

Theatre Operations – Martyn's Law and maintenance plans

Resilient Theatres: Resilient Communities

Host and chair

Claire Appleby

Head of Theatre Buildings

Theatres Trust

Terrorism (Protection of Premises) Act 2025

Sarah Dever

Security Consultant, West End Security Group and Premises Protect Ltd

Juliet Hayes

Risk and Sustainability Manager, SOLT and UK Theatre

History/ Background

Terrorist attack at Manchester Arena in 2017, campaigned for by Figen Murray, mother of Martyn Hett, who was killed in the incident along with 21 other men, women and children

Terrorism (Protection of Premises) Act 2025, also known as Martyn's Law, received Royal Assent on 3 April 2025

Designed to strengthen protective security and preparedness of public premises and events across the UK

Regulator - Security Industry Authority (SIA)

What's in scope and required?

Standard Tier

Premises that satisfy the following four criteria fall within scope of the Act:

- There is at least one building (or the premises are in a building)
- The premises are wholly or mainly used for one or more of the uses specified at Schedule 1 to the Act, e.g. a restaurant or a shop
- It is reasonable to expect that at least 200-799 individuals may be present at least occasionally
- The premises are not excluded under Schedule 2 of the Act

What's in scope and required? Standard Tier

The responsible person will be required to:

- Notify the Security Industry Authority (SIA) of their premises
- Have appropriate public protection procedures in place

Evacuation

Invacuation

Lockdown

Communication

- There is no requirement to put in place physical measures

What is out of scope?

Premises	Events
Legislatures and devolved administrations	Events to be held on certain excluded premises
Parks, gardens, etc	Events at places of worship, schools, etc
Transport security	

(Schedule 2)

Responsible person

Premises

A person is responsible for qualifying premises if the person has control of the premises in connection with their relevant Schedule 1 use.

Event

A person is responsible for a qualifying event if the person will have control of the premises at which the event is to be held in connection with their use for the event.

Where there is more than one Schedule 1 use, it will be the person in control of the premises in connection with whichever Schedule 1 use is the principal use

Enhanced Tier and Qualifying Events - What's in scope and what's required?



Premises

If 800 or more individuals may be expected, the premises will be an enhanced duty premises unless the Act says otherwise.

Event

An event that satisfies the following criteria fall within scope of the Act:

- It will take place at premises, including land without buildings, that are not enhanced duty premises (or part of enhanced duty premises)
- The relevant premises are accessible to members of the public for the purpose of the event
- It is reasonable to expect that there will be at least 800 individuals present for the event at once at some point during it
- There will be measures to check entry conditions are met, such as a ticket checks
- The event is not excluded under Schedule 2 to the Act

Enhanced Tier and Qualifying Events - What's in scope and what's required?

**Public
Protection
Procedures**



**Public
Protection
Measures**

Enhanced Tier and Qualifying Events - What's in scope and what's required?

- Measures that could be expected to reduce both the vulnerability of the premises or event to an act of terrorism, and the risk of physical harm being caused to individuals if an attack was to occur there or nearby
- Document the public protection procedures and measures in place, or proposed to be put in place, and provide this document to the SIA. This document should include an assessment of how the public protection procedures and measures reduce vulnerability and/or the risk of harm
- Where the responsible person is not an individual, they must designate a senior individual with responsibility for ensuring that the responsible person complies with these requirements

Next steps

- The SIA will seek to support, advise and guide those responsible for premises and events in meeting the requirements of this legislation.
- The SIA must prepare statutory guidance about how it will discharge its functions under the Act, which must be approved by the Home Secretary before it is published.
- There will be a period of time prior to the implementation of the legislation of at least 24 months.
- No financial support to businesses to deliver the requirements in the Act.
- The Society of London Theatre (SOLT) and UK Theatre member support (more on the next slide).

Next steps

The Society of London Theatre (SOLT) and UK Theatre

- The Risk and Sustainability team at SOLT and UK Theatre continue to adapt their support to meet the evolving needs of its members during this transition. Martyn's Law remains an agenda topic for all member & stakeholder meetings.
- They have provided a Martyn's Law webinar for members, hosted information sharing sessions with National Counter Terrorism Security Office (NaCTSO) and tabletop exercises with the West End Security Group (WESG).
- The team continue to regularly signpost members to updates on the PROTECT UK website which holds applicable free resources plus online See, Check and Notify (ScAN) and Action Counters Terrorism (ACT) training.
- They will continue to work with NaCTSO and have started engaging with the Security Industry Authority (SIA) to support the new regulator to learn about and understand how our industry works, further supporting our members.

Next steps

Advice – prepare now, engage with your local Counter Terrorism Security Advisor (CTSA), use Protect UK and National Protective Security Authority (NPSA) for free resources & training

Level of support for SOLT and UK Theatre members;

- Focused webinars and/or forums with engagement from SIA & other key parties
- Focused newsletter updates where applicable
- Develop industry specific guidance in conjunction with the SIA
- Upskilling Risk & Sustainability team to provide competent advice under the member services - TBD
- Recommending suitable external providers that could support members

Thank you for listening

Sarah Dever

Security Consultant

West End Security Group and Premises Protect Ltd

Juliet Hayes

Risk and Sustainability Manager

SOLT and UK Theatre

Theatre maintenance: building foundations for the future

Fiona Harvey-Jones

Director of Estates and Facilities

Royal Lyceum, Edinburgh

The Royal Lyceum Theatre Edinburgh



A Grade A Listed Heritage Theatre

The theatre was built in 1883 and designed by C J Phipps



The Past

“Most of us inhabit the world of routines, daily activities filling pockets of time in surprisingly similar ways.... These events are woven into the fabric of our work so firmly we rarely question them....we do things this way or that and very often forget the reasons why.”

(Thompson, 2022)

From Reactive to Strategic

We are working together to ensure a Sustainable and Resilient Organisation



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Strategy

Organisational
Change - newly
created senior
role



A Council Owned Building

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Organisational
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Challenges

Finances
Perceptions
Stakeholder
engagement

**“GOOD WORK
AIN’T CHEAP,
CHEAP WORK
AIN’T GOOD.”**

(Norman ‘Sailor Jerry’ Collins)

Small Steps Towards Our Goals

The built environment does influence our experiences and behaviours



A Building Fit for Purpose

We are working together to ensure a Sustainable and Resilient Organisation



Thank you for listening

Fiona Harvey-Jones

Director of Estates and Facilities
Royal Lyceum, Edinburgh

lyceum.org.uk

Facebook, X and Instagram:
[@lyceumedinburgh](https://www.instagram.com/lyceumedinburgh)



Creating a Theatre Maintenance Plan

Andrew Roberts

Finance, Operations and People Director

Theatr Clwyd, Mold

Context

- Joined as Director of Operations in 2016
- Local Authority owned and run
- No investment in facility for over 20 years
- No comprehensive maintenance plan - it was ad hoc or reactive
- No sinking fund
- Roles and responsibilities unclear
- The building had reached its 'end of life'











Pre-project reality check!

- Minimal documentation of building systems
- Supplier relationships were inconsistent
- Staff knowledge was concentrated in individuals rather than processes
- We needed to enter 'survival mode'

Capital project overview

- Feasibility Study Completed in 2017
- RIBA Stage 3 in 2018/19
- RIBA Stage 4 in 2019/20
- Construction due to start in 2020
 - COVID delayed start until 2023
 - Practical Completion July 2025
- In 2021 Theatr Clwyd became independent of local authority





Our shift in approach

From:

- Reactive and problem-solving
- Limited knowledge
- Minimal documentation

To:

- Proactive planned maintenance plan tied to capital lifecycle
- Centralised documentation
- Defined roles and responsibilities

Components of our maintenance plan



- Asset inventory
- Maintenance schedule – daily, weekly, monthly etc
- Supplier contracts
- Budget forecasting
- Training plan
- Emergency protocols!

Challenges we will still face

- Resource constraints, both financial and human
- Training
- Balancing flexibility
- Integrating the maintenance plan around programming and building use – will be open 362 days a year

In Summary.....

Why a Maintenance Plan Matters



- Ensures safety, longevity and performance of facilities
- Helps budgeting and hopefully avoids emergency repairs
- Supports artistic excellence
- Demonstrates stewardship to funders and stakeholders
- It isn't just a document, it is an organisational commitment





Thank you for listening

Andrew Roberts

Finance, Operations and People Director
Theatr Clwyd, Mold

theatrclwyd.com

Facebook & Instagram: [@theatrclwyd](https://www.facebook.com/theatrclwyd)

Audience Q&A



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Speakers

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Andrew Roberts Finance, Operations and People Director, Theatr Clwyd, Mold