



# Glastonbury Festival 2015 Crowd Dynamics Plan

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## 1. INTRODUCTION

- 1.1 The Crowd Dynamics Plan (CDP) is an overview of the strategies that will be implemented by Glastonbury Festival 2015 Ltd Company Reg Number 04348175 (GF2015) to plan and deliver a safe event which achieves the objectives of the Licensing Act 2003; namely:-
- prevention of crime and disorder
  - public safety
  - prevention of public nuisance and
  - protection of children from harm
- 1.2 The CDP will detail GF2015's general strategy with regard to crowd dynamics and measures to control and manage crowds during site ingress, egress and during the Event in both normal and emergency operating conditions.


## 2. CROWD MANAGEMENT WORKING GROUP

- 2.1 GF2015 shall establish a Crowd Management Working Group (CMWG), which shall include representatives from:
- Avon and Somerset Constabulary (ASC)
  - Devon & Somerset Fire & Rescue Service (DSFRS)
  - South Western Ambulance Service NHS Foundation Trust (SWASFT)
  - Mendip District Council (MDC)
  - Somerset County Council (SCC)
  - A specialist in the application of Crowd Dynamics theory and practice at events
- 2.2 The GF2015 Operations Director act as the lead on crowd safety planning, supported by the Security Director and Site Manager.
- 2.3 Operational plans shall be reviewed in the light of recommendations arising from the previous event, including those of MDC officers and an external crowd dynamics specialist. GF2015 shall present for scrutiny to the CMWG any plans which differ substantially from previous Festivals. An outline of refinements for the 2015 event is included in Appendix A.
- 2.4 Final operational plans relating to the above will be made available to all members of the CMWG (and other agencies as appropriate) prior to the Event Period.

## 3. STRATEGY

- 3.1 The overall strategy of the event is to ensure that sufficient space and flow capacity is provided for all members of the public throughout Festival ingress, circulation (within and during the event) and egress phases.
- 3.2 Wherever practicable and safe to do so, GF2015 shall promote free movement of the public once within the perimeter fence. This means continual and unrestricted access to campsites, entertainment stages and market areas.
- 3.3 Only in instances of substantially enclosed or restricted spaces shall public access be specifically regulated i.e. a maximum safe occupant capacity shall be calculated and this then managed by means of stewarding, fencing or other access control mechanism, and the occupancy of the relevant area estimated or measured by competent person(s).

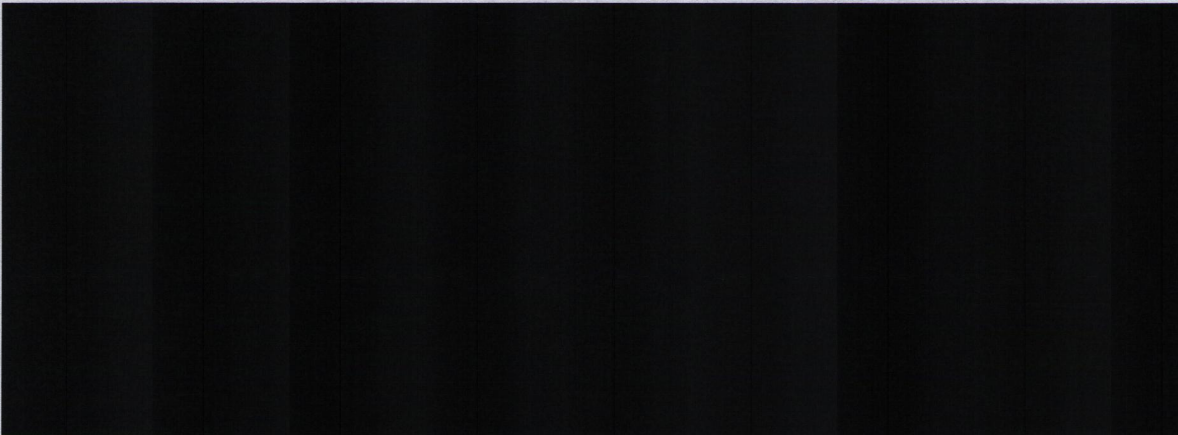


- 3.4 GF2015's overall Risk Assessment, based on many years of experience, is that the crowd can for the most part, safely and effectively self-regulate their own numbers, flows and densities at the principal entertainment locations and pedestrian thoroughfares. Direct crowd management intervention will only be implemented where a specific risk has been identified through empirical observation or where there is a risk of entrapment, a build-up of potentially hazardous crowd densities or crowd dynamics.
- 3.5 GF2015 shall provide appropriate resources to give information to the public to navigate the site in a safe and effective manner.
- 3.6 
- 3.7 At larger stages video and audio relay systems will be employed to maximise the audience footprint and thus reduce the potential for pressure as the audience seeks to move towards the stage.

#### 4. MEASURES APPLIED TO CONTROL AND MANAGE CROWDS

- 4.1 The fundamental mechanisms for managing crowd behaviour and expectation are the Site Design, Programming, Public Information and Crowd Control measures. These will be outlined below for the Ingress, Circulation and Egress phases of the event.
- 4.2 A key mechanism for managing crowds is to ensure that a wide and competitive programme of entertainment and activity is provided across the site. Stages have been located and scheduled to divide the audience into discreet groups which can be monitored and managed independently.
- 4.3 Advance information on schedules and playlists is provided on the GF2015 website, in programmes, a smartphone app and at public information points around the site.
- 4.4 Where appropriate, recognised international standards of occupancy and flow will be used to determine venue capacity and throughput of exits and thoroughfares. A summary of occupant capacities for enclosed venues is included elsewhere in the Venues Plan chapter of the EMP.

#### DURING SITE INGRESS

- 4.5 
- 4.6 
- 4.7 
- 4.8 Disney style queuing snakes will be established at each gate, with a plan for progressively allowing the public to approach the respective gate – giving a sense of progress and reducing the potential for frustration.



- 4.9 At each entry point staff members are provided to offer public information and support, and to facilitate the opening of queue areas. [REDACTED]
- 4.10 Additional barriers will be provide to allow for additional queue lanes and waiting areas to be established, however, the experience of the last few years is that adequate arrangements have been put in place and contingency measures not been implemented.
- 4.11 Sufficient ticket, search and wrist-banding lanes are provided to enable the waiting public to be processed in reasonable time. [REDACTED]

#### **CIRCULATION DURING THE EVENT PHASE**

- 4.12 Each year the Festival site undergoes review following observations and reports of the previous event (including those of the MDC Scrutiny Board, H&S Officers' Report and the Movement Strategies Report).
- 4.13 For the most part the site will remain identical to the 2014 event.
- 4.14 Circulation routes are provided of sufficient width to manage public capacity, and where possible to avoid contra-flows and cross-flows. In some locations, [REDACTED] one-way systems will be implemented, however, where two-way traffic cannot be avoided by means of design, the Festival will seek to promote a "Keep Left" message to reduce the potential for conflict and turbulence
- 4.15 Consideration has been given to all aspects of site design, including the location of venues, structures, welfare and sanitary amenities, medical resources and other assets. The guiding principal has been to facilitate easy navigation and maximise the opportunity for the public to use a variety of routes to access all areas of the site. The only exception to this is the night-time single point of entry to the SEVC.
- 4.16 GF2015 shall review operational plans in the SEVC to allow to the balancing of population densities within each of the fields. This would be in addition to the existing measures for controlling overall numbers into the SEVC.
- 4.17 Risk Assessments will be carried out on a daily basis to identify activities or acts which may require additional or special measures to effectively manage crowds. These Red/Amber/Green (RAG) assessments will be carried out by GF2015 management and programmers to identify those performances which may be liable to draw excessive crowds, or which prompt adverse dynamics on the part of the audience. These RAG assessments will be used for advance deployment of security personnel and other assets (e.g. medical and fire teams).
- 4.18 Green status will be given to any act or activity which is within the planned capacity and capability of the event and crowd management infrastructure. An Amber assessment means that the act or activity requires specific monitoring and observation, with resources available on standby. A Red assessment is one where additional resources or specific contingency measures are required. This marks a departure from the previous categorisation whereby "Red Acts" were those which were expected to be very busy. Reviewing the categorisation will allow GF2015 and other stakeholders to more rapidly identify those areas or activities which warrant special attention, rather than simply identifying when a venue or location may be full.
- 4.19 GF2015 shall produce specific Risk Assessments for those areas where adverse crowd dynamics can be expected. Any such Risk Assessment shall be peer-reviewed by an independent crowd dynamics specialist and the results presented to the Crowd Management Working Group.
- 4.20 Wherever practicable, GF2015 will seek to avoid the presentation of artistes in inappropriate venues. A list of so-called "Secret Shows" will be shared with all relevant agencies in advance. This



may be discussed in the standing Crowd Safety agenda item at the regular Silver meetings [REDACTED]

4.21 Information on crowd movement, density and dynamics will be provided by means of:

- [REDACTED]
- Direct contact with Area Organisers
- Feedback from security and stewarding personnel (including the potential for manual crowd-counting)
- Feedback from H&S Team and A-Team
- Direct reports from GF2015 mobile Bronze Managers
- Monitoring of social media by specialist team at ECC

Information is provided to the public by a variety of means, including:

- Fixed site signage and navigation markers
- Dynamically controlled LED text panels and road-towable VMS signs (activated by system controllers at ECC)
- Video screen messages at the principal stages
- Stage announcements
- Updates to the Glastonbury mobile phone app
- Public information points
- Direct communication from stewards, and staff
- Outgoing social media messaging (controllable from ECC)

4.22 In addition, GF2015 shall maintain a reserve of materials for crowd management purposes – including fencing, barriers, loudhailers, lighting, wood chip, straw high-viz tape and personnel. These shall be dynamically assigned by the ECC in response to site conditions.

4.23 [REDACTED]

#### **DURING SITE EGRESS**

4.24 All stages, enclosed venues and entertainment areas will be planned to facilitate safe public departure and dispersal following closure of a given act or activity. This shall include provision of sufficient exit width, suitable footing, illumination, signage and so on.

4.25 On Sunday 28<sup>th</sup> June 2015 pedestrian gates, roadways and car parks will be reconfigured in preparation for public departure from the site. Should it be required, woodchip, trakway and other materials will be deployed in anticipation of public use. This will be at the discretion and direction of the Site Manager and Infrastructure Manager.

4.26 VMS signs will be re-positioned and programmed with exit text.



4.27 The Offsite Manager shall configure the bus station, car parks and external vehicle routes for mass egress.

4.28 Personnel and other resources will be deployed for the exit phase throughout Sunday afternoon and overnight.

4.29 Trader vehicles will not be permitted to depart site until 18.00 on Monday 29<sup>th</sup> June 2015 to allow public navigation of the site and facilitate rapid emptying of external car parks.



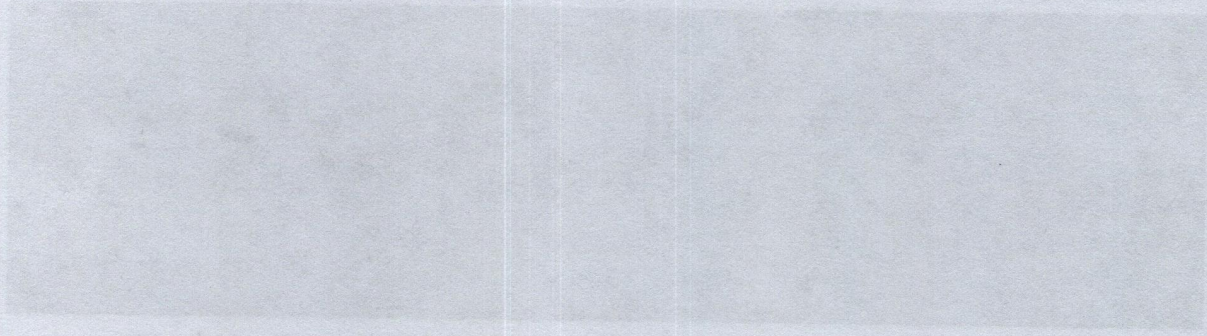
**APPENDIX A**

- 4.30 There are no significant changes to site or entertainment layout planned for 2015.
- 4.31 Internal changes, which include the relocation of the bar and concessions to the West side of the field will be considered within the Arcadia area. This should improve the distribution of the public around the field, and where practicable return some elements to public camping.
- 4.32 Improvements will be made to the underfoot conditions at the Tunnel Gap crossing point on the route from the Other Stage to the Railway Line.
- 4.33 In the light of experience in recent years, the access control system into the South East Corner will be reduced in size to minimise the footprint within Bella's Field. A single point of entry will continue to be used for late-night period, but provision to queue large numbers of people awaiting entry has not be borne out by observation and this element will be significantly reduced.
- 4.34 Improvements will be sought in the layout of Clapps Ground to more effectively distribute the public between the discreet entertainment areas of the South East Corner.
- 4.35 The RAG Status document used to categorise acts, events or locations which may produce an adverse crowd dynamic will be reviewed to more clearly indicate where special measures are planned/required to maintain public safety.
- 4.36 Further improvements in general design to improve circulation and public information will be pursued (consistent with the observations made by the external crowd dynamics consultant).
- 4.37 Toilets will be relocated further into Pennard Hill Ground Campsite at the Glade cross roads in order to increase crowd flow rates and reduce conflicts with static queues.
- 4.38 The throughway located at the West end of Furlonger Lane between Hawkwell and Rowmead campsite will undergo ground works to increase flow capacity and provide better underfoot conditions into and out of the Pyramid arena.
- 4.39 Improvements will be made to the gradient of the pedestrian slope at Tunnel Cross leading up to the Railway Track from the Other Stage arena routing from 'bog bypass' and signage will be reviewed within this area.
- 4.40 
- 4.41 
- 4.42 Upon review of the issues with last year's moveable concessions (e.g. ice cream vans), a new contractor has been appointed with the number of vans being reduced from 36 to 30. These vans will be located with consideration to crowd flows and will be prohibited from relocating without approval from Event Control.



APPENDIX A

- 4.20 There are no significant changes to site or site management layout planned for 2012.
- 4.21 Internal changes which include the relocation of the bar and concessions to the West side of the field will be considered within the overall plan. The overall site layout of the field around the field, and where practical, some site changes to be considered.
- 4.22 Improvements will be made to the site layout conditions to ensure a safe crossing point on the route from the Gate Stage to the Railway.
- 4.23 In the light of experience in previous years, the access control system into the South East Corridor will be reduced in size to maintain the perimeter within the field. A single point of entry will continue to be used for late night period, but barriers to control large numbers of people waiting entry will not be used by observation and this element will be significantly reduced.
- 4.24 Improvements will be sought in the layout of stages to ensure that they are effectively distributed the public between the largest entertainment areas of the South East Corridor.
- 4.25 The IAG Stages document used to categorise and control the layout of stages with any changes to stages management will be reviewed to ensure that they include where appropriate and plan arrangements to maintain public safety.
- 4.26 Further improvements in general design to ensure enhanced and public information will be provided consistent with the objectives made by the overall crowd dynamics consultant.
- 4.27 Gates will be reviewed further into the South East Corridor to ensure that the gates are in order to increase the flow of people and reduce the risk of congestion.
- 4.28 The structure located at the West end of the stage will be reviewed and improved. Concrete will be used to ground works to increase flow safety and provide better understanding and out of the festival site.
- 4.29 Improvements will be made to the station of the pedestrian route at Tunnel Road, leading up to the railway track from the Gate stage area, including the dog track, and signs will be reviewed upon this area.



- 4.30 Upon review of the gates with last year's movable barriers (e.g. the main road), a new contractor has been identified with the number of gates being reduced from 25 to 20. These gates will be located with consideration to crowd flow and will be monitored from existing without approval from Event Control.