Glastonbury Festival Events Ltd

Event Management Planning

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INTRODUCTION

Festival history

- Founded in 1970 by Michael Eavis on Worthy Farm in Somerset - the Eavis family farm for four generations - Glastonbury Festival has grown to become the world's largest outdoor greenfield event, hosting a temporary population of over 200,000 in June each year.
- The working dairy farm in the Vale of Avalon, is transformed into the Festival site for one week in June, featuring over 100 spaces of entertainment, nearly 1,000 places to eat, 5,000 lavatories and nearly 15,000 hand painted recycled oil drum bins.
- Over 1.4 million people are currently registered to buy a ticket, while live TV coverage - a constant since 1997 - brings the Festival's musical highlights to a global audience. In the summer months, Glastonbury's official website becomes one of the world's most visited information sources.
- Headline performances across the decades have featured some of the biggest names in modern music history.
- The Festival's popularity and influence is sustained by the vision behind it. In 1970 the founder set out to "host the best festival, rather than worry about making a profit". The Festival continues to provide significant support to both local organisations and main stream charities with Greenpeace, Oxfam and WaterAid among the principal beneficiaries.
- The Festival is planned by a small team that work throughout the year, this team grows in number preceding the event to cover the vast range of roles required to deliver the Festival.
- Glastonbury Festival aims to continue to improve its entertainment for a wide variety of Festival goers while at the same time looking at its impact on the local community, environment and making incremental improvements year by year.
- The licensed activities defined in the licence are:
  - Provision of regulated entertainment
  - Provision of late night refreshment
  - Sale by retail of alcohol

Licence imperatives

Festival planning, policies, procedures, processes, and infrastructure are put in place to ensure the Festival meets the four principal licence objectives:

Prevention of Crime and Disorder – through fencing, security, searching regimes, policing and DPS.

Public Safety - through risk assessments, public safety management plan, structures, crowd dynamics plan, food and drink outlet controls, water management, waste management, on-site and off-site traffic management.

Prevention of Public Nuisance - through controls on noise, lights, and traffic (including interface with councils).

Protection of Children from Harm – through alcohol controls, lost and found children, controls on staff responsible for children welfare.
Planning

- Glastonbury Festival Events Ltd. (GFEL) undertakes annual planning and reviews to ensure that the event is run effectively and efficiently and delivers to its objectives, addressing key issues and plans required by the licence.
- GFEL works closely with Mendip District Council (MDC) and government agencies to ensure that the licence conditions are met, and that the Festival continues to improve in terms of its licence imperatives. This includes a review of the supporting public service agencies' debriefs and resulting implementation of actions, where appropriate.
- GFEL liaises with local community groups including Pilton Parish Council and East Pennard Parish Council to ensure concerns of local people are understood and addressed wherever possible and practical.

1. Alcohol Management Plan

1.1 GFEL management recognises the importance of effective control of the sale and use of alcohol on site, particularly with the presence of young people at the event.

1.2 Securing the licensing objectives in this area is therefore amply resourced with suitably qualified and experienced personnel who are given the means to achieve the licensing objectives.

1.3 GFEL demonstrates its commitment in practical terms through its actions. The high value it attaches to responsible trading will be measured by assessing the results and consequences of its planning and activity. The specific plan for each year is based closely on that developed in previous years as that has been shown to be effective.

1.4 The annual review of these outcomes should act as an objective standard by which the event's compliance with licensing regulations and ethical obligations is determined and its level of success in providing and promoting a safe and enjoyable environment for Festival goers.

1.5 Challenge 21 is implemented, with formal signing off procedures achieved for every on-site bar.

2. Campsite Management Plan

2.1 GFEL implement detailed management strategies to ensure that the public and staff campsites densities, facilities, information, communication, safety, security and stewarding arrangements are maintained to an acceptable and reasonable and level agreed with MDC.

- Proactively managing densities and monitoring during the event.
- Providing Information before and during the event.
- On-site communication and co-ordination of the information between Campsite Crews, Site Safety, Security Control and Event Control
- Ensuring suitable and sufficient camping facilities are provided. This will include, public, staff, performer, family camping and accessible camping giving careful consideration to the location of toilet facilities and water points in camping areas.
3. Command, Control, Communications and Co-ordination Plan

3.1 The Festival develops and implements an organisational structure for the command and control of the festival in consultation with the agencies.

3.2 Communication processes have been defined and tested and are subject to continuous review and improvement including making use of advances in technology.

3.3 Event co-ordination structures have been developed for an extended period over the Festival duration.

4. Crime Prevention and Reduction Plan

4.1 The prevention of crime and disorder is a thread through most of the event planning. GFEL details the initiatives for various geographical locations (such as car parks and campsites) and functional areas (such as dealing with lost and found property).

4.2 GFEL dispense appropriate crime prevention advice on the web site and within Festival literature (such as the programme). Enhanced safety measures are detailed (such as CCTV operations). Procedures to keep the event safe are detailed and explained (such as confiscation and eviction procedures).

4.3 Joint working arrangements are detailed and in place, particularly with the police. Reported crime figures are tabled by category year-on-year evidencing how the Festival is becoming consistently safer from a crime and disorder perspective.

5. Crowd Dynamics Plan

5.1 GFEL devise detailed arrangements to ensure that the ingress, circulation around the festival and egress from site are as streamlined and safe as possible. Specific plans are produced for known busy periods on site in accordance with a thorough risk assessment process. All plans are developed with the oversight of specialist crowd management staff, including close co-operation with the multi-agency planning group.

6. Fire Safety Management Plan

6.1 GFEL is committed to the planning and delivery of a safe Festival, where the risk to life or property arising from fire, explosion or similar is properly managed. A comprehensive plan is produced by the Health and Safety Co-ordinator with input from the enforcement agencies (namely Devon and Somerset Fire and Rescue Service) and the Festivals appointed fire safety provider (Glastonbury Festival Fire). This plan sets out the broad policy and framework of how GFEL shall work with statutory agencies and private contractors to meet this objective.

6.2 Advance discussions and liaison is carried out with Area Organisers and venue managers to ensure fire safety procedures are discussed and required controls are identified and put in place in all public venues.
6.3 As required under the Regulatory Reform (Fire Safety) Order 2005, individual fire safety risk assessments for any venue or structure used to accommodate persons (working or public) are carried out. Summary sheets of all assessments are retained by the venue operators.

6.4 A full list of all pyrotechnics and special effects is collated by the Health and Safety Co-ordinator and submitted for reference. All details and locations of special effects are forwarded to the fire brigade and any additional fire safety measures shall be put in place.

6.5 Ongoing inspection of all public venues is carried out during the Festival operational period to ensure all fire safety arrangements, including fire safety equipment are in place.

7. Major Incident Plan

7.1 GFEL develop and maintain the Festival Major Incident Plan. This is compiled in partnership with the Multi Agency Planning group.

7.2 Roles and responsibilities for all key agencies and staff are defined and regularly exercised within the Gold / Silver / Bronze command structure. The command / control / communication / co-ordination arrangements are outlined when dealing with eventualities such as critical incidents, emergencies and major incidents. Numerous generic potential scenarios that could occur are assessed.

7.3 The Event Control Centre functionality and layout is defined and explained. Broad response and procedural arrangements are detailed. There are Aide Memoirs for key staff to ensure awareness and appropriate training and briefing principles are in place.

8. Medical and Welfare Plan

8.1 GFEL are committed to providing a high level of medical service to members of the public and working personnel. An experienced and reputable medical provider is engaged to provide a wide range of medical services at the Festival. Qualified personnel are engaged as part of the medical team and work in the various medical facilities situated around the Festival event site.

8.2 GFEL establish a Medical and Welfare Working Group (MWWG), to review proposed arrangements for the effective delivery of health, medical and welfare arrangements (including those relating to mental health) during the Festival and pre/post phases.

8.3 A comprehensive plan is produced with an overview of the management strategies that will be implemented by GFEL to ensure that the licence conditions relating to the provision of medical services agreed with the local authority are met and that all relevant legal duties are discharged.

8.4 The MWWG shall agree the terms of a Memorandum of Understanding regarding the provision of medical and welfare services from both private and statutory agencies including areas of responsibility.

8.5 The MWWG shall also agree the terms of a Memorandum of Understanding regarding the provision of mental healthcare services from both private and statutory agencies.

9. Noise Management Plan

9.1 GFEL recognises that music and the sound of other activities taking place on the event site
before, during and after the Festival have the potential to affect local neighbours. GFEL seeks to reduce this potential by restricting the times during which noisy activities take place and make sure that this is communicated clearly to all staff and contractors.

9.2 GFEL works closely with MDC throughout the planning process and the Festival itself as part of the Noise Working Group (NWG) with the aim of reducing the unnecessary effects of sound.

9.3 GFEL produces a Noise Management Plan for each Festival which is discussed with and submitted to MDC for their approval. This sets out the manner in which sound will be managed on site during the Festival.

9.4 GFEL meets with Parish Councils where noise related matters can be raised and addressed either by referral; to the NWG, inclusion in the overall plan or by adopting other measures.

9.5 GFEL employs an independent acoustic consultant together with a sound management team which is on duty throughout the periods of Regulated Entertainment. This team manages music sound arising from the site, together with other members of staff and contractors, in line with the overall plan. This includes responding to noise complaints from residents and taking any action necessary to reduce sound levels in a timely fashion.

10. Sanitary Facilities Plan

10.1 GFEL aims to provide an improving standard of toilets in terms of availability and cleanliness. A reduction of emptying of toilets during the Festival is an objective to support the overall objective of reducing traffic movements while the public are on site.

10.2 The toilet provision is made up of a mix of ‘Longdrop’ toilets (large tanks below ground with seating above), compost toilets, PolyJohns, urinals and ShePees. All toilets and sanitary infrastructure are identified on the site plan with a schedule of inspection, maintenance and cleaning. The number of toilets and their proximity to crew and public are reviewed annually with improvements agreed. Toilet provision is monitored by an independent team of toilet assessors.

10.3 See 17.4 for the sewage (black waste) disposal process.

11. Security and Stewarding Operational Plan

11.1 GFEL contract many of the UKs best security and stewarding companies to supply the staff and equipment required to maximise public safety and customer service. Each staff member is identifiable by way of a tabard supplied by GFEL and also by accreditation documentation. The roles and responsibilities are detailed for key companies and staff.

11.2 GFEL comply with the Security Industry Authority (SIA) requirements in terms of guarding duties and this is evidenced by way of SIA and Non SIA Briefing Cards for all resource schedule positions.

11.3 Numerous voluntary groups perform stewarding duties and these measures are weaved into the overall plan so that all staff and organisations work together as ‘One Team’ to keep the Festival as safe as possible.
12. **Site Plan**

12.1 GFEL develops and maintains an up to date site layout plan. The plan is managed on electronic format, and is printed in various layers for different user groups. Site plan changes are designed and authorised prior to implementation. GFEL aims to use the site planning to achieve efficient site mark out and reduce risk of location conflict including buried and high risk services.

13. **Ticket & Entry Policy**

13.1 GFEL have established a robust system for public tickets sales which by using the registration process (see website for details), prevents the selling on and touting of tickets. This system is used for the public tickets, plus Sunday tickets. All tickets are checked a number of times by appropriate staff at the entry gates.

13.2 Ticket terms and conditions: [http://www.glastonburyfestivals.co.uk/information/tickets/ticket-info/#TCS](http://www.glastonburyfestivals.co.uk/information/tickets/ticket-info/#TCS)

13.3 Staff/Performer passes are co-ordinated by the Festival Passes Office, in co-ordination with Area Organisers.

14. **Trader Information Management Plan**

14.1 This plan documents the processes that will be implemented by GFEL to ensure that the licence conditions in connection with Food Safety are met.

14.2 A Markets Working Group (MWG) is in place and is responsible for scrutinising and approving the overall plan.

14.3 Fully documented Information Packs are made available to all Traders, Wholesalers, Crew Caterers and Bars, 30 days in advance of the Festival which document the Festival rules and regulations and provide reference material for all Food Business Operators.

14.4 The final version of the Information Packs are available to the members of the MWG and Multi Agency planning group.

14.5 The plan includes a Food Safety Management Plan and the procedures by which traders who are found to be contravening due process/systems will be dealt with.

14.6 Maps are delivered showing the layout of each market area and delivered to the Licensing Authority in advance of the event.

15. **Traffic Management Plan**

15.1 GFEL continue to develop the comprehensive traffic and transport arrangements with Somerset County Council (SCC), Avon and Somerset Constabulary (ASC) and GFEL contractors so that it will be suitably robust to withstand the potential incidents that may foreseeably affect the Festival site and local area and provide the facility to manage those incidents. This includes road closures, wet weather contingencies, fires etc. These arrangements aim to minimise the disruption to normal traffic flow during the Festival build and break, and during show days. A Traffic Management Working Group convene to
address issues from previous festivals and implement improvements.

15.2 GFEL appoints competent contractors to deliver the plan on its behalf and employ an in-house team to manage the arrangements and work with the agencies and contractors to deliver the schedule. GFEL sets up a joint control with SCC and ASC and contractors to enable effective decision making on site.

15.3 Transport management addresses ticket holder transport by public service (train, shuttle, coach), by car, by private vehicle charter, and by cycles. It also addresses crew, trader and performer transport.

15.4 Detailed access routes are identified and listed on the Festival website. Access routes for pedestrians are sign posted and stewards are used where required for pedestrian control and control cross over points.

15.5 Emergency service routes are defined, monitored and agreed with the relevant agencies and a comprehensive passes system is in place for authorised vehicle identification.

15.6 GFEL liaises with local resident groups and other interested parties so that local requirements can be incorporated into the planning of the festival.

16. Venues Plan

16.1 GFEL commissions the build and management of a number of temporary structures at the Festival which are used to accommodate the entertainment programme. All suppliers of the temporary structures provide as a minimum the following safety documentation during planning phases of the event:
  - Risk assessments and method statements for the build and dismantling of temporary structures
  - Public liability insurance details
  - Design drawings and calculations (where appropriate)
  - Details on maximum operating procedures and protocols in the event of high winds.

16.2 Advance discussions are held with Area Organisers and Venue Managers regarding venue requirements. Safe occupancy calculations are established to take into account the venue use, number of suitable exits, fire escape plans etc.

16.3 All venues are subject to a full sign off prior to opening to the public. Such inspections include assessment of and ensuring suitable controls are in place for: Fire, LPG, structural safety and integrity, briefings, stewarding, security, escape routes etc.

16.4 A full list of all venues on site is maintained by the Festival.

17. Waste Management Plan

17.1 A comprehensive waste management system is in place to ensure waste is collected efficiently with minimal vehicle/pedestrian conflict. This includes collection and processing of all solid waste, grey water and black water.

17.2 Public and crew are encouraged to segregate solid waste into green (recyclables)
brown (compost) and black (general) topped receptacles.

17.3 Waste is collected and transferred to a controlled area for sorting. Output from this processing is removed from site to licensed waste sites.

17.4 Black water (sewage) is collected into bulk reservoirs. These are monitored for environmental considerations throughout use. Reservoirs are emptied depending on usage and contents transported to two large lagoons, also monitored for environmental impact throughout. These lagoons are emptied and contents transported by a licensed contractor and deposited local sewage treatment facilities.

17.5 Waste management statistics are gathered and assessed post Festival.

18. **Water Supply Plan**

18.1 GFEL are required to provide adequate water for drinking and hygiene needs while minimising waste. All water supplied through the supply system is potable. GFEL liaises with Bristol Water prior to the Festival to ensure adequate supply is available throughout the event whilst not affecting local village supplies. Buffer reservoirs are on site to cater for peaks and troughs of demand. A contingency plan is in place in case of failures of the supply.

18.2 A team of water engineers commission the permanent infrastructure and carry out temporary plumbing for required end use points. A quality monitoring schedule is carried out with independent tests by a third party as part of licence regulations. Arrangements are put in place to safeguard the supply from physical damage, and contamination by syphoning.

18.3 Detailed documentation (planning, policy and process as required) is maintained by the Festival to deliver these arrangements consistently and effectively.

19. **Villages Proposal**

19.1 GFEL work with ASC and MDC to formulate a Memorandum of Understanding detailing approaches to crime in villages surrounding the Festival site. GFEL agree each year a policing plan which includes levels of cover.

19.2 Security and stewards are located at defined locations to monitor activities around the site including within the local villages. These are briefed prior to duties/deployments.

19.3 Village security maps are prepared and available to relevant agencies on request. Additional lighting will reviewed annually for security and health and safety considerations.

19.4 Each year GFEL continues with the consultation process with local Parish Councils to ensure issues around unauthorised carparks, traffic management and road safety, road closures, noise and litter are appropriately addressed.

19.5 GFEL appoints a Village Liaison Manager with the responsibility to communicate with the village, including written communication each June on all information items useful to the village residents relating to the Festival. Contact can be made on the annual advertised number. During the Festival GFEL will manage a 24 hour drop in centre to address any
20. Public Safety Management Plan

20.1 GFEL recognises its duties under the Licensing Act 2003, the Health and Safety at Work etc. Act 1974 and related legislation, to protect the safety and well-being of all persons attending the event. A framework whereby GFEL will meet such duties - and the general duty of care owed to persons on the event site - is established.

20.2 GFEL appoint a Health and Safety Contractor to oversee arrangements in place to protect the health, safety and welfare of working personnel, contractors and members of the public.

20.3 A comprehensive safety regime is in place throughout the planning and delivery stages including (but not limited to):
- Production of risk assessments
- Development of Festival health and safety policy
- Liaison with Area Organisers, contractors and performers on all aspects of health and safety relating to the set up and provision of equipment and services for the Festival.
- Collation of third party safety documentation
- Development and circulation of bespoke policies for specific use at the Festival
- Monitoring of safe working practices.

20.4 GFEL establishes a series of Working Groups that include members of the Emergency Services, Local Authority and other external agencies as appropriate, to scrutinise the details of operational plans and agreed operating procedures and protocol throughout the Festival.

21. Schedule of Key Dates

21.1 A schedule of key dates for submission of all the required plans is provided to MDC each festival year.

To support the plans above, GFEL develops and implements supporting documentation including but not limited to plans, schedules, process, procedures and risk assessments. These are made available as required to responsible organisations with a legitimate right of access to such material.