Day:	Mon	Tues	Wed	Thur	Fri	Sat	Sun
Start:	N/A	N/A	N/A	N/A	N/A	10:00	N/A
End:	N/A	N/A	N/A	N/A	N/A	21:30	N/A
Seasonal variations/ Non-standard timings:		None.					

Anything of a similar description to live music, recorded music or performance of dance:				Indoors, outdoors or both			Both
Day:	Mon	Tues	Wed	Thur	Fri	Sat	Sun
Start:	N/A	N/A	N/A	N/A	N/A	10:00	N/A
End:	N/A	N/A	N/A	N/A	N/A	21:30	N/A
Seasonal variations/ Non-standard timings:		None.					

Sale by retail of alcohol				On or off sales or both:			
Day:	Mon	Tues	Wed	Thur	Fri	Sat	Sun
Start:	N/A	N/A	N/A	N/A	N/A	10:00	N/A
End:	N/A	N/A	N/A	N/A	N/A	21:30	N/A
Seasonal variations/ Non-standard timings:		Saturday 10:00 to 21:30 or 15 mins into the second half of the match whichever is the latter.					

Hours premises are open to the public							
Day:	Mon	Tues	Wed	Thur	Fri	Sat	Sun
Start:	N/A	N/A	N/A	N/A	N/A	10:00	N/A
End:	N/A	N/A	N/A	N/A	N/A	21:30	N/A
Seasonal variations/ Non-standard timings:		Saturday 10:00 to 21:30 or 15 mins into the second half of the match whichever is the latter.					
Adult Entertainment:		None.					

2. Representations

2-A Responsible Authorities	
Responsible Authority:	Environmental Health Service
Representative:	Anil Drayan
Received:	27 March 2024
<p>UEFA 2024 CHAMPIONS LEAGUE FAN MEETING POINT, VICTORIA EMBANKMENT GARDENS.</p> <p>I refer to the application for a time limited Premises Licence at the above premises on 01/06/2024.</p> <p>The following licensable activities are being sought:</p> <ol style="list-style-type: none"> Regulated Entertainments on Saturday 1 June 2024 between 10:00 to 21:30 hours; <ul style="list-style-type: none"> Plays Films Live Music Recorded Music Performance of Dance Anything similar to Live Music, Recorded Music and Performance of Dance Supply of Alcohol on Saturday 1 June 2024 between 10:00 to 21:30 hours or 15 mins into the second half of the match whichever is the latter <p>I wish to make the following representations based on the operating schedule and plans submitted:</p> <ol style="list-style-type: none"> The Regulated Entertainments sought and for the times requested may lead to an increase in Public Nuisance in the area and impact on Public Safety The Supply of Alcohol and for the times requested may lead to an increase in Public Nuisance in the area and impact on Public Safety <p>Environmental Health also makes the following further comments:</p> <ul style="list-style-type: none"> The applicant has submitted a comprehensive list of conditions and additional information which on initial assessment appear to be satisfactory. Nevertheless due to the nature of the event and its potential impact over a wide area. <p>Environmental Health feels the matter should be placed for consideration before the Licensing Sub-Committee for determination and shall therefore wait to withdraw its representations at Committee so that it can first take part in any discussions that might be held there.</p> <p>If you require further advice or information please contact me.</p>	

2-B Other Persons			
Name:		[REDACTED]	
Address and/or Residents Association:		[REDACTED] [REDACTED]	
Status:	Valid	In support or objection:	OBJECTION
Received:	24 Mar 2024		

I am writing on behalf of [REDACTED] to strongly object to the above Licensing Application submitted by the GLA for the period 21/04/2024- 02/06/2024. I trust the start date is a typo and should surely read 21/05/2024.

The application is to use this area as a Fan Base for supporters of one of the finalist teams in the UEFA Champions League Final, taking place at Wembley Stadium on Saturday 1st June.

We fully support our local residents and businesses who have grave concerns about this area being used to host a 'Fan Base' with an expected number of 29,999 fans visiting it on 1st June. The event is not fully ticketed and that number could be increased, causing even more congestion than the applicant expects.

Other events are being held in the immediate vicinity on that Saturday, on Horseguards Parade and in Trafalgar Square which will swell the numbers of visitors further, causing even more disruption.

UEFA Fans will be expected to make their way to Wembley Stadium by public transport and may converge with rival fans who are gathering in Hyde Park. Both groups will by then have had access to alcohol which will undoubtedly enflame the situation and is another serious concern.

The area has a large number of residents, hotels, restaurants and other businesses all of which will be severely impacted by road closures on the day and during the setting up and dismantling period.

Victoria Embankment Gardens is a hugely popular green space for locals and tourists alike, who visit it to enjoy a beautiful and peaceful oasis in an extremely busy part of Westminster. Access will be denied to them during this time.

In other cities that have hosted this and similar events, it has been custom and practice, from past experiences, to have one Fan Zone near to the stadium. This should be considered by the applicant to ensure that problems with rival fans which can have a harmful effect on members of the public as well as the fans, are kept to a bare minimum.

For all these reasons, this venue and location is wholly unsuitable to host the event and my ward colleagues and I recommend it is refused by the Licensing Committee.

Name:		[REDACTED]	
Address and/or Residents Association:		[REDACTED] [REDACTED]	
Status:	Valid	In support or objection:	OBJECTION
Received:	22 Mar 2024		

Dear Westminster Licensing Authority,

I am writing to express my objection to the proposed license application for a Champions League final fan zone event on the Embankment on the basis of:

- Prevention of public nuisance
- Prevention of crime and disorder
- Public safety
- Protection of children from harm

As a local resident, I was horrified to receive a letter from the GLA at the end of February suggesting that such a large-scale, alcohol-fuelled event was being planned at the bottom of our street. Given our proximity to Trafalgar Square, we are, time and time again, subjected to many public events in the area. However, we have never seen ones of this scale, planned at such short notice, with such little concrete information and poor communication with the organisers.

There are a multitude of reasons for why I have serious concerns about this event which I will detail below. I would also be more than happy to make representations in person, before the licensing committee, to provide more detail and answer any questions.

Euro 2021

In July 2021, I personally experienced the lack of planning, security and safety at the hands of LS Events and UEFA as an unsuspecting fan. Given England's successes that summer, I was delighted when I was invited as a guest to watch the screening of the final in Trafalgar Square. Despite COVID-19, the event was advertised as being safe and well-planned. However, what I experienced on the day was far from it. Hours before the match, we all witnessed the drunken chaos and violence scenes in and around Leicester Square.

On arrival in Trafalgar Square, all appeared to be safe however prior to kick off I personally saw fans without tickets trying to break into the fan zone and glass bottles being thrown from outside the barriers. [REDACTED] in attendance, we were terrified. The police and on-site event management staff had little to no control of the events and their only advice was to move a bit further forward. When it became clear during the penalties that England might not win, our fears increased. The situation was capable of changing very quickly in the event of a loss and I distinctly remember having to sprint from the fan zone down towards Lambeth Bridge to get away from the fans for our own personal safety.

Having reviewed the licensing application¹ for the event back in 2021, I wanted to draw your attention to a number of factors:

- Capacity: the license granted in 2021 was for a capacity of no more than 12,500 and security and control of the event on the day of the final was lacking. The events proposed in June 2024 are for significantly greater numbers – 19,999 in Trafalgar Square and 29,999 on Embankment.
- Alcohol Sales: the Committee raised concerns about the presence of cans and bottles in the fan zone and noted that no drinks should be served in glass containers at any time and that no alcohol was allowed to be brought into the fan zone by members of the public. This did not prevent angry thugs on the perimeters of the fan zone throwing glass into the area.

• Planning: the following is a direct quote from the Meeting of the Licensing Sub-Committee on 22 April 2021:

“████████ confirmed that there has been extensive planning for the fan zone which began in August 2020 and a wealth of consultation. This culminated in planning monthly meetings, pre-app meetings, individual meetings with the Police and responsible authorities. The licensing operational and planning ground have been convened and met and will continue to meet. He confirmed also that consultations with the local community has been carried out, key neighbour meetings by the GLA. The consultation has helped form the application – conditions and management plan.”

This shows that in 2020, almost a year of planning and consultation went into an event which created chaos in London. By contrast, UEFA confirmed on 17 June 2020 that the Champion’s League final would be held in London. The application was not made public until the end of February 2024 with scarce information provided in the letter from the GLA. This letter only referenced the site in Embankment and we were never formally notified of the additional proposals for Trafalgar Square and Hyde Park. Communication with the designated Business & Residents Liaison, ██████████, at LS Events has been poor with frequent delays and vague answers to our concerns. I have enclosed my communications with him as an appendix to this letter.

While a neighbour meeting is now planned for 20 March 2024, this has not been widely circulated, many people are missing from the invite (which incidentally breaches GDPR as the invitees have not been bcc’d) and it has been booked in perilously close to the deadline for objections to this application. As a resident, I feel that the organisers have been trying to obfuscate the process – delays in answers which, when they are provided, contain no detail, no certainty and no reassurance for our safety and security as residents, let alone those of the ordinary members of the public who will also be impacted. Moreover, we are less than three months away and the plans are still vague – a far cry from the “extensive planning” which supposedly took place in 2020.

• **Lessons Learned:** As previously mentioned, the events planned in June 2024 are significantly larger than in July 2021. The license application does not address the need for the organisers to learn the lessons from July 2021. It does not detail additional measures being put in place to prevent the scenes we witnessed in Trafalgar Square, not to mention the scenes of people storming Wembley that same day.

2022 and 2023 UEFA Champions League Final

Further to the above, it is clear that UEFA has a poor track record of managing fans on these important match days. The scenes in Saint-Denis in 2022 are well-documented. Moreover, a class action on behalf of Liverpool FC fans against UEFA is still pending. One of the clear aims of this suit is to provide assurances of safety for events in the future, given the clear failings of UEFA that day.

In 2023, scenes were repeated in Istanbul. “UEFA had organised fan zones at either end of the stadium, and City fans spoke of this being well-organised until one of three bars ran out of beer at 6pm – four hours before the start of the game – causing a crush.”² This shows that the situation in a fan zone, particularly in the presence of alcohol, can turn on a knifeedge. UEFA has failed time and time again to demonstrate any capabilities of managing these crowds.

Furthermore, I am concerned that the license application in question does not address the previous events in 2022 or 2023 whatsoever. It does not demonstrate the need for change or improvement. As a local resident, I hope you can understand why I would have major concerns that an even larger scale event is being planned by organisers who have demonstrated clear failings in three consecutive years when you include the Euro 2020 final.

Respect for the Application Process

While I am a layperson and my knowledge and understanding of the licensing application process may be limited, I would assume that events without a license should not be advertised to the public. We received the March Edition of the *Your Westminster* magazine through our letterbox and were surprised to see the Hyde Park fan zone being advertised as an upcoming local event when, to date, the event license has not yet been granted. The advert did not have a footnote stating that this was subject to approval or with a license pending. As a local resident, this calls into question whether these events are a *fait-accomplis* or whether our concerns as part of this consultation will be taken seriously.

Local Community

In addition to my own personal safety, I also have concerns for the local community. The Champion's League final falls during school holidays, a time when the area is full of tourists and particularly families with young children. Given the lack of forward-planning for these events, I am concerned that many unsuspecting families will find themselves caught in the chaos on the day. Local tourist sites will be overrun with masses of fans under the influence of alcohol, completely changing the dynamic of the area for visitors.

Moreover, the proposed closure of Embankment will also increase traffic in the area and have a serious knock-on effect to access to St Thomas' Hospital which serves the local community.

Lastly, we were all witnesses to the chaos of the events on New Year's Eve. From fake wristbands to overcrowding and violence, the situation was far from controlled that day. Notably, the New Year's Eve party does not have a license to serve alcohol and is for a much shorter time period. The proposed event in June 2024 is all-day, with alcohol consumption being encouraged from the morning for fans who will then either traverse to Wembley under the influence or stay and watch the game.

Other Events in the Area

I would also like to draw your attention to other planned events in the area. The Major General's Review, ahead of the Trooping of the Colour, has already been planned for the same day. This ticketed event is a major draw for members of the public and is in exceptionally close proximity to the proposed fan zones in Trafalgar Square and Embankment. Hosting three events in such close proximity is an exceptional demand on an already over-stretched police force. Having read the license application in full, key safety and security planning appears to have been deferred to the Safety Advisory Group.

However, there is no information of what this means or what plans are in place. I am unclear as to how it is possible to manage all these crowds, and still retain police to be ready available to support the local residents and businesses in the area. Additionally, given the weekly occurrence of political protests in the area, it remains unclear how the police and Safety Advisory Group intend to deal with a spontaneous protest occurring in the vicinity. I can't see how it would be possible to guarantee the security of these three to four events when it is abundantly clear that the convergence of crowds will be completely unmanageable.

Meeting on 20 March

I attended a briefing call with the GLA, LS Events and local residents and businesses on 20 March. This was the first attempt at formal engagement by the organisers with the local residents and businesses. As previously mentioned, there was a major breach in GDPR by sharing the email addresses of all residents and local businesses but that's an aside. There was a uniform response of serious concern for safety on the call. We were rushed through a security briefing with maps shown on screen for about 10 seconds and told that everything would be fine with no concrete evidence or certainty in the planning process. The organisers had no clue of the content of their application – they denied that they requested a license for adult entertainment when it is clearly stated on the documents (suggesting that either they don't know how to complete a license application or that the document was copy and

pastored from previous events without careful consideration for 1 June).

More concerningly, all issues raised regarding anti-social behaviour, violence, drunken behaviour and overcrowding were brushed under the carpet. We were advised that detailed security planning would only take place after the license was granted. In summary, we were advised the following:

- **The planning was so last minute because of COVID-19:** despite the date of the match being confirmed in June 2020 (during the pandemic).
- **Location:** other than Hyde Park, Embankment was deemed the only open space in London suitable for holding such an event. All other parks, pedestrian areas and football stadiums were ruled out with no logical reasoning shared. When asked if Arsenal would host, should they make it to the final, it seemed that this would be considered as an additional venue rather than a replacement for Embankment.
- **Transport to Wembley:** the organisers saw no issue with fans from one team travelling from Hyde Park to Wembley and the others from Embankment, suggesting they could somehow guarantee they would take different tube lines. This is incredibly naïve and calls into question their understanding of public safety. From both fan zone locations, Google Maps clearly suggests taking the Jubilee line and I think it's clear we have a huge risk to public safety by having the convergence of two (alcohol-fuelled) teams on the London transport network.
- **Estimated numbers are based on UEFA predications:** despite UEFA having no track record of managing expected numbers as seen in Euro 2020 Final in London, the 40,000 fake tickets in France 2022 and the overcrowding in Turkey in 2023.
- **Ticketing:** these events will not be ticketed and the organisers assume only match ticket holders will attend despite two English teams still being in the running for the event. The organisers showed naïve reliance on the fact that only match ticket holders would attend when we have seen time and time again that non-ticket holders will find ways to get in. There was no proposed way of controlling this and preventing it from descending into chaos.
- **Alcohol:** they saw no contraindication of serving alcohol from 12:00pm for an 8:00pm kick off, in such close proximity to a "family friendly" event in Trafalgar Square. I have serious concerns for public safety and the protection of children from harm on this point as the event falls during school holidays when the area is packed with young families exploring the sites.
- **Security:** the organisers seemed heavily reliant on the fact that they would have 600 marshals in the area to prevent crime. Given the scenes witnessed at previous UEFA finals, this clearly isn't sufficient and they would have no legal powers to deal with violence, crime and disorderly behaviour.
- **Current Terror Threat Levels in London:** they are working to *try* and mitigate a threat but saw no real concern about gathering this many people in one place given the terror threat levels in London. This is of particular concern given the public threats being made in neighbouring councils to schools.
- **Anticipated increase in wait time to access local hospitals:** to date, calculations have not been made on how much longer it will take for locals to access the nearest hospital and they will rely on TFL to deal with this which is unacceptable.
- **Benefit:** the organisers were unable to state what the benefit of the fan zone event was, beyond the expected £50 million additional revenue through tourism of hosting the Final in London. This does not correlate to the benefit of hosting the fan zone event to which this license application pertains. Beyond stating that it was a host city obligation, the organisers could not state one benefit that outweighed the number of dangers, risks and concerns for residents, local businesses and members of the public.
- **Payment:** after pushing the organisers multiple times, they admitted that the GLA will be earning a pitch fee for all vendors in the area, so they are the only ones making a benefit from this event which is clearly financial. They said that it would be offset by costs but wouldn't be able to confirm this until after the event. This calls into question the integrity of the event.

Personal Impact Statement

Before I conclude, it's important for me to address that the additional personal impact of planning such a large-scale event at such short notice. My [REDACTED] is due to be taking place on 1 June in Westminster. When booking the event last summer, we were informed that

while the Champions League Final was taking place that day it was in Wembley and no fan zone applications had been submitted for 1 June. Given the distance from Whitehall to Wembley, [REDACTED] comfort [REDACTED] [REDACTED] in the area.

We now find ourselves clamouring to make alternative plans, including drastic changes to arrangements for our suppliers through to guest transportation. We want to ensure the safety and security of all those attending [REDACTED]. We had booked a fleet of black cabs for all our guests well before any license applications were made. We are now being advised by LS Events, through our [REDACTED] venue, that we should change our prebooked means of transport to something which would suit their arrangements at significant cost to us. Not to mention, we will have the ongoing worry in the build-up and during our [REDACTED] [REDACTED] itself of what might happen should the event plans be subject to change. There is no clear certainty in the applications as they stand in order for us to make firm arrangements and guarantee the safety of our nearest and dearest.

Had we been made aware of the application, we would never have voluntarily taken on the responsibility of the welfare of these [REDACTED] on this particular date (not to mention the risk of additional expenditure). Our closest family and friends are flying in from abroad to celebrate [REDACTED] with us, and we now feel personally responsible for their security amongst the proposed chaos being planned. The final date was confirmed in June 2020, however the application was only submitted almost three months before the event. This shows the clear disregard that UEFA, LS Events and the GLA have for the impact on people's lives. When I asked [REDACTED] why the application had been submitted so late, the response I received was "Due to Covid -19 the final was delayed a year which meant that the GLA was required to re-align its resourcing and planning with UEFA's new event schedule." This is completely unsatisfactory and does not address the question at all. The applicants for this license have had **four years** to make their plans known. This would have given local residents, businesses, tourists etc, ample time to plan around it. Instead, [REDACTED] are having to deal with concerns for security in the buildup to [REDACTED]. Thank you very much for your consideration of my letter. I hope that you will see reason and help us to preserve the safety and security of the area.

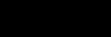
Attachment from [REDACTED]



Re: Victoria Embankment License Application - 1 June



Thu, 7 Mar at 09:59

Hi 

Apologies for the delay, I have been off sick with the worst chest infection known to mankind.

I will respond to this email over the next 24 hours, I'm really very sorry, I am not intentionally stalling you I give you my word.


Back in touch asap.

Cheers



On Tue, 5 Mar 2024 at 10:49,  wrote:

Hi 

Thank you for your email. While I appreciate I sent 13 questions, they are pretty standard queries which are shared by fellow residents and businesses in the area.  especially at such short notice, would have given careful consideration to the impact on residents and businesses and therefore would have thought of these issues as part of the planning proposal.

The date of Champions League Final was confirmed almost four years ago - so there are two clear avenues here:

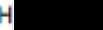
1. LS Events/UEFA has only just decided to host such an event - which is concerning in itself as it shows little thought has been put into the knock on effect of the proposal and therefore have not yet consulted GLA, the Mayor's Office or the local police yet;
2. Or this event has been in the pipeline for months or years, yet a last minute planning application has gone through to limit what residents and businesses can say in response and LS Events/UEFA hope that we won't be able to garner enough people to object.

The fact that you address yourself as an employee "delivering the event production", and not the proposed event, implies that it is a fait accompli and that the production is already in progress. Please confirm if this is the case?

Best wishes,



On Tue, 5 Mar 2024 at 08:03,  wrote:

Hi 

Hope you are well today.

Regarding having the answers to hand already, there are thirteen questions here including topics such as compensation, policing, security measures and formal objections amongst others. Some of these are topics that would merit fairly detailed responses on their own, and as such do not really fall into the category of standard questions. It would be very unusual for any Business & Resident Manager to have the answers to all of these questions to hand.

I wouldn't want to offend you or discredit my own professional integrity by providing you with stock answers that don't provide the appropriate level of detail.

Please note I work for LS events who are delivering the event production, I don't work for the GLA, Mayor's Office or any government body, so some level of consultation is inevitable, especially on this level of

questioning.

I will respond as quickly as possible.

Thanks

[REDACTED]

On Mon, 4 Mar 2024 at 10:37, [REDACTED] wrote:

Dear [REDACTED]

Thank you for your note. I live by Embankment Station so this will be incredibly disruptive.

I have to say I'm a little surprised and disappointed that as Business & Resident Manager you didn't have these answers to hand already, as they're pretty standard queries which most residents and local businesses would have given the extremely high levels of disruption being proposed.

Best wishes,

[REDACTED]

On Mon, 4 Mar 2024 at 08:00, [REDACTED] wrote:

Hi [REDACTED]

I hope you are had a pleasant weekend.

I am still awaiting information from notable stakeholders - most notably the GLA - to be able to respond to your email in full.

In the meantime, could you give me an idea of where you reside ? An approximate area or street name is fine if you are not comfortable giving me your address. This will help me inform my response.

Best regards

[REDACTED]

On Mon, 26 Feb 2024 at 16:19, [REDACTED] wrote:

Good afternoon,

I am writing regarding a surprising letter I received today regarding the proposed fan zone for the Champions League Final on 1 June 2024.

I am shocked and disheartened, as a local resident, that this is being proposed and planned at such short notice with little regard given to the residents and businesses in the area - many of whom have not been notified. Moreover, I don't understand why such an event is being proposed as an all day, alcohol induced affair when we have seen the lack of control and illegal activities that have occurred at similar events in this area in the past. From the Euros Final to the World Cup, these zones (ticketed or not) attract people who purely want to cause disruption causing a danger to the public. We've seen glass being thrown, fights breaking out and unacceptable anti-social behaviour time and time again, with the police showing no control. We constantly have to deal with the aftermath while the Mayor shows preferential treatment to these unnecessary and endless (often alcohol fuelled) "social" engagements.

Please kindly and urgently confirm in writing:

- Why has this application been submitted and circulated so last minute, when the Final was awarded to London four years ago in **June 2020**?
- Is this a proposal or has it already been approved by the Mayor without sincere and thorough consultation of the local residents and businesses?
- Why is the event an all day affair when the match is not until 7:30pm on the other side of London? Why aren't fan zones in areas closer to the match being considered
- Will alcohol be served all day from 11:30am and what safety measures are being put in place for the inevitable anti-social behaviour that will ensue
- Why wasn't a map included to clearly demark the road closures rather than vaguely suggesting

which roads "may be affected"? i.e. are Whitehall, Parliament Square, Trafalgar Square etc due to be closed as well?

- Will parking be suspended as on NYE or does the application only seek to close the roads?
- What consideration is being given to the knock on effect given the existing road closures around Admiralty Arch, Horse Guards Road etc - especially as the rehearsal for the Trooping of the Colour is taking place on the same date - or is the intention to bring all of Central London to a standstill again
- What compensation measures are being proposed for local residents when weekend after weekend we are prevented from going about their daily lives because of the endless amount of road closures and events in this area
- How will access be granted to residents, businesses and guests of hotels in the area?
- What security measures are being put in place to ensure the safety of residents and businesses?
- How will policing in the area be affected, especially if the weekly protests we've seen are still going on by then?
- What is the incentive for a fan zone when there is not even confirmation of a London team being in the Final yet? And even if a London team made it to the final, why can't their local stadium and surrounding area be used for such an event
- When and where will formal objections be possible and will they be published to hold the Mayor and the Greater London Authority to account.

Best regards,

[Redacted]

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[Redacted]

UCLF Business & Resident Manager | He/Him

[Redacted]

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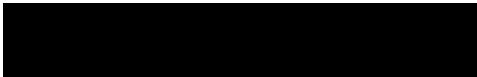


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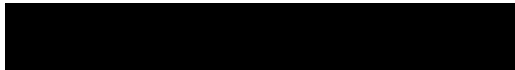


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Re: Victoria Embankment License Application - 1 June



Thu, 14 Mar at 10:54

Hi [Redacted]

Hope you are well.

First of all I must apologise for the late reply, I have been quite ill and I also needed GLA feedback on certain questions.

To make life easier I am responding to the questions as they were written. On your question regarding formal objections, you have until March 26th to do this, so another 12 days. The licence can be viewed and commented on here - <https://www.westminster.gov.uk/Licensing>.

Other information you may find useful:

The GLA as the Host City is responsible for the delivery of events in London on behalf of UEFA. LS Events is the event production company appointed by the GLA. Multi- Agency meetings have been taking place with London stakeholders such as the local authorities, emergency services, police and Transport for London since August last year, all of which are sighted and on board with the proposals we are now putting through public consultation.

The GLA team has been in place since August 2023. The GLA has been working with London stakeholders such as the local authorities, emergency services, police and Transport for London, all of which are sighted and on board with the proposals we are now putting through public consultation. The GLA is following the Westminster City Council procedures and timelines for license applications for events.

Why has this application been submitted and circulated so last minute, when the Final was awarded to London four years ago in June 2020?

Due to Covid -19 the final was delayed a year which meant that the GLA was required to re-align its resourcing and planning with UEFA's new event schedule.

Is this a proposal or has it already been approved by the Mayor without sincere and thorough consultation of the local residents and businesses

The GLA is following the Westminster City Council procedures and timelines for license applications for events. It is the licensing authority that gives permission for these events to take place, not the Mayor of London.

Why is the event an all day affair when the match is not until 7:30pm on the other side of London? Why aren't fan zones in areas closer to the match being considered

Several sites across London have been considered with regards to the Fan Meeting Points in consultation with London stakeholders. These sites have been selected as they offer a large capacity and good transport links to Wembley Stadium. These sites are designed to offer ticketed fans the opportunity for somewhere to gather ahead of the match taking place.

Will alcohol be served all day from 11:30am and what safety measures are being put in place for the inevitable anti-social behaviour that will ensue

The GLA is working closely with LS Events, the Met Police and other key stakeholders to ensure that anti-social behaviour is at a minimum and swiftly dealt with. The amount of alcohol served to customers will be limited, the guidelines for which are currently being discussed in the safety advisory group.

Why wasn't a map included to clearly demark the road closures rather than vaguely suggesting which roads "may be

affected"? i.e. are Whitehall, Parliament Square, Trafalgar Square etc due to be closed as well?

The GLA is working closely with Westminster City Council to ensure that plans for both events are deconflicted and reduce the amount of disruption in the area.

Will parking be suspended as on NYE or does the application only seek to close the roads?

Some parking suspensions may be implemented as part of the planning process. I can advise you on that at a later date.

What consideration is being given to the knock on effect given the existing road closures around Admiralty Arch, Horse Guards Road etc - especially as the rehearsal for the Trooping of the Colour is taking place on the same date - or is the intention to bring all of Central London to a standstill again

The GLA is working closely with Westminster City Council to ensure that plans for both events are deconflicted and reduce the amount of disruption in the area.

What compensation measures are being proposed for local residents when weekend after weekend we are prevented from going about their daily lives because of the endless amount of road closures and events in this area

As part of our event management plans, we will ensure that business and residents can get access to their properties throughout the duration of these events.

How will access be granted to residents, businesses and guests of hotels in the area?

A full mobility plan is being delivered as part of the planning process. I can update you on that soon.

What security measures are being put in place to ensure the safety of residents and businesses?

A full security deployment plan is being delivered as part of the planning process. I can also update you on that soon.

How will policing in the area be affected, especially if the weekly protests we've seen are still going on by then?

The GLA is working closely with the MPS to ensure that policing and crowd management plans support the safety of the events and protests that may be taking place that weekend.

What is the incentive for a fan zone when there is not even confirmation of a London team being in the Final yet? And even if a London team made it to the final, why can't their local stadium and surrounding area be used for such an event.

The GLA is working with UEFA to understand the take up from the finalist teams as the Champions League tournament progresses. The team is also speaking to relevant London football clubs about what they can offer in support of the event.

When and where will formal objections be possible and will they be published to hold the Mayor and the Greater London Authority to account.

The GLA is following the Westminster City Council procedures and timelines for license applications for events. For more information on the application and procedure please visit www.westminster.gov.uk/Licensing

Any further questions please don't hesitate to contact me.

Best regards,

[Redacted Signature]

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[Redacted Name]
UCLF Business & Resident Manager | He/Him

Name:		[REDACTED]	
Address and/or Residents Association:		[REDACTED] [REDACTED] [REDACTED] [REDACTED]	
Status:	Valid	In support or objection:	OBJECTION
Received:	24 Mar 2024		

It is difficult to comment on much of this application by the deadline, today, because it is redacted.

Additionally plans to do with alcohol, adverse weather, crowd management, noise management, sanitary provisions, security and crime reduction, terms and conditions of entry and waste management, among many other plans, will not be available until the 1st April.

All of these issues are greatly concerning to me as a local resident in [REDACTED] which already experiences a great deal of anti social behaviour on normal evenings and weekends without this huge influx of 30,000 extra un-ticketed people. I believe that this lack of tickets will also encourage violent rival club fans to challenge each other unhindered, having been able to drink from 10am onwards.

Also I believe proximity to the Jubilee line is a priority for ticketed fans to get to Wembley - why not hold this in Green Park then? It's far more spacious and does not have the close residential nature of the environs around Embankment and Westminster Gardens, which are GARDENS after all, not Parks.

Finally adequate sanitary arrangements are of a particular concern given the long period for which drinks will be served we already experience problems regularly with urination and worse on our streets, particularly when there are large festivals in Trafalgar Square.

Please turn down this application or move it to another venue.

Thank you.

Name:		[REDACTED]	
Address and/or Residents Association:		[REDACTED] [REDACTED] [REDACTED]	
Status:	Valid	In support or objection:	OBJECTION
Received:	27 Mar 2024		

I strongly oppose the proposed fan zone as a resident [REDACTED] due to my concerns about the potential disruptions it will cause.

The application lacks crucial details, fails to address risks to residents and businesses, and doesn't meet policy objectives.

Of particular concern are issues like disorderly behaviour and violence, with unclear plans for mitigation. The rushed nature of the application, vague management approaches, and dismissive responses during consultation are also of concern to me.

The logistical challenges of the Embankment location and the lack of public interest make me also question the suitability of the site. I urge the licensing authority to reconsider, emphasising the importance of public safety and community support.

Name:		[REDACTED]	
Address and/or Residents Association:		[REDACTED]	
Status:	Valid	In support or objection:	OBJECTION
Received:	27 Mar 2024		

I have grave concerns about this application. Receipt of the GLA notification setting out the nature of the plans has caused serious distress to myself and my family. We are frightened to think this could be permitted in the environs where we live. What is proposed poses a significant risk to our safety and property.

I live on [REDACTED] with my [REDACTED]. It is often difficult to explain to people just how much we can be in the frontline of disorder in this street when things go wrong. There are two scenarios when living in this street causes us to fear for our safety and property. Firstly the annual New Year's Eve fireworks and secondly when there is a major football match at Wembley and fans congregate in the area around Trafalgar Square. On each of these occasions we are frightened because we have seen just how perilous our situation is and how there is simply no question of the police being able to prevent the sort of disorder that can occur no matter how thorough the planning.

Simply put we are in the frontline when trouble occurs. This application proposes to place on our doorstep a scenario which combines the very worst of what can go wrong with football supporters and the New Year's Eve celebrations.

Just three months ago on New Year's Eve the security barriers at the top of Craven Street were breached and the street invaded by hundreds of people charging for the security barriers at the bottom of our street. It was a scene of carnage and left those of us at home that evening in fear for our lives and property not knowing what could happen or when we would be safe again. The security personnel which had been assigned to the gates put up zero defence to the crowds. This is something living on this street we have known for many years – security personnel hired for events offer zero protection against unrest.

The NYE event is organised by the GLA and we have been assured that an investigation into the events of that night will take place and "lessons learnt".

That investigation has not yet concluded and we are no closer to knowing what, if anything, could be done to prevent it recurring in the future. Now it has happened once we believe it is much more likely to occur in the future. We also know that a significant factor was the prevalence of people showing up with fake tickets for the event which most probably they would believe to have been genuine. The idea that ticketed events are in some way safer should be dismissed, indeed professional criminals are now targeting ticketed events such as what is proposed by this application selling fake tickets. Trouble then soon starts when groups are turned away or in the case of NYE long queues begin to form and genuine ticket holders become infuriated by waiting for hours on end without gaining entry. These are precisely some of the issues this UEFA event will be inviting to return to our street with the construction of one of four entrances to the event just a few yards down the road from our front door on Northumberland Avenue.

In 2021 the Euro finals were held at Wembley and Trafalgar Square played host to a fan zone with a capacity of just 1,000 people. Despite this there was serious unrest at the semi-final stage where groups from outside the zone threw glass bottles into the zone and those in the zone were found jumping on the tables and throwing beer over each other in celebration of goals. At the final stage events took a more sinister turn when more organised groups descended on the area intent on causing serious unrest following the defeat of England by Italy. The scenes were post-apocalyptic with the police unable to contain the violence and the troubles continuing long into the night. That was one of the most frightening times of our lives

for us here on Craven Street and again we felt utterly helpless with no prospect of order being returned to our streets for many hours.

When these sort of scenes occur the only means by which the police can begin to contain the spread of disorder is by the use of Territorial Support Group officers who dressed in full riot protection gear are able to construct police lines and attempt to regain control. Ordinary uniformed police and obviously the sort of security staff proposed in the planning of this event in Victoria Embankment offer no protection whatsoever to groups intent on causing disorder.

The threat of crime and disorder, threat to public safety, threat to public nuisance and threat to children (including my own) posed by this event are significant. UEFA Champions League finals and serious disorder go hand-in-hand as demonstrated by the two most recent final games in Paris and Istanbul. It is utterly irresponsible to suggest there is a number of security staff or a level of planning which could mitigate this risk. When a mob decides it wants to go on the rampage there is very little that can be done in the short term. That is why in the long term planning and at this application stage we must identify this risk as material and on the basis of previous evidence, probable, and reach the conclusion that it demonstrably falls foul of all four licensing policy considerations.

Anyone considering granting this application could only be doing so by turning a blind eye to the very real risks at play and implying that we must hope for the best. That is not good enough for myself, my family and my neighbours; we cannot just watch from afar and hope for the best knowing that if trouble should occur there is nothing that can be done to quell it until many hours have passed and significant harm to people and property has taken place.

I would like to finish by referring to material uncertainties. It is simply not good enough that a licence for this event be granted on the basis that everything will be ok so long as everything goes to plan. The proposals are completely absent any consideration or contingencies for the kind of serious unrest we have experienced previously. The following uncertainties are all significant risks which cannot be mitigated against and will exist unanswered at the point in time this licence is due to be granted:

1. Risks emerging from the many permutations of rival teams which could face each other in the final. There remain a number of teams in the tournament with significant violent supporter groups or "ultras" attached to them, notorious for the violent scenes which have occurred across European cities at UEFA matches.
2. Risk of significant numbers of fake tickets being sold by organised criminals to the event and the trouble that causes with angry fans being refused entry and genuine fans facing long waiting times to enter.
3. Risk of a tube strike being called for this day. Industrial action on public transport was a contributing factor to the chaotic scenes at the last two finals in Paris and Istanbul. Tube drivers need give only two weeks notice of a strike. Strikes have already been called for the months of April and May.
4. Risk caused by social media. Attendees to this event all share a common identity being supporters of one team. There are many types of content which could spread round on social media (either genuine or fake) which can lead to scenes of serious unrest. An example of this would be footage circulating purportedly showing a fan from a club being attacked by members of the rival team in the hours or days before the game. This is an increasingly common occurrence and often caused by footage from years earlier of a different incident being rejuvenated and incorrectly described with the intent of causing anger to spill over into violence.
5. Risk caused by incidents occurring during the game. The fan zone will contain seven stages where the game will be shown. If anything controversial occurs during the game, perhaps an unfair penalty decision

awarded in injury time, that could easily trigger violent disorder by fans leaving at the end of the game.

6. Risk that members of football violence “firms” attached to English football teams that have a vendetta against supporters of the team hosted in the fan zone will travel to the area looking for trouble. These scenes have occurred in bars and cafes of Paris and Newcastle already this year at UEFA events where fans from rival sides have descended to search out supporters of the travelling side. This has led to scenes of pubs and bars being destroyed and fans being attacked on mass.

There is not a shred of comfort we can take from the assurances provided by the organisers of this event. They have provided the level of assurances which indicate their planning has considered the most minor of incidents – perhaps someone urinating in the street or graffiti appearing on our walls. We have been offered a helpline we can call if we have “concerns” and told that organisers will work in conjunction with the police. Those of us at direct threat from this event know the police have time and again been shown to be powerless when large groups decide to turn violent.

I urge those considering this application to recognise it is simply not possible to host an event of this nature and this number of people in this location whilst simultaneously satisfying any one of the four licensing policy considerations.

Name:	[REDACTED]		
Address and/or Residents Association:	[REDACTED] [REDACTED] [REDACTED]		
Status:	Valid	In support or objection:	OBJECTION
Received:	22 Mar 2024		

The Champions League applications will impact on our businesses and we are concerned that suitable business engagement has not been done.

While the letter was received, the requested business briefing session has not been arranged. Please do forward date for the Business Briefing so this can be shared with businesses.

We would like to request additional time for the engagement and for corresponding responses. Please could you confirm the response time can be extended beyond 26th March with a new date will need to allow for the Easter Break.

Name:	[REDACTED]		
Address and/or Residents Association:	[REDACTED] [REDACTED] [REDACTED] [REDACTED]		
Status:	Valid	In support or objection:	OBJECTION
Received:	22 Mar 2024		

I think this is a very ill-considered plan and I object strongly for the following reasons:

1. The high potential for damage to Whitehall Gardens, the Embankment Gardens and the MOD lawn - these gardens are public assets enjoyed by many people on a daily basis.
2. The high potential for civil disorder, vandalism and damage through allowing a large number of boisterous football supporters access to alcohol in a confined space close to residential properties (for example, Whitehall Court), hotels and the war memorials in the MOD garden.
3. The lack of plans contained in the document to satisfy the Council's licencing objectives.

Name:		[REDACTED]	
Address and/or Residents Association:		[REDACTED] [REDACTED] [REDACTED]	
Status:	Valid	In support or objection:	OBJECTION
Received:	26 Mar 2024		

Hello,
 We would like to object to the fan pen being outside the Playhouse theatre and closing all the roads which access the venue. On Saturday 1st June we have two shows already scheduled where we have full audiences. By closing roads, pavements, and transport stations, it will dramatically hinder safe operation of our venue. Our operating hours on Saturday are between 8.30am-11.30pm with ingress and egress of audience, cast and staff (approximately 720). With the current plans there are concerns how we can operate as for the second performance we will have 592 people arriving at the theatre between 6pm-7.30pm. The noise from 29,999 football fans will overpower the performance and disrupt business immensely. A large concern would be the wellbeing of our audience and staff should we need to evacuate the venue for any reason, or source emergency help of any kind.
 Thank you.

Name:		[REDACTED]	
Address and/or Residents Association:		[REDACTED]	
Status:	Valid	In support or objection:	OBJECTION
Received:	27 Mar 2024		

This is a Representation regarding the proposed UEFA Fan Zone located along Victoria Embankment, including the area to the East of Hungerford Bridge that is in the CGCA's area of interest.

The application has been made for the 6 Saturdays between 21/04/24 and 02/06/24, although the Licensing Objectives document implies that the only date when the licence will be used is Saturday 01/06/24.

[REDACTED] view is that the licence, if granted, will fail to support all 4 of the Licensing Objectives and do it should be refused outright.

Any event that is likely to attract large numbers of people into a confined area risks crime, ASB and safety issues for those attending as well as people in the surrounding area. Trafalgar Square frequently holds large scale events, and these can give rise to issues. However Trafalgar Square is much easier to manage and control than the proposed area in. is application which has a long boundary and brings fans close to areas containing residents.

We have had sight of the detailed and comprehensive representation by [REDACTED] and he makes very clearly the detailed points that we would make and so we commend this to you.

As you will be aware the [REDACTED] comments frequently on Licensing Applications and we are experienced in reviewing conditions and Operation Management Plans and suggesting measures that can be taken to mitigate the impact on the Licensing Objectives and so allow a licence to be granted.

In this case however we are unable to do so because there is very little information provided on how the Licensing Objectives will actually be addressed.

There is a document (ref 406) that lists the Licensing Objectives and states that they will be addressed by a set of plans, but these plans are not available. This means that it is not possible for the Interested Parties, or for that matter any Responsible Authorities to know whether, or not, the Licensing Objectives will be supported if a Licence is granted.

For example, under the Prevention of Crime & Disorder it states that “The applicant will work with the Metropolitan Police to support development and implementation of an appropriate policing plan for the event.” This is an event for almost 30,000 people that is taking place in around 1 month, surely a plan is already available that could be reviewed?

Under the Prevention of Public Nuisance there is a statement that “Consultation will take place to gain feedback and allow the applicant to tailor plans to the specific concerns of the local community. Consultation will continue with community and business engagement meetings prior to the event date.” We assume that this means that there is actually not yet a plan for how this Licensing Objective will be supported. It also states that “Furthermore, they will develop a plan to prevent and respond to anti-social behaviour caused by visitors to the event, and undertake to commit the required resources to implement it.” The implication is that it is likely that there will be ASB caused by visitors. There will be a plan to prevent it (which is what would be required to be able to support the Licensing Objective) but it has not yet been produced.

Our view is that any event this large will increase crime and disorder and public nuisance in the area, will risk harm to the safety of the public and to children living and visiting the area. This means that it will fail to support the Licensing Objectives that are the paramount consideration under Licensing Act 2003. There are many reasons why there will be pressure on the Licensing Authority to grant this Licence, albeit perhaps with some additional restrictions. However, we believe that to do so would be contrary to the clear requirements of LA2003.

We hope that this representation is clear and ask that you advise us well in advance of any meeting at which this application will be discussed.

Yours faithfully,

██████████

██

Name:		██████████	
Address and/or Residents Association:		██	
Status:	Valid	In support or objection:	OBJECTION
Received:	23 Mar 2024		

Dear Sirs

I am a resident of ██████████ and am therefore used to well managed large public events, demonstrations etc. taking place in the area. I am also a long standing volunteer team leader at many of these events with the various organisations that WCC have employed to run their volunteering operations over the years, including Westminster City Guides, One Westminster, Groundwork / Westminster Ambassadors and currently Westminster Connects. I am therefore very familiar with what is necessary for large public events to run safely and smoothly. I attended

the online meeting with representatives from the GLA and the selected event management company last Wednesday and was horrified at the lack of preparation for the UEFA fan zone on Embankment. Unbelievably these so called experts did not even know that their application included the provision of adult entertainment / burlesque!

It was clear from the meeting that the applicants have no detailed knowledge of the area they are planning to use and have failed in their obligation to consult with local residents and businesses. For example a handful of leaflets were delivered to 3 & 4 Whitehall Court, a building

which contains 100 private residential apartments, 11 businesses and a private members club! I personally informed many of our residents and businesses along with several other local businesses including OWO / ██████████ Hotel and Apartments whose security and safety management had not been contacted.

There are many aspects of this application which must be a cause for concern, including the a

lack of genuine consultation. The application itself is deficient in many areas, some of which are listed below. It appears to be a last minute attempt to cobble something together using copy & paste from other documents. This lack of proper process and unpreparedness must be a serious cause for concern. When challenged about alternative, more appropriate locations none of the applicants could provide realistic answers.

The event is unticketed. Although the entrances & exits have been redacted in the public version of the application, we were told that there will be four in use. One is on Northumberland Avenue which would be on the route to & from another fan zone in Trafalgar Square. Another will be in Horseguards Avenue by the junction with Whitehall Court impacting upon both residential apartments and [REDACTED] Hotel which is hosting a [REDACTED] that day. June 1st is also the date for the Major Generals Review on Horseguards Parade where many members of the public and military will be congregating at the junction of Horseguards Avenue and Whitehall.

The application specifies not more than 29,999 people will be in the arena area but the organisers have failed to offer any explanation as to how this will be controlled across multiple entrances without tickets. The consequence being that anybody will be able to enter the fan zone including opposition fans looking to cause trouble. The fan zone will be serving alcohol so the potential for trouble is significant. The General Secretary of UEFA has already stated that there are some teams still in the competition whose fans could present an “extremely challenging” situation. The organisers have stated that they might install public toilets on pavements in the area. Bearing in mind the levels of public urination that regularly occur in this neighbourhood then the lack of planning for sufficient toilet facilities for an additional 30,000 plus people with access to alcohol is inexcusable.

It would be hard to find a more unsuitable area for a football supporters fan zone than Victoria Embankment and the adjacent gardens:-

MoD Gardens – with numerous war memorials which must be treated with respect,
Whitehall Gardens – heavily planted with flower beds and trees including a fragile old tree with a supporting structure plus several statues and adjacent to historic Whitehall Court with 100 residential apartments, a private members club, a 4* hotel and the National Liberal Club at 1 Whitehall Place,

Victoria Embankment Gardens – also heavily planted with large flower beds and trees, contains a restaurant café, two fountains, a pond, an outdoor gym, a childrens’ playground and is overlooked by the Savoy Hotel.

None of these are in any way suitable for a large uncontrolled gathering of potentially inebriated football fans / hooligans. The space indicated on the map for the fan zone is long & narrow, which is totally inappropriate for an event of this scale and nature. I attended a fan zone at last year’s rugby world cup and saw the congestion that built up in some places in a large spread out area catering for less people than is envisaged in this application.

Bearing in mind the vandalism which resulted in the perimeter fences on Craven Street being broken through on New Years Eve 2023 it is totally unrealistic to propose that should this event be allowed to proceed it would be on the basis that there will be no trouble. The application totally fails to address the Council’s four criteria including preventing crime & disorder and public safety. Apparently these missing proposals are meant to be fully addressed at some point in the future. Presumably the Committee will be unable to approve this application until such guarantees are provided, which is unlikely bearing in mind that the event is only 10 weeks away although it has been known for 4 or 5 years that this year’s final would be held at Wembley Stadium. Putting all this in place including provision for local residents and businesses which are ignored in the application is not viable and I therefore request that, for the sake of Westminster’s global reputation and the obligations upon organisers to accommodate the rights of residents to a peaceful life that this ill-conceived and misleading application is rejected.

Yours faithfully

[REDACTED]

Name:		[REDACTED]	
Address and/or Residents Association:		[REDACTED] [REDACTED] [REDACTED]	
Status:	Valid	In support or objection:	OBJECTION
Received:	22 Mar 2024		

Dear Sirs

**Ref: Ref: 24/01118/LIPN and Ref: 24/01115/LIPN
Trafalgar Square and Victoria Embankment Gardens**

We write to object to the above applications made by the Greater London Authority for a new premises licence for Open Space at Trafalgar Square, London WC2N 5DS and the UEFA 2024 Champions League Fan Meeting Point, Victoria Embankment Gardens, Villiers Street, London WC2N 6ND.

We are a five-star luxury hotel, [REDACTED] located on the corner of [REDACTED]
[REDACTED]

Historically we have experienced regular road closures that severely impact our operation, the nature of our business is a luxury hotel, so when arrival and departure experiences and service are impacted, it always presents a complication. Larger events close the entire road and is blocked for 2 days, being the most disruptive.

It goes without saying that as a five-star hotel, we pride ourselves upon unparalleled quality of service providing luxury and more importantly peace, quiet and tranquillity for both our shorter stay and longer-term guests and customers.

We not only operate our luxury five star hotel, we also pay very high taxes and rates and our business, which I believe is doing overall, a very good job in driving tourism to this area and supporting surrounding local businesses, and therefore these proposed activities are entirely counteractive to the audience that we as a business attract.

We were therefore both surprised and aghast to hear about the GLA's application for both a football fan zone on Victoria Embankment and an intensification of their current activities on Trafalgar Square. The hotel and residences are sandwiched between the two.

Not only will the road closures severely effect our business but the noise, disturbance, disruption and nuisance from either or both events will have a substantial impact upon the quality of our client's stay and enjoyment of their property.



It is not likely but inevitable that alcohol fuelled disturbance and anti-social behaviour will arise should either or both licences be granted with up to 50,000 intoxicated revellers wandering the streets and carrying out the sort of anti-social behaviour that drunken people do.

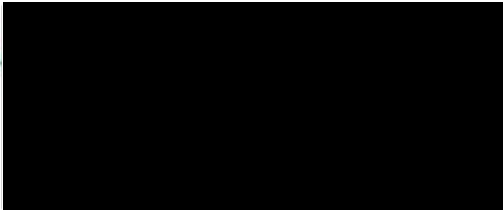
We implore you to refuse both applications as without a doubt, they both either singularly or cumulatively undermine the promotion of all four licensing objectives, a rare thing where all four objectives are imperilled in such a disproportionate and grotesque manner as will negatively impact on our neighbouring area and business, namely for the following reasons:

- Crime & Disorder – e.g. crime, theft, vandalism and violence.
- Public Nuisance – e.g. noise, music, people leaving the area, shouting, traffic, rubbish, deliveries, all during anti-social hours.
- Public safety – e.g. overcrowding, risk of crowd trouble and narrowing of safe passageways for pedestrians.
- Protection of children.

For the main reasons set out above, we object to both applications.

Please acknowledge receipt of this representation and that I ask that we are kept updated as to the progress of this application, including the date set for the Licensing Sub-Committee.

Yours faithfully



Managing Director

Name:		[Redacted]	
Address and/or Residents Association:		[Redacted]	
Status:	Valid	In support or objection:	OBJECTION
Received:	7 Mar 2024		

This application sounds like an absolute disaster waiting to happen! At 30,000 the sheer numbers are roughly a third of those that attend the NYE fireworks but the space is significantly more concentrated. Recent informal football fan gatherings in central London (eg. Sheffield United playoff/promotion to Premier League) around Trafalgar Square and Covent Garden resulted in a trail of litter and human waste strewn across the area and neighbouring residential streets. There appears to be no plan to secure the streets that connect Victoria Embankment to Strand so these will at best be littered and congested, and at worst be unsafe for residents. Large scale events involving partisan sports fans imbibing copious amounts of alcohol should

not be hosted in temporary spaces with temporary infrastructure and temporary security. The clear up job on my street is bad enough on a regular Sunday morning. Manchester City's Etihad stadium has a capacity of 53,400 thereby making it the sixth largest in England. So to put the 30,000 capacity potentially being hosted at this event in context, this is fifty six percent of one of the largest football stadiums in England! For the avoidance of doubt, I vehemently object to this application!

Name:	[REDACTED]		
Address and/or Residents Association:	[REDACTED] [REDACTED] [REDACTED] [REDACTED]		
Status:	Valid	In support or objection:	OBJECTION
Received:	6 Mar 2024		

To allow 30,000 supporters in an already crowded area is ridiculous.

There are plenty of areas which would suit better closer to Wembley Stadium.

The area is already saturated with weekly protests, marches, races etc.

It seems that the residents and commercial occupiers have been shown no respect whatsoever.

To supply alcohol is like adding fuel to the fire.

I'm sure you are aware of past behaviour of supporters of champions league finals which is distasteful to say the least.

Please refuse.

Name:	[REDACTED]		
Address and/or Residents Association:	[REDACTED] [REDACTED] [REDACTED] [REDACTED]		
Status:	Valid	In support or objection:	OBJECTION
Received:	9 Mar 2024		

I strongly object to this proposal, to have 30,000 people coming to the area for a large amount of time is a huge problem. There is a very real chance for disorder to break out, there is a possibility of fans from other clubs turning up, there was the incident of two Brighton fans being stabbed in Rome only yesterday, how is this going to be policed over such a large spread out area?

Public safety is a real issue, at the new year celebrations the top of our street security was breached and it was very frightening when a surge of people came down the street towards the embankment, how are children attending the celebrations going to be protected with so many people congregating together?

The gardens are kept beautifully, how are they going to be protected against public nuisance?

The birds are still going to be nesting at this time, it is not feasible to have so many people with all the attending noise and disturbance

Name:	[REDACTED]		
Address and/or Residents Association:	[REDACTED] [REDACTED] [REDACTED] [REDACTED]		
Status:	Valid	In support or objection:	OBJECTION
Received:	26 Mar 2024		

The proximity of football fans and the potential danger of unruly behaviour, when it becomes uncontrolled, is too big a risk for this area.

Name:	[REDACTED]		
Address and/or Residents Association:	[REDACTED] [REDACTED] [REDACTED]		
Status:	Valid	In support or objection:	OBJECTION
Received:	26 Mar 2024		

I strongly object to these ill-thought out proposals. Practically no notice has been given to these plans, giving very little time to put together a full objection. I adopt in full the comments of my neighbours as well as submitting my own.

[REDACTED] of the proposed site, a mostly residential street. I live on the [REDACTED] [REDACTED]. I am more vulnerable in crowds than most other adults in the area as I might be tipped over if jostled too hard and I am impacted more by things like broken glass which can puncture my tyres. I am unable to avoid driving my chair through urine or vomit etc if splashed across the pavement as I cannot step over it. This is inevitably going to happen given that the organisers are suggesting using our street for urinals.

The organisers have completely failed to assess the safety of these proposals. There are inadequate proposals for stewards, far too few for the expected numbers and there is a complete lack of planning for barriers to protect residential areas and property, or even any kind of crowd control or queuing systems.

There is no sensible plan in place for the prevention of crime or disorder or explanation of what will happen if residential property is damaged. As the attendance is not intended to be controlled by ticketed entry, there is no way of knowing who will be attending, or their intentions upon arrival. There is no way of ensuring that those with current football banning orders in place will not be able to enter. There is no way of knowing if those attending will be intent on violence. The plans do not allow for this essential element of safety and security for local residents. There is a long history of trouble in football, but the organisers seem to have completely ignored this.

I ask that this application is refused for the safety of all local residents and those visiting the area.

Name:		[REDACTED]	
Address and/or Residents Association:		[REDACTED] [REDACTED] [REDACTED]	
Status:	Valid	In support or objection:	OBJECTION
Received:	17 Mar 2024		

What a crazy, dangerous, ill considered thing to create a fans area in the area of Victoria Embankment and Whitehall Garden. These are not the areas for this kind of gathering, they are limited spaces where people movement will be chaotic, most likely messy and dangerous. These are residential, quiet areas which have been created at great expense of tax payers to keep them in good conditions for everyone to enjoy and not be vandalised as it will happen with this kind of events.

You need large open areas, away from residential/touristic spaces . Choose parks (Green Park, Regent Park, Hyde Park) which are well served by public transport and provide space for people to gather, drink, enjoy themselves without restricting the enjoyment of the residents, tourists and other people who are not interested in football.

Don't look at your returns and gains, think about the people who live here and pay taxes to keep the place safe clean quiet and don't want to feel restricted or have fears to go out for a walk any day of the year.

Name:		[REDACTED]	
Address and/or Residents Association:		[REDACTED] [REDACTED] [REDACTED] [REDACTED]	
Status:	Valid	In support or objection:	OBJECTION
Received:	25 Mar 2024		

The main issue for us is the lack of specific information regarding/surrounding this proposed License and the level of engagement from the relevant parties to date including:

- Lack of understanding around road closures with no clear traffic management plan shared. Will we be permitted vehicle access into our property?
- Lack of consideration or planning around public accessible toilets to a prevent public nuisance in the surrounding areas.
- No specific security/stewarding plans shared to demonstrate how the public and businesses will be protected and kept safe outside the events spaces and surrounding streets. We therefore have concerns over public safety.
- Given the event is un-ticketed how will crowds be managed outside the venue space if it reaches full capacity?
- What level of support will be offered to local businesses impacted e.g. additional costs incurred for security?

The information received to date surrounding this application is extremely vague and the above needs to be clarified.

Name:		[REDACTED]	
Address and/or Residents Association:		[REDACTED] [REDACTED] [REDACTED]	
Status:	Valid	In support or objection:	OBJECTION
Received:	25 Mar 2024		

I'm extremely concerned that the applicant's plans will lead to overcrowding, disorder and threats to the safety of the public, neighbours and anyone in the area, and create a public nuisance.

I'm aware of the 2021 events in Trafalgar Square which constituted a riot, and the 2022 events in Paris.

The application involves attracting 30,000 people into a small area (in hot weather) and selling alcohol for many hours before the match even starts. This is inherently likely to result in mass inebriation, disorder, raucous and anti-social behaviour plus an obvious likelihood of fighting among fans, and potentially vandalism in the area.

As a resident of [REDACTED] I am very concerned for myself and neighbours. [REDACTED] [REDACTED]. The plans involve no *effective* measures to prevent [REDACTED] being thronged with drunk people. For other events, metal barriers have been used to prevent mass access to the street and allowing just a small gap with security officers present to control that gap. The applicant's plans do not provide for this, but instead a small number of staff who are basically just ushers with yellow vests would have the responsibility to control crowd movement. They will have no real prospect of preventing [REDACTED] [REDACTED] being used as a main access between Embankment Station & the event area.

I feel strongly that the application is reckless and will impose serious risks of crime, anti-social behaviour, damage, danger and potential violent incidents on the neighbourhood with woefully insufficient measures to contain those.

Name:		[REDACTED]	
Address and/or Residents Association:		[REDACTED] [REDACTED] [REDACTED]	
Status:	Valid	In support or objection:	OBJECTION
Received:	25 Mar 2024		

My flat in [REDACTED] overlooks Whitehall Gardens.

There is no route/from the proposed zone that does not pass by or through an area with residential accommodation, hotels or shops. Given historic behaviour of football crowds there will be material risk of damage, violence and other risks to the public, including children (the event falls during half-term holiday)

The risk assessment is woefully inadequate . It does not evaluate risks. In fact the words "business" and "residents" do not appear!

Security and crowd control measures will be very difficult to implement in the geography of the area-making anti terrorism measures difficult to implement. An examination of the disruptive events during last year's fireworks display-a failure of containment-should heighten anxiety that this event is being staged in a wholly inappropriate location and has been selected because of convenience to a tube station-not a good enough reason to kettle thousands of football fans in an inappropriate and vulnerable residential area.

Name:	[REDACTED]		
Address and/or Residents Association:	[REDACTED] [REDACTED] [REDACTED] [REDACTED]		
Status:	Valid	In support or objection:	OBJECTION
Received:	17 Mar 2024		

This seems like a very bizarre place to hold this event, surely Trafalgar Square, Hyde Park would be better. We as residents will be trapped in our properties, I have been to plenty of football matches and I know how volatile drunken football supporters are. I strongly object to this, I hope the council will be mindful of the difficulties that this will cause for the residents and all of the beautiful hotels in the area that will have to explain to their customers why it's not safe to go out.

Name:	[REDACTED]		
Address and/or Residents Association:	[REDACTED] [REDACTED] [REDACTED]		
Status:	Valid	In support or objection:	OBJECTION
Received:	26 Mar 2024		

Application 24/01115/LIPN
 Objection by [REDACTED]
 25 March 2024

1. I write as a resident of [REDACTED], where I have lived for over 20 years.
2. My home is approximately [REDACTED] from the point where the red line on the applicant's map crosses Northumberland Avenue.
3. I am very disturbed at the proposals and object to them in the strongest possible terms.

Summary

4. On 22 March 2024 it was announced that UEFA had reached a settlement with the Liverpool fans who claimed physical and psychological injuries at the 2022 Champions League final in Paris. Last year Manchester City fans suffered tremendous problems getting to and from the ground for their UEFA match in Istanbul. There have been numerous reports of other serious incidents of violence and public disorder connected with UEFA matches - in city centres and outlying districts, not just at the relevant stadia. These vividly exemplify the risks attaching to major UEFA fixtures and the difficulty that public agencies have in averting them.

5. It is precisely because of the risks of violence, disorder and public nuisance that fan zones are typically located outside the centre of the host city and far apart. Most fan zones are located in parks, or in very wide boulevards with a clear perimeter and numerous access points. More remote locations help ensure that the fans of the competing teams are also less likely to attract the attention of local football fans. Zones are typically located in different parts of the host city in order to minimise the possibility of the competing fans converging on public transport much before they reach the stadium.

6. The choice of the Embankment goes directly against these common-sense practices. The proposed zone is bounded by the river on one side, and on the other by streets, many of them quite narrow, with a mix of hotels, public houses, restaurants, cafes, fast-food outlets, theatres, and a significant number of private dwellings, including many at ground and lower ground-floors.

Very large numbers of people - residents, hotel guests, theatre patrons and people going about their business (all, of course, including children) - all entirely uninvolved in the UEFA event, will be at serious risk. Also living in the area are numerous rough-sleepers, many of whom live in tents in the area of the proposed zone and in the streets surrounding it. These people will be especially vulnerable in crowds of exuberant or violent people, and the Applicant owes them a particular duty of care.

7. I remind the Sub-committee that the proposed Northumberland Avenue exit from the fan zone (with a capacity of 29,999 people) would be disgorging its patrons directly into what the Council's Cumulative Impact Assessment identifies as the epicentre of the city's problems with crime, including crime of a violent or sexual nature, crimes perpetrated by gangs of thieves, public disorder, public nuisance and ambulance call-outs (ie, West End Zone 2, and from there to West End Zone 1). At Annex F, I summarise the findings of the CIA.

8. The internal characteristics of the site are particularly risky - a long space, so narrow that it only works by taking over Grade II* listed gardens as through-routes and vending areas; emergency access is prevented by the river on one side and constrained by buildings and railings on the other; and the zone surrounded by narrow streets with no nearby parallel routes to facilitate the rapid deployment of emergency services around the exterior.

9. Positioning relative to the other fan zone is also problematic. It is difficult to see how fans can get from the Embankment zone to Wembley without moving through the same transport corridor as fans leaving the Hyde Park zone. I have been told by the organiser that it has not finalised the transport arrangements which are a crucial element of preventing public disorder and violence. The organiser explained to residents that they have researched alternative locations but have been unable to identify a better option than Victoria Embankment. One option location which they did not mention is the former Olympic Park at Stratford, which is very large and has a direct and readily controllable pedestrian route to the Jubilee Line, which goes directly to Wembley. Even with this option there are issues about fan convergence. It may be that London is just not well suited to hosting fan zones.

10. I am also concerned that there is an appreciable risk of terrorist attacks given the high profile nature of the event, the appreciable risk of disorder, and the zone's location.

11. Given the history of UEFA-related events in cities and the specific issues with the choice of the Embankment as a zone site, I have very serious concerns that the proposal would lead to serious crime and disorder, would endanger the public, including football fans, would result in unacceptable public nuisance, and would expose children to an unacceptably high risk of harm, in ways that are materially contrary to the provisions of the Council's Licensing Policy.

12. The suite of documents which applicants are required by the Council's Licensing Policy to submit in support of their application is designed to demonstrate how the applicant will meet the Licensing Policy Objectives. It should prove that the applicant has a fully developed, comprehensive operational proposition, informed by risk assessments and Operating Schedules that show how the proposed event satisfies the Licensing Policy Objectives.

13. Documents filed by the applicant comprise an Event Safety Management Plan, an outline plan of the proposed fan zone, Proposed Licence Conditions and a summary of matters relevant to the four licensing policy objectives. These have been augmented to a modest degree by information shared by the applicant during a virtual meeting on Wednesday 20th March with residents, businesses and our ward councillors, and the applicant's responses to questions put to them subsequently. At the time of writing, this additional information is not yet in the Council's online folder for the application.

14. The documents supporting the application do not demonstrate that the proposals can or will satisfy the Licensing Policy Objectives. In fact, the material on which the Licensing Sub-committee will make its decision is substantively deficient relative to the requirements set out in

the Council's Licensing Policy. In particular, the applicant has submitted none of the Operating Schedules which the Council mandates under the policy.

15. The Licensing Policy requires applicants to submit numerous Operating Schedules for scrutiny by the Sub-committee. The application includes no such schedules. Instead, the applicant has shunted all (or at least many) of the issues that should have been addressed in the application into proposed Licence Conditions (especially of Condition 7). In the absence of the information normally provided in Operating Schedules, the Applicant cannot demonstrate that the proposed Licence Conditions are a complete and sufficient list of the activities and documents which would be necessary to ensure that the Licensing Policy objectives will be met. Nor has it explained how these conditions would be enforced. This failing applies in relation both to activity within the zone and to the risks to fans, residents, businesses and members of the public out with the zone.

16. The applicant proposes that a Safety Advisory Group (a group of unelected officials) should be set up to review and clear all of the matters that properly should come before the Licensing Committee. The Licensing Policy only mentions such groups once (Policy CCSOS1, para F19: *"Licences for large open spaces are generally restricted in the intensification of their use and the involvement of Safety Advisory Groups for significant events provides a flexible mechanism for consultation."*). It is clear that such groups are meant to be advisory, not the primary governance body for ensuring that the Licensing Policy is met. It is unclear whether such a group can have the legal powers to perform the role proposed by the applicant. Even if permitted, delegating to officials the decision whether the event meets the Licensing Objectives would put the officials in a most invidious position. Diffusing across numerous bodies the Licensing Sub-committee's responsibility for deciding whether Licensing Policy Objectives will be met means in effect that responsibility will lie nowhere.

17. The applicant has submitted a schedule purporting to show how its application satisfies the four Licensing Policy Objectives. This document anticipates the completion of numerous essential but vaguely described activities for which Operating Schedules and associated risk assessments have not been submitted. When examined even superficially, it is apparent that the applicant's schedule does not demonstrate that the Licensing Policy Objectives will be met, or how. It is therefore difficult to see how the Sub-committee can place any reliance on this schedule.

18. Were the Sub-committee minded to approve the application, it would surely need to be absolutely confident that the applicant has in place a comprehensive, detailed programme management regime that shows how it will complete the work needed to deliver the event and comply with Licensing Policy Objectives. One would expect the Sub-committee to attain the necessary confidence by scrutinising the applicant's programme and the arrangements for managing it. Absent such a plan, Members are unable to satisfy themselves whether the applicant is capable of putting in place the elements that will ensure compliance with the Licensing Policies. The applicant has told me that there is in fact such a plan. It is strange that the applicant did not think to disclose this to the Council for scrutiny. The fact that the applicant's wholly inadequate submission is the product of a well-thought-out plan invites one to question how good the plan is.

19. It may be that the applicant will be able to address all of the necessary issues in time for the event on 1st June, but I am concerned that the measures that it comes up with could be deeply problematic and could conceivably breach the Licensing Objectives and other Council policies (especially in relation to the rights of residents to quiet enjoyment) without any oversight or input from Members. Imposing additional measures without detailed, public scrutiny by the Sub-committee would be a grotesque travesty of the rights and duties of the Council and of the rights of residents and businesses.

20. The applicant's conduct is troubling for two further reasons: failure to engage with residents and businesses, and apparently deliberate failure to comply with the licensing process as

mandated under the Licensing Act 2003 and the Council's Licensing Policy.

21. It has been known since at least 2020 that Wembley would be hosting the 2024 Champions league Final. Bearing in mind how long the applicant has known about the upcoming event, it is extraordinary that local residents and businesses (and by no means all of them) only recently received a letter from the GLA inviting engagement on the proposal. The applicant has ignored the Council's Policy CCS01 which expects consultation to start early in the process of designing the event.

22. The good faith of the applicant's proposals to engage with us is called into question by the fact that the application was submitted very shortly afterwards, before any substantive consultations could take place and their outputs reflected in the application. A full consultation on a proposal of this scale should have started many months ago - and could have, given the nearly three years that have elapsed since the 2024 venue was announced. There is no realistic prospect of the organisers being able to consult substantively with residents and businesses on the arrangements for the zone and surrounding area, or of their modifying the arrangements for anything that might come up in the course of consultation.

23. The applicant has explained that from 2020 to September 2023 the GLA was working out what it would be required to deliver under the terms of the UEFA-GLA hosting agreement. Work on event planning started in September 2023. It is strange that the GLA would enter into a complex and demanding hosting agreement without knowing in great detail what it would entail, or where the zones would be; but that is not a matter for this process.

24. The organisers have told me that, contrary to what we might have assumed from their conduct, they have in place comprehensive and detailed programme management arrangements, including programme plans. We can therefore legitimately infer that the applicant knowingly planned to submit its application at this late stage, and planned to submit information which it knew would be inadequate and would not comply with the Council's Licensing Policy.

25. The applicant has disclosed via its Proposed Licence Condition 7 that it is intending to submit extensive information to a Safety Advisory Group on 1 April. It therefore cannot be that it is unable to produce Operating Schedules and risk assessments: rather, it has chosen to try to get away without engaging properly in the legally mandated licensing regime.

26. The applicant now comes to the Sub-committee with submissions that in almost every respect are deficient and non-compliant with the Licensing Policy, and expects to persuade the Council and reassure residents etc that all aspects of this proposal will be sorted out in the next two months and the licensing objectives complied with - with none of this profoundly important planning, activity, outputs, or the impacts on residents and businesses, subject to any further scrutiny by councillors. This raises serious questions about the probity and bona fides of the applicant, especially given the GLA's duties as a public body and the Mayor's purported commitment to openness and transparency

27. I remind the Sub-committee that the four licensing policy objectives are paramount. No matter how important the event in question and no matter how urgent the applicant's business and sensitive some of its materials, the Licensing Act 2003 is very clear on this. On the basis of the information disclosed, the applicant has not shown, and cannot show, how its proposals will comply with the objectives. Nor has it demonstrated compliance with Policies CCOS1 Cinemas, Cultural Venues, Live Sporting Premises and Outdoor Space. It is therefore impossible to see how this application can be lawful under the Licensing Act 2003.

28. My objections are not based on policy grounds alone, as they may seem from the foregoing. I live in a flat which is separated from [REDACTED] and a front area which is a little over a metre wide. My neighbours and I are already subjected to the effects of high levels rowdiness and disorderly behaviour, including fighting, and to nuisance in the form of vomiting and urination. Many of us, myself included, have experience of people urinating into our homes and vomiting into our front areas and on our doorsteps. This is the price we pay for living on the

edge of the West End Cumulative Impact Zone 2 and we live with it.

29. What I cannot accept is that without adequate information from the applicant as to measures that will ensure compliance with Licensing Policy Objectives, and absent proper scrutiny of those measures by residents, officers and Members, my street and streets across the neighbourhood will be closed to traffic for days; that we will have visited upon us crowds of thousands of people, certainly exuberant but in many cases drunk or high, and in some cases spoiling for trouble; that we will be unsafe in our streets; that local Grade II* listed gardens will be ruined; and that there will be portable toilets right outside our homes and businesses. Nothing in the applicant's documentation suggests that they have anticipated or addressed these concerns. I am disgusted and alarmed.

30. Approval of this application would be contrary to the Licensing Act 2003 and to the Council's Licensing Policy, and reckless and irrational. I urge the Sub-committee to reject the application.

Detailed reasoning - introduction

31. The remainder of this representation is structured as follows:

- Context - nature and gravity of risks, and the topography of the area surrounding the zone
- The application - introduction, Operating Schedules, Compliance with Policies CD1, PS1, PN1 and CH1
- The documents provided by the Applicant - Event Safety Management Plan, Schedule of Proposed
- Licensing Conditions, Licensing Policy Objectives, plan of the zone
- Personal statement
- Additional comments in support of my objection - Stewarding, Consultation with residents et al, road closures, Qualified commitment to compliance with SAG-approved event plans, Noise and similar nuisances, Public gardens.
- Annexes A to D provide an analysis of the ways in which the applicant has not met the requirements of applicable policies:
 - A: application of Licensing Objective Policies - Prevention of Crime and Disorder CD1
 - B: application of Licensing Objective Policies - Public Safety Policy PS1
 - C: application of Licensing Objective Policies - Prevention of Public Nuisance Policy PN1
 - D: application of Licensing Objective Policies - Protecting Children from Harm Policy CH1
 - E: application of Cinemas, Cultural Venues, Live Sporting Premises and Outdoor Spaces Policy CCSOS1
 - F: application of Ancillary Delivery of Alcohol and/or Late-Night Refreshment Policy DEL1
 - Annex G: Planning Policy Appendix 14 - summary of Cumulative Impact Assessment
 - Annex H: Selected requirements for the Operating Schedule per the Council's Licensing Policy, which lists many of the requirements for Operating Schedules and risk assessments, highlighting cases where the applicant has failed to meet the Licensing Policy.

Context

Nature and gravity of risks

32. The risks that particularly concern me flow primarily from the trouble invariably associated with such events, including:

- dangers associated with excessive crowds. Crowds will include fans with tickets to the final, fans without tickets to the final, others wishing to join the events in the fan zone, and others attracted to the area for other purposes, potentially including people intent on causing and participating in violence
- the consequences of disorderly behaviour, especially by people who are under the influence of alcohol and/or drugs
- consequent risks of violence directed not just at other football supporters but also at residents and their property and at members of the wider public, or incidentally affecting them
- risks of crushing • associated risks of crime, including violent crime and theft from the person

- these risks affect not just to those drawn to the zone, but to residents, businesses and people just going about their business.

33. These concerns are not just theoretical. Events in and around Trafalgar Square at the time of the UEFA Euro final in 2021 amply demonstrate what happens when a large number of football fans gather in central London for a major game. It is reported that their violent, criminal, disorderly and anti-social behaviour were in many cases fuelled by alcohol and drugs. And there have been reports of violence in subsequent matches on the UEFA fixture list, with serious incidents reported in, for example, France, Germany, Bulgaria, Greece, Portugal and Switzerland. The conclusion must be that events such as the Champions League final will be a magnet for trouble, on a potentially large and very dangerous scale.

Since one must assume that the agencies responsible for public order and safety at the events cited tried to do their best and failed, it is surely incumbent on the applicant to demonstrate why they are confident that they have taken all necessary steps to identify and avert all the issues and risks associated with their proposal. Otherwise they cannot demonstrate that they will comply with the Licensing Objectives.

The topography of the area surrounding the proposed zone

34. When thinking about these risks it is important to recognise that the proposed zone is directly adjacent to numerous private homes, a number of hotels, and many retail and food/beverage businesses, including pubs. On p4 of the Event Safety Management Plan, the applicant states "There are some residential and business accommodations within the area, therefore all works and plans must account for a minimisation of disruption to these neighbours." Observing that there are "some" residential and business accommodations within the area is to understate the reality of the situation to a highly misleading degree:

- Whitehall Court (mostly residential, but also an hotel and a private club) overlooks Whitehall Gardens and the street is accessible at junctions adjacent to two of the two proposed entry/exit points;
- the OWO is immediately opposite Whitehall Court and one of its main entrances is on Horseguards Avenue, close to one of the proposed entry/exit points;
- the Corinthia Hotel, Club Quarters and the Citadines Aparthotel are situated on Northumberland Avenue, with the Sherlock Holmes pub halfway down the avenue; there are also student accommodations and apartment buildings in the avenue;
- the Playhouse Theatre is at the corner of the avenue and Craven Street. Theatre patrons queue for entry just next to the Northumberland Avenue entrance to the zone. On Saturdays the theatre runs both matinee and evening performances. The matinee queue starts to form at or soon after 1pm; the evening queue starts to form at about 6pm.
- Craven Street (mostly residential, including at ground and lower-ground floors, with the Ship & Shovell pub in Craven Passage) lies between Strand and one of the proposed entry points. The nearest residence is about 35 metres from the proposed entry point.
- Villiers Street contains numerous shops and several pubs and wine-bars, all with flats above; to the East of Villiers Street/South of Strand there is a number of quiet streets comprising offices, a couple of bars, and residential accommodation;
- Embankment Gardens is overlooked by a combination of residential property and the Savoy Hotel; the properties are accessed from a road that runs parallel to the Gardens and from the narrow roads behind Villiers Street;
- the area's residents are very diverse, including families with young children, older people and some wheelchair users;
- the pubs in the area are typically used by a wide variety of patrons, especially during summer weekends, when they stand outside to drink and socialise;
- there are always more visitors in central London during a school half-term and of course more of those visitors are children.

35. Also relevant to the application is that on the same day two other major events will be taking place a couple of minutes walk away from the zone: some sort of UEFA-themed event in Trafalgar Square (capacity 20,000) and a Major-General's Review - a military parade on Horseguards Parade, with grandstands for people to watch. Thousands of people will be congregating in the area for these events.

36. Within a few minutes' walk of the proposed entrances especially those at Waterloo Bridge and Northumberland Avenue there are at least 30 public houses and numerous retail establishments where people drawn to the zone will be able to consume or obtain alcohol, and the area is recognised by police as having an active market in illegal drugs. Based on previous similar events, it is certain that large

numbers of people drawn to the zone will be availing themselves of these refreshments before they reach the zone, and doing so to excess.

37. There is no route to or from the proposed zone that does not pass close by or through an area featuring some combination of residential accommodation, hotels, theatres, food outlets, pubs and shops. These properties directly front onto the streets, with no forecourts (except for the narrow front areas in Craven Street). The area abutting the zone would be in the front line of the sorts of behaviours witnessed in 2021 at Trafalgar Square, Piccadilly Circus and Leicester Square.

38. Councillors will know that the proposed zone is adjacent to the Council's Cumulative Impact Assessment West End Zone 2. In this area, crime, including violent crime and crimes of a sexual nature, antisocial behaviour and nuisance are rife, especially between 6pm and 6am, and particularly at weekends - see Annex F for a summary of the CIA. The Sub-committee may be aware that the Planning Sub-committee recently refused planning consent for a premises to be converted to use as a public house at a site next to Charing Cross Station. The Sub-committee so decided because the location was deemed not suitable by virtue of the crime and public disorder reported by the Met Police. It is this area that fans will be drawn to when they leave the zone.

39. There is positive, verifiable, evidence in the public domain that an event of this scale in this location is inherently likely - highly likely - to seriously compromise the safety of residents, businesses, workers, visitors and tourists, and will expose them to material risks of crime, disorder, violence and nuisance. For this application to be lawfully granted under the Licensing Act 2003 the applicant would have to produce supporting documents that conform to the standards set out in the Council's Licensing Policy. These documents would have to demonstrate that the applicants arrangements and plans for the event are comprehensive, thorough, resilient and risk-based, and take fully into account not just the specifics of the proposed zone, but also the area which would be affected by it.

The application

Introduction

40. The applicant has submitted the substantive documents listed below. It is upon these documents that the applicant expects the Licensing Sub-committee to base its decision whether to grant a licence.

- a. Outline plan of the proposed zone
- b. Event Safety Management Plan
- c. Analysis of the four licensing objectives
- d. Proposed Conditions

41. These documents are in themselves defective, in ways that I explain below. But the application is also inadequate in that it omits the vast majority of materials which are required by the Council's Licensing Policy. Specifically, there are no Operating Schedules.

Operating schedules

42. As I understand it, Operating Schedules are the sources of information which officers and Councillors scrutinise in order to satisfy themselves that the Licensing Objectives are met and how they will be met, and to determine the necessary Licensing Conditions. For example:

page 33: "The Licensing Authority will expect applicants to set out in their Operating Schedules the steps taken, or proposed to be taken, to deal with the potential for public nuisance arising from the operation of the premises or open-air site under the licence. Applicants should identify and describe through a risk assessment how these risks will be managed. Public nuisance could include low-level

7 of 29

nuisance, perhaps affecting a few people living locally, as well as major disturbance affecting the whole community."

Page 122: *"The Licensing Authority will not impose any conditions, other than those **consistent with the operating schedule accompanying the application** and any mandatory conditions required under the Act... The primary focus will be on the direct impact of the licensed premises' activities on members of the public living, working or engaged in normal activity in the area concerned."*

Page 133: *"Applications must include an **"Operating Schedule"** setting out what licensable activities the premises will be used for and any other hours when it will be open to customers or members. The Operating Schedule should be prepared after an applicant's assessment of the effect of the grant of the licence on the licensing objectives."*

43. I refer the reader to Annex G of this submission in which I have listed a number, but by no means all, of the matters which the Policy requires to be addressed in Operating Schedules submitted with the application. The Annex details twenty examples of salient matters which the Licensing Policy requires the applicant to address in Operating Schedules submitted with the application, but for which the applicant has not submitted an Operating Schedule.

Compliance with Policies CD1, PS1, PN1 and CH1 and with Policies CCSOS1 and DEL1

44. In Annexes A to E I present tables summarising key requirements from the applicable policies, that is, Prevention of Crime and Disorder CD1, Public Safety Policy PS1, Prevention of Public Nuisance Policy PN1, Protecting Children from Harm Policy CH1, and Cinemas, Cultural Venues, Live Sporting Premises and Outdoor Spaces Policy CCSOS1.

45. I conclude from my review that the applicant has not demonstrated, and cannot demonstrate, that any of the policies are met. I offer some highlights below.

46. The policy criteria for CD1 are:

"Whether the premises make or will make a contribution to levels of crime and disorder, and whether the Operating Schedule is based on an adequate risk assessment, undertaken by the applicant, which takes account of all the relevant considerations below to reduce the likelihood of crime and disorder occurring as a result of the grant of the application."

47. The applicant has not submitted an Operating Schedule that satisfies this test, so there cannot be - and is not - an adequate risk assessment.

48. Policy CD1 "considerations" include C1:

"The Licensing Authority will expect applicants to explain in their Operating Schedule how the operation of the premises will promote the prevention of crime and disorder... a specific assessment is needed of how the risks of violence and crime in the premises and the vicinity will be managed."

49. As there is no Operating Schedule, the applicant cannot meet the Council's expectation in relation to the prevention of crime and disorder.

50. The policy criteria for Public Safety Policy PS1 are:

"Whether appropriate and satisfactory general and technical risk assessments, management procedures and certificates have been made available to the relevant responsible authority and to the Licensing

Authority that show the relevant considerations have been fully considered to demonstrate that the public will be safe within and in the vicinity of the premises."

51.The applicant has not provided the documents required to satisfy these criteria.

52.The considerations to be applied in relation to Policy PS1 include:

"Whether patrons can arrive at and depart from the premises safely.... Whether the Applicant has undertaken a terrorism threat risk assessment that ensures that any security-related vulnerabilities have been identified, and reasonable, and proportionate steps (in keeping with the size and nature of the operation), have been taken to reduce the risk from a terrorist attack." Para C8 states: "Crime, disorder and anti-social behaviour inside and in the vicinity of licensed premises may threaten public safety and affect perceptions of public safety."

53.Policy PS1, para C11 states:

"Matters that should be considered in operating schedules include the following and conditions may be attached to licences by the Licensing Authority, but other conditions related to public safety may also be attached." [There follows a long list of measures that the applicant's operating schedule is required to cover. They include...] "Policies and procedures must be in place that improve the premises preparedness for and resilience to a terrorist attack. These policies and procedures must be developed in line with NaCTSO Crowded Places Guidance and appropriate products within the suite of ACT products." and "Planned rehearsal of terrorism attack plans should be undertaken to assess overall preparedness and whether policies and procedures are effective. Well-rehearsed plans can reduce the overall impact of attacks."

54.The applicant has not provided any of the information that per PS1 should be covered by operating schedules, even in redacted form.

55.Prevention of Public Nuisance Policy PN1 has the following criteria:

"Regard will be had to disturbance of people whether at home, at work, staying in, or visiting the vicinity. However, stricter conditions will be imposed on premises licences in areas that have denser residential accommodation or have residential accommodation close to them."

56.The considerations applicable to these criteria are numerous, and a number of them can be found in attached Annex C, but here is a selection:

- *"Applicants will be expected to have included measures in their Operating Schedules that make adequate provision to limit noise and vibration, eating, drinking and smoking outside their premises and other environmental impacts by: ...*
- *Restrict noise emissions to below levels that could affect people in the vicinity going about their business, at work and when at home both while relaxing and while sleeping;...*
- *Minimising and controlling noise from customers arriving at the premises, or open-air site outside it and departing from it including noise and other nuisance caused by customers' transportation and how dispersal is managed. ...*
- *Identifying whether people standing or sitting outside premises are likely to cause obstruction or other nuisance. ...*
- *Identifying whether the premises are under or near to residential accommodation...*
- *Identify whether queuing is likely, and the steps proposed to prevent queuing or, if some queuing is inevitable, to divert queues away from residential properties and entrances of neighbouring premises, and to manage the queue to prevent disturbance or obstruction."*

57. At para C12, the Policy states: *"The Licensing Authority will expect applicants to set out in their Operating Schedules the steps taken, or proposed to be taken, to deal with the potential for public nuisance arising from the operation of the premises or open-air site under the licence. Applicants should identify and describe through a risk assessment how these risks will be managed."* The applicant has not provided any of the Operating Schedules and other information that are required under policy PN1.
58. Protecting Children from Harm Policy CH1 has the following criteria: *"Whether there are appropriate measures in place to protect children from harm."* Para C28 states: *"The 2003 Act application forms indicates that applicants should specify in their operating schedule anything which may give rise to concern in respect of children... Revised Guidance advises in respect of the protection of children from moral, psychological and physical harm."*
59. The applicant has not provided any of the Operating Schedules and other information that are required under CH1. The Event Safety Management Plan refers to children in six places, but only in very superficial and general terms. There is no mention of children in the risk assessment, so, for example, there is no information about how children will be safeguarded while they are queuing for, using or leaving the toilets outside the entrance to the venue - probably in very crowded and hectic conditions. The Schedule of Proposed Licence Conditions covers the issue in general terms but not in the detail envisaged in Policy CH1.
60. Cinemas, Cultural Venues, Live Sporting Premises and Outdoor Spaces Policy CCSOS1 is applied by virtue of sections B and C4 of the policy. It is a requirement of this policy that the application complies with the foregoing policies.
61. In conclusion, the application is materially deficient. This has important consequences. The applicant cannot demonstrate that it has undertaken the requisite risk assessments and developed comprehensive and appropriate plans and arrangements to ensure that the Licensing Policies are met. The Licensing Authority therefore does not have the information which it needs to perform its legal function. These omissions also mean that the Sub-committee has no information on which to assess what Licence Conditions are required and whether those proposed by the applicant are appropriate, sufficient and enforceable. In submitting the application without providing the information that the Licensing Policy requires, the applicant is comprehensively failing to comply with it.

The documents provided by the Applicant

Event Safety Management Plan

62. The only document submitted by the applicant to inform the Sub-committee of its plans is its "Event Management Safety Plan". Given the scant information available, it is instructive to examine the plan for evidence of the care, rigour and quality of thinking that the applicant brings to this proposal.
63. The description of the event at Section 3 "Event Overview" is less than a page long. The applicant makes no effort to define the area which might be affected by the presence of the zone and describes no measures for protecting people and property in that area. In fact, the scope of the plan explicitly covers only "the policies and procedures in place to ensure the safety of all *workers and members of the public attending the Fan Meeting Points events*" (section 2.2) (my italics). Section 4 "Event operations and Activities" is less than three pages long, most of it generic. Section 7 "Operational Method" takes up just over a page including several completely redacted tables. To emphasise: these are the sum total of the applicant's disclosures to the Council about the nature of the zone, the events that would be taking place within it, and the arrangements for handling the impacts of the event in the surrounding area.

64. The risk assessment Part 2 contains no evaluation of the risks to people, businesses and property in the affected area or proposals for mitigations (even redacted ones) of those risks. In fact the words "resident" and "business" don't even appear.

65. The risk assessment is generic and does not appear to be tailored to the specifics of the proposed zone's topography. Indeed, many of the topographical references make no sense, eg:

- "Arena capacity" - the zone is not an arena
- "North Terrace Steps" - the nearest North Terrace is in Trafalgar Square
- "Fountains and lions" - the nearest lions are in Trafalgar Square. There are a couple of water features in Embankment Gardens but these are insignificant and have nothing to do with lions.
- "Cockspur Street" - this street is some distance from the proposed zone
- "Pall Mall East" - this street is even further from the proposed zone

66. There is a number of material issues associated with topography that should surely have been included in the risk assessment:

- the proposed zone is overlooked by three public pedestrian crossings: the pavement on the west side of Waterloo Bridge and the footpaths crossing the Embankment either side of Hungerford Bridge. These represent an obvious opportunity for people so minded, whether hooligans or terrorists, to gather and stir up trouble or even hurl projectiles (or human waste) into the zone. Either the authors of the risk assessment are unaware of this source of material risk, or they are heedless of it. Or it may be that the applicant lifted the risk assessment from another project and has not amended it for the specifics of the proposed zone. This goes to CD1 and PS1
- people departing from the zone, especially those who stay to watch the match, will be walking directly into the area designated by the Council's Cumulative Impact Assessment as the West End Impact Zone 2. It is so designated because it is a hotspot of crime, including violent crime, crime of a sexual nature, and crime perpetrated by gangs of thieves, of ambulance call-outs, and of antisocial behaviour and public nuisance. One would expect the applicant to recognise the particular risks of introducing thousands of people, many of them probably drunk and/or high, into this environment, and the risks this poses both to the fans and to everyone else in the affected area. But the risk assessment omits this. This goes to CD1, PS1, PN1 and CH1.
- The events going on nearby on the same day: the UEFA-themed event for up to 20,000 people in Trafalgar Square, and the Major-General's review on Horseguards Parade. This goes to CD1, PS1, PN1 and CH1.
- The Thames Tideway Victoria Embankment Foreshore site is, as the name suggests, located next to the Embankment. It is opposite Whitehall Gardens. The works there are ongoing and the site is separated from the road by hoardings which block the pavement. It is unclear whether all the works will be completed by the time of the proposed event. If the hoardings are still in place on 1 June, the space available for the zone will be reduced by the extent of the enclosed space, narrowing the zone in this area. The work site may itself be exposed to the risk of disorderly behaviour by participants in the event. This goes to PS1.
- the area of the proposed zone and the streets surrounding the zone are home to numerous rough-sleepers, many of whom live in tents where they keep their belongings. These people are especially vulnerable for many reasons, including problems with mental health and with alcohol and drug use. Their lives are very precarious. Unlike residents and others they may find it difficult to move away from trouble; their possessions will be at risk; and it is not unknown for such people to be targeted precisely because they are vulnerable and different. This goes to CD1 and PS1.

67. It is very difficult not to conclude that the Event Safety Management Plan generally and in particular the risk assessment - the major element in the application to support the applicant's assertion that the four licensing policy objectives will be met - are a shoddy copy and paste job that simply does not engage with the very serious risks applicable to the proposed zone and its surrounding area. I note that in Volume 1 of

his report into the Manchester bombing on 22 May 2017, [REDACTED] was very critical of Showsec's risk assessments - and if the present example is their work, one can see why.

68. I also checked the documents for references to "terrorism", which is surely a material risk. While I would not expect the details of anti-terror strategy to be divulged in a public document, it is striking that there are no references at all to terrorism in the safety plan. The applicant's documents only mention terrorism in a statement, responding to the licensing policy objectives, to the effect that there *will be* a Security and Crime Reduction Plan (ie there isn't one yet), including counter-terrorism measures as advised by the Police. I take it that the applicant has not thought about this very serious issue. If they had, they would not be proposing to host the event in a location that is bound to make crowd and security control measures especially challenging. I find this very concerning, as surely the event should be conceived and designed to prevent terror attacks, rather than terrorism being something thought about separately or as an afterthought.

Schedule of Proposed Licensing Conditions

69. The Proposed Conditions are extensive, running to 62 conditions. Only one (condition 25) relates to the impact of the event on residents and businesses - signs requesting patrons to respect the needs of local residents and businesses and leave the area quietly. Otherwise, none of the matters set out in the four policies that pertain to impacts on residents, businesses, visitors etc are the subject of proposed licence conditions.

70. Condition 7 comprises a list of all the planning and similar document that will be submitted to the Safety Advisory Group ("SAG") no later than two months prior to the event, ie 1st April 2024. The items listed look as if they might go some way to functioning as Operating Schedules, though they are not described as such.

71. As the Proposed Licence Conditions are not derived from Operating Schedules and associated risk assessments it is impossible for the Sub-committee to know whether the proposed conditions are complete and appropriate.

72. In substance, when taken with the state of the application, the effects of Proposed Conditions 3, 4, 5 and 7 are that:

- the applicant is asking the Sub-committee to trust that licence conditions will ensure that the applicant will create and submit to the SAG all the things that the Licensing Policy requires the application to submit in their application for consideration by Members at a public hearing.
- the SAG alone will determine whether the event complies with the Licensing Objectives
- the proposed approach places on unelected officials all the responsibility for examining the applicant's plans and arrangements, for requiring changes to the plans etc and, if necessary, for declining approval for the event to proceed. This is an immense responsibility to place on officials. It opens them up to the possibility of being seriously compromised by being closely involved in the final stages of preparations.
- officials would be put in the impossibly invidious position of taking responsibility for approving (or not) the event without the support of elected Members.

73. Furthermore, the applicant has not described what sort of arrangements should be put in place to enable the Council to enforce the conditions. This responsibility is not delegated to the SAG but sits with the Council. Were the sub-committee to grant the licence for this event, it would need to determine, in very short order, how officers would monitor and enforce the conditions, including how officers would assess whether the outputs are of a sufficiently high standard, and whether and in what way they would report to Members. I imagine that the officials normally charged with enforcement of conditions would likely also be expected to support or participate in the SAG. This would create a very serious conflict of

interests which should surely be avoided. The Sub-committee would need to decide how to handle all this.

74.As noted earlier, the Licensing Policy, Page 122 states: "The Licensing Authority will not impose any conditions, other than those consistent with the operating schedule accompanying the application and any mandatory conditions required under the Act... *The primary focus will be on the direct impact of the licensed premises' activities on members of the public living, working or engaged in normal activity in the area concerned.*" (my italics). Policy CCSOS1 F19 States "...Licences for large open spaces are generally restricted in the intensification of their use and the involvement of Safety Advisory Groups for significant events provides a flexible mechanism for consultation." It is clear from these statements that a) the Council regards the conditions as being the means by which the Council ensures that the event itself complies with the Licensing Objectives, not that the licensing conditions should be the sole mean of ensuring that the applicant prepares properly for the event; and b) that the SAG is a mechanism for consultation, not the taking of major executive decisions. The applicant is stretching the use of licensing conditions far beyond what is envisaged by the Council and by the Licensing Act 2003.

75.As it happens, according to proposed condition 7, a whole slew of highly relevant documents will be submitted to the SAG by 1 April, ie after the closing date for comments on the application but before the Sub-committee meets to consider it. This suggests that there is a great deal of material which would at least to some extent enlighten the Sub-committee and local residents and businesses; that it is nearly ready for disclosure to the SAG; but that the applicant does not care to share it with the Sub-committee or residents for their review. I do not know if this is normal but to a layman this seems completely bizarre. It is hard not to conclude that the applicant is deliberately withholding vital information for undisclosed and illegitimate reasons.

76.Were the applicant to disclose to the Council and residents the information that it intends to submit to the SAG, it is unclear how the Council's regime would deal with the arrival of highly salient documents part way between the deadline for public comment and the Sub-committee's public hearing.

Licensing Policy Objectives

77.In Section (a) of the Licensing Policy Objectives document, the applicant asserts: "*the applicant can demonstrate that they have considered the impact of the event on the community around the site, and have developed and implemented policies to minimise disturbance or harm.*" Given my foregoing comments this assertion is completely incorrect and misleading. If the applicant thinks that the meagre documents which it has submitted satisfy the requirements of the four Licensing Objectives, including the requirements for Operating Schedules, they either do not understand the Licensing Policy or they are intentionally indifferent to it.

Plan of the zone

78.The plan showing the proposed location of the zone shows its perimeter but very little else. It is completely lacking in detail as to how entrances will be configured and how the area around them will accommodate queuing lines, people assembling outside the queuing lines, and portable toilets. There is no information about how the interior of the zone will be laid out, or of how the Grade II* listed gardens will be utilised and protected. And there is no information about designated routes to and from the zone.

79.Slightly more information was provided to residents during the recent virtual meeting but this did not go into enough detail to enable us to understand, for example: where queues will be formed and where toilets will be situated relative to our homes and businesses; how close the designated routes will be to our premises; and where stewards will be situated in order to prevent people from straying off the

designated routes, and to protect our homes and businesses. None of the additional information has yet been placed in the licensing folder.

Personal statement

80.I live [REDACTED] from the area designated by the applicant as the queuing area for the Northumberland Avenue entrance, which will also be an exit.

81.At and after the virtual meeting on Wednesday 20th March I asked the applicant for information relevant to my personal situation. I summarise below the questions pertinent to my personal circumstances and the answers I have received.

Queuing

82.I asked where exactly the queuing system, shown on a plan shared with residents but not in the application folder, will go relative to Craven Street. This is important because the street is predominantly residential and is home to a number of families with children, the youngest being 21 months old. Residents not unnaturally go out and about in the area at weekends, taking their children with them, and given that the street will be closed to vehicles they will be on foot, using baby-buggies for their young ones.

83.The applicant responded that the exact positioning of the entrance and queuing lanes is still in the final planning process but the queuing lanes will extend further down Northumberland Avenue roughly parallel to the southern side of Embankment Place.

84.As Embankment Place is perpendicular to the Avenue, this is meaningless. If the queuing system goes up Northumberland Avenue it will be close to the entrances to an office building, the National Liberal Club, the Royal Horseguards Hotel, the Corinthia Hotel, the Citadines Aparthotel and then an adjacent gym, an apartment building and a Thai spa, and the Sherlock Holmes pub. It will also be at the end of Craven Street, which starts with a terrace of houses which are in residential use. This arrangement would be contrary to the Licensing Policy PN1 (page 32 of the Licensing Policy). This requires the organiser to divert queues away from residential properties and entrances of neighbouring premises, and to manage the queue to prevent disturbance or obstruction. It would also be contrary to CH1 given that the street is home to numerous children who will be especially vulnerable.

85.I also asked whether the queuing system will be able to hold all of the people who will be approaching the entrance. My hope was that the applicant would confirm that such people would be under the control of stewards at all times, and contained within the queuing system. The applicant has not responded on this point, and I think it is reasonable to infer that there will be people at large in the residential neighbourhood. It is actually quite difficult to imagine how it could be otherwise.

Toilets

86.I asked about the arrangements for public toilets and the oversight of public order and hygiene in their vicinity. The applicant told me that there will be portaloos and urinals along the external walking routes and in key locations near the entrances to the fan meeting point. Stewards will be briefed on these locations and "assist with polite but firm messaging as well as wayfinding for the fans". The applicant will employ pressure washer teams. These teams can be sent in response to any issues highlighted by local business and residents.

87.This answer seems to suggest that the urinals and portaloos will be in very close proximity to people's homes, to hotels, to the Playhouse Theatre and to various businesses. The space is very confined, so if there are toilets close to the entrances to the zone, people needing to use them will be in the same area

as the queuing system and the places where the people not contained within that system will be standing. Unless there is a queuing system for the toilets, fans and others will be milling around, including outside residential and business premises. Quite how bad this will be is unknowable, as the applicant has not provided the requisite information. And people will likely be tempted to relieve themselves in other places. Craven Street is known to serve as a toilet and frequently stinks of urine at weekends.

88.I have to ask how mobile pressure washer teams are supposed to be able to manoeuvre at speed through an area which is likely to be very congested by high-spirited football fans. I also query whether the arrangements can be relied upon to stop people from relieving themselves in public, and whether the washer teams will be on hand to clean private property (for example, front areas and doorsteps, and perhaps windows, maybe even inside our premises) if fans urinate or vomit into our property. It is also unclear how the applicant will clean residential and commercial premises if their occupants are away for the weekend - as they may well decide to be.

89.I object to the applicant's proposal that it is for us to tell them when there is a problem with hygiene or antisocial behaviour. I have no confidence that a helpline will be sufficient to ensure that nuisances and disorder are dealt with at the pace which residents and businesses are entitled to expect. A properly thought through and resourced approach would have enough of the right people stationed at all sites where public nuisance and other risks are likely to arise. That would require an Operating Schedule, supported by a risk assessment. Neither is available for review by residents, businesses or the Council. In numerous respects, the application fails to comply with PN1.

Exclusion of fans etc from residential streets, specifically Craven Street

90.Craven Street is predominantly residential, with homes at lower-ground and ground floors as well as the upper stories. It is home to a number of families with children, the youngest being 21 months old. As already remarked, residents do not unnaturally go out and about in the area at weekends, taking their children with them, and given that the street will be closed to vehicles they will be on foot, using baby-buggies for their young ones. So public safety generally, the safety of children and the safety of private property are serious concerns.

91.Thousands of fans will be in the immediate vicinity and potentially tempted to walk up Craven Street, including at night. So at the virtual meeting, I asked whether there would be physical barriers at the junction of Craven Street with each of Northumberland Ave, Craven Passage and Strand. The applicant told me that there will be no physical barriers anywhere except at the entrances and perimeter of the zone, but that there will be stewards in the area. I was told that 300 of the stewards will be licensed. As I have observed elsewhere, that is remarkably few for an area of the dimensions, size and capacity proposed by the applicant. I have checked what licensed security staff are legally permitted to do, and it seems to me that they do not have the training or legal powers to control the sort of behaviour that are typical at UEFA events. As I report elsewhere, I saw crowds breach the perimeter of the NYE 2023 security cordon. The security staff just stood back and let the horde through at two control points.

92.The applicant told us that it does not know how many people are expected to come to the zone. They claim that they will only know nearer the time. It told us that the need for stewards and indeed the operational design of the entire event would be determined by UEFA's modelling of demand, which presumably is made up of the finalists' fans with and without tickets, other football fans, and other people drawn to the area for whatever reason.

93.Given the serious violence and public disorder witnessed at UEFA events over the last few years, it is reasonable to enquire into UEFA's history of estimating demand for its fan zones. I assumed that if they are relying on the UEFA's modelling they must have satisfied themselves that UEFA produces reliable estimates, so I asked the organisers how accurate UEFA's demand modelling has been in recent years.

With similar reasoning, I asked what level of confidence the organiser is applying when making assumptions about how many people will turn up, in other words, how certain are the organisers that the number of people will be no greater than their planning assumption. At the time of writing, I have received no response to either question. It begs the question whether the applicant actually knows.

94. It seems from the arrangements sketched out by the applicant that it is expecting that thousands of excited people, most likely predominantly men, and many of them under the influence of alcohol or drugs, will leave the zone fully under the control of stewards directing them with "firm messaging" to designated routes, and will stick to designated routes without physical barriers or adequate staff to physically prevent them from taking alternative routes. Resourcing and operational design are based on a UEFA demand modelling system. The applicant has not demonstrated that its demand forecasting, and thus its planning, are likely to be accurate and conducive to resourcing and operational design that will ensure compliance with the Licensing Policy Objectives.

95. If the applicant had submitted the Operating Schedules and risk assessments required under the Licensing Policy, it would be able to demonstrate that all will be well, but they have not done so and thus it has failed to comply with Policies CD1, PS1, PN1 and CH1.

Residents' exposure to nuisance

96. Like many of my neighbours, [REDACTED] [REDACTED] The lower ground floor has a bedroom and bathroom which give on to the front area, behind railings. So my home is set back from the pavement by about a bit more than a metre. As we live on the edge of CIA West End Zone 2, we are routinely troubled by antisocial behaviour in the form of rowdiness, violence and public urination and vomiting. Many of us, myself included, have had the unpleasant experience of being woken at night by the sound of drunk people urinating or vomiting into our front area, and even urinating into our homes and vomiting onto our doorsteps. So I know - we all know - what can happen when people who are drunk, high or just over-excited find their way to our street.

97. Even if the majority of departing fans/others are amenable to polite but firm messaging and wayfinding from stewards, a small minority of fans who are not amendable would make life unbearable for us. And nuisance is hardly the biggest worry: the risks of public disorder and violence are material, and I have no confidence that stewards alone, no matter how firm and persuasive, will protect us.

Failings in security arrangements at NYE 2023

98. I have a very particular reason for being worried about this event and the people attending it or attracted to it. On NYE 2023 I was standing in Craven Street with guests to watch the firework display. Just before midnight, a large number - some hundreds - of people rushed down the street from Strand and broke through the steel walls and barriers at the junction with Northumberland Avenue. It was clear that the crowd containment measures at the Strand end had failed. So two sets of crowd controls failed. The barriers gave way and the stewards just stood back, putting up no resistance, powerless to do anything. There were no police present to deal with the situation.

99. I need hardly point out that the risks posed by a crowd of over-excited people rushing to watch (or video) a 15 minute firework display pale into insignificance compared to those likely to arise from a crowd made up of the sort of people drawn to UEFA events - and over a much longer time period. If this could happen with an excitable but relatively pacific crowd of NYE revellers, it is terrifying to think what could happen at and around the proposed zone, especially when one thinks of what happened in Trafalgar Square in 2021.

100. In early January I asked the GLA to explain what went wrong and how they will ensure that in future event organisers protect residents from such risks. I have had no satisfactory response, so the applicant has not demonstrated that they can control this much more demanding, complex and longer-running event.

Additional comments in support of my objection

Stewarding

101. Much reliance is placed on the stewards. The number of stewards envisaged by the applicant is not disclosed in its documentation, but the applicant told participants in the recent virtual meeting that there would be 600 stewards of whom 300 will be licensed and thus qualified to handle difficult situations. That is one licensed steward per 100 people, covering the entire length of the zone which runs for about 1 km from Waterloo Bridge to Westminster (ie, one licensed steward for every 3 linear metres of the zone) and four entrances, large queuing systems and portable toilets outside the zone. I have no confidence that this is adequate.

102. The applicant cannot demonstrate how 300 licensed and 300 unlicensed stewards are sufficient because they have not submitted Operating Schedules and risk assessments. I have read the Met Police's guidance on the stewarding of major events. They suggest a ratio of one steward per 50 participants. 600 stewards for 30,000 fans is precisely this ratio. It is difficult not to infer that the applicant has come up with its 600 stewards by means of arithmetic rather than by risk and operational analysis. Secondly, the stewards at NYE 2023 just abandoned us when the crowd pushed through, completely failing to protect residents and their guests. Thirdly, in his report into the Manchester Arena bombing Sir John Saunders found that Showsec's staff were inadequately trained and had differing understandings as to how to use their radio devices, and that different people at the Manchester Arena had inconsistent notions about Showsec's competence and role in relation to terrorism.

103. Absent the information required by the Licensing Policy, the applicant cannot demonstrate that its staff resourcing and deployment comply with Policies CD1, PS1, PN1 and CH1.

Consultation with residents et al

104. In part (a) of the analysis of the four licensing policy objective the applicant states that: "Consultation has taken place with the Neighbours Group as well as local residents via a letter drop." This was untrue when the applicant submitted its application. There was a letter drop, but except for one virtual meeting, on 20th March, there has been no consultation with residents or the Covent Garden Community Association. Policy CCSOS1 F23 states: "The council wishes to ensure that local residents and others have the opportunity to have their say in appropriate circumstances regarding licensing decisions that may affect them". The applicant has ignored the Council's express requirement.

105. It is true that the organisers have provided some additional information - which has not been uploaded to the licensing folder - but this is meagre. The attitude of the organisers was that they are experienced in these things, so we need not worry; that the concerns raised by residents and businesses are for the most part overblown or inconsequential; and that those that are serious are being worked on but the solutions are either not yet in a state to be disclosed, or cannot be disclosed because they are confidential for security reasons. The organisers certainly did not seem amenable to changing their plans in any substantive way and they have been entirely lacking in candour.

106. The applicant goes on to state: "If granted there will be a programme of consultation which will take place with local businesses, residents and neighbours." The last date for representations in response to this application is 26 March. The absolute earliest a hearing could take place is at the end of April, subject to the availability of the parties. Given that operational and logistical design and preparation will need to

start very soon for a 1 June event date, and the fact that the SAG (if thorough) will expect sight of all policies and procedures well before then so that any comments can be taken into account, in reality there is insufficient time for substantive consultation with residents.

107.I have a particular interest in being briefed on and being able to comment on the issues referred to at paras 82 to 100 because they will affect me very directly, but I see no prospect of having the opportunity, or of being able to influence the applicant's plans in any way.

108.Unless the applicant can demonstrate somehow that these consultations will be substantive with a strong commitment (enforceable as a condition) to addressing residents' reasonable concerns about breaches of the four licensing policy objectives, its engagement with residents and businesses will be merely cosmetic and meaningless.

Road closures

109.There is no information in the licensing folder about the road closures needed to "facilitate safe pedestrian egress" (Event Safety Management Plan p8) but these are likely to have to be extensive given the road layout in the vicinity of the zone and will have to be in operation for the whole afternoon and evening.

110.At the virtual meeting, the organisers shared a map which shows nearly all the streets between the Embankment and Strand and Whitehall being closed from Friday to (I think) Monday. If this goes ahead, we will be prevented for at least three days from going anywhere by car or taxi, from taking deliveries, from receiving visitors by car or taxi or receiving services such as repairs and maintenance. Businesses will be unable to receive deliveries or have waste and other items collected and they will be unable to welcome patrons coming by car or taxi. Residents and business-people will have to walk everywhere on the day of the event, through whatever crowds are drawn to the area, and in whatever condition they may be.

111.It is profoundly unreasonable for the applicant to impose on residents and businesses in this way without even demonstrating why it is necessary. It is also striking that the map shared with us is not in the licensing folder so will not have been seen by residents and businesses who did not attend the meeting. Nor will it (yet) have been officers or Members.

Qualified commitment to compliance with SAG-approved event plans

112.I take strong objection to the wording of Proposed Condition 8 "*So far as is reasonably practicable* the Premises Licence Holder shall ensure that the event is run in accordance with the Event Management Plan". This language gives the applicant scope to depart from the plan at its discretion. I noted in the report by Sir John Saunders (para 3.23) that the security complement at the Manchester Arena was under-resourced because the contractor was unable to obtain sufficient staff.

113.I am therefore very concerned that this condition 8 should be absolute and not subject to conditions of practicability as determined by the applicant. There is no point in SAG reviewing and clearing the plans if the organiser can change them unilaterally. If the applicant can change its arrangements at its own discretion, the Sub-committee cannot be confident that the applicant will comply with Policies CD1, PS1, PN1 and CH1, whatever arrangements the applicant commits to in advance.

Noise and similar nuisances

114.At NYE 2023 the music system along the Embankment was extremely loud - so loud that the windows and shutters in my home were rattling from about 9pm, when the music started, until the end of the event. It is not sufficient for the applicant to commit (Proposed Condition 21) to taking all reasonable

steps to prevent noise nuisance without at least explaining what "reasonable" means in the context and demonstrating that noise nuisance will not materially affect residents and hotel guests at Whitehall Court, Northumberland Avenue, Craven Street, Villiers Street, and overlooking Embankment Gardens. An event which causes the nuisance that I experienced on NYE but for a much longer duration is not acceptable. I have some idea of what the zone might mean for us in terms of noise nuisance because the noise from the larger public events in Trafalgar Square - whether fan zones, celebrations of major festivals, concerts or demonstrations - reaches my home and is a nuisance, even at that distance.

115. Even if acceptable as a Licence Condition rather than as something demonstrated in an Operating Schedule, this Proposed Condition 21 does not meet the requirements of the Licensing Policy PN1, which covers human voices within the licensed premises as well as music etc, and which also includes noise and disturbance caused by departing customers. Nor has the applicant engaged in any way with Licensing Policy Appendix 11: Guidance on Noise, and has not complied with the Appendix's mandatory requirements on "Information on noise", "Noise report" and "Environmental noise impacts assessment".

116. Proposed Condition 24 states that: "Any generators, refrigerators or other machinery running overnight will be silenced, screened or sited so as to not create noise audible above background levels at the facade of the nearest building". If such generators etc are running at night, the background noise will be lower and the permissible noise level should therefore be correspondingly reduced.

117. The applicant has not shown where generators and suchlike would be located, and has not shown how residents and businesses will be protected from pollution, especially at a season when residents and hotel patrons will likely have their windows open. There is no condition proposed relating to emissions from generators etc. Any generators etc operated by diesel- or petrol-fuelled engines should be situated well away from residential and business accommodation and the surrounding streets so as to prevent harms from emissions. In not demonstrating how this will be dealt with the applicant is not complying with PN1.

Public gardens

118. The applicant has not uploaded to the licensing folder a description of how it intends to use the gardens next to the Embankment and how they will be protected from harm. Plans shared at the virtual meeting gave more information. It is unclear whether Council officers will have seen these plans. The gardens are to be used primarily as passageways to enable people to move more smoothly around the zone and to house certain facilities and refreshment stalls. It is claimed that barriers and stewards will ensure that the gardens are protected.

119. The gardens are special, historic places, with their lawns, trees, shrubs and flowers carefully tended by WCC gardeners. Victoria Embankment Gardens is registered as Grade II* under the Historic Buildings and Ancient Monuments Act 1953 within the Register of Historic Parks and Gardens by Historic England for its special historic interest (List Entry Number: 1000844, Date first listed: 30-Sep-1987. Grade: II* designation defines the heritage asset as "of the highest significance"). The gardens are also a designated Site of Importance for Nature Conservation for their contribution to wildlife. According to westminster.gov.uk "the park provides impressive floral schemes surrounded by manicured lawns. The "Tropical Border" is one of the finest in London during the summer months. The site has many fine specimen trees and unusual shrubs" and is home to an important collection of ferns).

120. Greenspace Information for Greater London CIC (GiGL) reports "There is a shallow pool by the York Water Gate, with bamboo nearby providing possible nesting cover for mallard. A second pond has been planted with some native wetland plants; carp and sticklebacks are found here. Breeding birds include blackbird, dunnock, carrion crow, robin, woodpigeon, blue tit and starling." Foxes are also present. 1 June will be during the breeding and rearing season for these animals.

121.Nothing should be permitted to take place in any of the gardens that would disturb or imperil the wildlife or damage the gardens. Any damage would constitute a nuisance to residents and other users of the gardens and would harm important Grade II* listed features. I have read that during the UEFA 2021 debacle members of the crowd tore up small trees in/around Trafalgar Square and used them in fights and as projectiles. So the risk is not just that the gardens might be damaged by excessive wear and tear, but that they could be harmed by vandalism. The applicant has provided no risk assessment or operational plan to show how the gardens would be protected. A vague oral commitment to use barriers and some stewards (half of them not licensed) is insufficient. The applicant's statements about the successful operation of the Embankment at NYE have no bearing on the risks to the gardens, as at NYE the gardens are not open to the revellers.

122.Although not a licensing issue, I think we are entitled to know whether the proposed use of the Grade II* listed gardens and the works to be done to ready them for the UEFA event are such that a Listed Building Consent is required, and whether the time-frame for securing such consent is consistent with the applicant's timetable up to 1 June.

Annex A: application of Licensing Objective Policies - Prevention of Crime and Disorder CD1

Criteria	"Whether the premises make or will make a contribution to levels of crime and disorder, and whether the Operating Schedule is based on an adequate risk assessment, undertaken by the applicant, which takes account of all the relevant considerations below to reduce the likelihood of crime and disorder occurring as a result of the grant of the application."	The event will certainly have a material effect on levels of crime and disorder. No Operating Schedule covering this policy, at least not external to the zone
Considerations	<ul style="list-style-type: none"> a. The levels of crime and disorder in and around the venue; the proposals contained in the operating schedule... b. Whether the Operating Schedule includes appropriate management measures to prevent crime and disorder c. Whether the Applicant has undertaken a terrorism threat risk assessment that ensures that any security-related vulnerabilities have been identified, and reasonable, and proportionate steps (in keeping with the size and nature of the operation), have been taken to reduce the risk from a terrorist attack. 	<ul style="list-style-type: none"> Levels not estimated, CIA not referred to. No Operating Schedule covering these issues, at least not external to the zone. Unclear whether a terrorism threat risk assessment has been undertaken
Other	<ul style="list-style-type: none"> a. C1: The Licensing Authority will expect applicants to explain in their Operating Schedule how the operation of the premises will promote the prevention of crime and disorder... a specific assessment is needed of how the risks of violence and crime in the premises and the vicinity will be managed. b. C2: Publicly Accessible Places provide attractive targets for terrorist attacks, and all steps must be taken to reduce the risk to the large numbers of people who use licensed premises and spaces that are part of our day, evening and night-time economy and to provide a safe environment for those who live, work and visit our city. 	<ul style="list-style-type: none"> Not provided. Not demonstrated
Conditions	C7: Other conditions relating to the deterrence and prevention of crime and disorder and initiatives to reduce crime will be drawn up in liaison with the police to deal with particular premises or types of premises where concerns may arise.	Not seen, unclear whether because not done or not disclosed

Annex B: application of Licensing Objective Policies - Public Safety Policy PS1

Criteria	Whether appropriate and satisfactory general and technical risk assessments, management procedures and certificates have been made available to the relevant responsible authority and to the Licensing Authority that show the relevant considerations have been fully considered to demonstrate that the public will be safe within and in the vicinity of the premises.	A safety risk assessment of sorts; some, but not comprehensive management procedures disclosed. But no demonstration that the public will be safe, certainly not "in the vicinity of the premises"
Considerations	<p>a. Whether patrons can arrive at and depart from the premises safely.</p> <p>b. Whether the Applicant has undertaken a terrorism threat risk assessment that ensures that any security-related vulnerabilities have been identified, and reasonable, and proportionate steps (in keeping with the size and nature of the operation), have been taken to reduce the risk from a terrorist attack.</p>	<p>Not demonstrated.</p> <p>Unclear.</p>
Other	<p>a. C8: Crime, disorder and anti-social behaviour inside and in the vicinity of licensed premises may threaten public safety and affect perceptions of public safety.</p> <p>b. C9: Terror attacks, although not common have occurred within the City of Westminster... All premises are expected to have regard to the National Counter Terrorism Security Office (NaCTSO) Crowded Places Guidance and suite of Action Counters Terrorism (ACT) products that are available via the NaCTSO website (nactso.gov.uk).</p>	<p>Not recognised by the applicant. Risk assessment is confined to the zone and the entrance/exit points</p> <p>Unclear</p>
Conditions	a. C11: Planned rehearsal of terrorism attack plans should be undertaken to assess overall preparedness and whether policies and procedures are effective. Well-rehearsed plans can reduce the overall impact of attacks.	Not mentioned

Annex C: application of Licensing Objective Policies - Prevention of Public Nuisance Policy PN1

Criteria	The potential for nuisance associated with the style, characteristics and activities of the business to be carried out at the premises and the potential steps which would be taken to reduce the risk of nuisance occurring. This will particularly apply in areas of residential accommodation and where there is residential accommodation in proximity of the premises.	Highly pertinent
Considerations	<p>a. Regard will be had to disturbance of people whether at home, at work, staying in, or visiting the vicinity. However, stricter conditions will be imposed on premises licences in areas that have denser residential accommodation or have residential accommodation close to them. See Appendix 11.</p> <p>b. Applicants will be expected to have included measures in their Operating Schedules that make adequate provision to limit noise and vibration, eating, drinking and smoking outside their premises and other environmental impacts by:</p> <ul style="list-style-type: none"> • ...Restrict noise emissions to below levels that could affect people in the vicinity going about their business, at work and when at home both while relaxing and while sleeping. • Minimising and controlling noise from customers arriving at the premises, or open-air site outside it and departing from it including noise and other nuisance caused by customers' transportation and how dispersal is managed. • Identifying whether people standing or sitting outside premises are likely to cause obstruction or other nuisance... • Identifying whether the premises are under or near to residential accommodation. • Introducing measures to make sure that customers move away from outside premises when such sales cease. • Identify whether queuing is likely, and the steps proposed to prevent queuing or, if some queuing is inevitable, to divert queues away from residential properties and entrances of neighbouring premises, and to manage the queue to prevent disturbance or obstruction. • Identify whether there are adequate measures to prevent... Street fouling....Arising from the proposed licensable activity that may cause disturbance to people in the vicinity. 	<p>Highly relevant given the presence in the immediate vicinity of the zone of a large number of residents, numerous hotels and businesses. Applicant's acknowledgement of the context is confined to: "Confined to a statement by the applicant: "There are some residential and business accommodations within the area" cf Event Safety Management Plan p 3</p> <p>Applicant has not provided relevant Operating Schedules</p> <p>Not demonstrated</p> <p>Not demonstrated</p> <p>Not demonstrated</p> <p>To a very limited degree ("There are some residential and business accommodations within the area")</p> <p>Not demonstrated</p> <p>Not demonstrated that queues will be diverted and managed as required given the topography, at least at Northumberland Ave. Extent and location of queuing area not determined.</p> <p>Not demonstrated</p>

Other	<p>a. C12: The Licensing Authority will expect applicants to set out in their Operating Schedules the steps taken, or proposed to be taken, to deal with the potential for public nuisance arising from the operation of the premises or open-air site under the licence. Applicants should identify and describe through a risk assessment how these risks will be managed. Public nuisance could include low-level nuisance, perhaps affecting a few people living locally, as well as major disturbance affecting the whole community. It may also include, in appropriate circumstances, a reduction of the living and working amenity and environment of persons in the vicinity of licensed premises.</p> <p>b. C13: Westminster has a substantial residential population and the council as the Licensing Authority has a duty to protect it from nuisance. In certain areas, the increased concentration of entertainment uses, and the longer hours of operation have adversely affected local residents. Commercial occupiers of premises also have a legitimate expectation of an environment that is attractive and helps sustain their businesses. The role of the council as Licensing Authority is to maintain an appropriate balance between the legitimate aspirations of the entertainment industry and the needs of residents and other users of the city including, businesses, workers, shoppers and visitors. It will need to satisfy itself that adequate measures to prevent public nuisance are in place and will be maintained. These principles apply also to events in open air sites.</p> <p>c. C15: Residents are often subjected to nuisance from the noise of people on their way to and from premises and loitering in the streets after they have left premises. This can affect residents even at some distance from the premises themselves, especially along routes to transport facilities...and on routes between late night premises of various types...The nuisance from noise depends on its nature and whether it is during the day, the evening or at night. Late night noise is often unsettling; particularly shouting and screaming. Some of this is associated with aggression and assaults but most of it is "high spirits". It is impossible to distinguish between the reasons for these noises and in any case, it can be very disruptive late at night. The degree of nuisance caused by noise increases with the lateness of the hour; especially if it disturbs or prevents sleep.</p>	<p>Not provided by the applicant</p> <p>Absent an operating schedule, WCC cannot obtain the necessary comfort</p> <p>Not matters addressed by the applicant</p>
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Annex F: Planning Policy Appendix 14 - summary of Cumulative Impact Assessment

Ref	Pages
Zones	<p>For the purposes of assessing cumulative impact, the Central zone is divided into West End Zone 1 and West End Zone 2.</p> <p>Zone 1 is from the North of Trafalgar Square to New Oxford Street and from Regent's Street to Charing Cross Rd</p> <p>Zone 2 comprises the area immediately to the north, west and south of Zone 1. It includes Covent garden, Strand, Charing Cross Station, Trafalgar Square and Northumberland Ave.</p> <p>Overall, the CIA finds (cited para 27 on p 171 of the Licensing Policy) "Public realm crimes between 6pm to 6am in the borough were disproportionately concentrated here. Over the last three calendar years, 45% of violent crimes, as well as over half of robberies, thefts and drug offences in the borough were recorded here. Additionally, 43% of ambulance call outs 2017–2019 to the locations of licensed premises fell within these zones."</p>
Zone 1	<p>a. para 16. The rate of incidents per square kilometre observed here, as well as the rate of licensed premises per square kilometre was approximately nine times than the borough's average rate. For crimes in particular, the rate was 10–13 times higher between 6pm to 6am compared to the borough average. Approximately one third of violent crimes (795), robberies (2,237) and thefts (24,407) recorded in the borough between 6pm to 6am occurred in Zone 1 alone between 2017–2019. On average, 40% of drug offences (1,529) at night were reported in this area.</p> <p>b. para 17. The Zone 1 Radial Chart (not included) displays the rate of public realm crimes, noise nuisance and disorder incidents per km² relative to the borough's average concentration. For example, serious violent crimes in 2017–2019 which occurred between 6pm and 6am in Zone 1 per square kilometre were approximately 10 times the borough's average concentration</p> <p>c. Para 18 ... In this area patterns of theft and robberies between 6pm and 6am had been characterised as persistent over the last three years and intensified in the final months of 2019. Persistent patterns of serious violent crimes in the evening and night emerged here, as well as sporadic trends in the volume of drug offences recorded.</p>
Zone 2	<p>a. Para 20. Statistically significant and persistent hotspots emerged within this boundary as well, across incident categories assessed. The rate of incidents per square kilometre observed here, as well as the rate of licensed premises per square kilometre was nearly four times greater than the borough's average concentration.</p> <p>b. 21. Cumulative impact in Zone 2 is likely significantly shaped not just by the premises that sit within it, but also dispersal from the acutely affected Zone 1 and hosting key transport hubs Charing Cross, Embankment and Covent Garden, in close proximity to Oxford Circus and Tottenham Court Road stations.</p> <p>c. Para 22... The area around Charing Cross station, towards Embankment demonstrated particularly persistent patterns of serious violent crime in the evening and night, as well as high rates of ambulance call outs to the location of licences. Consecutive patterns of robberies in the evening and night were observed in 2019. Daily averages of antisocial behaviour were also persistent, and sporadic patterns of drug offences between 6pm and 6am were also recorded over the last three years.</p> <p>d. Para 24. The Zone 2 Radial Chart (right) displays the rate of public realm crimes, noise nuisance and disorder incidents in 2017–2019 per km² relative to the borough's average concentration. Robberies and theft and handling crimes between 6pm and 6am, as well as ambulance call outs to the locations of licensed premises per square kilometre were approximately five times the borough's average.</p> <p>e. Para 25. Statistical analysis comparing crime in these areas to the borough more widely, indicated that public realm crimes recorded in these areas between 2017–2019 were more likely occur in the evening and night and on weekends. This coincides with higher volumes</p>

Annex G: Selected requirements for the Operating Schedule per the Council's Licensing Policy

<i>Broad statements of policy requirements</i>			
Page	a.	Licensing Policy Document page 133 "Applications for New or to Vary existing Premises Licence or Club Premises Certificate": Applications must include an "Operating Schedule" setting out what licensable activities the premises will be used for and any other hours when it will be open to customers or members. The Operating Schedule should be prepared after an applicant's assessment of the effect of the grant of the licence on the licensing objectives.	None provided - just a very summarised description which has been augmented to a slight degree in oral response to questions put by residents and businesses. No assessment of the effect of grant on the licensing objectives has been undertaken. Not provided.
	b.	C12 on page 33: The Licensing Authority will expect applicants to set out in their Operating Schedules the steps taken, or proposed to be taken, to deal with the potential for public nuisance arising from the operation of the premises or open-air site under the licence. Applicants should identify and describe through a risk assessment how these risks will be managed. Public nuisance could include low-level nuisance, perhaps affecting a few people living locally, as well as major disturbance affecting the whole community. It may also include, in appropriate circumstances, a reduction of the living and working amenity and environment of persons in the vicinity of licensed premises.	Not demonstrated No detailed operating scheduled provided; not disclosed how the Licensing Objectives are promoted except from a summary document. The applicant barely acknowledges the presence of residents, businesses and members of the public, let alone addresses direct impact of the licensed premises' activities on members of the public living, working or engaged in normal activity in the area concerned
	c.	F9 on page 75: ... The Licensing Authority will expect, where relevant, that applicants have regard to the "Technical Standards for Places of Entertainment" and that as part of the application a detailed operating schedule is provided setting out how the venue will operate and how the operator will ensure that the Licensing Objectives are promoted...	Likely to be relevant, but not demonstrated.
	d.	F9 on page 73 Theatre, cinema, other cultural and live sporting venue will be subject to conditions on public safety related to the staging of special effects, the management of people, security, building design, evacuation and invacuation, lighting, stairs, lifts and any other relevant safety consideration. These venues are likely to have a range of capacities and therefore there may be a need for significant scrutiny in the planning, building and operation of these venues. The Licensing Authority will expect, where relevant, that applicants have regard to the "Technical Standards for Places of Entertainment" and that as part of the application a detailed operating schedule is provided setting out how the venue will operate and how the operator will ensure that the Licensing Objectives are promoted.	Likely to be relevant, but not demonstrated.
	e.	I1 on page 122: The Licensing Authority will not impose any conditions, other than those consistent with the operating schedule accompanying the application and any mandatory conditions required under the Act... The primary focus will be on the direct impact of the licensed premises' activities on members of the public living, working or engaged in normal activity in the area concerned	As there are no operating schedules, the applicant has made it impossible for the Licensing Authority to perform its legal duties.
<i>More specific requirements</i>			

31	<p>a. C11. Matters that should be considered in operating schedules include the following and conditions may be attached to licences by the Licensing Authority, but other conditions related to public safety may also be attached. There follows a long list of measures that the applicant's operating schedule is required to cover. They include:</p> <p>b. Policies and procedures must be in place that improve the premises preparedness for and resilience to a terrorist attack. These policies and procedures must be developed in line with NaCTSO Crowded Places Guidance and appropriate products within the suite of ACT products.</p> <p>c. Planned rehearsal of terrorism attack plans should be undertaken to assess overall preparedness and whether policies and procedures are effective. Well-rehearsed plans can reduce the overall impact of attacks.</p>	<p>No operating schedules</p> <p>No operating schedules, so not demonstrated</p> <p>No operating schedules, so not demonstrated</p>
32-33	<p>a. Applicants will be expected to have included measures in their Operating Schedules that make adequate provision to limit noise and vibration, eating, drinking and smoking outside their premises and other environmental impacts by:</p> <p>b. ...Limiting the escape of noise from the premises or open-air site.</p> <p>c. Restrict noise emissions to below levels that could affect people in the vicinity going about their business, at work and when at home both while relaxing and while sleeping.</p> <p>d. Minimising and controlling noise from customers arriving at the premises, or open-air site outside it and departing from it including noise and other nuisance caused by customers' transportation and how dispersal is managed.</p> <p>e. ...Identifying whether the premises are under or near to residential accommodation.</p> <p>f. ...Introducing measures to make sure that customers move away from outside premises when such sales cease.</p> <p>g. ...Identify the measures proposed for the management of people leaving the premises to smoke and for their readmission; including managing readmissions in relation to any queuing for admission and to measures to ensure that security procedures apply equally to admissions and readmissions.</p> <p>h. Identify whether queuing is likely, and the steps proposed to prevent queuing or, if some queuing is inevitable, to divert queues away from residential properties and entrances of neighbouring premises, and to manage the queue to prevent disturbance or obstruction.</p> <p>i. ...Identify whether the proposed licensable activities will be likely to cause nuisance by congesting the pavement or the roadway, and so impeding reasonable access</p> <p>j. ...The measures proposed in the Operating Schedule should have regard to the objective noise criteria set out in Appendix 11.</p>	<p>No operating schedules, so not demonstrated</p> <p>No operating schedules, so not demonstrated</p> <p>No operating schedules, so not demonstrated</p> <p>No operating schedules, so not demonstrated</p> <p>Not done adequately</p> <p>No operating schedules, so not demonstrated</p> <p>No operating schedules, so not demonstrated</p> <p>No operating schedules, so not demonstrated</p> <p>No operating schedules, so not demonstrated</p> <p>No operating schedules, so not demonstrated</p> <p>No operating schedules, so not demonstrated</p>
38	<p>C28. The 2003 Act application forms indicates that applicants should specify in their operating schedule anything which may give rise to concern in respect of children. Revised Guidance advises in respect of the protection of children from moral, psychological and physical harm</p>	<p>No operating schedules, so not demonstrated</p>
51	<p>D32. Applicants for licences for premises uses that do not have a presumption to refuse must provide evidence that they will not add to cumulative impact within the West End Cumulative Impact Zone. The applicant must provide significant mitigation within the operation schedule and the rationale on how their operation will not add to cumulative impact. It is not for the Licensing Authority to identify and put forward proposals for how a premises could prevent adding to cumulative impact in the area. Applicants that fail to add sufficient information within their operating schedule and don't adequately demonstrate how they will not add to cumulative impact may have all or part of their application refused, if representations are received.</p>	<p>No operating schedules, so not demonstrated. Unclear whether the Cumulative Impact policy applies for a one-off event, but there is no evidence that the applicant has considered the nature of the area (in terms of crime, ASB and ambulance call-out) into which fans and others will be passing when they leave the zone.</p>
93	<p>F88: The Licensing Authority will expect the applicant to provide an operating schedule that details the drug policy in operation at the premises.</p>	<p>No operating schedules, so not demonstrated</p>

Name:	[REDACTED]		
Address and/or Residents Association:	[REDACTED] [REDACTED] [REDACTED]		
Status:	Valid	In support or objection:	OBJECTION
Received:	26 Mar 2024		

I am writing on behalf of my business [REDACTED], located less than 75m from the proposed Champions League fan zone on the Embankment. I am objecting to this application due to the significant operational and safety concerns it presents for my business and the community at large.

The application's lack of specificity and apparent oversight regarding the event's broader impact raises serious concerns. It is clear that so many of the plans are still pending and subject to further discussions, making it difficult to properly scrutinise the plans. Why has this application been submitted at such a late stage with so little in the way of firm plans? Notwithstanding the lack of planning, my past experiences with similar events were traumatic (whether NYE or Euro 2021) due to disorderly conduct and overcrowding which severely disrupted my business operations and compromised its safety.

Furthermore, the documentation accompanying the application does not convincingly demonstrate how it will adhere to the licensing objectives or effectively manage the risks associated with such a large gathering. For example, the generic nature of the Event Safety Management Plan and the ambiguities in planning details leave me doubtful about the organisers' ability to ensure a safe environment both inside and outside the designated event zone.

The consultation process also appears to have been insufficiently executed, with many businesses, including mine, not formally consulted. I have had to find out about this application from the local community. This lack of meaningful engagement suggests a disregard for the legitimate interests of the local business community.

Given the cumulative impact of these issues, along with the potential for serious disruption to my business operations and the broader community, I urge the licensing authority to reject this application.

Name:	[REDACTED]		
Address and/or Residents Association:	[REDACTED] [REDACTED] [REDACTED]		
Status:	Valid	In support or objection:	OBJECTION
Received:	26 Mar 2024		

Dear Sirs

Licensing Act 2003

**Representation by [REDACTED]
24/01115/LIPN / UEFA 2024 Champions League Fan Meeting Point, Victoria Embankment Gardens,
Villiers Street, London WC2N 6ND / Great London Authority**

We refer to the above application for a premises licence in respect of UEFA 2024 Champions League Fan Meeting Point, Victoria Embankment Gardens.

This representation against the grant of the application is made on behalf of LW Theatres Group

Limited, local stakeholder and owner and operator of nearby theatres such as the Adelphi Theatre, Strand.

Our client's foremost concerns are the implication the application has on the licensing objectives, in particular the detrimental impact on crime and disorder and public nuisance likely to arise from a large scale 29,999 capacity highly anticipated football event in this location at which alcohol will be sold and consumed.

Supporting Documentation

In considering the application our client has engaged independent licensing consultant Dr Phil Hadfield and we enclose with this representation his Executive Summary of the issues raised by the application.

Summary of Concerns

Whilst the applicant refers to a consultation process with local stakeholders, in reality this has been poor. Whilst our client has only now (19 March) had the opportunity to discuss the application and intentions of the GLA with its representatives; it is disappointing that this did not occur prior to the submission of the application. Our client would have welcomed from the outset a meaningful and comprehensive briefing from the applicant as to the intention of use of the application and how it will prevent crime and disorder and public nuisance historically resulting from similar licensed events - particularly those directed at significant football events - in the vicinity. Even at that meeting, many of the responses received lacked clarity and certainty.

It is of particular concern that the application seeks a licence for licensable activities, including the sale of alcohol for up to 29,999 people for a designated (and alcohol fuelled) football event. The application is for a time limited licence for the period 24 April 2024 to 02 June 2024, with licensable activities limited to a Saturday. Whilst the additional literature provided states the licence will be limited to one event –

the Champion Leagues Final – this is not effectively conditioned in the proposal.

Proposed condition 1 states (emphasis added): *Licensable activities shall be restricted to the event period and shall only be carried out in conjunction with the UEFA Champions League Final official Fan Meeting Point activity taking place at Victoria Embankment.* The 'event period' is not defined in the conditions.

Without an appropriate definition, if granted as applied for, licensed events could be held every Saturday during the period 24 April 2024 to 02 June 2024.

Those fans at the event holding tickets to the match itself (and indeed many without tickets) are anticipated to move en masse from the licensed area to Wembley. Dr Hadfield highlights that such journey by public transport is almost 40 minutes, with the most direct route travelling north *"through the heart of London, including through 'pinch points' such as Piccadilly Circus and Oxford Circus. It is therefore unclear how the event can be described as "located in close proximity to key transport hubs which run services to Wembley Stadium".*

Whilst opposing grant, this representation is also to ensure that should a premises licence be granted that it includes appropriate permissions and conditions to ensure that licensable activities provided under the licence are operated safely and in accordance with the licensing objectives for one Saturday only.

Historical Context and Evidence

This is not the first application for a premises licence made by, or in conjunction with the Greater London Authority for a Fan Zone. Previous events have taken place which have caused significant disruption and damage. The cost, both in time and money in rectifying damage from previous events has been significant. By way of example, the 2021 final of the UEFA European Football Championship resulted in six figures' worth of damage to St Martin-in-the-Fields Church located on the edge of the licensed area.

Concerns and Policy

Historically, alcohol-fuelled football focused events have caused significant damage and

vandalism. This causes not only a vast and expensive clean-up operation for those caught in the path of 29,999 leaving the event and those heading to Wembley, but also the significant negative damage to the City, including the historical and cultural buildings in the vicinity of the event itself.

West End Buffer Special Consideration Zone

Victoria Embankment Gardens is located in the **West End Buffer Special Consideration Zone**, to which Special Consideration Zone Policy SCZ1 applies. Policy para D43 notes (emphasis added): *“Applicants may need to consider **additional measures and mitigation above that which would normally be put in place to ensure that their operation will not negatively contribute to local issues.** The proposed measures to mitigate the risks to the licensing objectives may be more or less appropriate depending upon the style of operation applied for.”*

The West End Buffer Zone is approximately 0.66km² and, although occupying approximately 3.6% of the borough’s footprint, it homes approximately 2,300 residential households and recorded rate of incidents per square kilometre nearly four times the borough average. The area itself is closely associated with dispersal, due to the large number of transport hubs, including national rail, tube stations and large numbers of night bus routes². Granting a premises licence for, inter alia, the sale of alcohol for up to 29,999 people will, by any reasonable consideration, inevitably result in instances of crime and disorder and public nuisance.

Key local issues in this area to be addressed by the Applicant are:

- Robberies.
- Theft.
- **Antisocial behaviour on and around public transport.**
- **Incidents relating to ambulance call outs at night to the locations of licensed premises for intoxication, injury related to intoxication and/or assault.**

Of these, ASB and ambulance call outs are an obvious concern. It would be helpful if both the Police and the Applicant could address this policy. These also replicate factors that have caused specific issues historically and need to be addressed by the applicant to prevent future disturbances to neighbouring buildings and those in the vicinity. Of particular concern is the non-defined number of bars proposed at the event, to cater for the 29,999 capacity applied for and how these will be managed. The proposed conditions additionally lack detail as to the management of dispersal of such a large crowd into the city, particularly following the consumption of alcohol.

Dispersal into the West End Cumulative Impact Area

The consequence of the West End Buffer SCZ location is the close proximity to the cumulative impact area and the dispersal of up to 29,999 people into that area. The current designation of the West End CIA signposts, inter alia, (as per Policy paragraph D4) *“the cumulative effect of the concentration of late night and drink led premises and/or night cafés has led to serious problems of disorder and/or public nuisance affecting residents, visitors and other businesses.”* The result of the application will be the potential of 29,999 people dispersing into the CIA, particularly late at night.

Alcohol

The sale of alcohol sought, unrestricted by proposed conditions, must activate consideration of Public Houses and Bars Policy PB1 and in any event Policy SCZ1 and CIP1 given the mass movement of people through the CIA.

Policy paragraph F90 states: *“[...] premises that primarily serve alcohol, with or without the provision of any ancillary playing of music, can give rise to public nuisance for residents and other businesses, particularly where there is a concentration of such premises. This is principally due to noise from the premises and from patrons when they leave. Pubs and bars present opportunities for crime and they can also give rise to disorder.”*

The 2020 Cumulative Impact Assessment “[...] identified that pubs and bars were significantly associated with a greater likelihood of reported crime, disorder and nuisance. Overall, for every additional licensed premises the number of reported crimes increased by 13%, noise complaints by 9% and disorder at all times of day by 6%. For every additional pub or bar noise complaints increased by 24%”.

The ability to sell alcohol is of significant concern to our client, particularly given the historic problems identified – in particular (but not limited to) football events. [The Baroness Casey Review: An independent Review of events surrounding the UEFA Euro 2020 Final ‘Euro Sunday’ at Wembley](#) refers, in which a GLA Official was quoted: **“I work across a plethora of events, and never have I seen the consistent poor behaviour for that volume of time. It was criminal, it’s the best way of describing it - there was violence, there was disorder.”**

Dr Hadfield raises similar concerns – *“It should also be noted that football fixtures have strong cultural associations with heavy sessional (binge) drinking and particularly when fans are outside of the controlled environment of modern stadiums⁴.”*

It is our client’s view that either there should, as part of any licence granted, be clear and enforceable conditions that appropriately restrict the sale of alcohol, both in terms of applicable capacity, and timings. We also note proposed condition 12 regarding customers bringing their own alcohol onto the Premises and encourage the Committee to make this an absolute restriction as follows:

“12. The Premises Licence Holder shall ensure that alcohol is not allowed to be brought onto the Premises by members of the public, unless approved by the LOPSG”.

Cinemas, Cultural Venues, Live Sporting Premises and Outdoor Spaces Policy CCSOS1 Policy paragraph F19 acknowledges the impact of noise nuisance from outdoor events and confirms:

“The extent and frequency of these events in relation to the areas where the impact is felt will be considered in determining applications for premises licences for outdoor licensable activities, and the imposed conditions will reflect this.”

Hours

The previous disturbances caused indicate that the hours sought are too late for this particular location, where customers will be encouraged to congregate all day. Experience suggests that a not insubstantial number of customers will partake in all day drinking. As such, the committee is urged to consider the impact of up to 29,999 departing from the licensed area following the cessation of licensable activities (at the latter of 21:30 or 15 minutes into the second half of the match) and closure thereafter at 23:30 (or 30 mins after the match has ended including normal time, extra time, penalties and trophy presentation, whichever is the latter).

Given the open space, even with temporary structures there is insufficient protection for neighbouring businesses and residents in terms of noise escape from both licensable activities and the dispersal of customers thereafter, particularly late at night.

Prevention of Public Nuisance

The application is the licensing of an open space. Whilst temporary structures can be installed the ability of any such temporary structure to successfully prevent significant noise escape and resulting nuisance is limited.

Policy paragraph F19 supports this concern: *“Sound from outdoor events is not enclosed and carries across the city and therefore may cause widespread nuisance.”*

Street urination, litter, significant damage to property and anti-social behaviour are all elements experienced as a result of similar events at nearby Trafalgar Square, particularly resulting from events involving sport and football and/or alcohol. This requires a significant clean-up operation at a significant cost to third parties.

As Dr Hadfield notes in his Executive Summary: *“this a large-scale event that will be disruptive to many local residents, workers and businesses as a result of its Central London location. The disruption will occur in relation to road closures, local noise from open air amplified sounds and other environmental impacts such as the degradation of gardens and pathways from the weight of human traffic and pressures on public transport services once the event ends...”* Such consequences must be considered by the Licensing Sub-Committee in its determination of the application.

Prevention of Crime and Disorder

The 2020 Cumulative Impact Assessment identified that incident rates associated with cumulative impact increased rapidly from 9pm⁶. Given the location of the premises on the edge of the West End Cumulative Impact Area and the capacity sought, the Committee is urged to consider reducing the hours for licensable activities and in particular for the sale of alcohol. Anti-social behaviour and criminal damage have been experienced at similar events previously, both the increased likelihood of customers as (i) the cause of crime and (ii) victims of crime, are readily foreseeable given historic issues experienced. All such elements negatively impact on the prevention of crime and disorder and are contrary to the licensing objectives. The applications proposes insufficient detail to adequately address these very real issues arising from licensable activities as applied for.

Public Safety

The licensed use as denoted by red-line on the application plan, and the attraction of large crowds that it will bring – not only in the licensed area itself, but on its periphery - will require co-ordinated management and policies to ensure the safety of both those visiting and those in the vicinity. Road closures adds to the intensification of use and the scale of licensable activities utilised under the licence.

Prevention of Children from Harm

The provision for alcohol sales is a key concern. The sale of alcohol may be exclusionary to some family audiences and faith groups. It places those children who do attend under increased exposure to alcohol related harms, including proxy sales, witnessing alcohol misuse and alcohol-related disorder by adults.

Conclusion

The application site is plainly not suitable for the size and scale of event sought. Dr Hadfield's Executive Summary concludes⁷: *"an alternative self-contained site, 'out-of-town' but well-connected, in the West or North West London region, is to be strongly preferred in terms of supporting the Licensing Objectives, as this would impose less pressure on local communities and the transport network."*

Given the historic issues with football events in the vicinity and the detrimental impact on the local community, in particularly in relation to the sale of alcohol, if granted the Licensing Sub-Committee is encouraged to appropriately limit the permissions sought and to ensure that any grant is clear as to the extent of the permission granted.

We should be grateful if you would kindly acknowledge receipt of this representation and keep us informed on the progress of this application, including the date of Licensing Sub-Committee once scheduled and the deadline for submitting submissions for that hearing.

Yours faithfully

Thomas & Thomas Partners LLP

Encl – Dr Hadfield Executive Summary

Premises Licence Application

UEFA Champions League Final at Wembley Stadium, Fan Meeting Point in Central London event, Saturday 1 June 2024

Victoria Embankment, Victoria Embankment Gardens, Whitehall Gardens, and MOD Gardens, WC2E 7HR

Executive Summary

This Premises Licence application is for a 1-day 30,000-capacity event to take place within open public spaces, footpaths and roads located along the North Bank of the River Thames in Central London. The sites have previously hosted informal gatherings to watch the New Year's Eve fireworks displays, but have not previously hosted organised and licensed events of this scale. The proposed event is to be operated by LS Events (LSE) on behalf of the Greater London Authority (GLA).

The proposal is that on the day of The UEFA Champions League Final at Wembley Stadium (1 June 2024) two Fan Meeting Points (FMPs) will be established where each supporter group can congregate and use as a point from which to move to the stadium. The FMPs will also host un-ticketed fans, providing live footage of the match on several large open-air screens. Up to 30,000 fans will be able to assemble in the areas free of charge and access a full-day programme of activity, including live music entertainment, food and drink, merchandise stalls, and what the applicants describe as "interaction with sponsors". There will be a large stage erected in Victoria Embankment Gardens and a (thus far unspecified) number of bars located across the sites. A variety of suppliers will be used to operate the bars, the entertainment offer, and to provide security.

The Premises Licence Application requests permission for 'Regulated Entertainment' including plays, films, live music, recorded music, performance of dance, all to run: 10:00 to 21:30; Supply of Alcohol: to run 10:00 to 21:30, or 15 mins into the second half of the match whichever is the latter; with an End Time of 23:30, or 30 mins after the match concludes, including normal time, extra time, penalties and trophy presentation, whichever is the latter.

According to the LS Events Safety Management Plan (Version 1, 23/02/24 p.3-4) the: *"Fan Meeting Points will provide a vital link between travelling fans arriving in the city on the morning of the Match, until reaching the stadium that evening, it is therefore important that the Fan Meeting Points are located in close proximity to key transport hubs which run services to Wembley Stadium with sufficient capacity and as little travel-time as possible but still within iconic areas of London"*.

Travel time to Wembley Stadium on public transport is approximately 37 minutes using the most direct route from Embankment or Charing Cross northbound on the Bakerloo Line, changing at Baker Street onto the Metropolitan Line. This involves fans travelling north through the heart of London, including through 'pinch points' such as Piccadilly Circus and Oxford Circus. It is therefore unclear how the event can be described as *"located in close proximity to key transport hubs which run services to Wembley Stadium"*.

The application includes an Event Management Plan (EMP), which is to be put before membership of the Safety Advisory Group (SAG) no later than 2 months prior to the event. At the time of writing, membership of the SAG has not been confirmed and it is

unclear if the goal of 'no objections' from the Responsible Authorities has been achieved. Much of the content in the EMP is redacted and the document is classified as Confidential / Controlled. It is therefore not possible for Interested Parties within the licensing process such as local residents and businesses to gauge and assess the detail of what is proposed and its impacts on the Licensing Objectives within particular locations in and around the proposed sites of the event. Information on anticipated audience numbers across the different viewing / activity areas has been redacted, as has projected ingress and egress flow rates. Road closures will be in place but the locations and times are not confirmed. Sections 9-12 of the EMP are dedicated to the procedures that would be needed in the case of a Major Incident, or emergency, including how to evacuate up to 29,999 people. Planned 'Control Measures' with the event Risk Assessment list are also redacted.

Clearly, this a large-scale event that will be disruptive to many local residents, workers and businesses as a result of its Central London location. The disruption will occur in relation to road closures, local noise from open air amplified sounds and other environmental impacts such as the degradation of gardens and pathways from the weight of human traffic and pressures on public transport services once the event ends on a Saturday night when Central London's Night-Time Economy is also in full flow. It should also be noted that football fixtures have strong cultural associations with heavy sessional (binge) drinking and particularly when fans are outside of the controlled environment of modern stadiums. The 'drink factor' simply increases the risk of negative impacts from the event spreading throughout Central London once fans depart the site and disperse. There is a long history of these forms of impact from football-related events.

Victoria Embankment Gardens, the proposed heart of the event site, falls within West End Zone 2 / The 'West End Buffer', a designated Special Consideration Zone (SCZ) in the City of Westminster's Statement of Licensing Policy 2021-26. Westminster's 2023 Cumulative Impact Assessment found this Zone to have higher levels of crime and noise complaints than any of the other SCZs, and second only to West End Zone 1, the core Cumulative Impact Area. The Licensing Policy Statement notes that:

"Cumulative impact in Zone 2 is likely significantly shaped not just by the premises that sit within it, but also dispersal from the acutely affected Zone 1 and hosting key transport hubs Charing Cross, Embankment...The area around Charing Cross station, towards Embankment demonstrated particularly persistent patterns of serious violent crime in the evening and night, as well as high rates of ambulance call outs to the location of licences" (p.168, Appendix 14, paras: 21-22).

The choice of an 'iconic' location appears to relate to commercial factors and the prestige / attraction of the Thames riverside; it has not been justified in terms of the Licensing Objectives. Although the Applicants can no doubt negotiate detailed Conditions, with advice from the SAG, tweaking 'best practices' at the event itself will not address the broader fundamentals of the challenge, which are the location, timings, and scale of what is proposed and their negative cumulative impacts for Central London.

I am of the opinion that an alternative self-contained site, 'out-of-town' but well-connected, in the West or North West London region, is to be strongly preferred in terms of supporting the Licensing Objectives, as this would impose less pressure on local communities and the transport network. If the LSC is minded to permit in the location proposed I would respectfully suggest that the size of event, in

terms of the capacity of persons to be accommodated, should be significantly reduced.

The Author

Dr Phil Hadfield is an independent licensing consultant. He has worked on four rounds of evidence gathering for cumulative impact assessment exercises in the West End, commissioned by the City of Westminster between 2003 and 2017 as part of a series of Statement of Licensing Policy reviews. He also worked for the Greater London Authority in 2021 on a project to develop the London Night-Time Observatory shared data repository, as part of the Mayor of London's on-going Evening and Night-Time Economy strategy development.

Name:	[REDACTED]		
Address and/or Residents Association:	[REDACTED] [REDACTED] [REDACTED] [REDACTED]		
Status:	Valid	In support or objection:	OBJECTION
Received:	18 Mar 2024		

As a resident of [REDACTED] I object strongly to this application. Football fans have the potential to bring a wide range of undesirable behaviours, including noise, drunkenness and violence. This is completely the wrong area for this type of event.

Name:	[REDACTED]		
Address and/or Residents Association:	[REDACTED] [REDACTED] [REDACTED]		
Status:	Valid	In support or objection:	OBJECTION
Received:	24 Mar 2024		

As a resident of [REDACTED] I strongly object to the proposed Fan Zone Licence for the UEFA Cup on 1 June 2024. I set out the reasons below.

The proposed area is totally inappropriate as it involves closing Victoria Embankment to traffic for in excess of 11.5 hours on a Saturday. Victoria Embankment is a major East/West route through London & the traffic congestion will be significant. The 11.5 hours are the time the zone will be open to fans, there will be significant additional time for setup & breakdown (estimated on the application as 28 hours). I assume the Licensing Authority has access to the traffic volumes on Victoria Embankment on Saturdays & can therefore work out for themselves the amount of traffic disruption.

Apart from paved roads the area contains two fenced public gardens containing historic statues, large flower beds & trees, many of which are climbable. Both these areas which comprise approximately 50% of the proposed zone, are inappropriate for large groups of people. This is evidenced by the fact that New Year's Eve crowds are prevented from accessing the public gardens. The likelihood of extensive damage to the statues, flower beds & trees is significant

With the exception of the main East/West highway, the area around the proposed fan zone comprises largely narrow streets with residential properties. There is therefore a considerable risk that tens of thousands of football fans could cause significant disruption & potential damage to people, properties & cars on these streets.

The area is bounded on one side by the River Thames giving opportunity for misadventure either accidental or otherwise.

The area is adjacent to the seat of government & is therefore maintained by the council to a high level in terms of clearing litter, provision of public conveniences, hanging flower baskets on lights & standards of gardening in the public gardens mentioned above.

Name:		[REDACTED]	
Address and/or Residents Association:			
Status:	Valid	In support or objection:	OBJECTION
Received:	24 Mar 2024		
<p>All of this would likely be negatively impacted by 10s of thousands of football fans in the area. The planning evidenced by the Zoom meeting on Wednesday 20 March, showed scant regard for these problems particularly & very importantly, the non-existent provision of additional public conveniences. .</p> <p>In addition, all of the above problems & risks will be exaggerated because the event will not be ticketed so there will be no control of numbers. There is also an intention to sell alcohol for 11.5 hours, which can easily be supplemented by alcohol purchased from shops & pubs near the area increasing the risks from drunkenness & potential violent behaviour.</p> <p>Finally, there is an opportunity to use an alternative venue, Green Park, which is a larger discrete fenced area with no statues, flower beds, or need to close major roads & no risks from river access. Green Park also has direct access from the park to the Jubilee Line to Wembley To the extent that a large paved area within the fan zone is required The Mall, which is adjacent to Green Park is currently closed to traffic & is frequently closed to traffic at weekends.</p>			

Name:		[REDACTED]	
Address and/or Residents Association:		[REDACTED] [REDACTED] [REDACTED] [REDACTED]	
Status:	Valid	In support or objection:	OBJECTION
Received:	6 Mar 2024		

Re: 24/01115/LIPN - Premises Licence | Victoria Embankment Gardens Villiers Street London WC2N 6ND

I am writing to express my vehement objection to the proposed premises license application for a Champions League final fan zone event on the Embankment, the same location renowned for hosting London's New Year's Eve fireworks.

I have set out below quotes taken directly from the documents supporting the application, followed by my representations on the same.

1. *"We believe that the framework for live events provided by the Licensing Act and statutory guidance offers a realistic and valuable tool for ensuring the safety and welfare of all involved. The track record of the organisers' operations elsewhere indicate that this will be a well-managed and safe event."*

The company that has been tasked with running this fan zone is LS events, the same company that was in charge of the Euro 2020 (2021) fan zone in Trafalgar Square ([UEFA EUROS 2020 \(2021\) Fan Zones — LS Events](#)). The anarchic events of 2021 are still fresh in the minds of the residents and businesses in the area. Shocking incidents, as reported by Metro ([Euro 2020: Streets descend into chaos ahead of England v Italy final | Metro News](#)), saw fans climbing on buses and throwing trees, further emphasising the potential for disorder and disruption when hosting significant sporting events in densely populated areas. Given the out of control scenes on the streets of London in 2021, it is simply astonishing that the applicant refers to the previous "track record" of the organisers and how this indicates that this will be "a well-managed and safe event". This is a blatant misrepresentation and should be called out as such. Such behaviour not only poses a risk to public safety but also impacts local residents and businesses adversely.

The New Year's Eve events in both 2022 and 2023 also serve as stark reminders of the inherent difficulties in controlling large gatherings on the Embankment and surrounding areas. Reports from MyLondon on 1 Jan 2024 ([London fireworks branded a 'shambles' as angry ticketholders complain of 'unsafe' crowds and many stranded unable to see display - MyLondon](#)) described the 2023 New Years Eve event as a "shambles", with "unsafe" crowds leading to many ticket holders being stranded and unable to view the display. Additionally, BBC News ([London New Year fireworks: Fake tickets to blame for issues says City Hall - BBC News](#)) highlighted issues with fake tickets exacerbating the crowd control problems, underscoring the complexity and potential for disorder at such gatherings. Eyewitness accounts from these events paint a harrowing picture of the chaos that ensued: "That was the most shambolic, chaotic and disgraceful event imaginable - queues for hours, dangerous overcrowding and crushing, people screaming and crying, no wardens or security in sight for the majority of the queue and no messaging or clarity whatsoever." Such first-hand experiences raise grave concerns about the safety and security measures in place for managing large-scale events on the Embankment.

The situation in 2022-23 was no less dire, with reports of drunk crowds initiating unsanctioned celebrations, leading to chaos in the city. MyLondon ([London New Year's Eve fireworks stormed by crowds as police struggled to stop streams of people breaking into event without tickets - MyLondon](#)) and The Sun ([Crowd crashes barriers at London NYE fireworks as 8 arrested in capital - while cops are run over & huge rave is busted | The Sun](#)) reported on crowds storming barriers, with police struggling to contain streams of people breaking into the event without tickets, resulting in arrests and a palpable sense of danger for attendees. This clearly demonstrates that crowd control in this area is not only challenging but has repeatedly failed to ensure public safety and order. The narrow streets and limited access points in central London are ill-equipped to manage the influx of a massive, concentrated crowd that a Champions League final event would inevitably attract and is a recipe for disaster.

How long do the local residents and businesses need to put up with the Mayor's repeated attempts to use high-profile events to garner favour rather than addressing the practical needs and concerns of the community? Has the Mayor learnt nothing from the fallout of previous events, or does he simply not care about the consequences? Once again, he is demonstrating a fundamental disregard for the locals he is supposed to represent, favouring the interests of those who do not live and work in the area. This approach not only alienates residents and businesses who bear the brunt of these disruptions but also raises serious questions about whose interests are truly being prioritised in the planning and approval of such events.

2. *"All activity within the licensed area will be appropriately managed with SIA security and stewards."*

Organising an event that spans over 13 hours almost guarantees instances of drunken and disorderly behaviour. This extended timeframe not only facilitates but encourages increased alcohol consumption among attendees, heightening the risk of disorderly conduct. Whilst the application notes that inebriated individuals will be removed from the licensing area, this doesn't resolve the problem. In fact, it makes it worse as it simply pushes those individuals to the surrounding areas where local residents and businesses will have to deal with the consequences. After all, the application makes clear that the work of the security and stewards is limited to activity within the licensed area. Who will deal with what happens directly outside the licensing area? This appears to have been intentionally omitted from the application papers. This scenario places an undue burden on the police, emergency services, and the community at large, potentially stretching resources thin and impacting the quality of life for residents and businesses in the vicinity.

3. *"Consultation has taken place with the Neighbours Group as well as local residents via a letter drop"*

It has come to light that not all local residents and businesses received the letter drop, casting doubt on the thoroughness and reach of the consultation process. For example, the residents and businesses in Buckingham Street have confirmed that they did not receive the letter drop. Moreover, genuine consultation by its very nature requires a two-way dialogue. When concerns were raised with the LS events Business and Resident Liaison (██████████) the responses seemed more inclined towards stalling for time rather than addressing the issues raised. This strategy appears to be aimed at pushing the application through without adequately considering or addressing community concerns. Such an approach undermines the integrity of what should be a transparent and inclusive consultation process, raising questions about the fairness and openness of the application's advancement. Furthermore, when asked by email on 27 February when the public consultation would open, Mr Butterfield noted that he would have to check with the GLA. On 4 March, ██████████ noted that he was still waiting for information from the GLA before being able to comment, this despite the application seemingly live on the Westminster website since 28 February.

4. *"The applicant can demonstrate that they have considered the impact of the event on the community around the site, and have developed and implemented policies to minimise disturbance or harm."*

This statement is met with considerable scepticism. There is a notable lack of evidence or detailed explanation as to what specific policies have been developed and implemented to support this assertion. The applicant's responsibility appears to be narrowly defined to only the licensed area, suggesting a disregard for the broader implications of the event on the surrounding community. This approach fails to address the potential for disturbance or harm that may extend beyond the confines of the licensed area, indicating a significant oversight in planning and consideration for the community's well-being. The absence of clear, actionable policies that extend to the areas surrounding the event site raises serious concerns about the application's representations and the genuine commitment to minimising the event's impact on the local community. This discrepancy calls into question the validity of the application's assertions.

The continuous disruption caused by weekend events resulting in road closures has become an intolerable burden for both residents and businesses in central London. The cumulative effect of these disturbances has reached a saturation point, and the addition of a fan zone will only exacerbate this ongoing issue. The claim that such events boost local economy does little to comfort those whose daily lives and operations are turned upside down.

5. *"The meeting points will be a preparation and celebration zone for fans from each team to safely assemble on Match Day, free of charge."*

Mayor Khan has repeatedly emphasised the city's financial limitations. The decision to offer free tickets, rather than charging a fee, raises significant concerns. This approach not only forgoes a potential source of commercial benefit for the city but also risks exacerbating crowd control issues. Charging for tickets could serve as a mechanism to regulate attendance, ensuring that those present are genuinely interested in the event and reducing the likelihood of disorderly behaviour. It prompts the question: is the Mayor's focus truly on enhancing the city's cultural offerings and ensuring the safety and enjoyment of all attendees, or are other motives at play? This decision raises questions about how city funds are allocated and the prioritisation of resources, especially in light of the stated financial constraints.

6. *"Fan Meeting Points will provide a vital link between travelling fans arriving in the city on the morning of the Match, until reaching the stadium that evening, it is therefore important that the Fan Meeting Points are located in close proximity to key transport hubs which run services to Wembley Stadium with sufficient capacity and as little travel time as possible but still within iconic areas of London."*

It is imperative to question the logic behind selecting the Embankment as the venue for the fan zone, especially considering its distance from Wembley Stadium—over 45 minutes away. The application notes the importance of Fan Meeting Points being in close proximity to key transport hubs with services to Wembley Stadium, yet the Embankment does not meet this criterion. This choice contradicts the stated need for ease of travel and access, and it lacks any logical basis given the significant distance and travel time to the stadium.

Alternative locations such as Hyde Park (a 20 minute tube journey to Wembley Stadium), with its expansive size, could easily accommodate both sets of rival fans whilst causing minimal to no disruption to businesses or residents. Hyde Park's capacity and layout make it a more suitable choice for such large gatherings, providing ample space for fans to congregate without impacting the surrounding community negatively. This alternative seems to have been overlooked in the planning process, raising further questions about the thoroughness and rationale behind the venue selection for the fan zone.

7. Redactions

The application itself is troublingly opaque, with numerous redactions obscuring critical information, including vital details about street closures necessary for the event. Aside from the mention of the Embankment, there is a conspicuous lack of information regarding which additional streets might be closed to accommodate queues or other event-related activities. This omission leaves residents and businesses in a state of uncertainty, unable to adequately prepare for the disruptions that will inevitably arise.

The expectation that streets used for queuing and other logistical needs will be closed is reasonable, yet the absence of this information in the application suggests an alarming level of discretion granted to the organisers. It appears to allow them free rein to modify the event's footprint on the day, potentially relying on the Mayor's executive powers to authorise the closure of any streets deemed necessary at a moment's notice. Such a practice would not only be an inconvenience but could also be seen as an abuse of power, undermining the principles of transparency and accountability that should govern public events. Without clear, advance communication about the full extent of street closures and other logistical arrangements, it is impossible for the community to plan effectively for the impact. The application's failure to provide this essential information is a significant oversight that further erodes public trust in the event planning process.

8. Lack of Appetite for this Event

No studies or evidence have been shared by the applicant to indicate any significant public interest or demand for such an event (either generally or in this location). This lack of demonstrated public desire raises critical questions about the motivations behind the event's organisation and why it is being pursued. It is essential that decisions of this nature are backed by clear evidence of public interest, ensuring that the use of shared spaces aligns with the wishes and needs of the local population. There is no widespread appetite for this event among the local and wider community. The Embankment is a location cherished for its tranquillity and beauty, and the introduction of a large-scale, potentially disruptive event is not in line with the desires of the residents and businesses in the area.

9. Major General's Review

An alarming oversight in the application is the failure to acknowledge that 1 June coincides with the Major General's Review on Horse Guards Parade, a popular event that already draws substantial crowds. Hosting a fan zone on the same day (and within 200 metres of Horse Guards Parade) will exacerbate the issues of overcrowding and strain on public services, creating a scenario ripe for disorder and putting undue pressure on security and emergency services already engaged with the Major General's Review.

This decision is emblematic of a broader concern that once again the Mayor is attempting to garner favor with certain segments of the population or visitors at the expense of local traditions and the well-being of the community. This approach suggests a prioritisation of short-term visibility and appeal, possibly for political or personal gain, over the long-standing British traditions that bind the community and the nation. Overlooking such an important event in favour of a fan zone, particularly without clear communication and planning, suggests a misalignment of priorities where the spectacle and potential media attention of the fan zone overshadows the cultural and historical importance of established British traditions.

10. Emergency Services

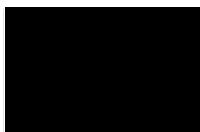
The application does not sufficiently detail how it will ensure uninterrupted access for emergency vehicles or mitigate the impact on public transportation and other essential services to the areas directly outside of the licensing area. This oversight could have serious repercussions in the event of an emergency or for residents needing access to these services. The Mayor will be on notice should

emergency services not be able to reach residents or businesses promptly because of this event. There appears to be no compelling justification for closing such an extensive stretch of roads, which is critical for the day-to-day functioning of the city and, more importantly, for emergency response capabilities. Ensuring the safety and accessibility of essential services is non-negotiable, and any plans that potentially jeopardise this must be reconsidered with the highest priority.

For those residents and businesses who live and work in the area, the Embankment is a key access route to St Thomas' Hospital. Closing this key road for such an extended period of time is not only unnecessary, but downright irresponsible. Whilst the applicant may argue that Whitehall will remain open, when 1 of the main entrances to the licensing area (on Horse Guards Avenue) appears to spill on to Whitehall, it is expected that this will also be closed at short notice, at which point patients will be left stranded.

I strongly urge the licensing authority to reject this application. The myriad of concerns far outweigh the arguments in its favour, painting a picture that demands careful scrutiny. Should this application proceed despite the extensive evidence highlighting its potential drawbacks, it would hint at interests being served beyond those of the public and local community. Such an outcome would not only disregard the legitimate concerns of residents and businesses but might also suggest an unsettling level of opacity and unaccountability in the administrative processes governing our city. It is imperative that decisions of this magnitude are made with the utmost transparency and in alignment with the best interests of the community, ensuring that the voices of those most affected are heard and heeded.

Sincerely



Name:		[REDACTED]	
Address and/or Residents Association:		[REDACTED] [REDACTED] [REDACTED] [REDACTED]	
Status:	Valid	In support or objection:	OBJECTION
Received:	26 Mar 2024		

I write as Chairman of Whitehall Court Management Committee which exists to assist and advise our landlord in the efficient functioning of the building and to represent the interests of approximately 100 leaseholders in ensuring the amenity and safety of the building and its environs. The majority of the Committee is comprised of elected residents and leaseholders. The building is located on the red line of the map included as part of the Application, immediately adjacent to Whitehall Gardens.

I can confirm that despite enquiries and in contradiction of the assertion of the applicant that consultation has taken place I can find no evidence of consultation either with individuals or management of this apartment building.

We strenuously oppose this application on the following grounds:-

The location is unsuited to contain and manage football crowds, which have a long and proven record of unruly and violent behaviour at UEFA events.(e.g UEFA Euro Final 2021)

The level of control necessary to guarantee safety from disarray and acts of terrorism would be disproportionately oppressive to residents and businesses.

Risk assessment as expressed in the Event Safety Plan is superficial and contains many factual

errors. Delegating this high risk event to post- application officer management is unacceptable and undemocratic. No management plans are available to be assessed.
 The area has a high residential population as well as businesses which typically cater for large tourist numbers but will be swollen by an abnormally high proportion of children since the event falls during a half term holiday.
 Noise nuisance for residents will very considerably greater than NYE celebrations

Name:	[REDACTED]		
Address and/or Residents Association:	[REDACTED] [REDACTED] [REDACTED] [REDACTED]		
Status:	Valid	In support or objection:	OBJECTION
Received:	26 Mar 2024		

I would ask the council to consider the safety of members of the public, residents and businesses in the areas of the two proposed fan zones and question the wisdom of allowing a huge number of football fans on top of those attending the Major-General's Review at Horseguards Parade, alongside the usual number of people who visit the area for the theatres and galleries travelling into Waterloo, Charing Cross stations, and indeed Blackfriars station at the far end of the proposed zone.

Is there sufficient resource for security, emergency access and crowd management on the streets and on London transport, whether it is provided by our metropolitan resources or privately by the event organisers?

From the representation made by the organisers, and the messaging sent from the GLA, it would appear that this application is merely procedural and permission has already been granted. If this is the case, it seems this goes against the rules and regulations of the City of Westminster.

It has also been highlighted that the blue notices in the immediate vicinity of Villiers St and Victoria Embankment Gardens refer to an area in EC4V and there is no date for the event, simply the date by which the public consultation ends.

From a personal perspective this feels like it is a done deal between the GLA and the event organisers and our council had no involvement in the matter.

Name:	[REDACTED]		
Address and/or Residents Association:	[REDACTED] [REDACTED] [REDACTED]		
Status:	Valid	In support or objection:	OBJECTION
Received:	21 Mar 2024		

At short notice I attended the consultation event online on 20th March 2024. The application must be rejected - serving alcohol for a long period to football fans will result in crime and disorder, and public safety will be compromised. There are inadequate plans to mitigate these risks, no precise knowledge of the numbers attending, and no controls on using the streets to be shut off. There is likely to be public nuisance due to noise, urinating in the streets, vomiting and the like - particularly with the light wells to the semi - basements in Craven Street. The proposed location is simply not appropriate for a large football crowd, particularly when considering the other events in central London at the same time, and the current history of fans behaviour.

Name:		██████████	
Address and/or Residents Association:		██████████ ██████████	
Status:	Valid	In support or objection:	OBJECTION
Received:	25 Mar 2024		

As a resident of ██████████, I would like to submit an objection to the UEFA Fan Event planned to take place in the nearby Embankment Parks and Gardens on 1 June 2024 due to the following reasons:

There has been limited engagement with local residents and businesses who will be most adversely effected by the event. The level of crime and disorder escalated in the area during the COVID lockdown and I have seen no evidence of a reduction since then. The area is already well populated with tourists and with an additional 30,000+ football fans crowded into the area and behind barricades, which appear to be unfit for purpose as evidenced by the unexpected and uncontrolled crowd surge from the barriers on Strand down Craven St on New Years Eve, and in such a small park space, is a recipe for disaster. Evidence such as the tragedy at the Brixton Academy in December 2022 shows that social media fuelled crowds and unticketed events are uncontrollable despite the number of security personnel on site. This event is a high level public safety risk to not only the crowds themselves, but to the policy and security personnel and residents as well.

Regardless of the number of events occurring in the vicinity, and there are added events scheduled for 1 June in addition to the Fan Event, there is irrefutable evidence of constant public nuisance on Craven St and other local roads. Upon awakening each weekend morning, and often times on weekday mornings as well, I am consistently greeted by litter, vomit, feces, and puddles of urine which are sometimes a result of the homelessness problems, but are often due to the tourists and party goers attending pubs and nightclubs in the area. I have unofficially registered a complaint with the current council during this election year that this is my greatest concern in the area. I have heard no mention of support for the homeless who routinely sleep in this area.

An alcohol fuelled, all day event in such a small area will only add to what is already an enormous health and safety risk.

Safeguarding the public and residents not attending the event does not seem to be a high priority for the event organisers. What was described in the meeting on 20 March 2024 with Westminster councillors and the event organisers was alarming in the lack of attention, consideration and planning given to controlling the crowds and supporting them to travel from the Embankment area to Wembley. For the local residents, there was no coherent plan to allow resident access to their homes or the event area itself should emergency vehicles be required. The resident population includes a high proportion of elderly and young which will find safe, general travel impossible and the noise levels unhealthy. There was no indication that mitigating the additional risk of terrorism in crowded conditions was considered. In general, planning for safety appeared to be a light touch with little time left before the event to correct any planning errors which have been or could be identified.

I would also like to add that the negative impact this event will have on the historic buildings, wildlife and gardens in the area and in the parks which require extra protection in densely used central London, and which are so highly valued by the public, the city and conservationists is unprecedented. Despite efforts to protect these, without a limit to the crowd numbers or an adequate control on alcohol fuelled behaviours, damage is likely to occur which may take years to recover if recovery is possible at all. My concern is that London could lose these forever.

Name:		[REDACTED]	
Address and/or Residents Association:		[REDACTED] [REDACTED] [REDACTED]	
Status:	Valid	In support or objection:	OBJECTION
Received:	11 Mar 2024		
<p>We have ZERO confidence in the organising company LS Events to properly stage this event based on recent occasions for which they bore responsibility, e.g.:</p> <p>Euro 2020 (2021) fan zone in Trafalgar Square - fans climbing on buses & throwing trees, public disorder & disruption.</p> <p>The 2022 & 2023 NYE events showed the huge difficulties in controlling large gatherings on the Embankment & surrounding areas, with reports of drunk crowds initiating unsanctioned celebrations, leading to chaos in the city & neighbouring streets.</p> <p>As shown at the events above & others where SIA stewards are involved, their performance left much to be desired. Removing inebriated individuals from the licensing area doesn't resolve the problem, making it worse by simply pushing those individuals to the surrounding areas where local residents & businesses will have to deal with the consequences, placing undue burden on the police, emergency services, & the community at large, & impacting the quality of life for residents & businesses.</p> <p>Regarding consultation claims, it is a fact that not all local residents & businesses received the letter drop & the information contained in it was sparse and incomplete, indeed businesses in streets leading to Embankment were not served with notices.</p> <p>The proposed fans site fails to meet the transport criteria completely. Embankment Station is nowhere near the Metropolitan Line which services Wembley Stadium and travel from that station to Wembley will exceed 50 minutes.</p> <p>The application fails to acknowledge that 1 June coincides with the Major General's Review on Horse Guards Parade, a popular event that already draws substantial crowds. Hosting a fan zone on the same day (and within 200 metres of Horse Guards Parade) will exacerbate the issues of overcrowding and strain on public services, creating a scenario ripe for disorder. Access to St Thomas Hospital will be adversely impacted</p>			

3. Policy & Guidance

The following policies within the City of Westminster Statement of Licensing Policy apply:	
<p>Special Consideration Zones</p> <p>Policy SCZ1 applies</p>	<p>A. In addition to meeting the other policies within this statement, applications within a designated Special Consideration Zone should demonstrate that they have taken account of the issues particular to the Zone, in question as identified within the 2020 Cumulative Impact Assessment, and should set out any proposed mitigation measures in relation to those issues within their operating schedule.</p> <p>B. For the purpose of Clause A, the designated Special Consideration Zones are:</p> <ul style="list-style-type: none"> • West End Buffer. • Queensway/Bayswater. • Edgware Road. • East Covent Garden. • Mayfair. • Victoria.
<p>Hours Policy</p> <p>HRS1 applies</p>	<p>A. Applications within the core hours set out below in this policy will generally be granted for the relevant premises uses, subject to not being contrary to other policies in the Statement of Licensing Policy.</p> <p>B. Applications for hours outside the core hours set out in Clause C will be considered on their merits, subject to other relevant policies, and with particular regard to the following:</p> <ol style="list-style-type: none"> 1. The demonstration of compliance in the requirements of policies CD1, PS1, PN1 and CH1 associated with the likelihood of the effect of the grant of a licence for later or earlier hours on crime and disorder, public safety, public nuisance and the protection of children from harm. 2. If the application is located within a Special Consideration Zone they have demonstrated that they have taken account of the issues identified in that area and provided adequate mitigation. 3. Whether there is residential accommodation in the proximity of the premises that would likely be adversely affected by premises being open or carrying out operations at the hours proposed. 4. The proposed hours of the licensable activities and when customers will be permitted to remain on the premises. 5. The proposed hours when any music, including incidental music, will be played. 6. The hours when customers will be allowed to take food or drink outside the premises or be within open areas which form part of the premises. 7. The existing hours of licensable activities and the past operation of the premises (if any) and hours of licensable premises in the vicinity. 8. Whether customers and staff have adequate access to public transport when arriving at and leaving the premises, especially at night. 9. The capacity of the premises. 10. The type of use, recognising that some venues are more likely to impact the licensing objectives than others; for example, pubs and bars are higher risk than theatres, cinemas and other cultural and sporting venues due to the nature of the operation. 11. The Licensing Authority will take into account the active measures

	<p>proposed for a 'winding down' period including arrangements for people to be collected from the premises to travel home safely.</p> <p>12. Conditions on hours may be attached that require that the supply of alcohol for consumption on the premises ceases a suitable period of time before customers are required to leave the premises.</p> <p>13. The council, acting as the Licensing Authority, may reduce hours if, after review, it is necessary to impose conditions specifying shorter hours in order to promote the licensing objectives.</p> <p>14. Specific days for non-standard hours should be identified and justified as part of the application to allow responsible authorities and interested parties to evaluate the impact that these licensable activities may have, and to plan accordingly. The consideration of applications for later hours for Bank Holiday Mondays will take into account that later hours are generally granted for preceding Sundays and that the next day is a working day. Non-specific days are expected to be covered by Temporary Event Notices or variation applications.</p> <p>C. For the purpose of Clauses A and B above, the Core Hours for applications for each premises use type as defined within this policy are:</p> <p>2. Cinemas, Cultural Venues and Live Sporting Premises Monday to Sunday: 9am to Midnight.</p> <p>D. Core hours are when customers are permitted to be on the premises and therefore the maximum opening hours permitted will be to the same start and terminal hours for each of the days where licensable activity is permitted.</p> <p>E. For the purposes of this policy, 'premises uses' are defined within the relevant premises use policies within this statement. Note: The core hours are for all licensable activities but if an application includes late night refreshment, then the starting time for that licensable activity will be 11pm.</p>
<p>Cinemas, Cultural Venues, Live Sporting Premises and Outdoor Spaces</p> <p>Policy CCSOS1 applies</p>	<p>A. Applications outside the West End Cumulative Zones will generally be granted subject to:</p> <ol style="list-style-type: none"> 1. The application meeting the requirements of policies CD1, PS1, PN1 and CH1. 2. The hours for licensable activities are within the council's Core Hours Policy HRS1. 3. The operation of any delivery services for alcohol and/or late-night refreshment meeting the council's Ancillary Delivery of Alcohol and/or Late-Night Refreshment Policy DEL1. 4. The applicant has clearly demonstrated that the sale by retail of alcohol and late-night refreshment will be ancillary to the venue's primary function as a cinemas, cultural and live sporting venues and outdoor space. 5. The applicant has taken account of the Special Consideration Zone Policy SCZ1 if the premises are located within a designated area. 6. The application and operation of the venue meeting the definition for a cinema, cultural venue, live sporting premises or outdoor space as per Clause C. <p>C. For the purposes of this policy the primary function of a cinema, cultural venue and live sporting premises is defined as:</p>

	<p>1. Cinema For the exhibition of feature or shorts films to an audience.</p> <p>2. Cultural Venues</p> <p>a. Theatres: for the performance of plays, dramatic or other entertainment performances to an audience.</p> <p>b. Performance Venues: for a live performance in front of an audience which may include concert halls, comedy clubs or similar performances venues.</p> <p>c. Cultural Uses: for the exhibition of art (e.g. galleries), a museum, or historical building/site that is open for visitors to visit on payment.</p> <p>5. For the purposes of C1 to C3 above:</p> <p>a. The sale of alcohol and late-night refreshment must be an ancillary function to the primary purpose of the venue.</p> <p>b. An audience may include either invited guests, members of that venue or associated organisation or members of the public who have purchased a ticket or not.</p>
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4. Equality Implications

The Council in its capacity as Licensing Authority has a duty to have regard to its public sector equality duty under section 149 of the Equality Act 2010. In summary, section 149 provides that a Public Authority must, in the exercise of its functions, have due regard to the need to:

- (a) eliminate discrimination harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- (c) foster good relations between persons who share a relevant protected characteristics and persons who do not share it.

Section 149 (7) of the Equality Act 2010 defines the relevant protected characteristics as age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation.

5. Appendices

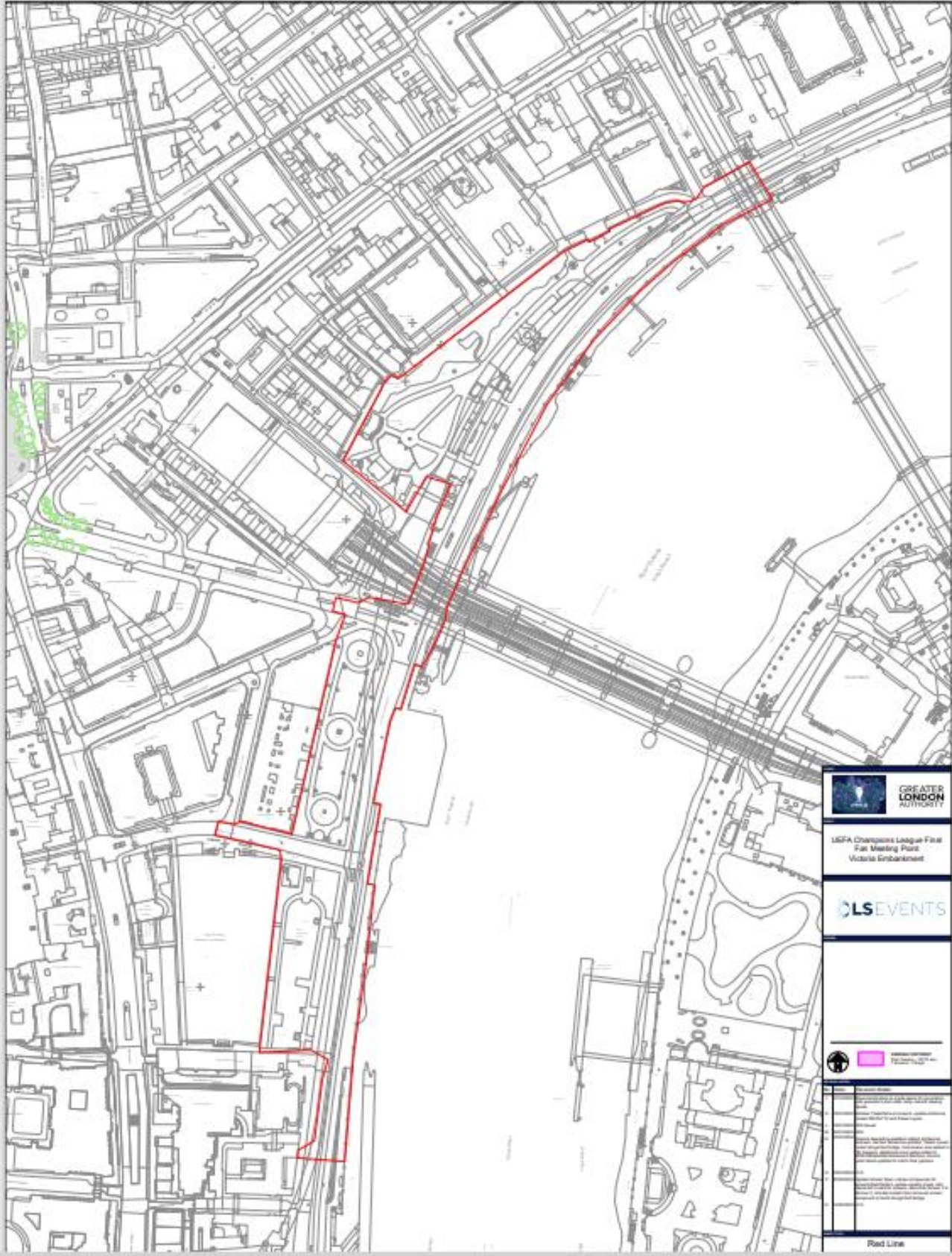
Appendix 1	Premises plans
Appendix 2	Applicant supporting documents
Appendix 3	Interested Parties Further Submissions
Appendix 4	Proposed conditions
Appendix 5	Residential map and list of premises in the vicinity

Report author:	Ms Roxsana Haq Senior Licensing Officer
Contact:	Telephone: 020 7641 6500 Email: rhaq@westminster.gov.uk

If you have any queries about this report or wish to inspect one of the background papers please contact the report author.

Background Documents – Local Government (Access to Information) Act 1972

1	Licensing Act 2003	N/A
2	City of Westminster Statement of Licensing Policy	01 October 2021
3	Amended Guidance issued under section 182 of the Licensing Act 2003	December 2023
4	Cumulative Impact Assessment	04 December 2023
5	Environmental Health Service Representation	27 March 2024
6	Interested Party 1	March 2024
7	Interested Party 2	March 2024
8	Interested Party 3	March 2024
9	Interested Party 4	March 2024
10	Interested Party 5	March 2024
11	Interested Party 6	March 2024
12	Interested Party 7	March 2024
13	Interested Party 8	March 2024
14	Interested Party 9	March 2024
15	Interested Party 10	March 2024
16	Interested Party 11	March 2024
17	Interested Party 12	March 2024
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25	Interested Party 20	March 2024
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28	Interested Party 23	March 2024
29	Interested Party 24	March 2024
30	Interested Party 25	March 2024
31	Interested Party 26	March 2024
32	Interested Party 27	March 2024
33	Interested Party 28	March 2024
34	Interested Party 29	March 2024
35	Interested Party 30	March 2024
36	Interested Party 31	March 2024
37	Interested Party 32	March 2024
38	Interested Party 33	March 2024



Question	2024
Licencing Objectives	
<p>Describe the steps you intend to take to promote the four licensing objectives: a) General – all four licensing objectives (b,c,d,e) List here steps you will take to promote all four licensing objectives together.</p>	<p>GENERAL OVERVIEW Promotion of the licensing objectives laid out in the Licensing Act 2003 is central to the plans for the Event. The applicant and their appointed contractors have engaged with the Safety Planning Group (SAG) at an early stage to ensure that the planning and operation of the event conforms with best practice for live outdoor events.</p> <p>The content for the event day is designed to create a unique and interesting atmosphere for audiences to enjoy. It is the intention of the applicant that they are free to experience this in a safe and secure environment. Furthermore, the applicant can demonstrate that they have considered the impact of the event on the community around the site, and have developed and implemented policies to minimise disturbance or harm.</p> <p>We believe that the framework for live events provided by the Licensing Act and statutory guidance offers a realistic and valuable tool for ensuring the safety and welfare of all involved. The track record of the organisers’ operations elsewhere indicate that this will be a well-managed and safe event.</p> <p>Consultation has taken place with the Neighbours Group as well as local residents via a letter drop. A copy of this letter has been supplied as supporting document to this application. If granted there will be a programme of consultation which will take place with local businesses, residents and neighbours.</p> <p>EVENT OVERVIEW The UEFA Champions League Final will be held at Wembley Stadium June 01 2024. The Fan Meeting Points (FMP’s) will be two team-dedicated areas within the Host City, where each supporter group can congregate and use as a point from which to move to the stadium.</p> <p>The meeting points will be a preparation and celebration zone for fans from each team to safely assemble on Match Day, free of charge. Working in conjunction with the individual teams, the Fan Meeting Points will reflect the character and culture of the team as well as that of London as a host city.</p>

Fan Meeting Points will provide a vital link between travelling fans arriving in the city on the morning of the Match, until reaching the stadium that evening, it is therefore important that the Fan Meeting Points are located in close proximity to key transport hubs which run services to Wembley Stadium with sufficient capacity and as little traveltime as possible but still within iconic areas of London.

The Fan Meeting Points may screen the live match for unticketed fans. The live screening is subject to which teams get through to the final, more information on this will be shared as the planning progresses.

CAPACITY

One event may operate under this licence with a maximum capacity of 29,999 persons including fans, VIP's, performers, staff and contractors.

THE LICENSED AREA

A red line plan has been provided as part of this application to outline the licensed area.

Our plans will use the least amount of space as is necessary of the safe delivery of the events. The event organisers will manage access to the premises throughout the event and their build and break sections.

EVENT MANAGEMENT AND OPERATING PLAN

An Event Management and Operating Plan (EMOP) will be provided within individual Management Plans for the safe design and operation of Event. This Plan shall be submitted within an agreed timetable and be subject to the scrutiny of the SAG.

After approval of the final EMOP, any further amendments may only be made with the prior written approval of the Chair of the SAG. The applicant will implement the Final approved EMOP.

PROPOSED CONDITIONS

The applicant's proposed conditions are attached to this application.

B) The prevention of crime and disorder

In conjunction with the Metropolitan Police and the LSAG the applicant will produce:

- Crowd Management Plan
- Alcohol Management Plan
- Ingress Management Plan
- Egress Management Plan
- Security & Crime Reduction Plan, including counter-terrorism measures as advised by the Police

The detailed Crowd Management Plan that will be drawn up by the appointed security contractor, will specify numbers of staff and roles, where SIA qualified staff are required and emergency procedures (e.g. evacuation of the site). This plan will integrate with the EMOP for the event and will be produced in conjunction with the Metropolitan Police, the designated security contractor and the applicant.

All activity within the licensed area will be appropriately managed with SIA security and stewards. A pre-agreed level of professional stewarding and SIA security personnel will have a designated responsibility to maintain a safe environment for members of the public attending the event.

All temporary structures will be lit internally, and adequate temporary public lighting will be present on the site when necessary.

The applicant will ensure that staff are trained to recognise intoxication and refuse service to customers who have consumed excessive alcohol and trained to handle potential troublemakers and diffuse difficult situations.

We will encourage vigilance among staff to supervise customers in all parts of the premises and will employ sufficient staff to keep down the number of people waiting to be served in any bar areas.

Event SIA security and stewarding will be vigilant and identify suspicious behaviour and take appropriate action to assist in the prevention of theft and robbery and the prevention of crime and disorder within the premises.

The applicant will work with the Metropolitan Police to support development and implementation of an appropriate policing plan for the event.

The applicant has a clear and definitive policy on the use or possession of illegal substances at the event

	<p>and will co-operate fully with other authorities to implement this.</p> <p>Challenge 25 will be in operation. Anyone who appears to be under 25 must produce ID or a proof of age card to acquire or consume alcohol on the premises.</p> <p>The applicant will provide anti-crime and drugs awareness advice to ticket holders.</p> <p>The applicant will use screening on the entry points to the event to exercise the right to refuse entry to any unauthorised or disorderly person.</p>
<p>C) Public Safety</p>	<p>All event activity within the licensed premises will be controlled with specific reference to the capacity of the venue, the nature of the cultural content and in compliance with the standards for the provision of services as outlined by The Event Safety Guide (commonly known as the Purple Guide).</p> <p>The applicant will utilise the application and planning stage of the event management process to ensure the safety of the public, contractors and artists, and to minimise hazards and prevent accidents. This will be achieved through the consultation process with the Multi-Agency Planning Group and through the submission of documentary proof of competency to include proof of Public Liability Insurance and the provision of an event risk assessment.</p> <p>All event activity will make provision for the management of access and egress to the park considering the maximum specified capacity at any one time.</p> <p>Provision will be made to allow communication of emergency procedures and issues relating to the health, safety and welfare of people within the venue. This will be done through signage, via public address systems and by event staff.</p> <p>The contingency arrangement for emergency evacuation is in place and will be implemented should the need arise. This is detailed in the Event Management and Operating Plan (EMOP).</p> <p>First Aid provision for events will be in accordance with the Event Safety Guide and will form part of the EMOP.</p> <p>All event contractors will comply with all relevant health and safety legislation and follow the control measures</p>

documented in their own risk assessments and method statements and will be responsible for ensuring safe systems of work.

Structural calculations for temporary structures will be made available as required for scrutiny. A site-wide Wind Management Plan detailing wind speeds at which certain actions must be taken will be drawn up and implemented.

The applicant will produce an Adverse Weather Plan in conjunction with the SAG.

All temporary structures will be lit internally, and adequate temporary public lighting will be present on the site when necessary.

The applicant will carry out an analysis of sanitary provision needs for the event using The Event Safety Guide as a basis for determining what provision is required. Suitable and sufficient sanitary provision shall then be provided.

No glass containers will be permitted in the general public site areas.

Challenge 25 will be in operation. Anyone who appears to be under 25 must produce ID or a proof of age card to acquire or consume alcohol on the premises.

D) the prevention of public nuisance

The applicant is mindful that events of this scale have the potential to create a public nuisance if inappropriately managed. It is therefore our intention to engage with the LOSG and local residents to ensure that the operation of the event is undertaken in such a way as to minimise this.

The event takes place in Victoria Embankment (which is a public highway open to vehicular and cycle traffic) and the Victoria Embankment Gardens, Whitehall Gardens and MOD Gardens (which are a series of gardens on the north side of the River Thames between Blackfriars Bridge and Westminster Bridge in London).

The applicant will liaise with the Environmental Protection team in the planning of the event. The applicant will undertake to comply with the Music Noise Levels(MNL) given by Environmental Protection and have engaged the services of specialist acoustic consultants who have developed a Sound Management Plan for the event. It is the responsibility of the specialist acoustic consultants to monitor levels at the agreed locations, to act as required to remain within the agreed levels and to provide documentary proof after the event of our compliance.

The applicant agrees to comply with noise curfews as are reasonably required by the Westminster City Council's Environmental Health Department for operations during build up and break down of the event.

Consultation will take place to gain feedback and allow the applicant to tailor plans to the specific concerns of the local community. Consultation will continue with community and business engagement meetings prior to the event date.

The sound limits for event will be set out in the Sound Management Plan and will be consistent with the existing premises licence. The maximum MNL will be 75dB LA eq (5 min) one metre from nearest affected facade.

The applicant, in conjunction with the Metropolitan Police and the appointed security and stewarding contractor will put in place such plans as are necessary to control the ingress and egress of the large volume of guests attending the event. This will include a highly visible security and stewarding presence on designated routes. Furthermore, they will develop a plan to prevent

	<p>and respond to anti-social behaviour caused by visitors to the event, and undertake to commit the required resources to implement it.</p> <p>Where applicable, a comprehensive transport and traffic management plan, to include production, artists and guest traffic will be developed and enforced to ensure minimal disruption to both local residents and other traffic.</p> <p>Members of the public will be prevented from removing alcohol from the event site by stewards at the event exit points. Bins will be placed at these locations to allow the disposal and recycling of any containers.</p>
<p>E) The protection of children from harm</p>	<p>Age restrictions apply to the event day, which have been agreed in advance with SAG and will be contained in the EMOP. No Under 2's are permitted, under 18's must be accompanied by an adult.</p> <p>The applicant will implement a Safeguarding Management Plan which will include provisions if a child or vulnerable person is found or reported missing. This will include liaison at the planning stages with the Metropolitan Police to ensure the correct questions are asked at the outset by event staff should details of the missing person need to be escalated to the Metropolitan Police.</p> <p>One person will be identified as being responsible for Safeguarding on site. This person will ensure that safeguarding measures are coordinated across Event Management & Operating Plan and appendices.</p> <p>A welfare area will be set up to coordinate all welfare, safeguarding and information activities. This will be located next to the medical centre and have direct access to the Event Control room via radio and telephone.</p> <p>Any person under the age of 18 years, found within the boundaries of the licensable areas to be in possession of alcohol or deemed to be intoxicated, shall be escorted by Security Staff to a "safe waiting area". His or her parents / responsible adult will be contacted to collect such a person and remove him / her from the event.</p> <p>Additional children's toilets and changing facilities shall be added to the event site when appropriate, in addition to the minimum guidance provided in the Event Health, Safety and Welfare Guide (Purple</p>

Guide).

The organisers are committed to the responsible and legal sale of alcohol and do not tolerate provision of alcohol to children. The contracted bar operator is required to make an undertaking to enforce the Challenge 25 policy for all sales of alcohol, requiring approved photographic ID. The security and event team will maintain vigilance for instances whereby alcohol is purchased by adults for supply to children, and this criminal activity will be considered grounds for ejection. The promoters will facilitate and support licensing inspections if appropriate.

Any mobile dispensing servers (MDS) will be accompanied by persons not involved directly in serving alcohol. These other persons ('shepherds') will be responsible, jointly with the sellers and security personnel, for ensuring that mobile units comply with the Challenge 25 policy used on site, including preventing proxy sales; and for the prevention of sales to intoxicated customers.

Applicants Proposed Conditions

This document outlines the proposed conditions for the Victoria Embankment Application

No	Victoria Embankment
1	Licensable activities shall be restricted to the event period and shall only be carried out in conjunction with the UEFA Champions League Final official Fan Meeting Point activity taking place at Victoria Embankment.
2	Unless otherwise agreed with the City Council, the total number of people to be accommodated for the purposes of this Licence, in the event site at any one time shall not be more than 29,999 (including security, staff, performers and employees).
3	The use of this licence shall be agreed through the Safety Advisory Group (SAG) process and shall have had 'no objection' raised by the representatives on the SAG.
4	The Safety Advisory Group (SAG) shall be chaired by a representative of the City Council's City Promotions, Events and Filming team.
5	Membership of the Safety Advisory Group (SAG) shall normally consist of invited representatives of the designated event organiser, the Metropolitan Police Service, Officers of the Council, the Environmental Health Consultation Team, London Ambulance Service, London Fire Brigade, Transport for London and any other appropriate and specialist advisor as required by the chairman of the SAG to achieve 'no objection' and to meet the objectives of the Licensing Act.
6	The Premises Licence Holder shall comply with all reasonable requirements of Westminster City Council, Westminster Police Licensing Team, Westminster City Council's Environmental Health Consultation Team, Westminster City Council's City Promotions, Events and Filming Team, the London Fire Brigade and the Metropolitan Police Service.
7	<p>No later than 2 months prior to the event the Premises Licence holder must ensure the Event Management Plan is presented to the members of the SAG for their comments. If requested, the Event Management Plan shall include but not be limited to the following:</p> <ol style="list-style-type: none"> a. Alcohol Management Plan (if appropriate) b. Access Management Plan; c. Adverse Weather Plan; d. Cancellation Procedure; e. CCTV Plan; f. Communications Plan; g. Child & Vulnerable Adults Policy; h. Crowd Management Plan (including Security and Stewarding Plan); i. Egress Management Plan; j. Emergency and Evacuation procedures; k. Event Control Statement of Intent; l. Event Medical Plan; m. Event Safety Plan including Risk Assessment; n. Fire Safety Management Plan; o. Ingress Management Plan; p. Lighting Plan; q. Noise Management Plan; r. Public Liability Insurance; s. Safeguarding Policy; Child & Vulnerable Adults Policy & Protection of Women & Girls; t. Sanitary Provisions u. Security and Crime Reduction Plan; including overnight security arrangements v. Site Plans (showing all permanent and temporary structures and all access and egress points); w. Sustainability Statement; x. Terms and Conditions of Entry; y. Trader Food Management Plan; z. Certificates from competent persons on Structures, Electrical Power Supply and Gas equipment (including LPG)

	<p>aa. Transport Assessment; bb. Traffic Management Plan cc. Waste Management Plan dd. Crisis Communications Plan.</p>
8	So far as is reasonably practicable the Premises Licence Holder shall ensure that the event is run in accordance with the Event Management Plan.
9	If required by SAG, the Premises Licence Holder shall arrange an event debrief after the event at a time agreed with SAG.
10	<p>An alcohol management plan shall be provided to the SAG. The plan for approval shall include:</p> <ul style="list-style-type: none"> (a) the exact location of the bars; (b) the area/s set aside for alcohol consumption; (c) the type of alcohol to be sold; (d) any associated crowd management processes (e) proposed serveware by risk assessment; (f) the steps taken to uphold the Licensing Objectives (g) details of drinking water provisions (h) staff training
11	There shall be at least one personal licence holder on site during operational hours. Details of the personal licence holder (including name and contact number) shall be displayed in a prominent position on site.
12	The Premises Licence Holder shall ensure that alcohol is not allowed to be brought onto the Premises by members of the public, unless approved by the SAG.
13	The Premises Licence Holder shall ensure that no alcohol is allowed to be taken off the Premises by members of the public.
14	<p>When alcohol is sold at the event the following conditions shall apply to all bars, both for the public and in hospitality areas:</p> <ul style="list-style-type: none"> a) Unless otherwise agreed with SAG bars shall cease no later than 15 minutes after the start of the second half of the match. The closing times of bars will be prominently displayed on bar signage. b) Bars shall not be permitted to run price promotions, happy hours or other promotions designed to encourage excessive drinking. c) Drinks shall not be served in glass vessels or containers. A risk assessment shall be conducted if cans are proposed and the suitability should be agreed with the SAG.
15	Food and non-intoxicating beverages, including drinking water, shall be available in all parts of the premises where alcohol is sold or supplied for consumption on the premises.
16	Flashing or particularly bright lights on or outside the premises shall not cause a nuisance to nearby properties (save insofar as they are necessary for the prevention of crime or public safety).
17	No fumes, steam or odours shall be emitted from the licensed area so as to cause a nuisance to any persons living or carrying on business in the area where the premises are situated.
18	A sufficient number of easily identifiable, readily accessible receptacles for refuse must be provided, including provisions for concessions. Arrangements must be made for regular collection. Public areas must be kept clear of refuse and other combustible waste prior to, and so far as is reasonably practicable, during the licensed event.
19	The licensee shall ensure that the highway and public spaces in the vicinity of the premises are kept free of litter from the premises to the satisfaction of the Council. The highway in the vicinity of the premises shall be swept at regular intervals and at the close of business. All litter and sweepings collected and stored in accordance with the approved refuse storage arrangements. Vicinity shall include the highway to each side of Victoria Embankment to a minimum distance of 50 metres.
20	A Noise Management Plan to promote the prevention of public nuisance shall be provided to Westminster City Council's Environmental Health Consultation Team for approval. The Noise Management Plan will be

	<p>provided a minimum of 28 days prior to the event. The Noise Management Plan shall state the maximum permitted music noise level applicable at the nearest noise sensitive premises. Once approved in writing it shall be implemented by the Premises Licence Holder.</p>
21	<p>The Licensee will take all reasonable steps to ensure that amplified music will not cause a nuisance.</p>
22	<p>The following noise conditions shall apply to events with regulated entertainment:</p> <p>(a) A noise control consultant shall be appointed, who shall liaise between all parties including the Licence Holder, promoter, sound system supplier, sound engineer and the Environmental Health Consultation Team on all matters relating to noise control prior to the event.</p> <p>(b) For the purposes of monitoring music noise levels during the event and sound check, the noise control consultant shall contact the Environmental Health Consultation Team and agree noise sensitive locations which are to be used to monitor compliance with condition (d).</p> <p>(c) If deemed necessary a noise propagation test shall be undertaken in consultation with representative(s) of the Environmental Health Consultation Team in order to set appropriate control limits at the sound mixer position. The sound system shall be configured and operated in a similar manner as intended for the event. The sound source used for the test shall be similar in character to the music likely to be produced during the event.</p> <p>(d) The control limits set at the mixer position shall be adequate to ensure that the Music Noise Level shall not at 1 metre from the façade of any noise sensitive premises exceed 75 dB(A) over a 5-minute period between 10:00 and 21:30 on the day of the event.</p> <p>(e) The promoter, system supplier and all individual sound engineers shall be informed of the sound control limits and that any instructions from the noise control consultant regarding noise levels shall be implemented.</p> <p>(f) A communications link should be provided to enable condition (e) above to be complied with and any numbers shall be made available to the Environmental Health Consultation Team prior to the event starting.</p> <p>(g) The appointed noise control consultant/or appointed person shall continuously monitor noise levels and advise the sound engineer accordingly to ensure that the noise limits are not exceeded. The Environmental Health Consultation Team shall have access to the results of the noise monitoring at all times. The Environmental Health Consultation Team shall have access and facilities to enable them to carry out their own monitoring.</p> <p>(h) The speakers must be located to the satisfaction of the Environmental Health Consultation Team.</p> <p>(i) Residential properties and the relevant amenity group(s) in the immediate vicinity of Victoria Embankment will be contacted as soon as reasonable practicable prior to the Event advising them of the times of the Event and any sound check or rehearsal times and giving them a telephone number to contact in the event that they have any complaints.</p>
23	<p>There shall be no noise audible above background noise at the facade of the nearest building, from any construction or similar works in association with the set-up and breakdown of the site, outside the hours of:</p> <ul style="list-style-type: none"> ● 08:00-18:00 Monday to Friday ● 08:00- 13:00 Saturday ● No noisy work can be carried out on Sundays, bank holidays and public holidays. <p>Noisy work must not take place outside these hours unless otherwise agreed through an out of hours (OOH) approval (up to three consecutive days) or a Control of Pollution Act 1974 section 61 prior consent in special circumstances (for works longer than 3 consecutive days).</p> <p>Noisy work may take place outside of these hours, in which case approval for these works will be sought through the OOH process and a section 61 application made where relevant. Set up for the event will take place between 19:00 Friday 31st May to 11:00 Saturday 1st June and the event will be dismantled between 23:30 Saturday 1st June and 10:00 Sunday 2nd June. This work may include deliveries, vehicle unloading, equipment set up and fencing erection. Event staff will be present to monitor the noise impact of this work and noise impact will be kept to a minimum.</p>

24	Any generators, refrigerators or other machinery running overnight will be silenced, screened or sited so as to not create noise audible above background levels at the facade of the nearest building
25	Notices shall be prominently displayed at all exits requesting patrons to respect the needs of local residents and businesses and leave the area quietly.
26	The Premises Licence Holder shall carry out the sanitary provision analysis using the event safety guide as the basis for determining the sanitation facilities required. The minimum number of facilities will be included in the Event Management Plan together with details of the maintenance and servicing of sanitary accommodation.
27	Any special effects or mechanical installations shall be arranged, operated and stored so as to minimise any risk to the safety of those using the premises. The following special effects will only be used on 10 days prior notice being given to the licensing authority where consent has not previously been given. <ol style="list-style-type: none"> 1. dry ice and cryogenic fog 2. smoke machines and fog generators 3. pyrotechnics including fireworks 4. firearms 5. lasers 6. explosives and highly flammable substances. 7. real flame. 8. strobe lighting.
28	No person shall give at the premises any exhibition, demonstration or performance of hypnotism, mesmerism or any similar act or process which produces or is intended to produce in any other person any form of induced sleep or trance in which susceptibility of the mind of that person to suggestion or direction is increased or intended to be increased. NOTE: (1) This rule does not apply to exhibitions given under the provisions of Section 2(1A) and 5 of the Hypnotism Act 1952.
29	The approved arrangements at the premises, including means of escape provisions, emergency warning equipment, the electrical installation and mechanical equipment, shall at all material times be maintained in good condition and in full working order.
30	The means of escape provided for the premises shall be maintained unobstructed, free of trip hazards, be immediately available and clearly identified in accordance with the plans provided.
31	All emergency exit doors shall be available at all material times
32	Emergency exits and entrances to the event area must be kept clear at all times and must be provided with clearly visible signage.
33	All parts of the licensed area intended to be used in the absence of adequate daylight and all essential safety signage shall be suitably illuminable. Details of the locations and level of illumination must be submitted to the SAG or their authorised representative.
34	The edges of the treads of steps and stairways of infrastructure introduced to the premises for the purposes of the event, shall be maintained so as to be conspicuous.
35	Curtains and hangings shall be arranged so as not to obstruct emergency safety signs or emergency equipment.
36	All fabrics, curtains, drapes and similar features including materials used in finishing and furnishing shall be either non-combustible or be durably or inherently flame-retarded fabric. Any fabrics used in escape routes, entertainment areas, shall be non-combustible. All fabric, including curtains and drapes used on stage for tents and marquees, or plastic and weather sheeting, shall be inherently or durably flame retardant to the relevant British Standards. Certificates of compliance must be available upon request by an authorised officer of Westminster City Council, The London Fire Brigade.
37	Any moving flown equipment must contain a device or method whereby failure in the lifting system would not allow the load to fall. All hung scenery and equipment must be provided with a minimum of two securely fixed independent suspensions such that in the event of failure of one suspension the load shall be safely sustained.

38	<p>The certificates listed below shall be submitted to the licensing authority upon written request:</p> <ul style="list-style-type: none"> ● Any permanent or temporary emergency lighting battery or system ● Any permanent or temporary electrical installation ● Any permanent or temporary emergency warning system
39	<p>Electrical generators, where used, must be:</p> <ul style="list-style-type: none"> ● Suitably located clear of buildings, marquees and structures, and free from flammable materials; ● Enclosed to prevent unauthorised access; ● Able to provide power for the duration of the event; ● Backed up electrical generators are to be provided to power essential communications, lighting and safety systems in the event of primary generator failure.
40	<p>Details of all marquees, tented structures and temporary structures should be provided including emergency exits and signage, fire warning and fire fighting equipment.</p>
41	<p>Full structural design details and calculations of all and any structures to be erected within the licensed area must be submitted to the Westminster City Council Building Control. A certificate from a competent person or engineer that a completed structure has been erected in accordance with the structural drawings and design specification must be available for inspection prior to a relevant structure being used during the licensed event.</p>
42	<p>The Premises Licence Holder must ensure that competent persons are employed to assess the electrical requirements at the event and the compatibility of the electricity supply with the equipment to be used. Appropriate safety devices (such as 30mA Residual Current Devices at Source) must be used for electrical apparatus, particularly for any electrical equipment exposed to adverse conditions or electrical equipment to be used in association with hand held devices (e.g. microphones). The competent person must make a certificate of inspection of the electrical installation available for inspection.</p>
43	<p>All spare fuel, including LPG, must be kept and stored safely in accordance with relevant Health and Safety legislation and suitable safety signage and fire fighting equipment provided.</p>
44	<p>No non-emergency vehicles shall be operated within the premises during an event.</p>
45	<p>The Premises Licence Holder shall install a comprehensive CCTV system on site in accordance with the CCTV Plan agreed with SAG and in particular with the Police. The CCTV system shall continually record whilst the premises is open for licensable activities and during all times when customers remain on the premises. A staff member from the premises who is conversant with the operation of the CCTV system shall be on the premises at all times when the premises is open to the public. This staff member must be able to provide a Police or authorised council officer copies of recent CCTV images or data with the minimum of delay when requested. All recordings shall be stored for a minimum period of 31 days with date and time stamping, and recordings should be made available upon the request of Police or authorised officer as soon as reasonable practicable throughout the entire 31 day period.</p>
46	<p>The bars shall close immediately on the direction of the senior police officer engaged on the event. In the event of disorder or injury to any person due to the presence of plastic bottles or cans, the senior police officer present can direct the immediate cessation of alcohol served in plastic bottles or cans whilst the risk is still present.</p>
47	<p>The Premises Licence Holder shall produce a security stewarding plan which will detail the qualification, training and deployment of SIA security and stewards. The positioning of staff will be based on a risk assessment process.</p>
48	<p>Adequate stewarding within the licensed area must be provided at all times during the licensed event.</p>
49	<p>All security staff will be identifiable in uniform and will display their name badges by way of a reflective armband or lanyard.</p>
50	<p>Twenty-four hour Security Industry Authority (SIA) approved security to be provided on site from the night when equipment first arrives until removed.</p>

51	<p>Unless police approval is given otherwise, stewards shall monitor all entry and egress points throughout the day of an event. Such monitoring shall include:</p> <p>(a) The numbers of stewards at each entry and egress point shall be continuously reassessed throughout the day in consultation with the relevant senior police officer on duty for the event or relevant area of the event.</p> <p>(b) All stewards shall wear readily identifiable tabards or as agreed with Police.</p>
52	<p>An incident log shall be kept at the premises on event days whilst the premises is open, and made available on request to an authorised officer of the City Council or the Police. It must be completed within 24 hours of the incident and will record the following:</p> <ol style="list-style-type: none"> 1. all crimes reported to the venue 2. all ejections of patrons 3. any complaints received concerning crime and disorder 4. any incidents of disorder 5. all seizures of drugs or offensive weapons 6. any refusal of the sale of alcohol 7. any formal visit by a relevant authority or emergency service.
53	<p>A record shall be kept detailing all refused sales of alcohol. The record should include the date and time of the refused sale and the name of the member of staff who refused the sale. The record shall be available for inspection at the premises by the police or an authorised officer of the City Council at all times whilst the premises is open.</p>
54	<p>A Challenge 25 proof of age scheme shall be operated at the premises where the only acceptable forms of identification are recognised photographic identification cards, such as a driving licence, passport or proof of age card with the PASS Hologram.</p>
55	<p>Posters will be displayed on site in the bar area and point of sale, which refer to the Challenge 25 policy and to advise that suitable proof of age will be required for the purposes of the supply of alcohol.</p>
56	<p>Age restricted films shall not be shown in the presence of children.</p>
57	<p>Children under the age of 18 will not be admitted unless accompanied by a responsible adult.</p>
58	<p>The Safeguarding Policy will include details of the welfare provision for the support of children and vulnerable adults and protection of Women and Girls. All welfare staff will be appropriately trained and certified.</p>
59	<p>The Premises Licence Holder shall produce and implement a child or vulnerable persons policy which will include provision for children or vulnerable persons found or reported missing. This will be included in the safeguarding policy.</p>
60	<p>The Premises Licence Holder shall appoint one person as responsible for safeguarding on site to coordinate safeguarding measures.</p>
61	<p>A welfare area will be provided to coordinate all welfare safeguarding activities.</p>
62	<p>If required by SAG, external security teams will patrol the event perimeter and a security response team will operate in the immediate area around the site.</p>

GREATER LONDON AUTHORITY

GLA REFERENCE: Victoria Embankment UCLF24 V1

DATE: date sent

RE: Victoria Embankment Premises License Application

Dear whom it may concern,

On Saturday 1st June 2024, the UEFA Champions League Final will take place at Wembley Stadium. Victoria Embankment could host a Fan Meeting Point, as part of the celebrations and facilities provided to travelling supporters.

If approved this will be a dedicated area for one of the finalist teams where supporters can congregate before travelling to Wembley Stadium. The event will also provide a space for those fans without stadium tickets to watch the match. The Fan Meeting Point is being promoted specifically to supporter groups. The event site would consist of a stage for live performance, screens, food & beverage and public welfare facilities, and will be designed for up to 29,999 capacity.

A premises licence application for the Victoria Embankment event will be submitted to Westminster City Council in the coming weeks. This application will be available to view here: www.westminster.gov.uk/Licensing

Road Closures

In order to facilitate the event, a road closure of Victoria Embankment from Westminster Bridge to Blackfriars Bridge will be required. This will also affect the following roads: White Lion Hill, Horse Guards Avenue, Whitehall Place, Great Scotland Yard, Scotland Place, Northumberland Avenue, Savoy Street, Savoy Place, Savoy Hill, Carting Lane.

Enabling works will also take place on the pavements and adjoining gardens prior to and after the road closures, as per the timings below.

	Wednesday 29 May	Thursday 30 May	Friday 31 May	Saturday 1 June	Sunday 2 June	Monday 3 June	Tuesday 4 June
Road Closure			Closed 19:00	All Day	Reopen 10:00		
Build Hours	08:00 – 20:00	08:00 – 20:00	08:00 – 00:00	00:01 – 10:00			
Event Timing				11:00 – 23:30			
De-rig hours				23:30 – 00:00	00:01 – 18:00	08:00 – 20:00	08:00 – 20:00

Impact of the Event

The event organisers are working closely with the Westminster Safety Advisory Group to ensure that the impact of the event on residents is minimised. The event plans include the cleaning and waste removal from the surrounding streets, temporary toilets and security personnel positioned at key locations along the exit routes for the spectators as they enter and exit the event.

Our focus as event organisers is to constantly review the safe crowd management of attendees, whilst minimising interruption for local business and residents. During the event, the organisers will work closely with the police and other statutory bodies, meeting regularly to respond quickly and effectively to issues raised.

Sound

A sound management company has been appointed to monitor levels from key locations around the event perimeter.

Business and Residents Hotline

A dedicated Business and Residents hotline will be in operation over the event construction, show days and dismantle de-rig period. This number will be circulated nearer to the event.

Further Information

Full event details will be circulated nearer to the time. In the meantime, if you have further questions relating to the event you can contact the events Business & Residents Consultation team by email at uclf.community@ls.uk and they will be happy to help.

City Hall, Kamal Chunchie Way, London E16 1ZE
mayor@london.gov.uk London.gov.uk 020 7983 4000

REFERENCE: Victoria Embankment Premises Licence Application
Cllr Louise Hyams – Westminster City Hall, 64 Victoria Street, London

DATE: Friday 12 April 2024

Dear [REDACTED],

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more

engagement over the coming weeks.

With this in mind, we will be sending out a further resident's letter and we will carry out a further online community meeting on Monday 22nd April from 4 pm to 5.30 pm. This will be an online meeting via Microsoft teams. Please sign up by emailing uclf.community@ls.uk by midday on Friday 19th April. You will be sent the link one working day in advance at the latest.

Event Planning

We have worked with all the relevant agencies to develop detailed plans for the fan meeting points. This process has developed significantly since the application was lodged. Updated and revised plans are provided for each multi-agency planning working group and further discussed through the SAG. The most recent of these, with over 50 updated documents, was published at the end of March and includes specific documents that address the concerns that have been raised in resident's representations. A further set of updated documents will be published at the end of April.

- **Event Control Room:** a detailed communications plan has been created which demonstrates how everyone will communicate to each other during the event. This includes all the staff on the ground feeding into a central Event Control room. Ourselves, as well as the Metropolitan Police Service, WCC, Medical Providers and Fire Officers will all be able to talk to each other quickly so if there is a problem then we can work together to fix it swiftly. This is a tried and tested process for large outdoor events countrywide.
- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
- **Alcohol Management Plan:** This is a comprehensive plan which sets out training of staff, signage on bars, the hours of service, the number of drinks that can be sold, appropriate age checking and the procedure to deny serving to any intoxicated persons. We will have Security staff on the bars to ensure these are well managed and they will be in touch with the event control room.

Fans will not be permitted by security to bring alcohol onto the space or leave the space with alcohol.

Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

Adverse Weather Plan: We are in an outdoor space so we know that the weather will play its part in the event. We are very experienced in managing outdoor events and dealing with extremes of weather be that hot or cold. Our safety plan contains details concerning the risk assessments of structures (to be able to cope in high winds). It also contains details of how we will issue free water, have free sunscreen available, have welfare and medical staff, all to manage issues from hot weather, wet and cold weather. We have a lightning plan to deal with electrical storms. So, please be reassured that we have robust plans, that we have delivered at countless events previously, adapted specifically for this event.

Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets. We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have.

Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vanguardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phoneline will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large, visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

Regarding your concerns for your venue operations, following our online meeting we are arranging the follow up site visit where we can detail the queuing design and walking route, that we believe will address your specific ingress and egress concerns. Furthermore, we are committed to providing additional stewards to prevent conflict in these areas. Evacuation of your venue should not be affected by our event and we are committed to working with you to define an alternative muster point for your regular routes. We will also review the details of this at the upcoming site visit. Access for emergency service vehicles in the case of emergency will be maintained.

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more engagement over the coming weeks.

With this in mind, we will be sending out a further resident's letter and we will carry out a further online community meeting on Monday 22nd April from 4 pm to 5.30 pm. This will be an online meeting via Microsoft teams. Please sign up by emailing uclf.community@ls.uk by midday on Friday 19th April. You will be sent the link one working day in advance at the latest.

Event Planning

We have worked with all the relevant agencies to develop detailed plans for the fan meeting points. This process has developed significantly since the application was lodged. Updated and revised plans are provided for each multi-agency planning working group and further discussed through the SAG. The most recent of these, with over 50 updated documents, was published at the end of March and includes specific documents that address the concerns that have been raised in resident's representations. A further set of updated documents will be published at the end of April.

- **Event Control Room:** a detailed communications plan has been created which demonstrates how everyone will communicate to each other during the event. This includes all the staff on the ground feeding into a central Event Control room. Ourselves, as well as the Metropolitan Police Service, WCC, Medical Providers and Fire Officers will all be able to talk to each other quickly so if there is a problem then we can work together to fix it swiftly. This is a tried and tested process for large outdoor events countrywide.
- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
- **Alcohol Management Plan:** This is a comprehensive plan which sets out training of staff, signage on bars, the hours of service, the number of drinks that can be sold, appropriate age checking and the procedure to deny serving to any intoxicated persons. We will have Security staff on the bars to ensure these are well managed and they will be in touch with the event control room.

Fans will not be permitted by security to bring alcohol onto the space or leave the space with alcohol.

Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

Adverse Weather Plan: We are in an outdoor space so we know that the weather will play its part in the event. We are very experienced in managing outdoor events and dealing with extremes of weather be that hot or cold. Our safety plan contains details concerning the risk assessments of structures (to be able to cope in high winds). It also contains details of how we will issue free water, have free sunscreen available, have welfare and medical staff, all to manage issues from hot weather, wet and cold weather. We have a lightning plan to deal with electrical storms. So, please be reassured that we have robust plans, that we have delivered at countless events previously, adapted specifically for this event.

Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets. We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have. Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vangardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phoneline will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space

for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large, visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application
[REDACTED]

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

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We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

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We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

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The Licensing Process

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Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vanguardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phoneline will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large, visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application
[REDACTED]

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more

engagement over the coming weeks.

With this in mind, we will be sending out a further resident's letter and we will carry out a further online community meeting on Monday 22nd April from 4 pm to 5.30 pm. This will be an online meeting via Microsoft teams. Please sign up by emailing uclf.community@ls.uk by midday on Friday 19th April. You will be sent the link one working day in advance at the latest.

Event Planning

We have worked with all the relevant agencies to develop detailed plans for the fan meeting points. This process has developed significantly since the application was lodged. Updated and revised plans are provided for each multi-agency planning working group and further discussed through the SAG. The most recent of these, with over 50 updated documents, was published at the end of March and includes specific documents that address the concerns that have been raised in resident's representations. A further set of updated documents will be published at the end of April.

- **Event Control Room:** a detailed communications plan has been created which demonstrates how everyone will communicate to each other during the event. This includes all the staff on the ground feeding into a central Event Control room. Ourselves, as well as the Metropolitan Police Service, WCC, Medical Providers and Fire Officers will all be able to talk to each other quickly so if there is a problem then we can work together to fix it swiftly. This is a tried and tested process for large outdoor events countrywide.
- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
- **Alcohol Management Plan:** This is a comprehensive plan which sets out training of staff, signage on bars, the hours of service, the number of drinks that can be sold, appropriate age checking and the procedure to deny serving to any intoxicated persons. We will have Security staff on the bars to ensure these are well managed and they will be in touch with the event control room.

Fans will not be permitted by security to bring alcohol onto the space or leave the space with alcohol.

Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

Adverse Weather Plan: We are in an outdoor space so we know that the weather will play its part in the event. We are very experienced in managing outdoor events and dealing with extremes of weather be that hot or cold. Our safety plan contains details concerning the risk assessments of structures (to be able to cope in high winds). It also contains details of how we will issue free water, have free sunscreen available, have welfare and medical staff, all to manage issues from hot weather, wet and cold weather. We have a lightning plan to deal with electrical storms. So, please be reassured that we have robust plans, that we have delivered at countless events previously, adapted specifically for this event.

Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets. We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have.

Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vanguardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phoneline will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large, visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



**REFERENCE: Victoria Embankment Premises Licence Application
Mr Anil Drayan – Environmental Protection**

DATE: Friday 12 April 2024

Dear Mr Drayan,

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC)) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more

engagement over the coming weeks.

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- **Event Control Room:** a detailed communications plan has been created which demonstrates how everyone will communicate to each other during the event. This includes all the staff on the ground feeding into a central Event Control room. Ourselves, as well as the Metropolitan Police Service, WCC, Medical Providers and Fire Officers will all be able to talk to each other quickly so if there is a problem then we can work together to fix it swiftly. This is a tried and tested process for large outdoor events countrywide.
- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
- **Alcohol Management Plan:** This is a comprehensive plan which sets out training of staff, signage on bars, the hours of service, the number of drinks that can be sold, appropriate age checking and the procedure to deny serving to any intoxicated persons. We will have Security staff on the bars to ensure these are well managed and they will be in touch with the event control room.

Fans will not be permitted by security to bring alcohol onto the space or leave the space with alcohol.

Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

Adverse Weather Plan: We are in an outdoor space so we know that the weather will play its part in the event. We are very experienced in managing outdoor events and dealing with extremes of weather be that hot or cold. Our safety plan contains details concerning the risk assessments of structures (to be able to cope in high winds). It also contains details of how we will issue free water, have free sunscreen available, have welfare and medical staff, all to manage issues from hot weather, wet and cold weather. We have a lightning plan to deal with electrical storms. So, please be reassured that we have robust plans, that we have delivered at countless events previously, adapted specifically for this event.

Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets. We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have.

Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vanguardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phoneline will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large, visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC)) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more

engagement over the coming weeks.

With this in mind, we will be sending out a further resident's letter and we will carry out a further online community meeting on Monday 22nd April from 4 pm to 5.30 pm. This will be an online meeting via Microsoft teams. Please sign up by emailing uclf.community@ls.uk by midday on Friday 19th April. You will be sent the link one working day in advance at the latest.

Event Planning

We have worked with all the relevant agencies to develop detailed plans for the fan meeting points. This process has developed significantly since the application was lodged. Updated and revised plans are provided for each multi-agency planning working group and further discussed through the SAG. The most recent of these, with over 50 updated documents, was published at the end of March and includes specific documents that address the concerns that have been raised in resident's representations. A further set of updated documents will be published at the end of April.

- **Event Control Room:** a detailed communications plan has been created which demonstrates how everyone will communicate to each other during the event. This includes all the staff on the ground feeding into a central Event Control room. Ourselves, as well as the Metropolitan Police Service, WCC, Medical Providers and Fire Officers will all be able to talk to each other quickly so if there is a problem then we can work together to fix it swiftly. This is a tried and tested process for large outdoor events countrywide.
- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
- **Alcohol Management Plan:** This is a comprehensive plan which sets out training of staff, signage on bars, the hours of service, the number of drinks that can be sold, appropriate age checking and the procedure to deny serving to any intoxicated persons. We will have Security staff on the bars to ensure these are well managed and they will be in touch with the event control room.

Fans will not be permitted by security to bring alcohol onto the space or leave the space with alcohol.

Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

Adverse Weather Plan: We are in an outdoor space so we know that the weather will play its part in the event. We are very experienced in managing outdoor events and dealing with extremes of weather be that hot or cold. Our safety plan contains details concerning the risk assessments of structures (to be able to cope in high winds). It also contains details of how we will issue free water, have free sunscreen available, have welfare and medical staff, all to manage issues from hot weather, wet and cold weather. We have a lightning plan to deal with electrical storms. So, please be reassured that we have robust plans, that we have delivered at countless events previously, adapted specifically for this event.

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Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application

DATE: Friday 12 April 2024

Dear [REDACTED]

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We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC)) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

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Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

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- **Event Control Room:** a detailed communications plan has been created which demonstrates how everyone will communicate to each other during the event. This includes all the staff on the ground feeding into a central Event Control room. Ourselves, as well as the Metropolitan Police Service, WCC, Medical Providers and Fire Officers will all be able to talk to each other quickly so if there is a problem then we can work together to fix it swiftly. This is a tried and tested process for large outdoor events countrywide.
- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
- **Alcohol Management Plan:** This is a comprehensive plan which sets out training of staff, signage on bars, the hours of service, the number of drinks that can be sold, appropriate age checking and the procedure to deny serving to any intoxicated persons. We will have Security staff on the bars to ensure these are well managed and they will be in touch with the event control room.

Fans will not be permitted by security to bring alcohol onto the space or leave the space with alcohol.

Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

Adverse Weather Plan: We are in an outdoor space so we know that the weather will play its part in the event. We are very experienced in managing outdoor events and dealing with extremes of weather be that hot or cold. Our safety plan contains details concerning the risk assessments of structures (to be able to cope in high winds). It also contains details of how we will issue free water, have free sunscreen available, have welfare and medical staff, all to manage issues from hot weather, wet and cold weather. We have a lightning plan to deal with electrical storms. So, please be reassured that we have robust plans, that we have delivered at countless events previously, adapted specifically for this event.

Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets. We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have.

Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vanguardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phoneline will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large, visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application
[REDACTED]

DATE: Friday 12 April 2024

Dear Mr [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more

engagement over the coming weeks.

With this in mind, we will be sending out a further resident's letter and we will carry out a further online community meeting on Monday 22nd April from 4 pm to 5.30 pm. This will be an online meeting via Microsoft teams. Please sign up by emailing uclf.community@ls.uk by midday on Friday 19th April. You will be sent the link one working day in advance at the latest.

Event Planning

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We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC)) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

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We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

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Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets. We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have.

Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

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We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large, visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
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Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

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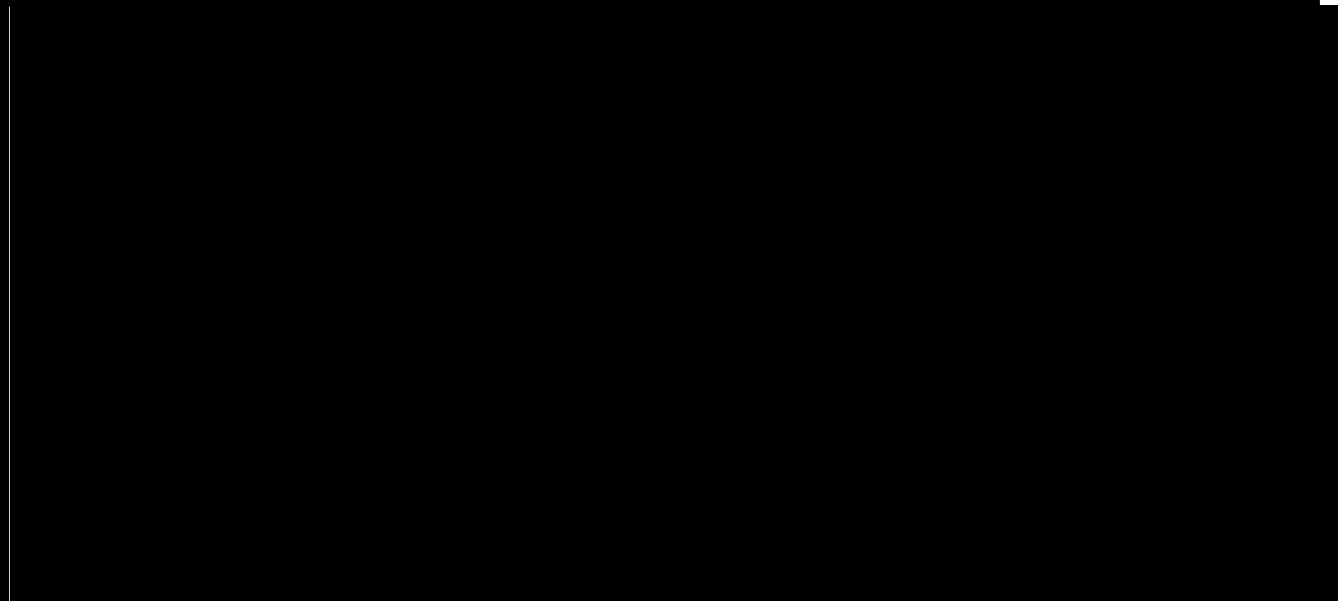
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We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application
[REDACTED]

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

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Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application
[REDACTED]

DATE: Friday 12 April 2024

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In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more

engagement over the coming weeks.

With this in mind, we will be sending out a further resident's letter and we will carry out a further online community meeting on Monday 22nd April from 4 pm to 5.30 pm. This will be an online meeting via Microsoft teams. Please sign up by emailing uclf.community@ls.uk by midday on Friday 19th April. You will be sent the link one working day in advance at the latest.

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We have worked with all the relevant agencies to develop detailed plans for the fan meeting points. This process has developed significantly since the application was lodged. Updated and revised plans are provided for each multi-agency planning working group and further discussed through the SAG. The most recent of these, with over 50 updated documents, was published at the end of March and includes specific documents that address the concerns that have been raised in resident's representations. A further set of updated documents will be published at the end of April.

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- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
- **Alcohol Management Plan:** This is a comprehensive plan which sets out training of staff, signage on bars, the hours of service, the number of drinks that can be sold, appropriate age checking and the procedure to deny serving to any intoxicated persons. We will have Security staff on the bars to ensure these are well managed and they will be in touch with the event control room.

Fans will not be permitted by security to bring alcohol onto the space or leave the space with alcohol.

Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

Adverse Weather Plan: We are in an outdoor space so we know that the weather will play its part in the event. We are very experienced in managing outdoor events and dealing with extremes of weather be that hot or cold. Our safety plan contains details concerning the risk assessments of structures (to be able to cope in high winds). It also contains details of how we will issue free water, have free sunscreen available, have welfare and medical staff, all to manage issues from hot weather, wet and cold weather. We have a lightning plan to deal with electrical storms. So, please be reassured that we have robust plans, that we have delivered at countless events previously, adapted specifically for this event.

Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets. We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have.

Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vanguardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phoneline will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large, visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application
[REDACTED]

DATE: Friday 12 April 2024

[REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

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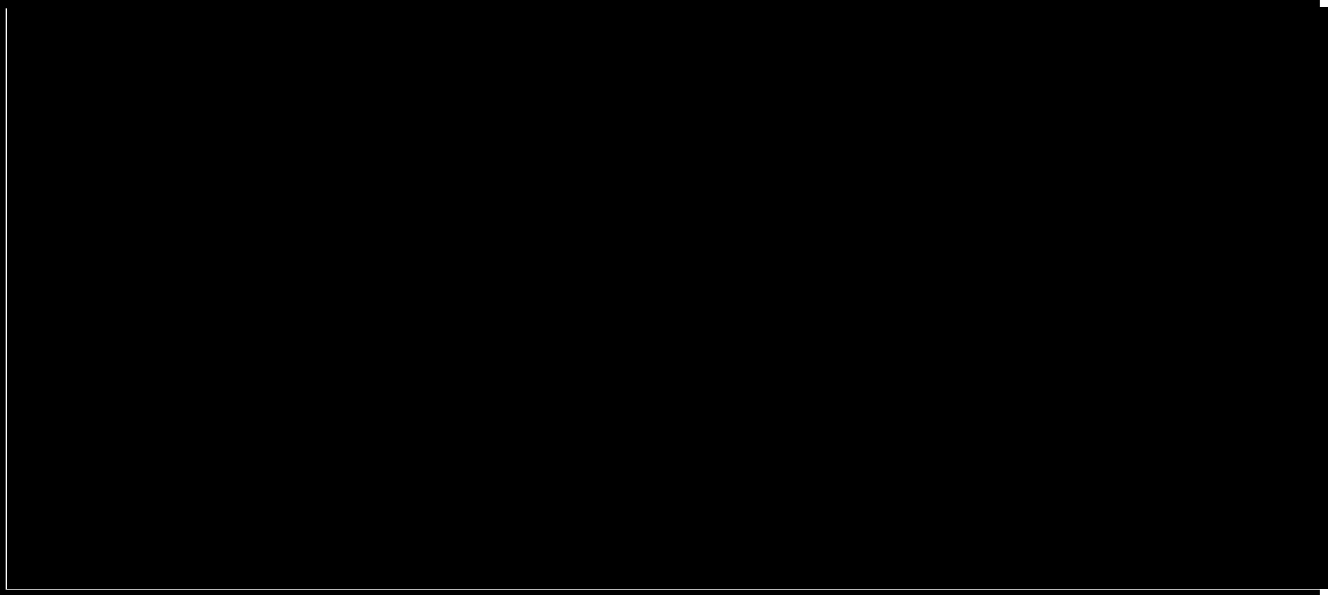
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We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application

DATE: Tuesday 16th April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We set out below information we have passed to residents who have made representations which we hope gives you reassurance about many of the points in your representation. In the final paragraphs of this letter we also answer some specific concerns you make.

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC)) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

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premises and have held resident and business meetings. We recognise that we can and will do more engagement over the coming weeks.

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- **Event Control Room:** a detailed communications plan has been created which demonstrates how everyone will communicate to each other during the event. This includes all the staff on the ground feeding into a central Event Control room. Ourselves, as well as the Metropolitan Police Service, WCC, Medical Providers and Fire Officers will all be able to talk to each other quickly so if there is a problem then we can work together to fix it swiftly. This is a tried and tested process for large outdoor events countrywide.
- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
- **Alcohol Management Plan:** This is a comprehensive plan which sets out training of staff, signage on bars, the hours of service, the number of drinks that can be sold, appropriate age checking and the procedure to deny serving to any intoxicated persons. We will have Security staff on the bars to ensure these are well managed and they will be in touch with the event control room.

Fans will not be permitted by security to bring alcohol onto the space or leave the space with alcohol.

Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

Adverse Weather Plan: We are in an outdoor space so we know that the weather will play its part in the event. We are very experienced in managing outdoor events and dealing with extremes of weather be that hot or cold. Our safety plan contains details concerning the risk assessments of structures (to be able to cope in high winds). It also contains details of how we will issue free water, have free sunscreen available, have welfare and medical staff, all to manage issues from hot weather, wet and cold weather. We have a lightning plan to deal with electrical storms. So, please be reassured that we have robust plans, that we have delivered at countless events previously, adapted specifically for this event.

Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets. We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social

behaviour. We know that the stewards are only as good as the information and supervision they have. Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vanguardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phoneline will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large, visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

We now turn to your specific concerns not covered above:

Planning

You are concerned about the lack of time for us and the Responsible Authorities to plan for the event. We can assure you that this concern is not shared by us, based on our experience, or by WCC Licensing or the other Responsible Authorities. Planning began in August 2023 and pre-application advice meetings took place in December 2023 and January 2024 when proposed conditions were agreed with WCC Licensing. In addition, planning meetings with the Responsible Authorities and other Stakeholders are being held with our plans being submitted for scrutiny and being updated. The final plans will all be prepared within the required timescale.

Consultation

In addition to the statutory requirements, we distributed over 900 letters to residential premises and over 800 letters to business premises. In addition, we held one online meeting and will continue with further consultation about the application and mitigations in our plans.

Crime and Disorder

We understand your concerns about your experience of the 2021 fan zones in Trafalgar Square and the New Year celebrations, and the reports of disorder in France and Turkey at or connected with the Champions League Finals. As explained above, we were not responsible for the planning or implementation of plans for these events. The planning to promote all of the Licensing Objectives for the Victoria Embankment space has been done in conjunction with the Metropolitan Police and SAG and they are satisfied with our plans.

Full stewarding and security dot plans are submitted as part of the SAG process. The Metropolitan Police and WCC must approve these plans prior to the event taking place. The plans are continuing to progress having been submitted in draft and will be finalised within the agreed timescale. To date, the Metropolitan Police have expressed their support for our plans. The stewarding and security plans cover placements and duties both within the Space and outside the perimeter.

Protests which clash with the Event

Should protests take place, we will coordinate all necessary actions via the Metropolitan Police. Consultation will take place to establish the relevant routes and any associated impacts. A Policing Plan will be put in place to work with any protests mindful of the other existing events on that day. All the plans are subject to the SAG planning process and approval. We will update residents on any relevant information we receive regarding protests.

Access Plan for Residents, Businesses and Hotel Guests

Access to residents, business and hotel guests will not be restricted. All of these properties will be accessible except for fans within the Licensed Area. Consultation has been undertaken with those specific businesses and will be ongoing to keep them updated. As previously stated, stewards and barriers will be used to direct fans onto the desired walking routes and residents will continue to be able to maintain access to their properties.

Road Closures

We have provided a road closure map as part of this response.

Parking Suspensions

Some parking restrictions will apply on roads and a final map will be sent to residents and businesses as part of the further letter drop to take place in early May.

Other Fan Meeting Places

You express concerns about us not providing information about other Fan Meeting Places. Applications for different premises must be made and it is part of the process for each application to be considered on its own merits. However, as part of the planning and scrutiny by SAG, the overall impact of other gatherings is considered and coordinated, for example, travel arrangements.

Personal Impact Statement

[REDACTED]

The Greater London Authority have engaged with us to achieve this and in a recent communication to you on 8 April 2024, it outlined changes to our plans to mitigate this inconvenience as follows:

- Review of HVM positioning and access to ensure that the [REDACTED] party cars are accommodated.

- We have changed the main Ingress station to Waterloo (from Westminster previously). This will greatly reduce the number of fans utilising Whitehall as the route to/from the fan meeting points. In particular, it will reduce the footfall past the [REDACTED].
- We have committed to providing an additional 20 stewards around the Great Scotland Yard and [REDACTED] Hotels to manage any fans.
- In relation to sound management we have reviewed the positioning of the PA system, using the best suppliers in the business to deliver the PA as well as monitoring the sound.
- We continue to work with you and the hotels to talk through the plans and a site visit is being arranged soon to discuss the traffic management and stewarding in detail.

A meeting was held on the **15th April 2024** and below are the notes and attendees from that meeting are detailed below.

Attendees:



- The project manager described the new temporary hostile vehicle mitigation barrier agreed with the Metropolitan Police, and how it will allow traffic into [REDACTED] taxi drop off position with a soft closure (cones and signs not barriers) at the junction of Whitehall and Horse Guards Avenue.
- A pedestrian barrier was discussed as a possibility to give separation from event pedestrian traffic and [REDACTED] pedestrians, although the project manager stressed it wasn't likely to give notable tangible benefits.
- It was discussed that showing the match was still dependent on which teams qualify for the final and the subsequent risk assessment.
- The project manager reassured [REDACTED] that access to the hotel at Great Scotland Yard was also going to be facilitated by a soft closure.
- The project manager confirmed that the access to [REDACTED] services loading bay would be facilitated via Whitehall.
- The [REDACTED] team agreed that they would coordinate with the onsite Event Liaison Team on taxi movement, drop offs, stewarding and key stakeholder communications including the [REDACTED] party movement from [REDACTED].
- The project manager reassured [REDACTED] that toilets external to the fan zone would be at Whitehall Court and not outside the [REDACTED] entrance.
- [REDACTED] guests will be transported by taxi to [REDACTED]. Not all taxis and [REDACTED] cars will enter the courtyard and most will drop guests off on Horse Guards Avenue at the courtyard entrance and exit back onto Whitehall.
- [REDACTED] agreed that [REDACTED] cars would not park at [REDACTED] as this would block the courtyard and the taxi drop off.
- [REDACTED] door team agreed that they would liaise with the soft closure staff as soon as the closure was in place.
- The project manager confirmed that there will be a member of event management staff overseeing the area around Horse Guards Avenue / Whitehall ensuring that stewards are fully briefed, in position and as a point of contact on the day.
- The project manager confirmed that Showsec will be in place to provide the area security and mentioned their positive credentials.
- It was discussed that any pre-match late influx of fans was unlikely to disturb [REDACTED] guest's arrival as by that time guests would be sat down at dinner.

- [REDACTED] mentioned that she was concerned about external noise interfering with the dinner. The project manager and business and resident manager reassured her that in a subterranean room this was unlikely. Discussion with [REDACTED] staff established that traffic, police sirens etc., could not be heard from that room and the business and resident manager reiterated that noise disturbance was very unlikely.
- The project manager informed the meeting that the event gates could process 4320 people per hour per gate, described the maths, and explained that the number of gates was essential for emergency access.
- [REDACTED] queried the coach strategy in the event of a tube strike. The project manager explained that contingency plans were in development and LS will continue to work with partners to refine contingency plans from an operational point of view.
- [REDACTED] queried what would happen in the event of a Whitehall closure. The project manager advised that a closure of Whitehall was not in the event operational plan. It was acknowledged that the Metropolitan Police have powers to close the road but the importance of maintaining access to [REDACTED] has been discussed in the planning meetings.
- [REDACTED] queried who would be briefing the stewards. The project manager explained the chain of command from the Event Liaison Team to street level staff.
- The project manager described the “make your way to Wembley” messaging, the two potential “waves” of fans and how they would be managed; and how the comms works in the event of “reaching an agreed attendance threshold”.
- The project manager highlighted the updates to the external walking routes and that Waterloo station plans are in development to replace Westminster station as the fan route to Wembley. This will greatly reduce footfall along Whitehall and in front of [REDACTED].
- [REDACTED] team pointed out a new fire evacuation point needed to be agreed as the event footprint had rendered there’s obsolete for the event date. LS events is addressing this.
- The project manager pointed out that a specific directional signage contractor was in place for the event. LS events will be working closely with the contractor to finalise these plans.
- [REDACTED] requested that Metropolitan Police vehicles do not park in the taxi drop off area.
- [REDACTED] mentioned that he wished to see the final plans in writing, that he would like an invite for the residents meeting on the 22nd April and regular acknowledgement of his emails.
- The project manager and [REDACTED] agreed that the dialogue should continue at a pace, the project manager agreed that the business and resident manager was always available, and that final plans would be shared with [REDACTED] when agreed with the Metropolitan Police.
- The meeting was concluded on a positive note, and a positive email was received from [REDACTED] post meeting, which was gratefully received.

Finally, we want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We will continue our conversation with you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks

[REDACTED]
Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application
[REDACTED]

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

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- **Event Control Room:** a detailed communications plan has been created which demonstrates how everyone will communicate to each other during the event. This includes all the staff on the ground feeding into a central Event Control room. Ourselves, as well as the Metropolitan Police Service, WCC, Medical Providers and Fire Officers will all be able to talk to each other quickly so if there is a problem then we can work together to fix it swiftly. This is a tried and tested process for large outdoor events countrywide.
- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
- **Alcohol Management Plan:** This is a comprehensive plan which sets out training of staff, signage on bars, the hours of service, the number of drinks that can be sold, appropriate age checking and the procedure to deny serving to any intoxicated persons. We will have Security staff on the bars to ensure these are well managed and they will be in touch with the event control room.

Fans will not be permitted by security to bring alcohol onto the space or leave the space with alcohol.

Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

Adverse Weather Plan: We are in an outdoor space so we know that the weather will play its part in the event. We are very experienced in managing outdoor events and dealing with extremes of weather be that hot or cold. Our safety plan contains details concerning the risk assessments of structures (to be able to cope in high winds). It also contains details of how we will issue free water, have free sunscreen available, have welfare and medical staff, all to manage issues from hot weather, wet and cold weather. We have a lightning plan to deal with electrical storms. So, please be reassured that we have robust plans, that we have delivered at countless events previously, adapted specifically for this event.

Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets. We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have.

Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vanguardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phoneline will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large, visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application
[REDACTED]

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC)) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more

engagement over the coming weeks.

With this in mind, we will be sending out a further resident's letter and we will carry out a further online community meeting on Monday 22nd April from 4 pm to 5.30 pm. This will be an online meeting via Microsoft teams. Please sign up by emailing uclf.community@ls.uk by midday on Friday 19th April. You will be sent the link one working day in advance at the latest.

Event Planning

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We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application
[REDACTED]

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

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We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

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- **Alcohol Management Plan:** This is a comprehensive plan which sets out training of staff, signage on bars, the hours of service, the number of drinks that can be sold, appropriate age checking and the procedure to deny serving to any intoxicated persons. We will have Security staff on the bars to ensure these are well managed and they will be in touch with the event control room.

Fans will not be permitted by security to bring alcohol onto the space or leave the space with alcohol.

Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

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Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets. We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have.

Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vanguardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phoneline will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large, visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application
[REDACTED]

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC)) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

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We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application

DATE: Tuesday 16th April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We set out below information we have passed to residents who have made representations which we hope gives you reassurance about many of the points in your representation. In the final paragraphs of this letter we also answer some specific concerns you make.

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC)) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

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Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

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We have worked with all the relevant agencies to develop detailed plans for the fan meeting points. This process has developed significantly since the application was lodged. Updated and revised plans are provided for each multi-agency planning working group and further discussed through the SAG. The most recent of these, with over 50 updated documents, was published at the end of March and includes specific documents that address the concerns that have been raised in resident's representations. A further set of updated documents will be published at the end of April.

- **Event Control Room:** a detailed communications plan has been created which demonstrates how everyone will communicate to each other during the event. This includes all the staff on the ground feeding into a central Event Control room. Ourselves, as well as the Metropolitan Police Service, WCC, Medical Providers and Fire Officers will all be able to talk to each other quickly so if there is a problem then we can work together to fix it swiftly. This is a tried and tested process for large outdoor events countrywide.
- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
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Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets.

We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have. Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vanguardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phoneline will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large,

visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

We now turn to your specific concerns not covered above:

Planning

You are concerned about the lack of time for us and the Responsible Authorities to plan for the event. We can assure you that this concern is not shared by us, based on our experience, or by WCC Licensing or the other Responsible Authorities. Planning began in August 2023 and pre-application advice meetings took place in December 2023 and January 2024 when proposed conditions were agreed with WCC Licensing. In addition, planning meetings with the Responsible Authorities and other Stakeholders are being held with our plans being submitted for scrutiny and being updated. The final plans will all be prepared within the required timescale.

Consultation

In addition to the statutory requirements, we distributed over 900 letters to residential premises and over 800 letters to business premises. In addition, we held one online meeting and will continue with further consultation about the application and mitigations in our plans.

Crime and Disorder

We understand your concerns about your experience of the 2021 fan zones in Trafalgar Square and the New Year celebrations, and the reports of disorder in France and Turkey at or connected with the Champions League Finals. As explained above, we were not responsible for the planning or implementation of plans for these events. The planning to promote all of the Licensing Objectives for the Victoria Embankment space has been done in conjunction with the Metropolitan Police and SAG and they are satisfied with our plans.

Full stewarding and security dot plans are submitted as part of the SAG process. The Metropolitan Police and WCC must approve these plans prior to the event taking place. The plans are continuing to progress having been submitted in draft and will be finalised within the agreed timescale. To date, the Metropolitan Police have expressed their support for our plans. The stewarding and security plans cover placements and duties both within the Space and outside the perimeter.

Protests which clash with the Event

Should protests take place, we will coordinate all necessary actions via the Metropolitan Police. Consultation will take place to establish the relevant routes and any associated impacts. A Policing Plan will be put in place to work with any protests mindful of the other existing events on that day. All the plans are subject to the SAG planning process and approval. We will update residents on any relevant information we receive regarding protests.

Access Plan for Residents, Businesses and Hotel Guests

Access to residents, business and hotel guests will not be restricted. All of these properties will be accessible except for fans within the Licensed Area. Consultation has been undertaken with those specific businesses and will be ongoing to keep them updated. As previously stated, stewards and barriers will be used to direct fans onto the desired walking routes and residents will continue to be able to maintain access to their properties.

Road Closures

We have provided a road closure map as part of this response.

Parking Suspensions

Some parking restrictions will apply on roads and a final map will be sent to residents and businesses as part of the further letter drop to take place in early May.

Other Fan Meeting Places

You express concerns about us not providing information about other Fan Meeting Places. Applications for different premises must be made and it is part of the process for each application to be considered on its own merits. However, as part of the planning and scrutiny by SAG, the overall impact of other gatherings is considered and coordinated, for example, travel arrangements.

Personal Impact Statement

[REDACTED]

The Greater London Authority have engaged with us to achieve this and in a recent communication to you on 8 April 2024, it outlined changes to our plans to mitigate this inconvenience as follows:

- Review of HVM positioning and access to ensure that the [REDACTED] party cars are accommodated.

- We have changed the main Ingress station to Waterloo (from Westminster previously). This will greatly reduce the number of fans utilising Whitehall as the route to/from the fan meeting points. In particular, it will reduce the footfall past the [REDACTED].
- We have committed to providing an additional 20 stewards around the Great Scotland Yard and [REDACTED] Hotels to manage any fans.
- In relation to sound management we have reviewed the positioning of the PA system, using the best suppliers in the business to deliver the PA as well as monitoring the sound.
- We continue to work with you and the hotels to talk through the plans and a site visit is being arranged soon to discuss the traffic management and stewarding in detail.

A meeting was held on the **15th April 2024** and below are the notes and attendees from that meeting are detailed below.

Attendees:



- The project manager described the new temporary hostile vehicle mitigation barrier agreed with the Metropolitan Police, and how it will allow traffic into [REDACTED] taxi drop off position with a soft closure (cones and signs not barriers) at the junction of Whitehall and Horse Guards Avenue.
- A pedestrian barrier was discussed as a possibility to give separation from event pedestrian traffic and [REDACTED] pedestrians, although the project manager stressed it wasn't likely to give notable tangible benefits.
- It was discussed that showing the match was still dependent on which teams qualify for the final and the subsequent risk assessment.
- The project manager reassured [REDACTED] that access to the hotel at Great Scotland Yard was also going to be facilitated by a soft closure.
- The project manager confirmed that the access to [REDACTED] services loading bay would be facilitated via Whitehall.
- The [REDACTED] team agreed that they would coordinate with the onsite Event Liaison Team on taxi movement, drop offs, stewarding and key stakeholder communications including the [REDACTED] party movement from [REDACTED].
- The project manager reassured [REDACTED] that toilets external to the fan zone would be at Whitehall Court and not outside the [REDACTED] entrance.
- [REDACTED] will be transported by taxi to [REDACTED]. Not all taxis and [REDACTED] cars will enter the courtyard and most will drop guests off on Horse Guards Avenue at the courtyard entrance and exit back onto Whitehall.
- [REDACTED] agreed that [REDACTED] cars would not park at [REDACTED] as this would block the courtyard and the taxi drop off.
- [REDACTED] door team agreed that they would liaise with the soft closure staff as soon as the closure was in place.
- The project manager confirmed that there will be a member of event management staff overseeing the area around Horse Guards Avenue / Whitehall ensuring that stewards are fully briefed, in position and as a point of contact on the day.
- The project manager confirmed that Showsec will be in place to provide the area security and mentioned their positive credentials.
- It was discussed that any pre-match late influx of fans was unlikely to disturb [REDACTED] guest's arrival as by that time guests would be sat down at dinner.

- [REDACTED] mentioned that she was concerned about external noise interfering with the dinner. The project manager and business and resident manager reassured her that in a subterranean room this was unlikely. Discussion with [REDACTED] staff established that traffic, police sirens etc., could not be heard from that room and the business and resident manager reiterated that noise disturbance was very unlikely.
- The project manager informed the meeting that the event gates could process 4320 people per hour per gate, described the maths, and explained that the number of gates was essential for emergency access.
- [REDACTED] queried the coach strategy in the event of a tube strike. The project manager explained that contingency plans were in development and LS will continue to work with partners to refine contingency plans from an operational point of view.
- [REDACTED] queried what would happen in the event of a Whitehall closure. The project manager advised that a closure of Whitehall was not in the event operational plan. It was acknowledged that the Metropolitan Police have powers to close the road but the importance of maintaining access to [REDACTED] has been discussed in the planning meetings.
- [REDACTED] queried who would be briefing the stewards. The project manager explained the chain of command from the Event Liaison Team to street level staff.
- The project manager described the “make your way to Wembley” messaging, the two potential “waves” of fans and how they would be managed; and how the comms works in the event of “reaching an agreed attendance threshold”.
- The project manager highlighted the updates to the external walking routes and that Waterloo station plans are in development to replace Westminster station as the fan route to Wembley. This will greatly reduce footfall along Whitehall and in front of [REDACTED].
- [REDACTED] team pointed out a new fire evacuation point needed to be agreed as the event footprint had rendered there’s obsolete for the event date. LS events is addressing this.
- The project manager pointed out that a specific directional signage contractor was in place for the event. LS events will be working closely with the contractor to finalise these plans.
- [REDACTED] requested that Metropolitan Police vehicles do not park in the taxi drop off area.
- [REDACTED] mentioned that he wished to see the final plans in writing, that he would like an invite for the residents meeting on the 22nd April and regular acknowledgement of his emails.
- The project manager and [REDACTED] agreed that the dialogue should continue at a pace, the project manager agreed that the business and resident manager was always available, and that final plans would be shared with [REDACTED] when agreed with the Metropolitan Police.
- The meeting was concluded on a positive note, and a positive email was received from [REDACTED] post meeting, which was gratefully received.

Finally, we want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We will continue our conversation with you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks

[REDACTED]
Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application

DATE: Tuesday 16th April 2024

Dear [REDACTED],

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

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part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

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Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

Adverse Weather Plan: We are in an outdoor space so we know that the weather will play its part in the event. We are very experienced in managing outdoor events and dealing with extremes of weather be that hot or cold. Our safety plan contains details concerning the risk assessments of structures (to be able to cope in high winds). It also contains details of how we will issue free water, have free sunscreen available, have welfare and medical staff, all to manage issues from hot weather, wet and cold weather. We have a lightning plan to deal with electrical storms. So, please be reassured that we have robust plans, that we have delivered at countless events previously, adapted specifically for this event.

Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets. We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have. Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management

Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vangardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phonenumber will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and

businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large, visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police Service expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks



Project Director

LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application
[REDACTED]

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more

engagement over the coming weeks.

With this in mind, we will be sending out a further resident's letter and we will carry out a further online community meeting on Monday 22nd April from 4 pm to 5.30 pm. This will be an online meeting via Microsoft teams. Please sign up by emailing uclf.community@ls.uk by midday on Friday 19th April. You will be sent the link one working day in advance at the latest.

Event Planning

We have worked with all the relevant agencies to develop detailed plans for the fan meeting points. This process has developed significantly since the application was lodged. Updated and revised plans are provided for each multi-agency planning working group and further discussed through the SAG. The most recent of these, with over 50 updated documents, was published at the end of March and includes specific documents that address the concerns that have been raised in resident's representations. A further set of updated documents will be published at the end of April.

- **Event Control Room:** a detailed communications plan has been created which demonstrates how everyone will communicate to each other during the event. This includes all the staff on the ground feeding into a central Event Control room. Ourselves, as well as the Metropolitan Police Service, WCC, Medical Providers and Fire Officers will all be able to talk to each other quickly so if there is a problem then we can work together to fix it swiftly. This is a tried and tested process for large outdoor events countrywide.
- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
- **Alcohol Management Plan:** This is a comprehensive plan which sets out training of staff, signage on bars, the hours of service, the number of drinks that can be sold, appropriate age checking and the procedure to deny serving to any intoxicated persons. We will have Security staff on the bars to ensure these are well managed and they will be in touch with the event control room.

Fans will not be permitted by security to bring alcohol onto the space or leave the space with alcohol.

Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

Adverse Weather Plan: We are in an outdoor space so we know that the weather will play its part in the event. We are very experienced in managing outdoor events and dealing with extremes of weather be that hot or cold. Our safety plan contains details concerning the risk assessments of structures (to be able to cope in high winds). It also contains details of how we will issue free water, have free sunscreen available, have welfare and medical staff, all to manage issues from hot weather, wet and cold weather. We have a lightning plan to deal with electrical storms. So, please be reassured that we have robust plans, that we have delivered at countless events previously, adapted specifically for this event.

Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets. We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have.

Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

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- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vanguardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phoneline will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

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Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

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- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

All spaces have been approved by the Department of Culture, Media and Sport (DCMS) as being appropriate. We note that you have suggested Green Park, however this location was discounted on the basis the viewing space is not large enough and because the Major General's Review is taking place adjacent to that area so this suggested alternative would not be supported by other agencies.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more engagement over the coming weeks.

With this in mind, we will be sending out a further resident's letter and we will carry out a further online community meeting on Monday 22nd April from 4 pm to 5.30 pm. This will be an online meeting via Microsoft teams. Please sign up by emailing uclf.community@ls.uk by midday on Friday 19th April. You will be sent the link one working day in advance at the latest.

Event Planning

We have worked with all the relevant agencies to develop detailed plans for the fan meeting points. This process has developed significantly since the application was lodged. Updated and revised plans are provided for each multi-agency planning working group and further discussed through the SAG. The most recent of these, with over 50 updated documents, was published at the end of March and includes specific documents that address the concerns that have been raised in resident's representations. A further set of updated documents will be published at the end of April.

- **Event Control Room:** a detailed communications plan has been created which demonstrates how everyone will communicate to each other during the event. This includes all the staff on the ground feeding into a central Event Control room. Ourselves, as well as the Metropolitan Police Service, WCC, Medical Providers and Fire Officers will all be able to talk to each other quickly so if there is a problem then we can work together to fix it swiftly. This is a tried and tested process for large outdoor events countrywide.
- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
- **Alcohol Management Plan:** This is a comprehensive plan which sets out training of staff, signage on bars, the hours of service, the number of drinks that can be sold, appropriate age checking and the procedure to deny serving to any intoxicated persons. We will have Security staff on the bars to ensure these are well managed and they will be in touch with the event control room.

Fans will not be permitted by security to bring alcohol onto the space or leave the space with alcohol.

Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

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Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets.

We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have. Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vanguardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phoneline will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
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We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large,

visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

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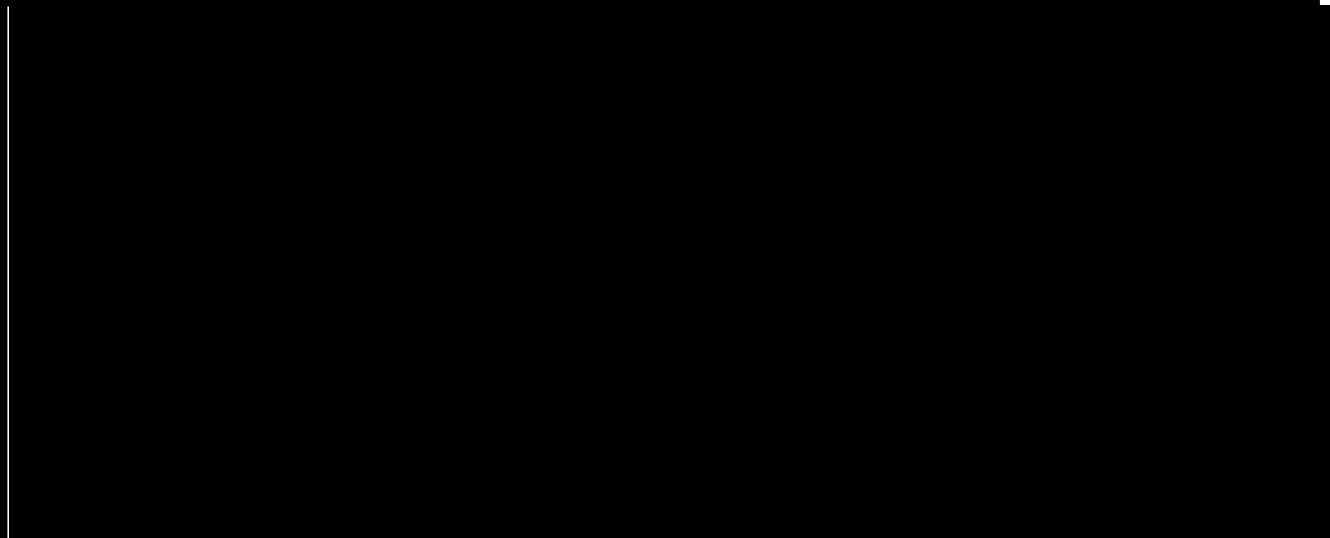
We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via ucf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC)) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more

engagement over the coming weeks.

With this in mind, we will be sending out a further resident's letter and we will carry out a further online community meeting on Monday 22nd April from 4 pm to 5.30 pm. This will be an online meeting via Microsoft teams. Please sign up by emailing uclf.community@ls.uk by midday on Friday 19th April. You will be sent the link one working day in advance at the latest.

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We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

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Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application
[REDACTED]

DATE: Friday 12 April 2024

Dear [REDACTED],

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

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The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more

engagement over the coming weeks.

With this in mind, we will be sending out a further resident's letter and we will carry out a further online community meeting on Monday 22nd April from 4 pm to 5.30 pm. This will be an online meeting via Microsoft teams. Please sign up by emailing uclf.community@ls.uk by midday on Friday 19th April. You will be sent the link one working day in advance at the latest.

Event Planning

We have worked with all the relevant agencies to develop detailed plans for the fan meeting points. This process has developed significantly since the application was lodged. Updated and revised plans are provided for each multi-agency planning working group and further discussed through the SAG. The most recent of these, with over 50 updated documents, was published at the end of March and includes specific documents that address the concerns that have been raised in resident's representations. A further set of updated documents will be published at the end of April.

- **Event Control Room:** a detailed communications plan has been created which demonstrates how everyone will communicate to each other during the event. This includes all the staff on the ground feeding into a central Event Control room. Ourselves, as well as the Metropolitan Police Service, WCC, Medical Providers and Fire Officers will all be able to talk to each other quickly so if there is a problem then we can work together to fix it swiftly. This is a tried and tested process for large outdoor events countrywide.
- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
- **Alcohol Management Plan:** This is a comprehensive plan which sets out training of staff, signage on bars, the hours of service, the number of drinks that can be sold, appropriate age checking and the procedure to deny serving to any intoxicated persons. We will have Security staff on the bars to ensure these are well managed and they will be in touch with the event control room.

Fans will not be permitted by security to bring alcohol onto the space or leave the space with alcohol.

Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

Adverse Weather Plan: We are in an outdoor space so we know that the weather will play its part in the event. We are very experienced in managing outdoor events and dealing with extremes of weather be that hot or cold. Our safety plan contains details concerning the risk assessments of structures (to be able to cope in high winds). It also contains details of how we will issue free water, have free sunscreen available, have welfare and medical staff, all to manage issues from hot weather, wet and cold weather. We have a lightning plan to deal with electrical storms. So, please be reassured that we have robust plans, that we have delivered at countless events previously, adapted specifically for this event.

Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets. We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have.

Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vanguardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phoneline will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large, visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

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We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more

engagement over the coming weeks.

With this in mind, we will be sending out a further resident's letter and we will carry out a further online community meeting on Monday 22nd April from 4 pm to 5.30 pm. This will be an online meeting via Microsoft teams. Please sign up by emailing uclf.community@ls.uk by midday on Friday 19th April. You will be sent the link one working day in advance at the latest.

Event Planning

We have worked with all the relevant agencies to develop detailed plans for the fan meeting points. This process has developed significantly since the application was lodged. Updated and revised plans are provided for each multi-agency planning working group and further discussed through the SAG. The most recent of these, with over 50 updated documents, was published at the end of March and includes specific documents that address the concerns that have been raised in resident's representations. A further set of updated documents will be published at the end of April.

- **Event Control Room:** a detailed communications plan has been created which demonstrates how everyone will communicate to each other during the event. This includes all the staff on the ground feeding into a central Event Control room. Ourselves, as well as the Metropolitan Police Service, WCC, Medical Providers and Fire Officers will all be able to talk to each other quickly so if there is a problem then we can work together to fix it swiftly. This is a tried and tested process for large outdoor events countrywide.
- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
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Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets. We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have.

Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

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These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

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We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large, visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application
[REDACTED]

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

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We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

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The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more

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Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

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These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

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We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large, visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

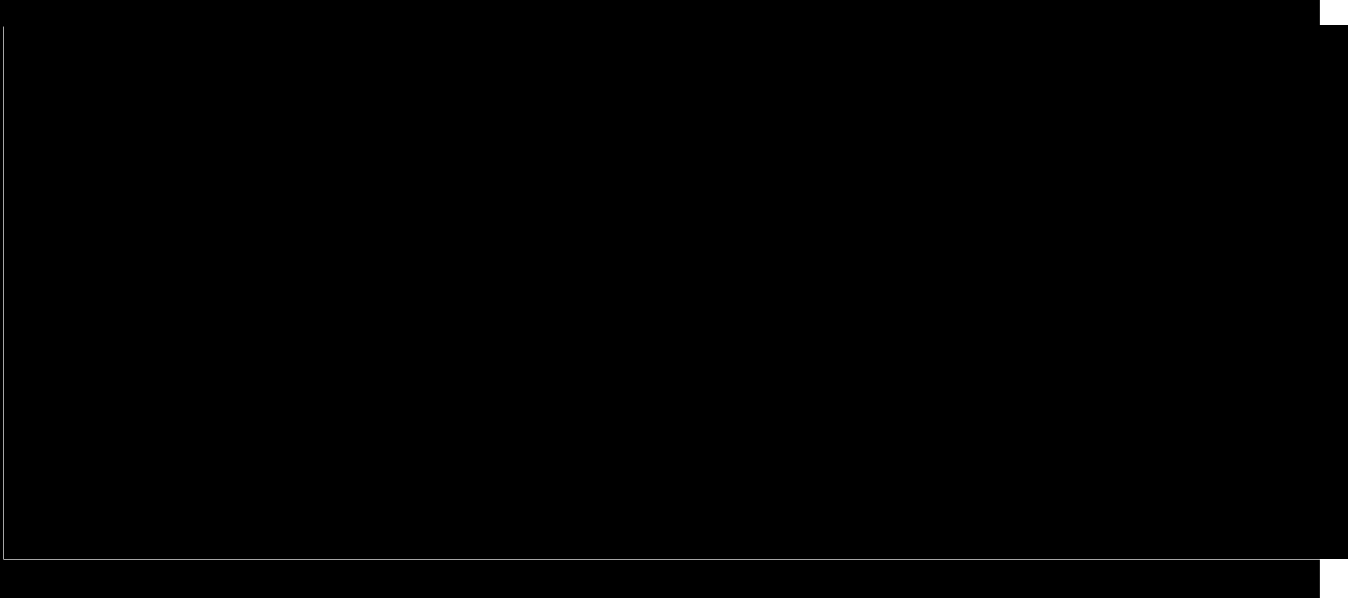
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We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC)) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

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Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application
[REDACTED]

DATE: Friday 12 April 2024

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Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more

engagement over the coming weeks.

With this in mind, we will be sending out a further resident's letter and we will carry out a further online community meeting on Monday 22nd April from 4 pm to 5.30 pm. This will be an online meeting via Microsoft teams. Please sign up by emailing uclf.community@ls.uk by midday on Friday 19th April. You will be sent the link one working day in advance at the latest.

Event Planning

We have worked with all the relevant agencies to develop detailed plans for the fan meeting points. This process has developed significantly since the application was lodged. Updated and revised plans are provided for each multi-agency planning working group and further discussed through the SAG. The most recent of these, with over 50 updated documents, was published at the end of March and includes specific documents that address the concerns that have been raised in resident's representations. A further set of updated documents will be published at the end of April.

- **Event Control Room:** a detailed communications plan has been created which demonstrates how everyone will communicate to each other during the event. This includes all the staff on the ground feeding into a central Event Control room. Ourselves, as well as the Metropolitan Police Service, WCC, Medical Providers and Fire Officers will all be able to talk to each other quickly so if there is a problem then we can work together to fix it swiftly. This is a tried and tested process for large outdoor events countrywide.
- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
- **Alcohol Management Plan:** This is a comprehensive plan which sets out training of staff, signage on bars, the hours of service, the number of drinks that can be sold, appropriate age checking and the procedure to deny serving to any intoxicated persons. We will have Security staff on the bars to ensure these are well managed and they will be in touch with the event control room.

Fans will not be permitted by security to bring alcohol onto the space or leave the space with alcohol.

Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

Adverse Weather Plan: We are in an outdoor space so we know that the weather will play its part in the event. We are very experienced in managing outdoor events and dealing with extremes of weather be that hot or cold. Our safety plan contains details concerning the risk assessments of structures (to be able to cope in high winds). It also contains details of how we will issue free water, have free sunscreen available, have welfare and medical staff, all to manage issues from hot weather, wet and cold weather. We have a lightning plan to deal with electrical storms. So, please be reassured that we have robust plans, that we have delivered at countless events previously, adapted specifically for this event.

Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets. We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have.

Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vanguardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phonenumber will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large, visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

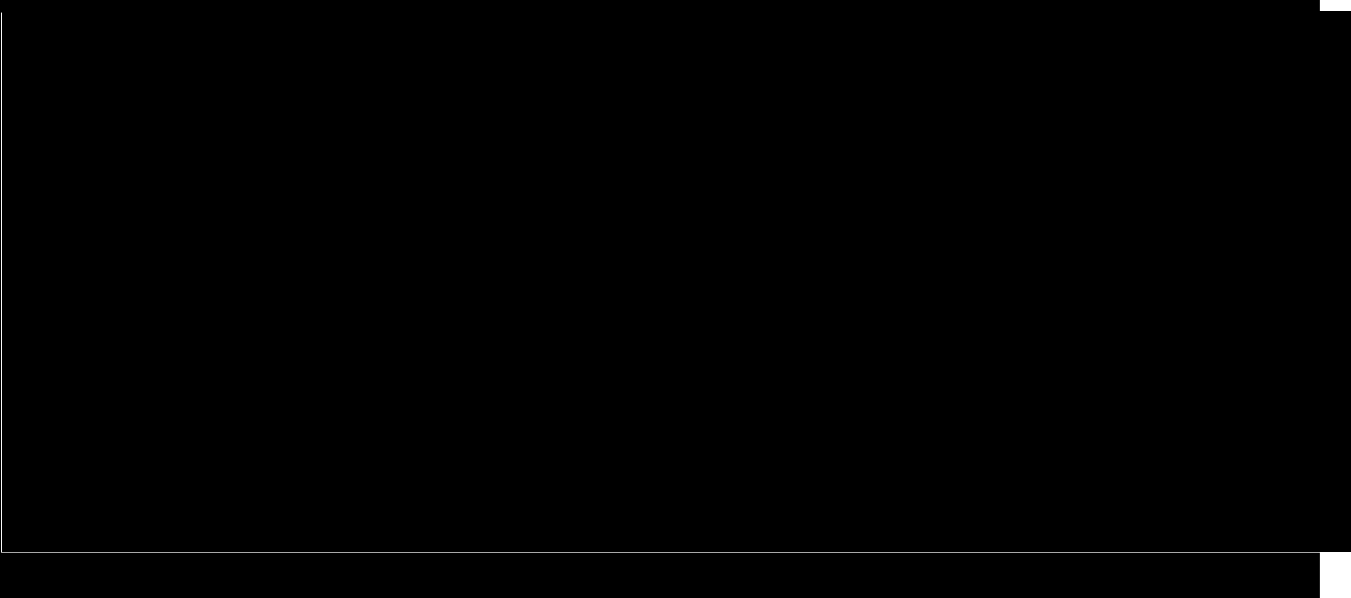
We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application
[REDACTED]DATE: Tuesday [REDACTED]
[REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We set out below information we have passed to residents who have made representations which we hope gives you reassurance about many of the points in your representation. In the final paragraphs of this letter we also answer some specific concerns you make.

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC)) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

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The Licensing Process

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- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

We now turn to your specific concerns not covered above:

Planning

You are concerned about the lack of time for us and the Responsible Authorities to plan for the event. We can assure you that this concern is not shared by us, based on our experience, or by WCC Licensing or the other Responsible Authorities. Planning began in August 2023 and pre-application advice meetings took place in December 2023 and January 2024 when proposed conditions were agreed with WCC Licensing. In addition, planning meetings with the Responsible Authorities and other Stakeholders are being held with our plans being submitted for scrutiny and being updated. The final plans will all be prepared within the required timescale.

Consultation

In addition to the statutory requirements, we distributed over 900 letters to residential premises and over 800 letters to business premises. In addition, we held one online meeting and will continue with further consultation about the application and mitigations in our plans.

Crime and Disorder

We understand your concerns about your experience of the 2021 fan zones in Trafalgar Square and the New Year celebrations, and the reports of disorder in France and Turkey at or connected with the Champions League Finals. As explained above, we were not responsible for the planning or implementation of plans for these events. The planning to promote all of the Licensing Objectives for the Victoria Embankment space has been done in conjunction with the Metropolitan Police and SAG and they are satisfied with our plans.

Full stewarding and security dot plans are submitted as part of the SAG process. The Metropolitan Police and WCC must approve these plans prior to the event taking place. The plans are continuing to progress having been submitted in draft and will be finalised within the agreed timescale. To date, the Metropolitan Police have expressed their support for our plans. The stewarding and security plans cover placements and duties both within the Space and outside the perimeter.

Protests which clash with the Event

Should protests take place, we will coordinate all necessary actions via the Metropolitan Police. Consultation will take place to establish the relevant routes and any associated impacts. A Policing Plan will be put in place to work with any protests mindful of the other existing events on that day. All the plans are subject to the SAG planning process and approval. We will update residents on any relevant information we receive regarding protests.

Access Plan for Residents, Businesses and Hotel Guests

Access to residents, business and hotel guests will not be restricted. All of these properties will be accessible except for fans within the Licensed Area. Consultation has been undertaken with those specific businesses and will be ongoing to keep them updated. As previously stated, stewards and barriers will be used to direct fans onto the desired walking routes and residents will continue to be able to maintain access to their properties.

Road Closures

We have provided a road closure map as part of this response.

Parking Suspensions

Some parking restrictions will apply on roads and a final map will be sent to residents and businesses as part of the further letter drop to take place in early May.

Other Fan Meeting Places

You express concerns about us not providing information about other Fan Meeting Places. Applications for different premises must be made and it is part of the process for each application to be considered on its own merits. However, as part of the planning and scrutiny by SAG, the overall impact of other gatherings is considered and coordinated, for example, travel arrangements.

Personal Impact Statement

[REDACTED]

The Greater London Authority have engaged with us to achieve this and in a recent communication to you on 8 April 2024, it outlined changes to our plans to mitigate this inconvenience as follows:

- Review of HVM positioning and access to ensure that the [REDACTED] party cars are accommodated.

- We have changed the main Ingress station to Waterloo (from Westminster previously). This will greatly reduce the number of fans utilising Whitehall as the route to/from the fan meeting points. In particular, it will reduce the footfall past the [REDACTED]
- We have committed to providing an additional 20 stewards around the Great Scotland Yard and [REDACTED] Hotels to manage any fans.
- In relation to sound management we have reviewed the positioning of the PA system, using the best suppliers in the business to deliver the PA as well as monitoring the sound.
- We continue to work with you and the hotels to talk through the plans and a site visit is being arranged soon to discuss the traffic management and stewarding in detail.

A meeting was held on the **15th April 2024** and below are the notes and attendees from that meeting are detailed below.

Attendees:



- The project manager described the new temporary hostile vehicle mitigation barrier agreed with the Metropolitan Police, and how it will allow traffic into [REDACTED] taxi drop off position with a soft closure (cones and signs not barriers) at the junction of Whitehall and Horse Guards Avenue.
- A pedestrian barrier was discussed as a possibility to give separation from event pedestrian traffic and [REDACTED] pedestrians, although the project manager stressed it wasn't likely to give notable tangible benefits.
- It was discussed that showing the match was still dependent on which teams qualify for the final and the subsequent risk assessment.
- The project manager reassured [REDACTED] that access to the hotel at Great Scotland Yard was also going to be facilitated by a soft closure.
- The project manager confirmed that the access to [REDACTED] services loading bay would be facilitated via Whitehall.
- The [REDACTED] team agreed that they would coordinate with the onsite Event Liaison Team on taxi movement, drop offs, stewarding and key stakeholder communications including the [REDACTED] party movement from [REDACTED].
- The project manager reassured [REDACTED] that toilets external to the fan zone would be at Whitehall Court and not outside the [REDACTED] entrance.
- [REDACTED] guests will be transported by taxi to [REDACTED]. Not all taxis and [REDACTED] cars will enter the courtyard and most will drop guests off on Horse Guards Avenue at the courtyard entrance and exit back onto Whitehall.
- [REDACTED] agreed that [REDACTED] cars would not park at [REDACTED] as this would block the courtyard and the taxi drop off.
- [REDACTED] door team agreed that they would liaise with the soft closure staff as soon as the closure was in place.
- The project manager confirmed that there will be a member of event management staff overseeing the area around Horse Guards Avenue / Whitehall ensuring that stewards are fully briefed, in position and as a point of contact on the day.
- The project manager confirmed that Showsec will be in place to provide the area security and mentioned their positive credentials.
- It was discussed that any pre-match late influx of fans was unlikely to disturb [REDACTED] guest's arrival as by that time guests would be sat down at dinner.

- [REDACTED] mentioned that she was concerned about external noise interfering with the dinner. The project manager and business and resident manager reassured her that in a subterranean room this was unlikely. Discussion with [REDACTED] staff established that traffic, police sirens etc., could not be heard from that room and the business and resident manager reiterated that noise disturbance was very unlikely.
- The project manager informed the meeting that the event gates could process 4320 people per hour per gate, described the maths, and explained that the number of gates was essential for emergency access.
- [REDACTED] queried the coach strategy in the event of a tube strike. The project manager explained that contingency plans were in development and LS will continue to work with partners to refine contingency plans from an operational point of view.
- [REDACTED] queried what would happen in the event of a Whitehall closure. The project manager advised that a closure of Whitehall was not in the event operational plan. It was acknowledged that the Metropolitan Police have powers to close the road but the importance of maintaining access to [REDACTED] has been discussed in the planning meetings.
- [REDACTED] queried who would be briefing the stewards. The project manager explained the chain of command from the Event Liaison Team to street level staff.
- The project manager described the “make your way to Wembley” messaging, the two potential “waves” of fans and how they would be managed; and how the comms works in the event of “reaching an agreed attendance threshold”.
- The project manager highlighted the updates to the external walking routes and that Waterloo station plans are in development to replace Westminster station as the fan route to Wembley. This will greatly reduce footfall along Whitehall and in front of [REDACTED]
- [REDACTED] team pointed out a new fire evacuation point needed to be agreed as the event footprint had rendered there’s obsolete for the event date. LS events is addressing this.
- The project manager pointed out that a specific directional signage contractor was in place for the event. LS events will be working closely with the contractor to finalise these plans.
- [REDACTED] requested that Metropolitan Police vehicles do not park in the taxi drop off area.
- [REDACTED] mentioned that he wished to see the final plans in writing, that he would like an invite for the residents meeting on the 22nd April and regular acknowledgement of his emails.
- The project manager and [REDACTED] agreed that the dialogue should continue at a pace, the project manager agreed that the business and resident manager was always available, and that final plans would be shared with [REDACTED] when agreed with the Metropolitan Police.
- The meeting was concluded on a positive note, and a positive email was received from [REDACTED] post meeting, which was gratefully received.

Finally, we want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We will continue our conversation with you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks

[REDACTED]
Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application
[REDACTED]

DATE: Friday 12 April 2024

Dear [REDACTED],

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

All spaces have been approved by the Department of Culture, Media and Sport (DCMS) as being appropriate. We note that you have suggested Green Park, however this location was discounted on the basis the viewing space is not large enough and because the Major General's Review is taking place adjacent to that area so this suggested alternative would not be supported by other agencies.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more engagement over the coming weeks.

With this in mind, we will be sending out a further resident's letter and we will carry out a further online community meeting on Monday 22nd April from 4 pm to 5.30 pm. This will be an online meeting via Microsoft teams. Please sign up by emailing uclf.community@ls.uk by midday on Friday 19th April. You will be sent the link one working day in advance at the latest.

Event Planning

We have worked with all the relevant agencies to develop detailed plans for the fan meeting points. This process has developed significantly since the application was lodged. Updated and revised plans are provided for each multi-agency planning working group and further discussed through the SAG. The most recent of these, with over 50 updated documents, was published at the end of March and includes specific documents that address the concerns that have been raised in resident's representations. A further set of updated documents will be published at the end of April.

- **Event Control Room:** a detailed communications plan has been created which demonstrates how everyone will communicate to each other during the event. This includes all the staff on the ground feeding into a central Event Control room. Ourselves, as well as the Metropolitan Police Service, WCC, Medical Providers and Fire Officers will all be able to talk to each other quickly so if there is a problem then we can work together to fix it swiftly. This is a tried and tested process for large outdoor events countrywide.
- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
- **Alcohol Management Plan:** This is a comprehensive plan which sets out training of staff, signage on bars, the hours of service, the number of drinks that can be sold, appropriate age checking and the procedure to deny serving to any intoxicated persons. We will have Security staff on the bars to ensure these are well managed and they will be in touch with the event control room.

Fans will not be permitted by security to bring alcohol onto the space or leave the space with alcohol.

Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

Adverse Weather Plan: We are in an outdoor space so we know that the weather will play its part in the event. We are very experienced in managing outdoor events and dealing with extremes of weather be that hot or cold. Our safety plan contains details concerning the risk assessments of structures (to be able to cope in high winds). It also contains details of how we will issue free water, have free sunscreen available, have welfare and medical staff, all to manage issues from hot weather, wet and cold weather. We have a lightning plan to deal with electrical storms. So, please be reassured that we have robust plans, that we have delivered at countless events previously, adapted specifically for this event.

Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets.

We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have. Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vangardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phoneline will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large,

visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
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Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

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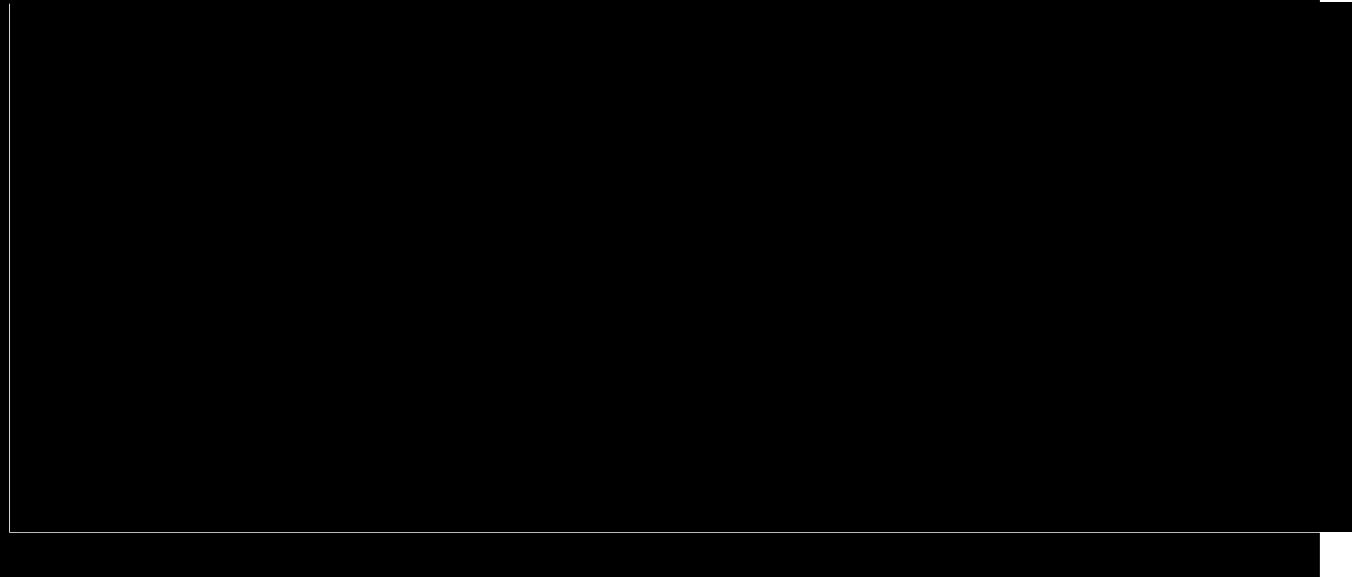
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We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via ucf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC)) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from the shortcomings at these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

With reference to your residence and facilitating ease of access to your property, every effort will be made to minimise issues to yourself and the other residents and to keep the area free from littering and damages. Dedicated stewards will be in place and a secure barrier system installed. If you would prefer, we can allocate stewards to assist you if there are any specific issues with ingress/egress to your home.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more engagement over the coming weeks.

With this in mind, we will be sending out a further resident's letter and we will carry out a further online community meeting on Monday 22nd April from 4 pm to 5.30 pm. This will be an online meeting via Microsoft teams. Please sign up by emailing uclf.community@ls.uk by midday on Friday 19th April. You will be sent the link one working day in advance at the latest.

Event Planning

We have worked with all the relevant agencies to develop detailed plans for the fan meeting points. This process has developed significantly since the application was lodged. Updated and revised plans are provided for each multi-agency planning working group and further discussed through the SAG. The most recent of these, with over 50 updated documents, was published at the end of March and includes specific documents that address the concerns that have been raised in resident's representations. A further set of updated documents will be published at the end of April.

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- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
- **Alcohol Management Plan:** This is a comprehensive plan which sets out training of staff, signage on bars, the hours of service, the number of drinks that can be sold, appropriate age checking and the procedure to deny serving to any intoxicated persons. We will have Security staff on the bars to ensure these are well managed and they will be in touch with the event control room.

Fans will not be permitted by security to bring alcohol onto the space or leave the space with alcohol.

Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

Adverse Weather Plan: We are in an outdoor space so we know that the weather will play its part in the event. We are very experienced in managing outdoor events and dealing with extremes of weather be that hot or cold. Our safety plan contains details concerning the risk assessments of structures (to be able to cope in high winds). It also contains details of how we will issue free water, have free sunscreen available, have welfare and medical staff, all to manage issues from hot weather, wet and cold weather. We have a lightning plan to deal with electrical storms. So, please be reassured that we have robust plans, that we have delivered at countless events previously, adapted specifically for this event.

Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets.

We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have. Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vanguardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phoneline will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large,

visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

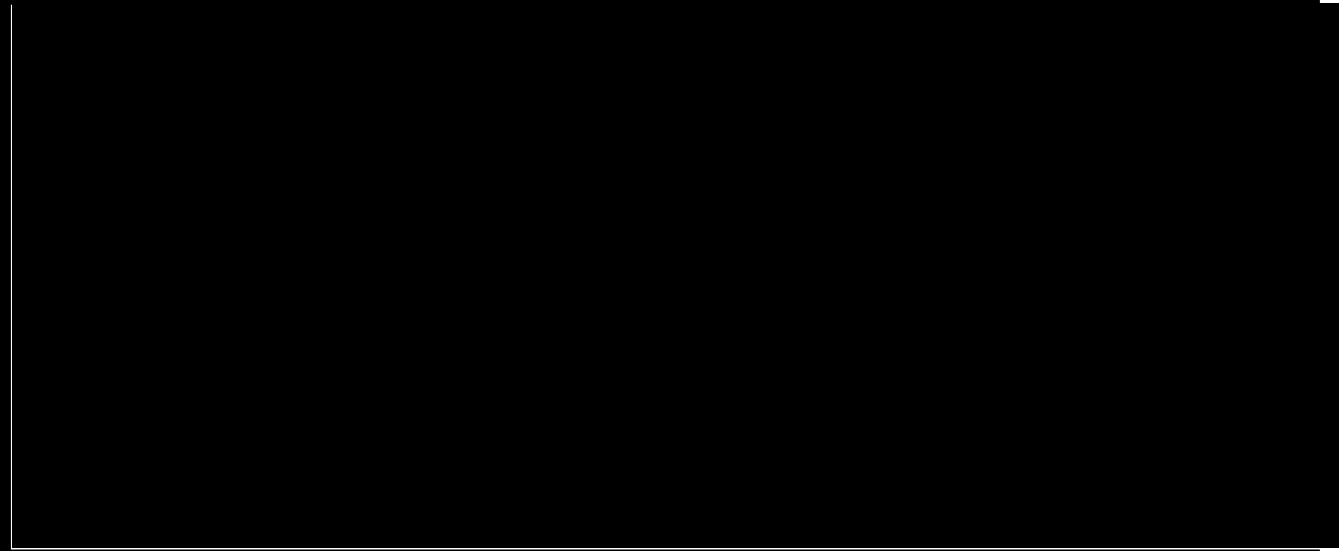
We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



REFERENCE: Victoria Embankment Premises Licence Application

DATE: Friday 12 April 2024

Dear [REDACTED]

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC)) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no "Operating Schedule". We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

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engagement over the coming weeks.

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- **Event Control Room:** a detailed communications plan has been created which demonstrates how everyone will communicate to each other during the event. This includes all the staff on the ground feeding into a central Event Control room. Ourselves, as well as the Metropolitan Police Service, WCC, Medical Providers and Fire Officers will all be able to talk to each other quickly so if there is a problem then we can work together to fix it swiftly. This is a tried and tested process for large outdoor events countrywide.
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Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

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- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
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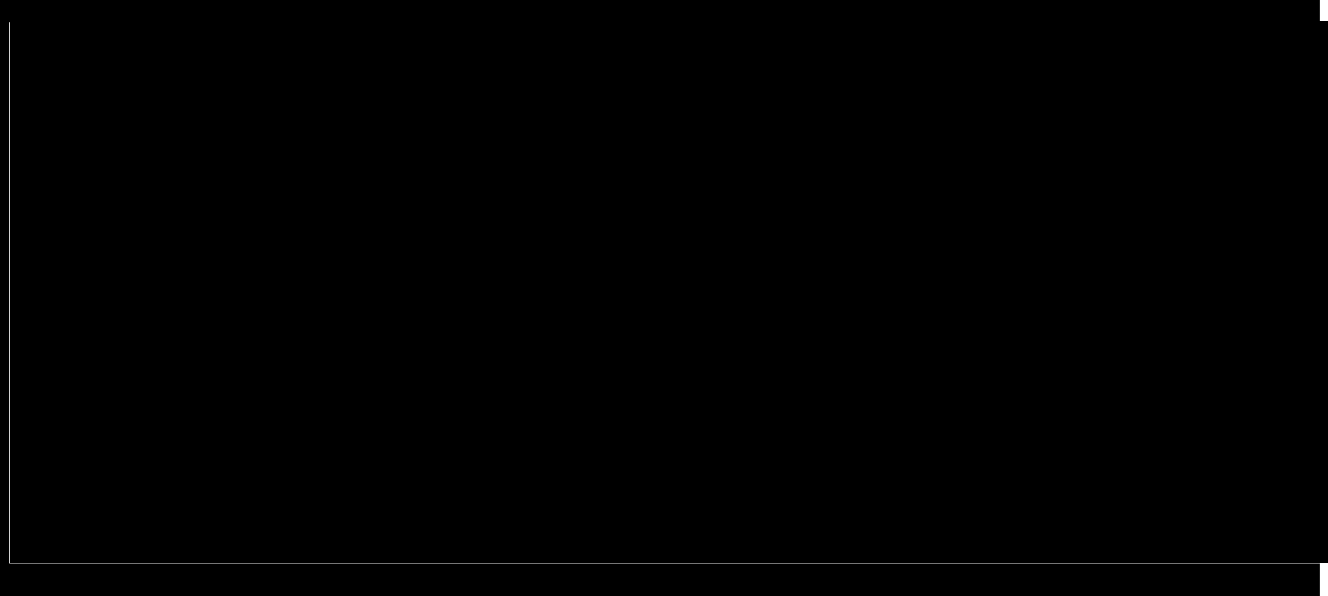
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We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks


Project Director
LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



**REFERENCE: Victoria Embankment Premises Licence Application
Thomas and Thomas (Solicitors) on behalf of [REDACTED]**

DATE: Tuesday 16th April 2024

Dear Sirs,

Thank you for taking the time to put in a representation. We welcome this as it helps us clarify communications to the local residents and businesses surrounding the proposed single day event on Saturday 1st June 2024.

We are contacting you from LS Events, the Event Management Company contracted to deliver the event on behalf of the Greater London Authority (GLA).

We understand that there is some unease around this event and the fans that are coming to London to enjoy the Champions League Final. We want to reassure you that the GLA and LS Events are working together with all of the relevant London agencies (including the Metropolitan Police Service and Westminster City Council (WCC) to ensure the safest possible event. LS Events have been chosen as the Event Management Company because of our trusted and vast experience of delivering major events in central London. LS Events annually delivers the British Summer Time Hyde Park concerts for up to 65,000 people each day. We successfully delivered a fan meeting point for 50,000 in Hyde Park in 2018. We had successfully obtained a Premises Licence and completed the planning for a Fan Meeting Point of up to 30,000 in Greenwich Park in 2020 until Covid-19 caused the cancellation of this. And we were the Central Event Management Company that was engaged to deliver the event management for over 275,000 people coming into central London for HM Queen Elizabeth II's funeral in 2022. No other event management company has such an extensive record of delivering a variety of successful events. We do this by delivering on the planning and the detail of the management plans we agree with the Relevant Authorities, each and every time.

LS Events were not the event management company for the 2021 Men's Euros Final event in Trafalgar Square. The only involvement LS Events had was a small team who managed the food and beverage concessions. Nor was LS Events the event management company for the New Year's Eve celebrations. The Event Management for the 2021 Men's Euros Final event and the New Year's Eve celebrations were managed by completely different agencies who are not involved in any of the 2024 events. Nevertheless, learnings from these events have been fed into the planning and our Event Management Plan for the event proposed in this application.

We have noted concerns expressed by some residents, about the interaction of our events with the Major Generals Review. Within our planning process this has been discussed at the Safety Advisory Group (SAG) meetings. Our crowd management plans take into account the movement of the attendees at both our events and the Review. The Review finishes by 1pm and we have incorporated several ingress and egress routes into our plans. We will deploy sufficient stewarding to manage persons on the walking routes outside our event. The Metropolitan Police Service and other relevant agencies are supportive of our plans to mitigate interaction with the Review.

Background

The creation of the Fan Meeting Points came from the Baroness Casey Report following the Men's Euros Final in 2021. This inquiry was a full review of the shortcomings of the management of fans for the final and one of the recommendations was to ensure that in future, there should be fan meeting points to create safe and managed areas to host ticketed and unticketed fans around the match.

The GLA, TfL and LS Events have undertaken a review of every major space across London to find the most suitable spaces to host the safest event. Hyde Park and Victoria Embankment were stand out spaces that could host the expected numbers and for their proximity to travel to Wembley.

In addition, these spaces have been supported by the Department of Culture, Media and Sport (DCMS) as being appropriate for the fan meeting points and none of the Responsible Authorities have objected to the use of these spaces.

We recognise and have identified that bringing up to 27,600 fans into central London has challenges, particularly in ensuring that residents and businesses can go about their normal day to day activities. This is why we have been working on the plans since Autumn when we were appointed as the Event Management Company for the GLA (who are the Event Organiser). These fan meeting points are going to be family friendly and we will have a good mix of fans young and old coming to enjoy the entertainment through the day and the screening of the match in the evening. Each fan meeting place is only advertised and communicated to the fans of one club and will not be advertised as a place for other fans to come to. Fan meeting points have been used on previous European Finals and they have been successful in delivering the objectives.

The capacity of the fan meeting points has been based on the analysis of the teams remaining in the tournament. Currently there's a possibility of 8 teams and this will be down to 4 semi-finalist teams on the 17th April 2024. Detailed analysis of these teams has been undertaken by UEFA and a mobility consultant to review the number of ticketed fans expected, the number of unticketed fans that they could bring (based on historical knowledge of previous finals), how, when and where these fans will come from and also the crowd behaviours associated with these fan groups. Additionally, the Football Policing Unit is inputting intelligence into this research. All this detailed analysis goes into the risk assessment for the event and therefore the mitigations are considered to ensure a safe, well managed event detailing contingencies for a worst case scenario. This then allows us to set the maximum safe capacity of the Fan Meeting Points. The Event Organisers, the Metropolitan Police Service and multi-agency planning group are happy that the capacity set is appropriate for the number of unticketed fans. However, in the highly unlikely scenario that these numbers are exceeded then there is also contingency within the crowd management plan, including safe queuing inside protected areas (away from residents and businesses).

The Licensing Process

Victoria Embankment is already licensed to provide licensable activities namely, regulated entertainment and the supply of alcohol and has a proven history of holding major events, most notably the annual New Year's Eve event. However, it was agreed at an early stage that a new Premises Licence Application for the specific purpose of licensing the fan meeting points would be made so that our proposals would receive robust scrutiny via the Licensing Application process. As

part of this process, we have engaged in the pre-application consultation with the Licensing Authority and the Responsible Authorities (including the Metropolitan Police Service) which has included having pre-application meetings and receiving written pre-application advice. Proposed conditions emerged from this pre-application process and thereafter, the application was made. These conditions are specifically tailored to the location and the event and are vastly more comprehensive than the conditions on the existing Licence. No additional conditions have been proposed by the Responsible Authorities.

Concern has been expressed by a few residents (but not by any of the Responsible Authorities) that WCC policies may not have been considered in the application process and that there is no “Operating Schedule”. We can reassure you that during the pre-application engagement with WCC and the Responsible Authorities, all relevant policies were identified, considered and discussed. These policies are addressed in the proposed conditions and the specific plans which comprise the Event Management Plan.

The Operating Schedule for the event is the combination of the conditions and the plans comprising the Event Management Plan.

If the Premises Licence is granted, the conditions will ensure that the Event Management Plan is properly scrutinised and approved before the event can take place. The conditions also require that the Event Management Plan must be implemented which are committed to do. This is a tried and tested process adopted by WCC, other Licensing Authorities in London and country wide.

We have followed the Westminster City Council (WCC) Licensing process in publishing Blue notices around the event site, placing a newspaper advert and additionally sending a residents letter out to over a thousand premises and have held resident and business meetings. We recognise that we can and will do more engagement over the coming weeks.

With this in mind, we will be sending out a further resident’s letter and we will carry out a further online community meeting on Monday 22nd April from 4 pm to 5.30 pm. This will be an online meeting via Microsoft teams. Please sign up by emailing uclf.community@ls.uk by midday on Friday 19th April. You will be sent the link one working day in advance at the latest.

Event Planning

We have worked with all the relevant agencies to develop detailed plans for the fan meeting points. This process has developed significantly since the application was lodged. Updated and revised plans are provided for each multi-agency planning working group and further discussed through the SAG. The most recent of these, with over 50 updated documents, was published at the end of March and includes specific documents that address the concerns that have been raised in resident’s representations. A further set of updated documents will be published at the end of April.

- **Event Control Room:** a detailed communications plan has been created which demonstrates how everyone will communicate to each other during the event. This includes all the staff on the ground feeding into a central Event Control room. Ourselves, as well as the Metropolitan Police Service, WCC, Medical Providers and Fire Officers will all be able to talk to

each other quickly so if there is a problem then we can work together to fix it swiftly. This is a tried and tested process for large outdoor events countrywide.

- **Residents Phonenumber:** We will publish the number of our Resident phonenumber so if you have any concerns then you can call that number and we will deal with the issue swiftly by sending noise monitors, security, Metropolitan Police Service, cleaners etc as appropriate to address the problem.
- **Alcohol Management Plan:** This is a comprehensive plan which sets out training of staff, signage on bars, the hours of service, the number of drinks that can be sold, appropriate age checking and the procedure to deny serving to any intoxicated persons. We will have Security staff on the bars to ensure these are well managed and they will be in touch with the event control room.

Fans will not be permitted by security to bring alcohol onto the space or leave the space with alcohol.

Following engagement with residents and stakeholders, we will be reducing the hours for serving alcohol to start from 11 am, the application previously requested 10 am.

Adverse Weather Plan: We are in an outdoor space so we know that the weather will play its part in the event. We are very experienced in managing outdoor events and dealing with extremes of weather be that hot or cold. Our safety plan contains details concerning the risk assessments of structures (to be able to cope in high winds). It also contains details of how we will issue free water, have free sunscreen available, have welfare and medical staff, all to manage issues from hot weather, wet and cold weather. We have a lightning plan to deal with electrical storms. So, please be reassured that we have robust plans, that we have delivered at countless events previously, adapted specifically for this event.

Crowd Management Plan: We are working with Showsec, a highly experienced stewarding and security company who are one of the best in the business. They have developed a crowd management plan that will deploy over 600 staff on the 1st June 2024. The numbers of security and stewards and their deployments are agreed with the Metropolitan Police Service and WCC. This is a significant deployment that will engage positively with the fans, managing them into and out of the event and to and from transport hubs. We have worked with Showsec, WCC and the Metropolitan Police Service to produce detailed dot plans showing where, when and how many stewards will be positioned in and around the event. One of our key priorities has been ensuring that the fans only utilise the walking routes we want them to use and do not go down the back streets. We will have stewards and barriers preventing fans access to these streets whilst still allowing residents access to their properties. Where we identify that fans will use routes and mix with residents, then we have a high stewarding presence to not only reassure residents but to manage fans and mitigate against any anti-social behaviour. We know that the stewards are only as good as the information and supervision they have. Therefore, we are working with the stewarding companies to deliver detailed briefing packs so that they are empowered through good knowledge of their roles and responsibilities including; the importance of reassuring residents, counter terrorism awareness, how to spot welfare and medical incidents and how to report problems into the event control. The stewarding companies will have their supervisors and managers across the event footprint and additionally as the Event Management

Company, we will be putting in our own Event Managers to oversee the stewarding operation, checking on the quality of the briefings and that the staff are delivering the objectives of the event and the licence.

- **Transport and Traffic Management:** We have appointed a specialist consultant to prepare our plans covering traffic and transport management. These plans are fed into the Traffic and Transport group (sub-group of SAG) and which is tasked with scrutinising the plans. These plans will provide up to date travel advice to fans travelling to and from the fan meeting point and to Wembley Stadium. This is a work in progress which is continuing and the current plans were approved earlier this month.

These plans also take into account impact upon residents. As part of our operational plans, there will be several road closures. These will be in operation for the essential period only on Friday 31st May 2024 from 19:00 hrs through to Sunday 2nd June 2024 at 10:00 hrs. The roads which will have closures are reflected in the map below. No other roads will be affected.

Traffic and transport information will be communicated to residents via our website and a letter with further information will be circulated prior to the events.

- **Noise Management:** One of the reasons to have the Fan Meeting Point is to create a space for fans to enjoy some entertainment in a controlled and managed environment. We will therefore have some bands and live entertainment on through the day before showing the match at 8pm. We have considered at length the noise impact from the event on local residents. We have offered up strict noise control licensing conditions which have been supported by WCC environmental protection team. We have designed the speaker system, from the event site, to be directed at the event audience rather than surrounding properties and the entertainment sound will reduce once the match kicks off in the early evening. We will have Vangardia on site who are experts at managing off site noise. They will have a digital monitoring system which will be visible to the WCC environmental protection team and ensure that we are constantly managing the sound levels throughout the day so as not to cause a nuisance. Noise from generators will also be managed by type and location so that noise nuisance is not caused. As mentioned above, a resident's phonenumber will operate throughout the event.
- **Sanitary Provisions:** We recognise that we're bringing a large group of people together and therefore it is right that we give them a great experience at the event whilst mitigating the potential for nuisance. We will be bringing in sufficient toilets, water, medical, welfare and stewarding provisions in line with guidance and best practice. Additionally, we will be installing sanitation on the entrances/exits and the routes to/from transport hubs to provide toilets to fans as they arrive/leave the event. Off-site toilets will be located in positions agreed with WCC.
- **Security and Crime Reduction:** We have been working with the agencies (including the Metropolitan Police Service and WCC) to develop a detailed security and crime reduction plan. The Metropolitan Police Service have recommended a vehicle mitigation plan that we have worked through to create a safe space for the event attendees, whilst minimising the negative impact on local residents and businesses. Through engagement thus far from residents and

businesses on this we have made some amendments to our plans to minimise the impact of the event on access, and we will continue this over the coming weeks.

We have a Security and Crime Reduction Plan which risk assesses and puts in place mitigations for other types of potential crime. Fencing, barriers, CCTV, stewards and security staff all form part of the mitigations. The Metropolitan Police Service are very happy with the plans in place and they will support these plans with a large, visible policing presence on the event day around the event footprint. This is all coordinated in our Event Control Room.

Counter-terrorism measures are also planned and coordinated with specialist officers of the Metropolitan Police and will be implemented during the events.

We will protect the assets, monuments and street furniture within our event. We will fence off sensitive areas in the gardens, provide ground protection and ensure the presence of stewards. Interruption to access to the gardens for the public will be limited to one day and we will ensure that outside of the event day the gardens are available to all and our build areas are safely managed.

- **Terms and Conditions of Entry:** The terms and conditions of entry have been agreed with the multi-agency SAG group. This includes prohibited items that are not allowed to be brought into the event. There will be clear signage of the terms and conditions on entry to the event. We will also have stewards and a welfare team to be able to look after the welfare of customers.
- **Waste Management Plans:** As we've stated, one of our top priorities is ensuring we mitigate any negative impact on the residents and businesses around the event. Ensuring a comprehensive waste management plan is crucial to this. Along with WCC, we have agreed an area around the event that we will ensure has additional waste and cleansing measures during and after the event. We will ensure that there are road sweepers, litter pickers and street pressure washers where agreed with WCC. Inside the event we will have mixed waste stream bins to maximise recycling and support our environmental goals. We will utilise and uplift WCC's regular contractor Veolia to ensure that the same high standards that Westminster residents expect is adhered to for the event. The resident's phonenumber is a useful tool for us to be aware of any specific areas that residents are concerned about, so we can task additional cleansing where reports are received.
- **Protection of Children from Harm:** We will promote the safety of children and vulnerable persons throughout the event appointing a Safeguarding Manager to coordinate this.

Bars will operate a strict Challenge 25 policy and ID checks to ensure no alcohol is served to underage children. Stewards and security will also monitor to prevent against alcohol being brought into the event and to prevent proxy purchases.

Welfare and safeguarding forms part of the pre-event briefing for all staff. There will be welfare provision and part of this will ensure the care of any children and/or vulnerable persons, including a proven process to reunite any lost children/persons with their parents/guardians.

We want to reassure you that our previous proven record is second to none and we have supportive letters at governmental level from DCMS and the Metropolitan Police Service expressing their support for the event and our plans. We trust that this and our explanations above give further clarity and reassurance that we are going to deliver a safe and well-run event. We do understand that you have concerns about the event and its impact. Therefore, we have already fed your representation into the SAG scrutiny process so that all of your concerns can be evaluated in this forum and where appropriate, further mitigations can be included in our plans and will be implemented by us.

We wish to continue our conversation with you and welcome an opportunity to speak to you personally to allay any further concerns as much as we can. If you would like to speak to us then please contact us via uclf.community@ls.uk to make appropriate arrangements.

Thanks



Project Director

LS Events

VICTORIA EMBANKMENT FAN MEETING POINT



**Representation by LW Theatres Group Limited
against
Premises: UEFA 2024 Champions League Fan Meeting Point,
Victoria Embankment Gardens, Villiers Street, London WC2N 6ND
Applicant: Great London Authority**

SUMMARY OF REPRESENTATION

**THOMAS & THOMAS PARTNERS LLP
38A MONMOUTH STREET
LONDON
WC2H 9EP**

**Reference: AT/HM/LWT.1.7
Solicitors for the Applicant**

Introduction

1. This submission is made on behalf of LW Theatres Group Limited (“LWT”), local stakeholder, owner and operator of nearby theatres such as Adelphi Theatre, Strand in objection to the application for a new premises licence made by the Greater London Authority.
2. LWT commissioned a report by Dr Philip Hadfield. That report is enclosed with this submission and the Committee is requested to give appropriate weight to the content and findings of that Report based on, inter alia, Dr Hadfield’s experience in the Evening and Night-Time Economy (“ENTE”) and his 2016 - 17 commission by City of Westminster in relation to its Cumulative Impact Assessment as referenced in the current Statement of Licensing Policy (2021 – 2026). As such, he is an expert in his field and appropriate weight should be put upon his evidence.

The Application

3. The application is for a 29,999 capacity Champion’s League Final football Fan Zone located in Victoria Embankment, Victoria Embankment Gardens and MOD Gardens, with regulated entertainment and the sale of alcohol until the latter of 21:30 or 15 minutes into the second half of the match and with an end time of the latter of 23:30 or 30 mins after the match has ended including normal time, extra time, penalties and trophy presentation.
4. LWT’s foremost concerns are the detrimental impact on crime and disorder and public nuisance likely to arise from a large scale 29,999 capacity football event in this location at which alcohol will be sold and consumed in vast numbers and the impact that has on both LW’s theatres and West End culture as a whole.

The Location

5. The current and historical uses and functions of the gardens are as areas that are protected, nurtured and set-aside for commemoration of lives lost in war and for the public to enjoy as respite from everyday city life, during the day-time and daylight hours. This is a stark contrast to an alcohol selling Fan Zone for football fans which will likely result in significant disruption, nuisance and concern to residents and businesses alike, as well as degradation of the event site.
6. The premises fall within the West End Buffer Special Consideration Zone on the edge of the West End Cumulative Impact Area (CIA). The CIA has a high density of licensed premises in the borough, with concentrated and intense negative cumulative impacts on the Licensing Objectives¹
7. The 2023 Cumulative Impact Assessment found the West End Buffer Zone to have higher levels of crime and noise complaints than any of the other SCZs, and second only to West End Zone 1, the core Cumulative Impact Area².
8. In line with Policy SCZ1 Applicants for Premises Licences within a SCZ “*should demonstrate that have taken account of the issues particular to the Zone in question*”, as identified in the cumulative impact assessments, setting out how they propose to mitigate those issues within their Operating Schedule. The applicant has failed to address the local issues, particularly theft and anti-social behaviour on or around public transport of which there are many in close proximity.

¹ Policy paragraphs D4 & D5, Appendix 14 and Hadfield Report Executive Summary.

² Hadfield Report paragraph 4.1

9. Policy paragraphs D47 – 48 notes that the West End Buffer Zone “... *is closely associated with dispersal due to the large number of transport hubs; which includes a national rail station, a number of Underground stations and large numbers of night bus routes.*” Dispersal from proposed events, particularly late at night would likely result in queues and crowded services at Charing Cross Station, Embankment Station, at bus / night-bus stops and taxi ranks. Pedestrians would disperse far and wide on foot through the West End CIA and beyond. Such dispersal and use of transport hubs will be exacerbated, if granted, by an **additional 29,999 people** in and dispersing from the premises, particularly late at night and following the ability to consume alcohol throughout.
10. Given the location, the hours sought, particularly after 21:00, there is a significant increase in incident reports thereafter (Policy paragraph D4 and F94).

Policy Considerations

11. A number of policy considerations apply, including:
 - a) Location within West End Buffer Special Consideration Zone Policy SCZ1 and failure to address specific issues of concern for that location.
 - b) Dispersal into the West End Cumulative Impact Area.
 - c) Unrestricted sale of alcohol triggering Pubs and Bars Policy PB1.
 - d) Cinemas, Cultural Venues, Live Sporting Premises and Outdoor Spaces Policy CCSOS1 (not applicable for the reasons set out below)
 - e) Core Hours Policy
 - f) Licensing Objectives – specific impact on crime and disorder and public nuisance not adequately addressed, including the acknowledgment and addressing of the event location in close proximity to the north bank of the river Thames, the Golden Jubilee footbridge and Waterloo Bridge with additional water-based risk factors applying.
 - g) The proposals are not a ‘live sporting event’ and must therefore be considered under Policy PB1. See also Policy paragraphs F8 and F14.

Cultural Considerations and resulting operational challenges

12. The application raises a number of cultural concerns. Cultural erosion from the hosting of alcohol-fuelled football events are a threat to the cultural value of the West End and the historical significance of the gardens, particularly the MOD gardens with focus on war memorials and commemorating lives lost in conflict.
13. The application also has an inherent conflict with true cultural integrity of the West End. Rowdy behaviour associated with alcohol consumption will disrupt the peaceful atmosphere, detracting from a location for contemplation and reflection, whilst also posing a serious threat to the historic buildings, statues and landmarks with significant damage caused by similar events at Trafalgar Square.
14. Many operational challenges arise aside of the impact on cultural considerations, from safety concerns arising from the presence of unruly crowds, including disabled audience members navigating the area, to noise disturbance from loud cheers and chants, crowd management issues from overcrowding and bottlenecks and in increased terrorism threat associated with large volumes of people congregating in the area.

Football concerns

15. LWT's original representation details historical context and evidence of disruption and damage arising from previous events. Whilst all competitive sport raises concern, particular concerns arise from football events³.
16. Previous consequences arising from football events indicate a licence is inappropriate with football fans given the ability to congregate (and drink alcohol) all day. As an open space, even temporary structures will be unable to prevent noise escape from both licensable activities and the dispersal of customers thereafter impacting on local residents and businesses, particularly late at night.

Contracted out provisions

17. The Operating Schedule and Proposed Conditions indicate that many of the required services will be delivered by a range of sub-contractors and not by the Applicant or LS Events directly. Resulting concerns are the manner in which those sub-contractors are aware of and adhere to the premises licences and any conditions not expressly included on the face of the licence.

Conclusion

18. If granted, the resulting licence will allow an additional 29,999 people to drink alcohol in the West End Buffer Zone at a highly competitive football event, with a mass movement of ticketholders on the public transport network to Wembley. Such movement and dispersal of an additional 29,999 people into the SCZ, CIA and surrounding residential streets, thoroughfares, licensed premises, and transport services that are already under pressure. Likely consequences include environmental degradation through increased noise, congestion, littering and inevitable public nuisance, as well as an increase in crime and disorder associated with the sale of alcohol with patrons as both victims and perpetrators⁴. The location is not suitable for an event of this size or nature, including the movement en-masse travelling to Wembley Stadium on public transport where match tickets are held.
19. The ability to sell alcohol at the event is indicative of the expected clientele and changes the nature of the events whilst narrowing its appeal, e.g. to some family audiences and faith groups.
20. The applicant has not adequately addressed the impact of the event on the Licensing Objectives, nor the Policy implications of the (inappropriate) location sought. Accordingly, the application should be refused.

16 April 2024

³ Dr Hadfield Report – paragraph 6.13

⁴ *"Cumulative impact in Zone 2 is likely significantly shaped not just by the premises that sit within it, but also dispersal from the acutely affected Zone 1 and hosting key transport hubs Charing Cross, Embankment...The area around Charing Cross station, towards Embankment demonstrated particularly persistent patterns of serious violent crime in the evening and night, as well as high rates of ambulance call outs to the location of licences"* (Policy p.168, Appendix 14, paras: 21-22).

www.philhadfield.co.uk

**Victoria Embankment,
Victoria Embankment Gardens,
Whitehall Gardens,
and MOD Gardens,
Public Open Spaces
WC2E 7HR**

Premises Licence Application

**UEFA Champions League Final,
Fan Meeting Points**

Event Date: Saturday 1 June 2024

Dr Philip Hadfield

BA Hons (Keele) Mphil (Cantab) PhD (Durham)

Director: www.philhadfield.co.uk

**Consultant: Arcola Research LLP, Ingenium
Research, Institute of Alcohol Studies**

Advisory Board (formerly Senior Research Fellow)

**Centre for Criminal Justice Studies, School of Law,
University of Leeds**

Contents

	Page
Executive Summary	4
Introduction	
1. The Author	7
2. Licensed Fan Meeting Points: Case overview and research methods	9
3. Licensed Fan Meeting Points: Premises Licence Application	11
Policy Context	
4. The City of Westminster Statement of Licensing Policy 2021-26	12
Operational Aspects	
5. The Event Safety Management Plan	14

6. Licensed Fan Meeting Points: Do the Operating Schedule and Proposed Conditions meet the four Licensing Objectives?	16
Crime and Disorder	16
Public Safety	17
Public Nuisance	17
Children and Harm	29
7. Conclusions	30
Declaration	31
Appendix: Professional Biography of the Author (April 2024)	32

Executive Summary

This Premises Licence application is for a 1-day 30,000-capacity event to take place within open public spaces, footpaths and roads located along the North Bank of the River Thames in Central London. The sites have previously hosted informal gatherings to watch the New Year's Eve fireworks displays, but have not previously hosted organised and licensed events of this scale. The proposed event is to be operated by LS Events (LSE) on behalf of the Greater London Authority (GLA).

The proposal is that on the day of The UEFA Champions League Final at Wembley Stadium (1 June 2024) two Fan Meeting Points (FMPs) will be established where each supporter group can congregate and use as a point from which to move to the stadium. The FMPs will also host un-ticketed fans, providing live footage of the match on several large open-air screens. Up to 30,000 fans will be able to assemble in the areas free of charge and access a full-day programme of activity, including live music entertainment, food and drink, merchandise stalls, and what the applicants describe as "interaction with sponsors". There will be a large stage erected in Victoria Embankment Gardens and a (thus far unspecified) number of bars located across the sites. A variety of suppliers will be used to operate the bars, the entertainment offer, and to provide security and other essential services.

The Premises Licence Application requests permission for 'Regulated Entertainment' including plays, films, live music, recorded music, performance of dance, all to run: 10:00 to 21:30; Supply of Alcohol: to run 10:00 to 21:30, or 15 mins into the second half of the match whichever is the latter; with an End Time of 23:30, or 30 mins after the match concludes, including normal time, extra time, penalties and trophy presentation, whichever is the latter.

According to the LS Events Safety Management Plan (Version 1, 23/02/24 p.3-4) the:

"Fan Meeting Points will provide a vital link between travelling fans arriving in the city on the morning of the Match, until reaching the stadium that evening, it is therefore important that the Fan Meeting Points are located in close proximity to key transport hubs which run services to Wembley Stadium with sufficient capacity and as little travel-time as possible but still within iconic areas of London".

Travel time to Wembley Stadium on public transport is approximately 37 minutes using the most direct route from Embankment or Charing Cross northbound on the Bakerloo Line, changing at Baker Street onto the Metropolitan Line. This involves fans travelling north through the heart of London, including through ‘pinch points’ such as Piccadilly Circus and Oxford Circus. It is therefore unclear how the event can be described as *“located in close proximity to key transport hubs which run services to Wembley Stadium”*.

The application includes an Event Safety Management Plan (EMP), which is to be put before membership of the Safety Advisory Group (SAG) no later than 2 months prior to the event. At the time of writing, membership of the SAG has not been confirmed and it is unclear if the goal of ‘no objections’ from the Responsible Authorities has been achieved. Much of the content in the EMP is redacted and the document is classified as Confidential / Controlled. It is therefore not possible for Interested Parties within the licensing process such as local residents and businesses to gauge and assess the detail of what is proposed and its impacts on the Licensing Objectives within particular locations in and around the proposed sites of the event. Information on anticipated audience numbers across the different viewing / activity areas has been redacted, as has projected ingress and egress flow rates. Road closures will be in place but the locations and times are not confirmed. Sections 9-12 of the EMP are dedicated to the procedures that would be needed in the case of a Major Incident, or emergency, including how to evacuate up to 29,999 people. Planned ‘Control Measures’ within the event Risk Assessment list are also redacted.

Clearly, this a large-scale event that will be disruptive to many local residents, workers and businesses as a result of its Central London location. The disruption will occur in relation to road closures, local noise from open air amplified sounds and other environmental impacts such as the degradation of gardens and pathways from the weight of human traffic and pressures on public transport services once the event ends on a Saturday night when Central London’s Night-Time Economy is also in full flow. It should also be noted that football fixtures have strong cultural associations with heavy sessional (binge) drinking and particularly when fans are outside of the controlled environment of modern stadiums or events. The ‘drink factor’ simply increases the risk of negative impacts from the event spreading throughout Central London once fans

depart the site and disperse. There is a long history of these forms of impact from football-related events.

Victoria Embankment Gardens, the proposed heart of the event site, falls within West End Zone 2 / The 'West End Buffer', a designated Special Consideration Zone (SCZ) in the City of Westminster's Statement of Licensing Policy 2021-26. Westminster's 2023 Cumulative Impact Assessment found this Zone to have higher levels of crime and noise complaints than any of the other SCZs, and second only to West End Zone 1, the core Cumulative Impact Area. The Licensing Policy Statement notes that:

"Cumulative impact in Zone 2 is likely significantly shaped not just by the premises that sit within it, but also dispersal from the acutely affected Zone 1 and hosting key transport hubs Charing Cross, Embankment...The area around Charing Cross station, towards Embankment demonstrated particularly persistent patterns of serious violent crime in the evening and night, as well as high rates of ambulance call outs to the location of licences" (p.168, Appendix 14, paras: 21-22).

The Applicant offers a list of 62 Proposed Conditions for the Premises Licence. These appear as a generic check-list of operational practices which could be applied by a responsible operator to any and all events of this size. As a generic list, the Proposed Conditions are silent to essential specifics of the event: the nature of the crowd being rival groups of football fans, the location of the event being on the north bank of the River Thames, the event being located within the West End Buffer SCZ and the requirements of Westminster's Licensing Policy in this regard, the measures to be taken to protect and secure the stations at Embankment, Charing Cross and in relation to the N15 and N29 bus routes, and measures to protect London's public transport network more broadly, given overlap between egress from the event and dispersals from Westminster's evening and night-time economy.

The current and historical uses and functions of the gardens are as areas that are protected, nurtured and set-aside for the public to enjoy as respite from the hustle-and-bustle of the city, and for commemoration of lives lost in war, during the day-time and daylight hours. The current proposals seem entirely out of keeping with these uses and functions and moreover are likely to prove detrimental to them.

The choice of an 'iconic' location appears to relate to commercial factors and the prestige / attraction of the Thames riverside; it has not been justified in terms of the Licensing Objectives. Although the Applicants can no doubt negotiate more detailed Conditions, with advice from the SAG, tweaking 'best practices' at the event itself will not address the broader fundamentals of the challenge, which are the location, timings, and scale of what is proposed and their negative cumulative impacts for Central London. I am of the opinion that an alternative self-contained site, 'out-of-town' but well-connected, in the West or North West London region, is to be strongly preferred in terms of supporting the Licensing Objectives, as this would impose less pressure on local communities and the transport network. If the LSC is minded to permit in the location proposed I would respectfully suggest that the size of event, in terms of the capacity of persons to be accommodated, should be significantly reduced.

Introduction

1. The author

- 1.1 I am currently Director of www.philhadfield.co.uk a research and training consultancy working in the alcohol licensing and crime prevention field. I have previously held posts as a Senior Research Fellow at the University of Leeds, a Research Officer at the University of Durham and a Lecturer in Criminology at the University of York.
- 1.2 My consultancy and research interests focus upon crime prevention, policing and regulatory matters, with special reference to the Evening and Night-Time economy (ENTE). I have managed and worked on research projects on these topics since 1998 and have authored and co-authored a number of the leading books, reports and articles in this field, alongside contributing to the national and international 'conversation' on the ENTE at conferences and networking events. In recent years, I have focused, in particular, upon improving the data collection methodology for evidence-led ENTE regulation; providing detailed insights that support complex problem solving and pragmatic decision-making.

Further details of my professional activities and credentials may be found in the Appendix to this report.

- 1.3 In licensing consultancy matters, my approach is premised upon an independent assessment of operating standards, public policy and regulatory issues, which take the reduction of harm as their key goal.¹ This involves assessing each set of circumstances as they relate to the statutory Licensing Objectives and associated legislation, Home Office Guidance and best practice. I have particularly lengthy experience in matters of assessing licensed premises whose Premises Licences are under Review and in making assessments of cumulative impact, helping councils weigh the evidence that might underpin such spatial designations (or alternative interventions). I have worked in such capacities since first implementation of the Licensing Act in 2005 and previously under the Licensing Act 1964 regime, bringing broad insight into the recent development of licensing policy and practice, particularly as it relates to the gathering of empirical evidence.
- 1.4 In 2016 - 2017 I was commissioned by the City of Westminster to conduct a 'Mayfair Cumulative Impact Assessment observational exercise'. My report is referenced in the current Westminster Statement of Licensing Policy 2021-26 at Paragraph D41. In this work, I attributed negative cumulative impacts on the Licensing Objectives to the proliferation of late-night licensed premises operating in Berkeley Street, Berkeley Square and Dover Street (but not Shepherd Market).
- 1.5 The City of Westminster subsequently, in October 2020, produced their own 'Cumulative Impact Assessment' which considered the statistical evidence of negative cumulative impacts on the Licensing Objectives in Westminster. As part of the Licensing Policy review, Westminster introduced a new category of 'Special Consideration Zone' (SCZ) within their Statement of Licensing Policy

¹ See Robson, G. and Marlatt, A. (2006) 'Harm Reduction and its Application to Alcohol Policy,' *International Journal of Drug Policy*, 17(4) Special Issue: 255-376.

2021-26. These Zones, include an area labelled the West End Zone 2 / The West End Buffer. As with the cumulative impact area (West End Zone 1) the SCZs have tightly-drawn boundaries, as defined on the maps within Westminster's Policy. Applicants for premises licences or licence variations within these zones are asked to consider and address the issues raised by the cumulative impact assessment for the location of their premises and to include in their Operating Schedules proposed measures to mitigate any negative impacts. The City of Westminster repeated their City-wide CIA exercise in 2023, using more recent post-pandemic statistical data sources from 2022. The findings of this 2023 exercise, as they relate to West End Zone 2 / The West End Buffer, are outlined in Section 4 of this report.

2. Licensed Fan Meeting Points: Case overview and research methods

2.1 I have received instructions from Thomas and Thomas Partners LLP acting on behalf of Really Useful Group and LW Theatres in respect of their Representation in response to the Greater London Authority (GLA) Premises Licence Application for a 1-day 29,999-capacity event to take place on designated areas of the Victoria Embankment, Victoria Embankment Gardens, Whitehall Gardens and the MOD Gardens, which are a series of open public spaces, footpaths and roads located along the North Bank of the River Thames in Central London.

2.2 In March 2024, Thomas and Thomas provided me with various documents pertaining to the application. These comprised: the Premises Licence Application, the Applicant's list of Proposed Conditions, a boundary map of the proposed locations for the 'Fan Meeting Points' (the event), the 'Event Safety Management Plan' (partly redacted, v1, 23/02/24), and an Operating Schedule for the event prepared by the Applicant and the proposed operators, LS Events.

2.3 I also consulted the City of Westminster Statement of Licensing Policy 2021-2026, the Westminster Cumulative Impact Assessment documents

published in 2020 and 2023 and the Revised Guidance issued under s182 of the Licensing Act 2003 (updated December 2023).

2.4 I was also provided with the letter of Representation from Really Useful Group and LW Theatres. However, at the time of writing, I have not been made aware of any other Representations, for example from the Responsible Authorities, or from other Interested Parties.

2.5 These documents informed my understanding of the Applicant's proposed ambitions for this large scale, time-limited event and associated licensing requirements. Read in combination, these documents gave insight into both the specifics of the proposed Licensable Activities at the site and their 'fit' within the broader context of the application in Westminster, given the event's proposed modes of operation.

2.6 Upon reading this documentation, I agreed to prepare this report setting out my professional assessment of how the Applicant's proposals might influence promotion of the Licensing Objectives in Westminster. I draw on over 20 years' experience of gathering and assessing research data to inform the drafting of Licensing Policies, and particularly Cumulative Impact Policies, in 'high impact' urban areas, including Westminster, Hackney, Camden and Southwark and other major Evening and Night-Time Economies (ENTEs) in UK cities including Newcastle, Cardiff, Brighton, Liverpool and Leeds. These areas provide useful comparisons as they all have large vibrant ENTes and operate long-standing Cumulative Impact policies in support of the statutory Licensing Objectives.

2.7 In preparing this report I made an unannounced day-time visit to the proposed event site on Tuesday 2nd April 2024. Neither the Applicant, Really Useful Group and LW Theatres, nor staff at Thomas and Thomas, knew the dates and times I would visit, although it was requested that I visit ahead of this Hearing.

2.8 As a result of the above, I was able to refresh my understanding, at first-hand, of the spatial arrangements at the site, the positioning of residential

properties and current public uses, the pathways to the nearest public transport options and the location's connectivity to other areas of London's West End. This enabled me to understand what issues might arise in licensing terms were the site to host a fan event of this scale. Given the importance of pedestrian dispersals and connectivity to the West End, I walked the 7-minute route to and from St Martin's Place / Charing Cross Road, which lies within the area designated in Westminster's Licensing Policy as West End Zone 1.

3. Licensed Fan Meeting Points: Premises Licence Application

3.1 This Premises Licence application is for a 1-day 29,999-capacity event to take place within open public spaces, footpaths and roads located along the North Bank of the River Thames in Central London. The sites have previously hosted informal gatherings to watch the New Year's Eve fireworks displays, but have not previously hosted organised and licensed events of this scale. The proposed event is to be operated by LS Events (LSE) on behalf of the Greater London Authority (GLA).

3.2 The proposal is that on the day of The UEFA Champions League Final at Wembley Stadium (1 June 2024) two Fan Meeting Points (FMPs) will be established where each supporter group can congregate and use as a point from which to move to the stadium. The FMPs will also host un-ticketed fans, providing live footage of the match on several large open-air screens. Up to 29,999 fans will be able to assemble in the areas free of charge and access a full-day programme of activity, including live music entertainment, food and drink, merchandise stalls, and what the applicants describe as "interaction with sponsors". There will be a large stage erected in Victoria Embankment Gardens and a (thus far unspecified) number of bars located across the sites. The Operating Schedule also makes reference to 'mobile dispensing servers' (MDS) who are persons moving around the site selling alcohol. A variety of suppliers will be used to operate the bars, the entertainment offer, and to provide security and other essential services.

3.3 The Premises Licence Application requests permission for 'Regulated Entertainment' including plays, films, live music, recorded music, performance of dance, all to run: 10:00 to 21:30; Supply of Alcohol: to run 10:00 to 21:30, or 15 mins

into the second half of the match whichever is the latter; with an End Time of 23:30, or 30 mins after the match concludes, including normal time, extra time, penalties and trophy presentation, whichever is the latter.

Policy Context

4. The City of Westminster Statement of Licensing Policy 2021-26

4.1 Victoria Embankment Gardens, the proposed heart of the event site, falls within West End Zone 2 / The 'West End Buffer', a designated Special Consideration Zone (SCZ) in the City of Westminster's Statement of Licensing Policy 2021-26. Westminster's 2023 Cumulative Impact Assessment found that: "*the West End Zones defined in the previous CIA (2020) still remain the focal point of cumulative impact within the borough*" (p.51). Moreover, the 2023 assessment found the West End Buffer to have higher levels of crime and noise complaints than any of the other SCZs, and second only to West End Zone 1, the core Cumulative Impact Area. The Licensing Policy Statement notes that:

"Cumulative impact in Zone 2 is likely significantly shaped not just by the premises that sit within it, but also dispersal from the acutely affected Zone 1 and hosting key transport hubs Charing Cross, Embankment...The area around Charing Cross station, towards Embankment demonstrated particularly persistent patterns of serious violent crime in the evening and night, as well as high rates of ambulance call outs to the location of licences" (p.168, Appendix 14, paras: 21-22).

4.2 Page 55, Paras D47-48 of the Policy notes that the West End Buffer:

"...is closely associated with dispersal due to the large number of transport hubs; which includes a national rail station, a number of Underground stations and large numbers of night bus routes.

Although all incident rates are well above the borough average, the key local issues that need to be considered by applicants are:

- *Robberies.*
- *Theft.*
- *Antisocial behaviour on and around public transport.*
- *Incidents relating to ambulance call outs at night to the locations of licensed premises for intoxication, injury related to intoxication and/or assault.”*

4.3 The Cumulative Impact Assessment 2023 notes the following in relation to the precise locations of alcohol-related offences across the West End:

“... There are further smaller concentrations around Charing Cross train station and the Embankment area at the west end of the Strand and close to Trafalgar Square.”
(p.83).

4.4 In relation to licence applications that fall within the West End Buffer SCZ, applicants are required to set out their proposed mitigation measures in relation to the list of issues identified in D47-48 within their Operating Schedule.

4.5 The City of Westminster also has a Core Hours Policy (HRS1) which applies to the use of Outdoor Spaces (in addition to indoor licensed premises). The hours are Monday to Thursday 09:00 to 23:30, Friday and Saturday, 09:00 to Midnight, Sunday: 09:00 to 22:30 and Sundays immediately prior to a Bank Holiday: 09:00 to Midnight.

4.6 The purpose of the Hours Policy is to work alongside the Spatial Policies to protect the Licensing Objectives in Westminster. Applications to conduct licensable activities beyond Core Hours must include details of how the proposed operations will seek to mitigate the impacts of later trading / closing times.

4.7 The event has a proposed end time of 23:30 hrs, or possibly slightly later depending upon the progression of the football match at Wembley Stadium. The proposed hours for the Fan Meeting Points are therefore within Core Hours for a Saturday night. It should be considered however, that this is a large-scale event and crowds of this size will take longer to disperse than would be the case with indoor spaces within the West End. At a practical level therefore, there is certain to be some overlap of dispersals, with crowds from the event joining the patrons of the large

proportion of licensed premises in West End Zones 1 and 2 that operate until around 23:00-00:00 on Saturdays.

Operational Aspects

5. The Event Safety Management Plan

5.1 The application includes an Event Safety Management Plan (EMP) (Version 1, 23/02/24) drafted by the organisers LS Events, which is to be put before membership of the Safety Advisory Group (SAG) no later than 2 months prior to the event. At the time of writing, I am not aware that membership of the SAG has not been confirmed and it is unclear if the 2-months deadline was met and the goal of 'no objections' from the Responsible Authorities has been achieved.

5.2 It is clear from the EMP that many of the services required to host the event are to be delivered by a range of sub-contractors and not by the Applicants, or LS Events directly. These include: a temporary stage positioned at the Waterloo Bridge entrance facing west, towards Westminster (supplied by ADI); a 'bar provider' who will nominate an unspecified Designated Premises Supervisor for the event; food units managed by LS Bites; TLC Welfare to serve lost and found children and vulnerable adults; Showsec providing stewards and an unspecified number of SIA licensed security staff; CCTV provision (supplier not confirmed); a Local Control Room in Somerset House (provider not specified); and medical cover by Location Medical Services (LMS). Although the SAG is unconfirmed one would expect this must, by necessity, include the London Fire Brigade, London Ambulance Service, the City of Westminster and the Metropolitan Police Service.

5.3 The EMP (Version 1, 23/02/24 p.3-4) outlines the rationale for locating the event in the public spaces proposed:

"Fan Meeting Points will provide a vital link between travelling fans arriving in the city on the morning of the Match, until reaching the stadium that evening, it is therefore important that the Fan Meeting Points are located in close proximity to key transport hubs which run services to Wembley Stadium with sufficient capacity and as little travel-time as possible but still within iconic areas of London".

5.4 Travel time to Wembley Stadium on public transport is approximately 37 minutes using the most direct route from Embankment or Charing Cross northbound on the Bakerloo Line, changing at Baker Street onto the Metropolitan Line. This involves fans travelling north through the heart of London, including through 'pinch points' such as Piccadilly Circus and Oxford Circus. It is therefore unclear how the event can be described as *"located in close proximity to key transport hubs which run services to Wembley Stadium"*.

5.5 Much of the content in the EMP is redacted and the document is classified as Confidential / Controlled. It is therefore not possible for Interested Parties within the licensing process such as local residents and businesses to gauge and assess the detail of what is proposed and its impacts on the Licensing Objectives within particular locations in and around the proposed sites of the event. Information on anticipated audience numbers across the different viewing / activity areas has been redacted, as has projected ingress and egress flow rates. Road closures will be in place but the locations and times are not confirmed. Sections 9-12 of the EMP are dedicated to the procedures that would be needed in the case of a Major Incident, or emergency, including how to evacuate up to 29,999 people. Planned 'Control Measures' within the event Risk Assessment list are also redacted.

5.6 The EMP makes no reference to how the organisers, their sub-contractors and SAG partners will meet the Licensing Objectives in this specific location and the set of circumstances that are attached to this location. Similarly, there is no mention of the City of Westminster's Licensing Policy and how procedures at the event will address the issues that Applicants (for even much smaller and less impactful events) would be required to address under the West End Buffer SCZ Policy.

6. Licensed Fan Meeting Points: Do the Operating Schedule and Proposed Conditions meet the four Licensing Objectives?

6.1 In support of this Premises Licence application the GLA / LS Events have provided an Operating Schedule and list of proposed Conditions. These documents (I presume at the time of writing) provide the Licensing Sub-Committee with the closest outline of the balance of likely impacts anticipated for the event, as set against the range of mitigation measures proposed; thus, filling-in some of the necessary detail that the extensively-redacted EMP omits.

6.2 To consider the event in licensing terms it is necessary to examine each of the four Licensing Objectives; to look at what issues and challenges arise and the extent to which the Applicant's EMP / Operating Schedule / proposed Conditions offer sufficiently robust measures in mitigation. Moreover, it is necessary to consider that Westminster's Statement of Licensing Policy requires that the Applicants in this matter specifically address and respond to the point that their event is to be inserted into a location that is *already* experiencing negative cumulative impacts, as identified in the West End Buffer SCZ policy.

Crime and Disorder

6.3 In relation to the Crime and Disorder objective the Applicant relies heavily on the promise of forthcoming and undisclosed measures to be drawn up in conjunction with the Metropolitan Police Service and other members of the SAG. These comprise a Crowd Management Plan, Alcohol Management Plan, Ingress Management Plan, Egress Management Plan and Security and Crime Reduction Plan. At the time of writing these have not been offered in support of this Application and it is unclear if they currently exist in any advanced form.

6.4 On the ground the dispersals from the proposed event at or around 23:30 hrs would see queues and crowded services at Embankment Station, Charing Cross Station, at bus stops and taxi ranks. Pedestrians would disperse far and wide on foot, returning to their overnight accommodation and homes. A large security and police presence will be necessary to keep rival fan groups apart at the event itself, but this

will no longer be possible as fans move further from the event and onto the streets of the West End and the transport network. It should be noted that the crowds would be inserted into the West End Buffer, which Westminster's SCZ policy has identified as already experiencing "*Antisocial behaviour on and around public transport*" (see Section 4, above).

6.5 The 2023 Westminster CI Assessment includes hot spot mapping of crime incidents using data provided by TfL and the British Transport Police (BTP) in relation to the N15 and N29 bus routes in particular, both of which stop in Trafalgar Square, with the N15 also stopping at Charing Cross (ps.30-31).

6.6 In relation to the above it is clear that any 'Egress Management Plan' will need to be a city-wide enterprise and that the impacts will be keenly felt by TfL and those users of the transport network who will share their journeys with fans. Controlling crowds as they leave the event will be necessary, but not sufficient, to meet this Licensing Objective.

Public Safety

6.7 It should be noted that the location of the event close to the north bank of the river Thames and two Thames bridges (the Golden Jubilee foot Bridge and Waterloo Bridge) adds another risk factor from the possibility of intoxicated or otherwise vulnerable persons falling into the water. Whilst it is deemed necessary to close roads, partly on public safety grounds, the applicants do not address the water safety risk in any of their proposed Conditions, nor in their Operating Schedule, or EMP. These risks could, of course, be removed were the event to take place in many other locations.

Public Nuisance

6.8 The three distinct gardens that line the Embankment were created and continue to be enjoyed as the 'green lungs' of this intensively developed area of Central London, providing a respite from the 'hard landscaping' and frantic activity of the streets and high-sided buildings. The location of numerous war memorials, monuments and statues within the gardens also identifies them as spaces of cultural significance and

reflection. The following images illustrate both the historical intentions and current usage of the gardens:

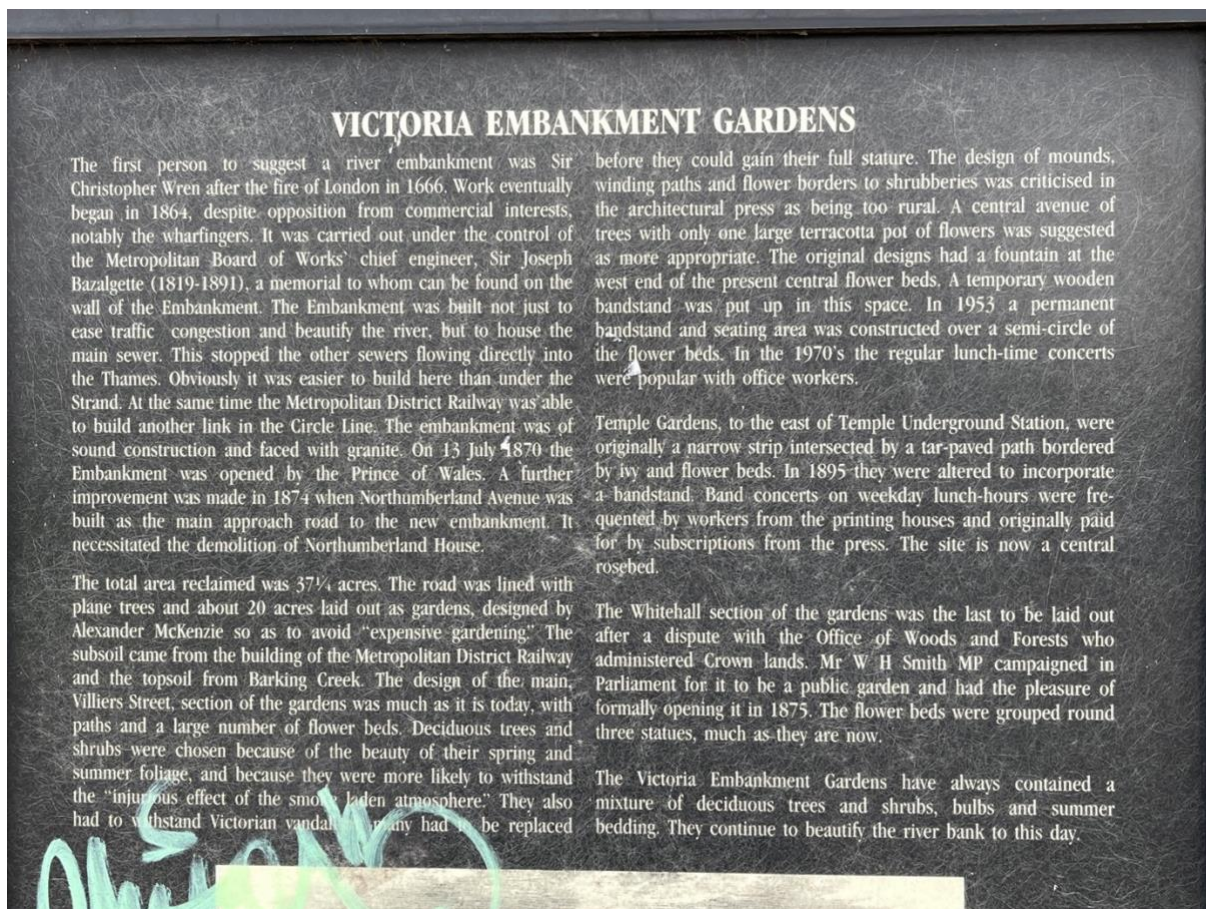


Image 1: Public Information Board outlining the history of the gardens and the intentions of their creators.



Image 2: Expectations as to the intended uses and functions of the gardens, including behavioural norms and the avoidance of 'public nuisance' (including noise nuisance), are long-established.



Image 3: Families with young children have a dedicated ‘play area’ to the northern tip of the gardens, just south of Waterloo Bridge. This is one of the only public facilities of this type in the West End.



Image 4 and 5: Current use of much of the remainder of the gardens is as a popular spot for ‘taking a break’ and enjoying the colourful, well-maintained landscaping and planting schemes.



Image 5



Image 6 and 7: Maintenance of the gardens as a green and pleasant public facility is a source of pride and has received awards in recognition of the efforts involved in this on-going work.



Image 7



Image 8: War memorials, statues and monuments are scattered at intervals throughout the three gardens.



Image 9: Whitehall Gardens are slightly more formal and structured in comparison with the Victoria Embankment Gardens.



Images 10 and 11: The MOD Garden is comparatively stark and sombre, the focus being upon the war memorials and commemorating lives lost in conflict.



Image 11: Even current uses and levels of footfall require constant efforts to maintain the gardens to a clean, hygienic and attractive standard.

6.9 The gardens are generally closed and locked at night, as early as 16:30 hrs in the winter months, through to later times, from 19:30-21:30, following the introduction of British Summer Time on 31st March. On 1 June the gardens would usually close at 21:30 hrs.

6.10 The images above illustrate the current and historical uses and functions of the gardens as areas that are protected, nurtured and set-aside for the public to enjoy as respite from the hustle-and-bustle of the city, during the day-time and daylight hours. The current proposals seem entirely out of keeping with these uses and functions and moreover are likely to prove detrimental to them.

6.11 The proposed event is on a large-scale that will be disruptive to many local residents, workers and businesses as a result of its Central London location and from being somewhat distant from the major sporting event at Wembley Stadium which is

its focus. The disruption will occur in relation to road closures, local noise from open air amplified sounds and other environmental impacts such as degradation of the gardens and pathways shown above, from the sheer weight of human traffic.

6.12 The Applicants commit to controlling the sound levels emitted from this open-air event, and in relation to ingress / egress they propose: “*a highly visible security and stewarding presence on designated routes. Furthermore, they will develop a plan to prevent and respond to anti-social behaviour caused by visitors to the event, and undertake to commit the required resources to implement it*” (Operating Schedule). This appears to be an acknowledgement that anti-social behaviour from some members of the crowd is anticipated. There is no specific mention of the impacts on public transport, or the SCZ policy. Nonetheless, it is reasonable to foresee that the pressures on public transport services will be significant, as fans travel through Central London between the event site and Wembley Stadium and once the event ends on a Saturday night when Central London’s Night-Time Economy is also in full flow.

6.13 It should also be noted that football fixtures have strong cultural associations with heavy sessional (binge) drinking and particularly when fans are outside of the controlled environment of modern stadiums and organised events. The ‘drink factor’ increases the risk of negative impacts from the event spreading throughout Central London once fans depart the site and disperse. A proportion of these dispersals will be noisy, with some fans exiting in groups, possibly singing and chanting. A previous football-related event in nearby Trafalgar Square saw instances of criminal damage to a church, large-scale littering and street urination. There is, of course, a long history of various forms of public nuisance impacts from football-related events when located in central urban areas, in London, nationally, and internationally. Perhaps the best way to avoid such impacts is to locate events in more peripheral areas where there are fewer potential conflicts of interest and where suitable controls can more easily be applied.

Children and Harm

6.14 Children who attend a large licensed football-related event are likely to be placed under increased exposure to alcohol-related harms. These include the risk of proxy sales, made easier in a crowded open-air environment, and witnessing alcohol misuse

and alcohol-related disorder by adults. These harms are likely to occur despite the assurances made by the Applicants in their Operating Schedule with regards to server training and vigilance with respect to proxy sales and under-18s being in possession of alcohol on the event site.

6.15 The Applicant offers a list of 62 Proposed Conditions for the Premises Licence. These appear as a generic check-list of operational practices and commitments which could be applied by a responsible operator to any and all events of this size. As a generic list, the Proposed Conditions are silent to essential specifics of the event: the nature of the crowd being rival groups of football fans, the location of the event being on the bank of the River Thames, the event being located within the West End Buffer SCZ and the requirements of Westminster's Licensing Policy in this regard, the measures to be taken to protect and secure the stations at Embankment, Charing Cross and in relation to the N15 and N29 bus routes, and measures to protect London's public transport network more broadly, given the overlap between egress from the event and dispersals from Westminster's evening and night-time economy.

7. Conclusions

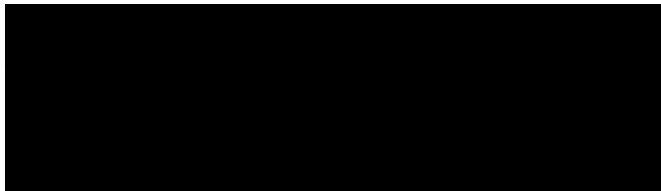
7.1 The choice of an 'iconic' Central London location for this fan event appears to relate to commercial factors and the prestige / attraction of the Thames riverside; it has not been justified in terms of the Licensing Objectives. The event is being inserted into a location which has been identified in the two most recent rounds of Westminster Cumulative Impact Assessments as an existing 'hotspot', particularly in relation to crime and anti-social behaviour on and around the public transport network.

7.2 Although the Applicants can no doubt negotiate more detailed Conditions, with advice from the SAG, tweaking 'best practices' at the event itself will not address the broader fundamentals of the challenge. These are the location, timings, and scale of what is proposed and their negative cumulative impacts for Central London, as crowds move between the event and Wembley Stadium and disperse between the hours of 23:00 and midnight.

7.3 I am of the opinion that an alternative self-contained site, 'out-of-town' but well-connected, in the West or North West London region, is to be strongly preferred in terms of supporting the Licensing Objectives, as this would impose less pressure on local communities and the transport network. If the LSC is minded to permit in the location proposed I would respectfully suggest that the size of event, in terms of the capacity of persons to be accommodated, should be significantly reduced.

Declaration

I understand that my duty as an expert witness is to the Hearing and this report has been prepared in compliance with that duty. All matters relevant to the issues on which my expert evidence is given have been included in this report. I believe that the facts I have stated in this report are honest and true and that the opinions I have expressed are correct to the best of my judgement. The fee for this report is not conditional upon the outcome of the case in any way whatsoever.



P.M. Hadfield, 10 April 2024

Director www.philhadfield.co.uk

Visiting Senior Research Associate, Centre for Criminal Justice Studies

School of Law,

University of Leeds

Appendix: Professional biography of the author (April, 2024)

Dr. Phil Hadfield is a Social Scientist and Director of www.philhadfield.co.uk an Independent Research Consultancy based in Leeds. Phil's work addresses research / data needs, problem-solving and cost v benefit analysis for clients in urban cultural planning, place management, community safety, public health and regulatory matters, with special reference to Evening and Night-time Economies (ENTE).

Phil has a background in academia (Criminology) and Research Council / NGO-funded projects. He holds (or has held) Advisory Board / Steering Group roles at the University of Leeds, London School of Hygiene & Tropical Medicine, the Institute of Alcohol Studies and the City of Bordeaux. He is on the International Editorial Board of the journal Contemporary Drug Problems.

Phil has advised many Licensing Authorities, notably the City of Westminster, Camden, Hackney, Liverpool, and the City of London on their licensing policies, together with contributions to the City of Sydney, 'Open Sydney' research Programme and three EC-funded Pan-European Research Programmes. He recently gave expert evidence in respect of the licensing of CO-OP Live, Manchester, the UK's largest indoor live music arena outside of London.

He is the author or co-author of some of the leading (highest citation) books and research articles on the ENTE. Through his work as an Expert Witness, Phil has considerable practical experience of evidence-gathering and decision-making processes within a UK licensing framework.

Key recent projects:

The London Night-Time Data Observatory

In 2021, Phil worked in collaboration with Arcola Research LLP and the Greater London Authority (GLA) to develop a data-monitoring tool, producing outputs that can inform the future of nightlife policy across the Capital. 'Safety' is one of four 'Dashboard

Indicators' of the Observatory now used to monitor the 'health' of London's ENTE.

The first iteration of the London Night-Time Observatory has been launched here: <https://data.london.gov.uk/night-time-observatory/>

Ms Roxsana Haq
Senior Licensing Officer
Licensing Team
Westminster City Council
15th Floor West, 64 Victoria Street
London, SW1P 6QP

licensing@westminster.gov.uk
rhaq@westminster.gov.uk

Dear Ms Haq

Re: 24/01115/LIPN - Premises Licence | Victoria Embankment Gardens Villiers Street London WC2N 6ND – Supplemental Submission

I am writing to further supplement my objection considering additional information that has come to light since the deadline for submitting objections.

It appears that the applicant has consistently portrayed an overly optimistic view of the event logistics for this Fan Zone. However, it is imperative that the committee are presented with and consider the medium and worst-case scenarios that could come to fruition (and which present very real risks).

Melbourne Women's World Cup 2023 – Fan Zone cancelled

Other cities have previously pulled their plans for Fan Zones due to security concerns. For example, in August 2023, Melbourne had to discontinue its Fan Zone at Federation Square during the Women's World Cup after the event reached capacity and subsequent security breaches occurred.¹ Fans overran the security fences and ignited flares, leading to a shutdown of the event. This incident highlights a crucial point: the non-ticketed nature of such events, which supposedly makes them safer, can exacerbate risks when crowd control measures fail at critical points such as reaching capacity.

The applicant's claim that a non-ticketed Fan Zone is inherently safer is directly contradicted by the Melbourne experience, where the non-ticketed, unrestricted access contributed to the chaos. This should serve as a stark warning of the kind of disturbances residents could witness on 1 June 2024.

Ticket Allocation Confirmed

The plan to accommodate both ticket holders and non-ticket holders, is inherently flawed and poses significant risks. Recent announcements from UEFA confirm that 25,000 tickets will be allocated to each of the finalist teams.² The applicant's assumption that not all ticket holders will attend the Fan Zone lacks certainty and opens the door to potential chaos when it is expressly being advertised to ticket and non-ticket holders.

Given the high-profile nature of the event and the passions it stirs, it is entirely plausible that a significant proportion of these ticket holders, along with countless non-ticketed supporters, will converge on the Fan Zone. Should the number of attendees exceed the capacity, the scenario could quickly escalate into a safety and security nightmare. There is no effective way to prevent the arrival of more fans than the area can safely hold, and the consequence of turning away thousands at the entrance could lead to severe crowd management issues, including the possibility of unrest and disorder.

¹ [Federation Square axed as Women's World Cup live site after fans breached security and lit flares | Melbourne | The Guardian](#)

² [Ticket sales for 2024 men's UEFA club competition finals and UEFA Super Cup launched | UEFA.com](#)

The 600 stewards that the organisers have employed are not authorised to exceed the powers of the ordinary private person and therefore will be of no use if people start breaching the perimeter.

It is imprudent to proceed with a plan that so clearly underestimates the potential turnout and overestimates the capacity to control such a gathering. No matter what studies the applicant has conducted, these simply do not replicate what could happen on the day. The Fan Zone, as currently conceived, does not adequately account for the logistical and safety challenges posed by such large, potentially unmanageable crowds. For the safety of all involved – fans, residents, and emergency services alike – this proposal should be rejected outright.

Transport to Wembley should there be a tube strike

We understand from the latest discussions with the organisers that a contingency plan is in place that will use buses to ferry fans to Wembley in the event of a tube strike. This plan is not only desperate, but it is downright bizarre.

I have set out below some basic calculations as to how many buses would be required to complete this journey on the basis that each bus takes ~52 people (stretching from the organiser’s best-case scenario of 5,000 fans requiring transport to Wembley to the worst-case scenario of 25,000 fans requiring transport to Wembley):

Ticketed fans requiring transport to Wembley	No of buses required
5,000	96
10,000	192
15,000	288
20,000	384
25,000	480

Even in the most optimistic scenario, the organisers would need at least 96 buses to accommodate fans traveling to Wembley. This raises significant logistical issues. Where would these buses be stationed in central London? Parking such a large fleet would inevitably necessitate closing down additional roads, exacerbating congestion, threatening the safety of both residents and local businesses, and increasing pollution in the area. Given our mayor’s commitment to tackling air quality, this goes against everything he stands for.

Furthermore, should fans find themselves unable to reach Wembley promptly, the frustration could escalate into a highly charged, potentially violent atmosphere. This plan seems to underestimate the complexities involved and could very well lead to more problems rather than solving the existing one.

I urge the sub-committee to reject this proposal outright owing to the serious safety concerns and nuisance that it will cause in the area for residents and businesses.



[REDACTED]
[REDACTED]
[REDACTED]
Please address all correspondence to: [REDACTED], London W02N 0HX
[REDACTED]

21st March 2024

Licensing Team
Westminster City Council
15th Floor West, 64 Victoria Street
London, SW1P 6QP

UEFA 2024 Champions League Fan Meeting Point, Victoria Embankment London

Application Reference: 24/01115/LIPN

In response to the letterbox communications from the Greater London Authority, dated 26th February 2024, regarding the use of the Victoria Embankment and Embankment Gardens for the above event, we, the owners and residents of [REDACTED] Limited, request registration of the following objections against this application.

As proposed:

1. **"We believe that the framework for live events provided by the Licensing Act and statutory guidance offers a realistic and valuable tool for ensuring the safety and welfare of all involved. The track record of the organisers' operations elsewhere indicate that this will be a well-managed and safe event."**
2. **"All activity within the licensed area will be appropriately managed with SIA security and stewards."**

Objection

Potential for Crime and Disorder

- We have ZERO confidence that this company will be able to manage this event as stated. This company organised the Euro 2020 (2021) fan zone in Trafalgar Square resulting in chaotic and illegal scenes with "fans" assaulting other "fans," climbing onto buses, tearing up foliage and trees as reported in the press ([Euro 2020: Streets descend into chaos ahead of England v Italy final | Metro News](#))
- Evidence disproves their claims of a successful "track record" and their claims of being capable of conducting "a well-managed and safe event" are spurious at best
- Previous examples indicate the possibility of a repeat of the shameful management of the NYE celebrations on 21st December 2023, evidenced by a total lack of crowd control amongst such massively large groups and after chaos ensued, a total breakdown of the management of crowd and the remedial activity
- The residential and business areas abutting the Victoria Embankment and Gardens are blessed with narrow streets and normally limited access, but which makes the management and containment of disorderly crowds much more difficult

- The “statutory guidance” quoted is just that – a guidance broadly designed to cover a wide and disparate range of activities and we believe the circumstances around holding this event in the location nominated require much more detail than the “statutory guidelines” which to date has not been provided, even during the Teams meeting on the 20th March
- We have learned that this is no longer a ticketed event which elicit no confidence that the organisers will have any control over numbers or the type of persons entering the site

The UEFA site is planned to last at least 13 hours which will, by design, include, and promote, the prolonged consumption of alcohol and fast foods.

- The application refers only to the activity inside the event area. Two issues rear their heads immediately:
 - a) what happens when, and if, fans leave the event area, no doubt, well primed with alcohol and possible other substances
 - b) previous experience has demonstrated time and time again that untrained or poorly trained “stewards” and “security” in yellow vests have ZERO chance of managing disorderly crowds of drunken revellers
- Scenes similar to those at Wembley at the UEFA Euros in 2021, past UEFA Finals in other European cities and at the recent London NYE celebrations confirm that these persons entrusted with managing crowds and policing the activities are incapable of these tasks and chaos is not far behind. As a result, Wembley has banned alcohol sales to the general public meaning this event takes on a much more sinister relevance for alcohol-intent adults and possibly minors
- There is no mention of the role of police or other statutory authorities to maintain order and it is assumed therefore that the police will be forced to intervene once the fans leave the site which will inevitably happen
- Further, given recent experience, should affairs in other parts of the world still be activating protestors, one must assume that Saturday 1st June will be no different and police resources will be stretched beyond their current limits in handling all such occasions as well as any fall-out from the Embankment event
- Scenes of the chaos, disorder, vandalism, and other anti-social behaviours remain firmly rooted in the memories of residents in the area after the NYE chaos in December and frequently during smaller events in the nearby Central London area
- There is also ZERO mention of who, or which authorities, will be responsible for cleaning the streets and surrounds on which, based on previous experience, we can expect to see puddles of urine, mounds of vomit, piles of faeces and mountains of rubbish as well as the possibilities of vandalised properties. Yet, residents will be expected to put up with this until such time as the streets can be returned to their normal well-kept standards.

As proposed

3. "The applicant can demonstrate that they have considered the impact of the event on the community around the site and have developed and implemented policies to minimise disturbance or harm."

Objection:

Public Safety

There is again ZERO evidence of any planning or contingency measures in the application documents.

- All references to safety and welfare apply to the event site and the attendees within the site alone
- There is no mention of contingency plans in the event of common disruptions in London –
 - Heavy rain
 - Storms
 - Public transport disruptions
 - Tube and other public transport industrial action
 - Power disruptions
 - Violence or at least disruptive behaviour amongst participants
 - Evacuations in the event of serious injuries to event participants
 - Emergency vehicle access
- Given the nature of the surrounding streets and buildings, the potential for anti-social behaviour and even harm to local residents, businesses and properties remains high due to the lack of information.
- Memories remain for all London citizens of the tragic outcomes generated by poor crowd controls, and lack of contingency measures, driven by social media spreading lies that occurred at Brixton O² in December 2022. This was aggravated by poor security and an inability for a quick police response
- In addition, this lack of a clearly defined strategy, and the tactics supporting it, to ensure that no harm or damage is inflicted on local properties and their occupants condemns the weasel word statements in the application which appear to be inserted simply to make it appear that the organisers care, which if they really did, would have been much more specific
- Given there are several pubs in the extremely close vicinity of the event area, any spillage into those businesses by already inebriated attendees could easily result in either damage to the premises or bodily harm to either pub employees/customers or the attendees
- Should events at the match during the telecast to the big screens not be acceptable to the team supporters at Embankment, there appears no provision for quelling any subsequent poor or riotous behaviour from fans who believe they may have been wronged
- No provision has been made for the influence of social media on the numbers, or the mood of the attendees during the event. The disaster that occurred at Brixton was driven by unlimited distortions and provocations spread via social media which resulted in an influx of folk who initially had no intention of attending the event. There is no provision for handling a similar occurrence as there is no ticketing required to enter the event area
- We need tactics and contact numbers, etc for any anti-social behaviour, vandalism, rioting or any other disturbances initiated by event attendees or, unfortunately, by provoked locals. The application and its supporting documents supply none of this, and one wonders if it has even been considered.

As proposed

“The applicant can demonstrate that they have considered the impact of the event on the community around the site and have developed and implemented policies to minimise disturbance or harm.” (cont’d)

Objection:

Public Nuisance

Putting a crowd of up to 29,000 mostly inebriated participants into as small a space as the Victoria Embankment and its gardens and parks can only end badly:

- Possibly resulting in the destruction of public infrastructures and spoiling of years of dedicated activity by the gardeners and park employees, including flower beds, freshly planted trees and ponds.
- Regardless of so-called attempts to fence off and barricade parts of the gardens and parks this has shown in the past to be useless in dissuading those intent on their own pleasure at the expense of others
- The lack of restriction on fans leaving and returning to the site will allow access to surrounding streets and corresponding damage and spoiling of those streets which comprise Grade I and Grade II listed houses and buildings, some dating back over 400 years and individually valued up to many millions of pounds
- The combination of up to 29,000 people, large consumption levels of alcohol and fast food, combined with the possibility of a warm day will mean a huge demand for toilets. During the Teams meeting on the 20th March, it was suggested these could be placed on public roads around the event area which is totally unacceptable given the quantity of toilets required. In addition, by the end of the first couple of hours these will be in a state of cleanliness unacceptable to civilised human usage and begs the question as to how they will be maintained, cleaned, repaired, etc for this number of people over a 13-hour period.
- Pubs, hotels, cafes, and even private buildings will be susceptible to invading participants eager to relieve themselves as a result of any shortfall in toilet provision. No measure of toilets per 100 people or their proposed locations has been provided. This will further exacerbate the discomfort and tension in local residents, and businesses and lead to illegal defecation and urination in gardens, on footpaths, or anywhere else that is handy to desperate participants in the event.
- The above suggestion is not an exaggeration as this practice is common already on weekend nights with crowds far fewer than those attending this event.
- Despite claims to the contrary, access for London citizens and tourists not involved in this even will be restricted, if not impossible around the Embankment Pier, Westminster Pier, Embankment and Westminster Undergrounds and the Charing Cross station
- Regarding the movement of supporters to Wembley via Westminster, combined with the likely presence and potential for many non-English speaking attendees, confusion over how to get to Wembley via Waterloo or Westminster Undergrounds as a result will cause angst and mixed with high alcohol consumption, could be a precursor for trouble
- The date of the UEFA game coincides with the Major General’s Review on Horse Guards Parade, an extremely popular event held annually and attended by many hundreds, if not thousands, of UK citizens either in the stands or along the parade routes
- This coincidence of events will see foreseeable problems due to the mixing of inebriated fans with UK families, intent only on seeing this unique event, at the tube stations and on the streets
- Overcrowding of both Westminster and Waterloo tube stations will be inevitable
- The potential for unsuitable behaviour on the part of both groups is high, given such crushing conditions, especially as, in the case of parade-goers, many children will be in attendance
- Mixing hordes of inebriated fans with zero knowledge of this important event with UK citizens intent on attending one of the great events in the London summer calendar is only inviting more trouble

As proposed

"The applicant can demonstrate that they have considered the impact of the event on the community around the site and have developed and implemented policies to minimise disturbance or harm." (cont'd)

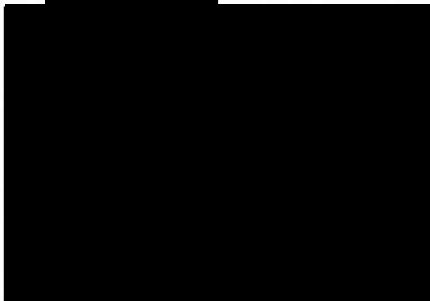
Objection:

Safeguarding children

Any event that combines unrestricted alcohol consumption, sporting rivalry and children has potential to cause harm to the most vulnerable in our community

- The fact that alcohol will not be available at Wembley in the public areas will ensure fans intent on being inebriated will stay longer at the fan site consuming alcohol amidst the expected throngs of dedicated fans which will, by definition, include large numbers of children
- The result of this is that the problem of alcohol abuse amongst fans, recognised as an issue at Wembley resulting in the ban, will be moved to Victoria Embankment instead
- Further, the potential for children to become separated from parents or guardians during the day means that the potential for harm to these children is heightened
- The unrestricted sale of alcohol in a large uncontrolled space has the potential for the alcohol to end up in the hands of children, either by mistake or intent, resulting in recognised harm to these children.
- The presence of close to 29,000 persons in such a small space as the Victoria Embankment almost ensures the prevalence of "lost" children, children separated from parents and adults or children entering the grounds unnoticed, all of which are clear pointers to the possibilities of maximum harm coming to these children
- Finally, by way of defining this issue fully, it should be most strenuously noted that the Embankment and its gardens comprise a large number of ornamental pools and large climbable trees, all of which are regular magnets for children visiting the gardens and parks on any day. The potential for a child to be injured, or at worst drowned or killed via falling into a pond or from a tree, remains high in such a crowded space or at a time when the parent is distracted. Drowning in a pond or stream takes less than 30 seconds of inattention from an adult, something which will be easily occurring during an exciting football match telecast.
- In addition, the Embankment runs along the Thames for its full length, offering further opportunities for children to come to harm by way of falling or immersion.

We, the owners, and directors [REDACTED] sincerely trust these objections will be considered along with the others to be received and decisions regarding this event are reversed.

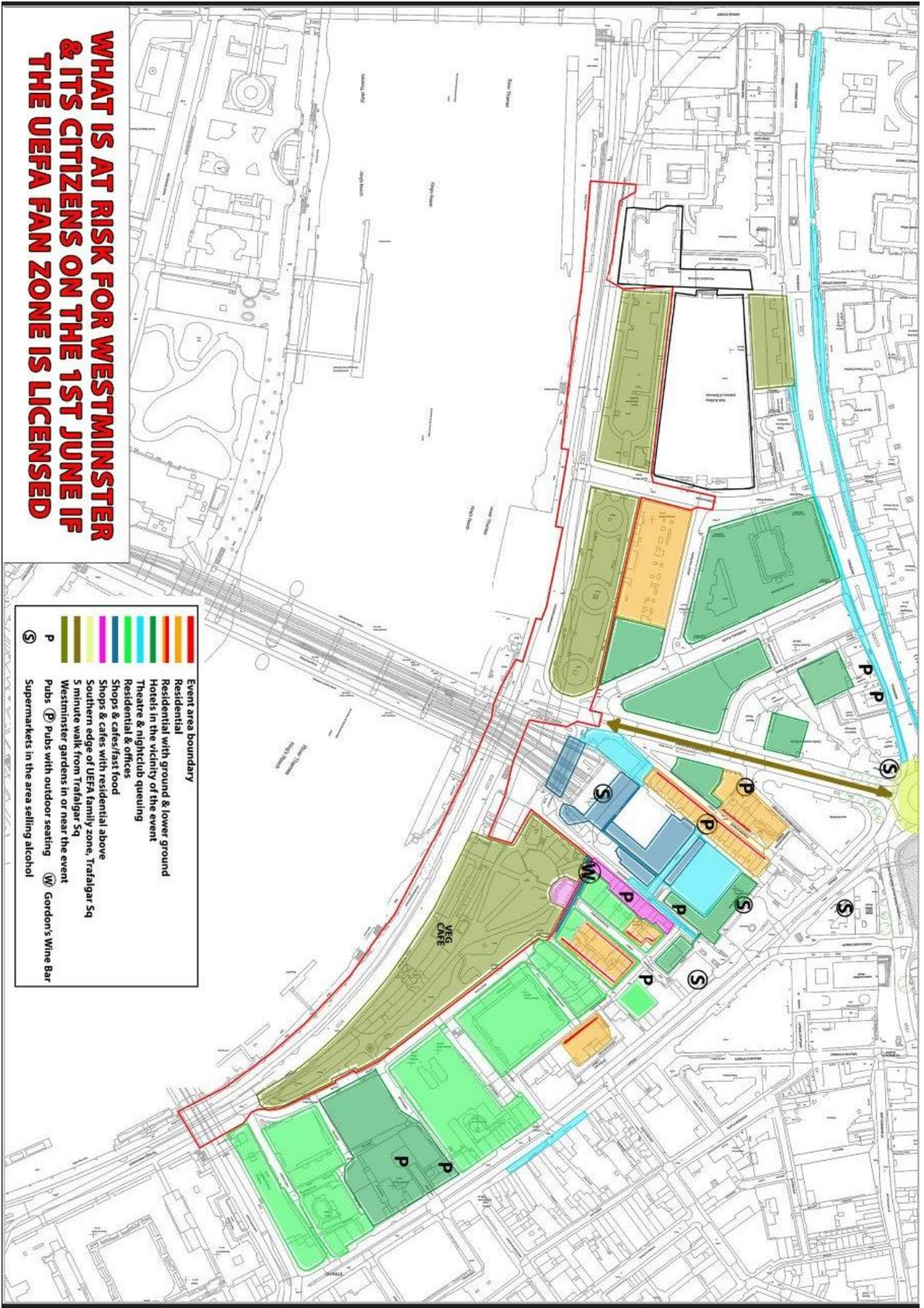


Freehold Company Limited

Owners/Directors also signatory to this objection:

[REDACTED]
[REDACTED]

WHAT IS AT RISK FOR WESTMINSTER & ITS CITIZENS ON THE 1ST JUNE IF THE UEFA FAN ZONE IS LICENSED



- █ Event area boundary
- █ Residential with ground & lower ground
- █ Hotels in the vicinity of the event
- █ Theatre & nightclub queuing
- █ Residential & offices
- █ Shops & cafes/fast food
- █ Shops & cafes with residential above
- █ Southern edge of UEFA family zone, Trafalgar Sq
- █ 5 minute walk from Trafalgar Sq
- █ Westminster gardens in or near the event
- █ Pubs (P) Pubs with outdoor seating
- █ Gordon's Wine Bar
- █ Supermarkets in the area selling alcohol (S)











Appendix 4

CONDITIONS CONSISTENT WITH THE OPERATING SCHEDULE AND CONDITIONS PROPOSED BY A PARTY TO THE HEARING

When determining an application for a new premises licence under the provisions of the Licensing Act 2003, the licensing authority must, unless it decides to reject the application, grant the licence subject to the conditions which are indicated as mandatory in this schedule.

At a hearing the licensing authority may, in addition, and having regard to any representations received, grant the licence subject to such conditions which are consistent with the operating schedule submitted by the applicant as part of their application, or alter or omit these conditions, or add any new condition to such extent as the licensing authority considers necessary for the promotion of the licensing objectives.

This schedule lists those conditions which are consistent with the operating schedule, or proposed as necessary for the promotion of the licensing objectives by a responsible authority or an interested party as indicated. These conditions have not been submitted by the licensing service but reflect the positions of the applicant, responsible authority or interested party and have not necessarily been agreed

Mandatory Conditions

1. No supply of alcohol may be made at a time when there is no designated premises supervisor in respect of this licence.
2. No supply of alcohol may be made at a time when the designated premises supervisor does not hold a personal licence or the personal licence is suspended.
3. Every supply of alcohol under this licence must be made or authorised by a person who holds a personal licence.
4.
 - (1) The responsible person must ensure that staff on relevant premises do not carry out, arrange or participate in any irresponsible promotions in relation to the premises.
 - (2) In this paragraph, an irresponsible promotion means any one or more of the following activities, or substantially similar activities, carried on for the purpose of encouraging the sale or supply of alcohol for consumption on the premises—
 - (a) games or other activities which require or encourage, or are designed to require or encourage, individuals to;
 - (i) drink a quantity of alcohol within a time limit (other than to drink alcohol sold or supplied on the premises before the cessation of the period in which the responsible person is authorised to sell or supply alcohol), or
 - (ii) drink as much alcohol as possible (whether within a time limit or otherwise);
 - (b) provision of unlimited or unspecified quantities of alcohol free or for a fixed or discounted fee to the public or to a group defined by a particular characteristic in a manner which carries a significant risk of undermining a licensing objective;
 - (c) provision of free or discounted alcohol or any other thing as a prize to encourage or reward the purchase and consumption of alcohol over a period of 24 hours or

less in a manner which carries a significant risk of undermining a licensing objective;

- (d) selling or supplying alcohol in association with promotional posters or flyers on, or in the vicinity of, the premises which can reasonably be considered to condone, encourage or glamorise anti-social behaviour or to refer to the effects of drunkenness in any favourable manner;
 - (e) dispensing alcohol directly by one person into the mouth of another (other than where that other person is unable to drink without assistance by reason of a disability).
5. The responsible person must ensure that free potable water is provided on request to customers where it is reasonably available.
6. (1) The premises licence holder or club premises certificate holder must ensure that an age verification policy is adopted in respect of the premises in relation to the sale or supply of alcohol.
- (2) The designated premises supervisor in relation to the premises licence must ensure that the supply of alcohol at the premises is carried on in accordance with the age verification policy.
- (3) The policy must require individuals who appear to the responsible person to be under 18 years of age (or such older age as may be specified in the policy) to produce on request, before being served alcohol, identification bearing their photograph, date of birth and either—
- (a) a holographic mark, or
 - (b) an ultraviolet feature.
7. The responsible person must ensure that—
- (a) where any of the following alcoholic drinks is sold or supplied for consumption on the premises (other than alcoholic drinks sold or supplied having been made up in advance ready for sale or supply in a securely closed container) it is available to customers in the following measures—
 - (i) beer or cider: ½ pint;
 - (ii) gin, rum, vodka or whisky: 25 ml or 35 ml; and
 - (iii) still wine in a glass: 125 ml;
 - (b) these measures are displayed in a menu, price list or other printed material which is available to customers on the premises; and
 - (c) where a customer does not in relation to a sale of alcohol specify the quantity of alcohol to be sold, the customer is made aware that these measures are available.

A responsible person in relation to a licensed premises means the holder of the premise licence in respect of the premises, the designated premises supervisor (if any) or any individual aged 18 or over who is authorised by either the licence holder or designated premises supervisor. For premises with a club premises certificate, any member or officer of the club present on the premises in a capacity that which enables him to prevent the supply of alcohol.

8(i) A relevant person shall ensure that no alcohol is sold or supplied for consumption on or off the premises for a price which is less than the permitted price.

8(ii) For the purposes of the condition set out in paragraph 8(i) above -

(a) "duty" is to be construed in accordance with the Alcoholic Liquor Duties Act 1979;

(b) "permitted price" is the price found by applying the formula -

$$P = D + (D \times V)$$

Where -

(i) P is the permitted price,

(ii) D is the amount of duty chargeable in relation to the alcohol as if the duty were charged on the date of the sale or supply of the alcohol, and

(iii) V is the rate of value added tax chargeable in relation to the alcohol as if the value added tax were charged on the date of the sale or supply of the alcohol;

(c) "relevant person" means, in relation to premises in respect of which there is in force a premises licence -

(i) the holder of the premises licence,

(ii) the designated premises supervisor (if any) in respect of such a licence, or

(iii) the personal licence holder who makes or authorises a supply of alcohol under such a licence;

(d) "relevant person" means, in relation to premises in respect of which there is in force a club premises certificate, any member or officer of the club present on the premises in a capacity which enables the member or officer to prevent the supply in question; and

(e) "value added tax" means value added tax charged in accordance with the Value Added Tax Act 1994.

8(iii). Where the permitted price given by Paragraph 8(ii)(b) above would (apart from this paragraph) not be a whole number of pennies, the price given by that sub-paragraph shall be taken to be the price actually given by that sub-paragraph rounded up to the nearest penny.

8(iv). (1) Sub-paragraph 8(iv)(2) below applies where the permitted price given by Paragraph 8(ii)(b) above on a day ("the first day") would be different from the permitted price on the next day ("the second day") as a result of a change to the rate of duty or value added tax.

(2) The permitted price which would apply on the first day applies to sales or supplies of alcohol which take place before the expiry of the period of 14 days beginning on the second day.

Conditions consistent with the operating schedule

1. Licensable activities shall be restricted to the event period and shall only be carried out in conjunction with the UEFA Champions League Final official Fan Meeting Point activity taking place at Victoria Embankment.
2. Unless otherwise agreed with the City Council, the total number of people to be accommodated for the purposes of this Licence, in the event site at any one time shall not be more than 29,999 (including security, staff, performers and employees).
3. The use of this licence shall be agreed through the Safety Advisory Group (SAG) process and shall have had 'no objection' raised by the representatives on the SAG.
4. The Safety Advisory Group (SAG) shall be chaired by a representative of the City Council's City Promotions, Events and Filming team.
5. Membership of the Safety Advisory Group (SAG) shall normally consist of invited representatives of the designated event organiser, the Metropolitan Police Service, Officers of the Council, the Environmental Health Consultation Team, London Ambulance Service, London Fire Brigade, Transport for London and any other appropriate and specialist advisor as required by the chairman of the SAG to achieve 'no objection' and to meet the objectives of the Licensing Act.
6. The Premises Licence Holder shall comply with all reasonable requirements of Westminster City Council, Westminster Police Licensing Team, Westminster City Council's Environmental Health Consultation Team, Westminster City Council's City Promotions, Events and Filming Team, the London Fire Brigade and the Metropolitan Police Service.
7. No later than 2 months prior to the event the Premises Licence holder must ensure the Event Management Plan is presented to the members of the SAG for their comments. If requested, the Event Management Plan shall include but not be limited to the following:
 - a. Alcohol Management Plan (if appropriate)
 - b. Access Management Plan;
 - c. Adverse Weather Plan;
 - d. Cancellation Procedure;
 - e. CCTV Plan;
 - f. Communications Plan;
 - g. Child & Vulnerable Adults Policy;
 - h. Crowd Management Plan (including Security and Stewarding Plan);
 - i. Egress Management Plan;
 - j. Emergency and Evacuation procedures;
 - k. Event Control Statement of Intent;
 - l. Event Medical Plan;
 - m. Event Safety Plan including Risk Assessment;
 - n. Fire Safety Management Plan;
 - o. Ingress Management Plan;
 - p. Lighting Plan;
 - q. Noise Management Plan;
 - r. Public Liability Insurance;
 - s. Safeguarding Policy; Child & Vulnerable Adults Policy & Protection of Women & Girls;
 - t. Sanitary Provisions
 - u. Security and Crime Reduction Plan; including overnight security arrangements
 - v. Site Plans (showing all permanent and temporary structures and all access and egress points);
 - w. Sustainability Statement;

- x. Terms and Conditions of Entry;
 - y. Trader Food Management Plan;
 - z. Certificates from competent persons on Structures, Electrical Power Supply and Gas equipment (including LPG).
 - aa. Transport Assessment;
 - bb. Traffic Management Plan
 - cc. Waste Management Plan
 - dd. Crisis Communications Plan.
8. So far as is reasonably practicable the Premises Licence Holder shall ensure that the event is run in accordance with the Event Management Plan.
9. If required by SAG, the Premises Licence Holder shall arrange an event debrief after the event at a time agreed with SAG.
10. An alcohol management plan shall be provided to the SAG. The plan for approval shall include:
- (a) the exact location of the bars;
 - (b) the area/s set aside for alcohol consumption;
 - (c) the type of alcohol to be sold;
 - (d) any associated crowd management processes
 - (e) proposed serveware by risk assessment;
 - (f) the steps taken to uphold the Licensing Objectives
 - (g) details of drinking water provisions
 - (h) staff training
11. There shall be at least one personal licence holder on site during operational hours. Details of the personal licence holder (including name and contact number) shall be displayed in a prominent position on site.
12. The Premises Licence Holder shall ensure that alcohol is not allowed to be brought onto the Premises by members of the public, unless approved by the SAG.
13. The Premises Licence Holder shall ensure that no alcohol is allowed to be taken off the Premises by members of the public.
14. When alcohol is sold at the event the following conditions shall apply to all bars, both for the public and in hospitality areas:
- a) Unless otherwise agreed with SAG bars shall cease no later than 15 minutes after the start of the second half of the match. The closing times of bars will be prominently displayed on bar signage.
 - b) Bars shall not be permitted to run price promotions, happy hours or other promotions designed to encourage excessive drinking.
 - c) Drinks shall not be served in glass vessels or containers. A risk assessment shall be conducted if cans are proposed and the suitability should be agreed with the SAG.
15. Food and non-intoxicating beverages, including drinking water, shall be available in all parts of the premises where alcohol is sold or supplied for consumption on the premises.
16. Flashing or particularly bright lights on or outside the premises shall not cause a nuisance to nearby properties (save insofar as they are necessary for the prevention of crime or public safety).
17. No fumes, steam or odours shall be emitted from the licensed area so as to cause a nuisance to any persons living or carrying on business in the area where the premises are situated.
18. A sufficient number of easily identifiable, readily accessible receptacles for refuse must be provided, including provisions for concessions. Arrangements must be made for regular collection. Public areas must be kept clear of refuse and other combustible waste prior to, and so far as is reasonably practicable, during the licensed event.
19. The licensee shall ensure that the highway and public spaces in the vicinity of the premises are kept free of litter from the premises to the satisfaction of the Council. The highway in the vicinity of the premises shall be swept at regular intervals and at the close of business. All litter and

sweepings collected and stored in accordance with the approved refuse storage arrangements. Vicinity shall include the highway to each side of Victoria Embankment to a minimum distance of 50 metres.

20. A Noise Management Plan to promote the prevention of public nuisance shall be provided to Westminster City Council's Environmental Health Consultation Team for approval. The Noise Management Plan will be provided a minimum of 28 days prior to the event. The Noise Management Plan shall state the maximum permitted music noise level applicable at the nearest noise sensitive premises. Once approved in writing it shall be implemented by the Premises Licence Holder.
21. The Licensee will take all reasonable steps to ensure that amplified music will not cause a nuisance.
22. The following noise conditions shall apply to events with regulated entertainment:
 - (a) A noise control consultant shall be appointed, who shall liaise between all parties including the Licence Holder, promoter, sound system supplier, sound engineer and the Environmental Health Consultation Team on all matters relating to noise control prior to the event.
 - (b) For the purposes of monitoring music noise levels during the event and sound check, the noise control consultant shall contact the Environmental Health Consultation Team and agree noise sensitive locations which are to be used to monitor compliance with condition (d).
 - (c) If deemed necessary a noise propagation test shall be undertaken in consultation with representative(s) of the Environmental Health Consultation Team in order to set appropriate control limits at the sound mixer position. The sound system shall be configured and operated in a similar manner as intended for the event. The sound source used for the test shall be similar in character to the music likely to be produced during the event.
 - (d) The control limits set at the mixer position shall be adequate to ensure that the Music Noise Level shall not at 1 metre from the façade of any noise sensitive premises exceed 75 dB(A) over a 5-minute period between 10:00 and 21:30 on the day of the event.
 - (e) The promoter, system supplier and all individual sound engineers shall be informed of the sound control limits and that any instructions from the noise control consultant regarding noise levels shall be implemented.
 - (f) A communications link should be provided to enable condition (e) above to be complied with and any numbers shall be made available to the Environmental Health Consultation Team prior to the event starting.
 - (g) The appointed noise control consultant/or appointed person shall continuously monitor noise levels and advise the sound engineer accordingly to ensure that the noise limits are not exceeded. The Environmental Health Consultation Team shall have access to the results of the noise monitoring at all times. The Environmental Health Consultation Team shall have access and facilities to enable them to carry out their own monitoring.
 - (h) The speakers must be located to the satisfaction of the Environmental Health Consultation Team.
 - (i) Residential properties and the relevant amenity group(s) in the immediate vicinity of Victoria Embankment will be contacted as soon as reasonable practicable prior to the Event advising them of the times of the Event and any sound check or rehearsal times and giving them a telephone number to contact in the event that they have any complaints.

23. There shall be no noise audible above background noise at the facade of the nearest building, from any construction or similar works in association with the set-up and breakdown of the site, outside the hours of:
- 08:00-18:00 Monday to Friday
 - 08:00- 13:00 Saturday
 - No noisy work can be carried out on Sundays, bank holidays and public holidays. Noisy work must not take place outside these hours unless otherwise agreed through an out of hours (OOH) approval (up to three consecutive days) or a Control of Pollution Act 1974 section 61 prior consent in special circumstances (for works longer than 3 consecutive days). Noisy work may take place outside of these hours, in which case approval for these works will be sought through the OOH process and a section 61 application made where relevant. Set up for the event will take place between 19:00 Friday 31st May to 11:00 Saturday 1st June and the event will be dismantled between 23:30 Saturday 1st June and 10:00 Sunday 2nd June. This work may include deliveries, vehicle unloading, equipment set up and fencing erection. Event staff will be present to monitor the noise impact of this work and noise impact will be kept to a minimum.
24. Any generators, refrigerators or other machinery running overnight will be silenced, screened or sited so as to not create noise audible above background levels at the facade of the nearest building.
25. Notices shall be prominently displayed at all exits requesting patrons to respect the needs of local residents and businesses and leave the area quietly.
26. The Premises Licence Holder shall carry out the sanitary provision analysis using the event safety guide as the basis for determining the sanitation facilities required. The minimum number of facilities will be included in the Event Management Plan together with details of the maintenance and servicing of sanitary accommodation.
27. Any special effects or mechanical installations shall be arranged, operated and stored so as to minimise any risk to the safety of those using the premises. The following special effects will only be used on 10 days prior notice being given to the licensing authority where consent has not previously been given.
1. dry ice and cryogenic fog
 2. smoke machines and fog generators
 3. pyrotechnics including fireworks
 4. firearms
 5. lasers
 6. explosives and highly flammable substances.
 7. real flame.
 8. strobe lighting.
28. No person shall give at the premises any exhibition, demonstration or performance of hypnotism, mesmerism or any similar act or process which produces or is intended to produce in any other person any form of induced sleep or trance in which susceptibility of the mind of that person to suggestion or direction is increased or intended to be increased. NOTE: (1) This rule does not apply to exhibitions given under the provisions of Section 2(1A) and 5 of the Hypnotism Act 1952.
29. The approved arrangements at the premises, including means of escape provisions, emergency warning equipment, the electrical installation and mechanical equipment, shall at all material times be maintained in good condition and in full working order.
30. The means of escape provided for the premises shall be maintained unobstructed, free of trip hazards, be immediately available and clearly identified in accordance with the plans provided.
31. All emergency exit doors shall be available at all material times

32. Emergency exits and entrances to the event area must be kept clear at all times and must be provided with clearly visible signage.
33. All parts of the licensed area intended to be used in the absence of adequate daylight and all essential safety signage shall be suitably illuminable. Details of the locations and level of illumination must be submitted to the SAG or their authorised representative.
34. The edges of the treads of steps and stairways of infrastructure introduced to the premises for the purposes of the event, shall be maintained so as to be conspicuous.
35. Curtains and hangings shall be arranged so as not to obstruct emergency safety signs or emergency equipment.
36. All fabrics, curtains, drapes and similar features including materials used in finishing and furnishing shall be either non-combustible or be durably or inherently flame-retarded fabric. Any fabrics used in escape routes, entertainment areas, shall be non-combustible. All fabric, including curtains and drapes used on stage for tents and marquees, or plastic and weather sheeting, shall be inherently or durably flame retardant to the relevant British Standards. Certificates of compliance must be available upon request by an authorised officer of Westminster City Council, The London Fire Brigade.
37. Any moving flown equipment must contain a device or method whereby failure in the lifting system would not allow the load to fall. All hung scenery and equipment must be provided with a minimum of two securely fixed independent suspensions such that in the event of failure of one suspension the load shall be safely sustained.
38. The certificates listed below shall be submitted to the licensing authority upon written request:
 - Any permanent or temporary emergency lighting battery or system
 - Any permanent or temporary electrical installation
 - Any permanent or temporary emergency warning system
39. Electrical generators, where used, must be:
 - Suitably located clear of buildings, marquees and structures, and free from flammable materials;
 - Enclosed to prevent unauthorised access;
 - Able to provide power for the duration of the event;
 - Backed up electrical generators are to be provided to power essential communications, lighting and safety systems in the event of primary generator failure.
40. Details of all marquees, tented structures and temporary structures should be provided including emergency exits and signage, fire warning and fire fighting equipment.
41. Full structural design details and calculations of all and any structures to be erected within the licensed area must be submitted to the Westminster City Council Building Control. A certificate from a competent person or engineer that a completed structure has been erected in accordance with the structural drawings and design specification must be available for inspection prior to a relevant structure being used during the licensed event.
42. The Premises Licence Holder must ensure that competent persons are employed to assess the electrical requirements at the event and the compatibility of the electricity supply with the equipment to be used. Appropriate safety devices (such as 30mA Residual Current Devices at Source) must be used for electrical apparatus, particularly for any electrical equipment exposed to adverse conditions or electrical equipment to be used in association with hand held devices (e.g. microphones). The competent person must make a certificate of inspection of the electrical installation available for inspection.
43. All spare fuel, including LPG, must be kept and stored safely in accordance with relevant Health and Safety legislation and suitable safety signage and fire fighting equipment provided.
44. No non-emergency vehicles shall be operated within the premises during an event.

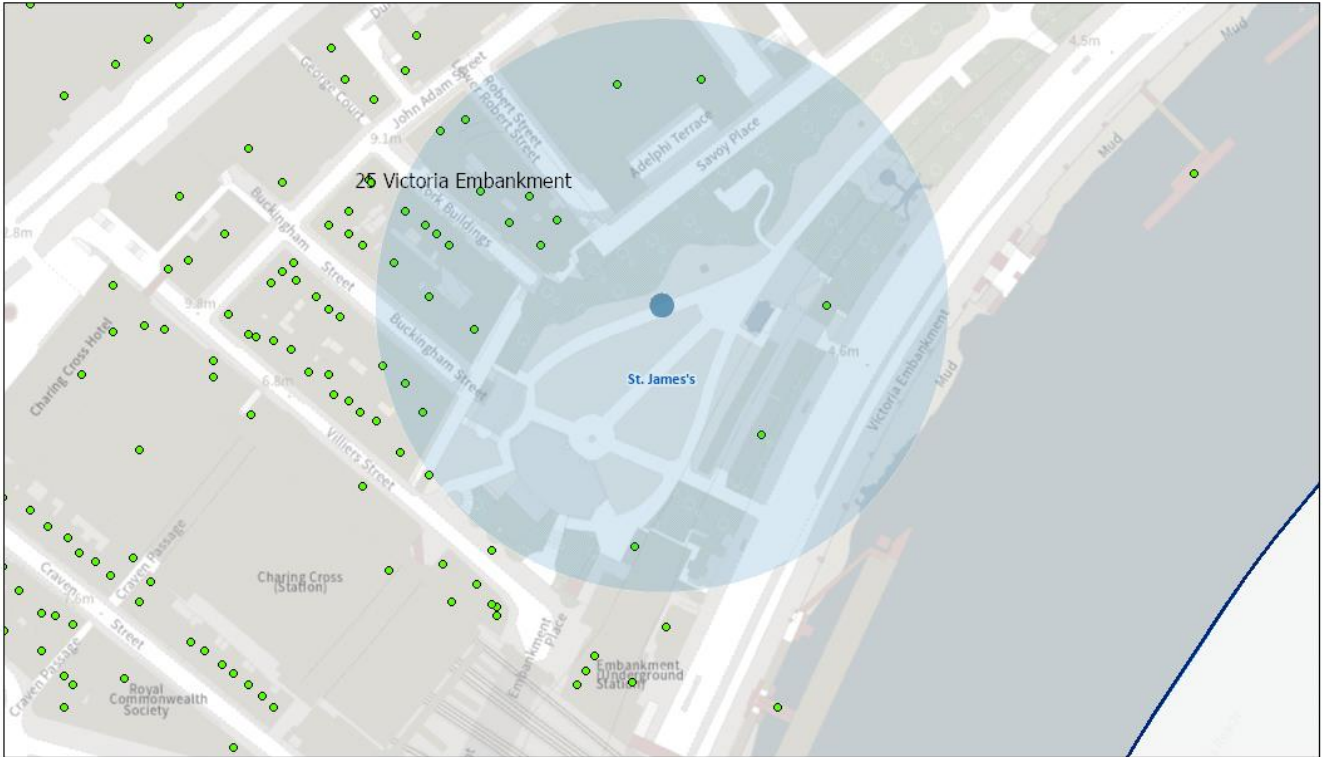
45. The Premises Licence Holder shall install a comprehensive CCTV system on site in accordance with the CCTV Plan agreed with SAG and in particular with the Police. The CCTV system shall continually record whilst the premises is open for licensable activities and during all times when customers remain on the premises. A staff member from the premises who is conversant with the operation of the CCTV system shall be on the premises at all times when the premises is open to the public. This staff member must be able to provide a Police or authorised council officer copies of recent CCTV images or data with the minimum of delay when requested. All recordings shall be stored for a minimum period of 31 days with date and time stamping, and recordings should be made available upon the request of Police or authorised officer as soon as reasonable practicable throughout the entire 31 day period.
46. The bars shall close immediately on the direction of the senior police officer engaged on the event. In the event of disorder or injury to any person due to the presence of plastic bottles or cans, the senior police officer present can direct the immediate cessation of alcohol served in plastic bottles or cans whilst the risk is still present.
47. The Premises Licence Holder shall produce a security stewarding plan which will detail the qualification, training and deployment of SIA security and stewards. The positioning of staff will be based on a risk assessment process.
48. Adequate stewarding within the licensed area must be provided at all times during the licensed event.
49. All security staff will be identifiable in uniform and will display their name badges by way of a reflective armband or lanyard.
50. Twenty-four hour Security Industry Authority (SIA) approved security to be provided on site from the night when equipment first arrives until removed.
51. Unless police approval is given otherwise, stewards shall monitor all entry and egress points throughout the day of an event. Such monitoring shall include:
 - (a) The numbers of stewards at each entry and egress point shall be continuously reassessed throughout the day in consultation with the relevant senior police officer on duty for the event or relevant area of the event.
 - (b) All stewards shall wear readily identifiable tabards or as agreed with Police.

52. An incident log shall be kept at the premises on event days whilst the premises is open, and made available on request to an authorised officer of the City Council or the Police. It must be completed within 24 hours of the incident and will record the following:
 1. all crimes reported to the venue
 2. all ejections of patrons
 3. any complaints received concerning crime and disorder
 4. any incidents of disorder
 5. all seizures of drugs or offensive weapons
 6. any refusal of the sale of alcohol
 7. any formal visit by a relevant authority or emergency service.
53. A record shall be kept detailing all refused sales of alcohol. The record should include the date and time of the refused sale and the name of the member of staff who refused the sale. The record shall be available for inspection at the premises by the police or an authorised officer of the City Council at all times whilst the premises is open.
54. A Challenge 25 proof of age scheme shall be operated at the premises where the only acceptable forms of identification are recognised photographic identification cards, such as a driving licence, passport or proof of age card with the PASS Hologram.
55. Posters will be displayed on site in the bar area and point of sale, which refer to the Challenge 25 policy and to advise that suitable proof of age will be required for the purposes of the supply of alcohol.
56. Age restricted films shall not be shown in the presence of children.
57. Children under the age of 18 will not be admitted unless accompanied by a responsible adult.
58. The Safeguarding Policy will include details of the welfare provision for the support of children and vulnerable adults and protection of Women and Girls. All welfare staff will be appropriately trained and certified.
59. The Premises Licence Holder shall produce and implement a child or vulnerable persons policy which will include provision for children or vulnerable persons found or reported missing. This will be included in the safeguarding policy.
60. The Premises Licence Holder shall appoint one person as responsible for safeguarding on site to coordinate safeguarding measures.
61. A welfare area will be provided to coordinate all welfare safeguarding activities.
62. If required by SAG, external security teams will patrol the event perimeter and a security response team will operate in the immediate area around the site.

Residential Map and List of Premises in the Vicinity

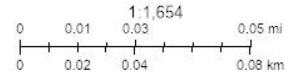
Appendix 5

Victoria Embankment Gardens Villiers Street London WC2N 6ND



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- Property Mailing List
- Ward Labels
- Borough Boundary - Mask
- Borough Boundary - Detailed
- Ward Boundaries



Resident Count: 69

Licensed premises within 75m of Victoria Embankment Gardens				
Licence Number	Trading Name	Address	Premises Type	Time Period
22/07307/LIPT	Embankment Cafe	Embankment Tea Rooms Victoria Embankment London WC2N 6PB	Cafe	Monday to Sunday; 09:00 - 21:30
22/06449/LIPV	Aire Ancient Baths London	2 - 3 Robert Street London WC2N 6BH	Special Treatment - Low risk premises	Monday to Sunday; 10:00 - 00:00
21/01852/LIPN	Not Recorded	2 - 3 Robert Street London WC2N 6BH	Miscellaneous	Monday to Friday; 09:00 - 17:00

06/07302/WCCMAP	Bandstand Enclosure	Victoria Embankment Gardens Villiers Street London WC2N 6ND	Park / Open Space	Monday to Friday; 07:30 - 20:30 Saturday to Sunday; 07:30 - 20:30
18/05605/LIPN	Not Recorded	Victoria Embankment Gardens Villiers Street London WC2N 6ND	Park / Open Space	Monday to Sunday; 10:00 - 23:30
23/01258/LIPN	Not Recorded	Victoria Embankment Gardens Villiers Street London WC2N 6ND	Sales kiosk	Monday to Sunday; 08:00 - 21:00
22/02606/LIPDPS	Smith & Wollensky	The Adelphi 1 - 11 John Adam Street London WC2N 6HT	Restaurant	Monday; 07:00 - 23:30 Tuesday; 07:00 - 23:30 Wednesday; 07:00 - 23:30 Thursday; 07:00 - 23:30 Friday; 07:00 - 00:00 Saturday; 07:00 - 00:00 Sunday; 07:00 - 22:30