

13. COMMUNICATIONS POLICY

1.0 GFL recognises the fundamental importance of robust communication systems and techniques in the safe and efficient running of the festival. As a consequence, the following policy objectives have been adopted:

1.1 To ensure that all workers, volunteers, contractors, statutory agencies and members of the public have access to adequate information to allow them to produce or attend a safe event.

1.2 To provide suitable systems to allow uninterrupted communications across the entire site for the duration of festival production activity.

1.3 To establish a clear chain of command.

1.4 To share information and communication systems with statutory agencies to ensure the smooth running of the event and the efficient response to incidents.

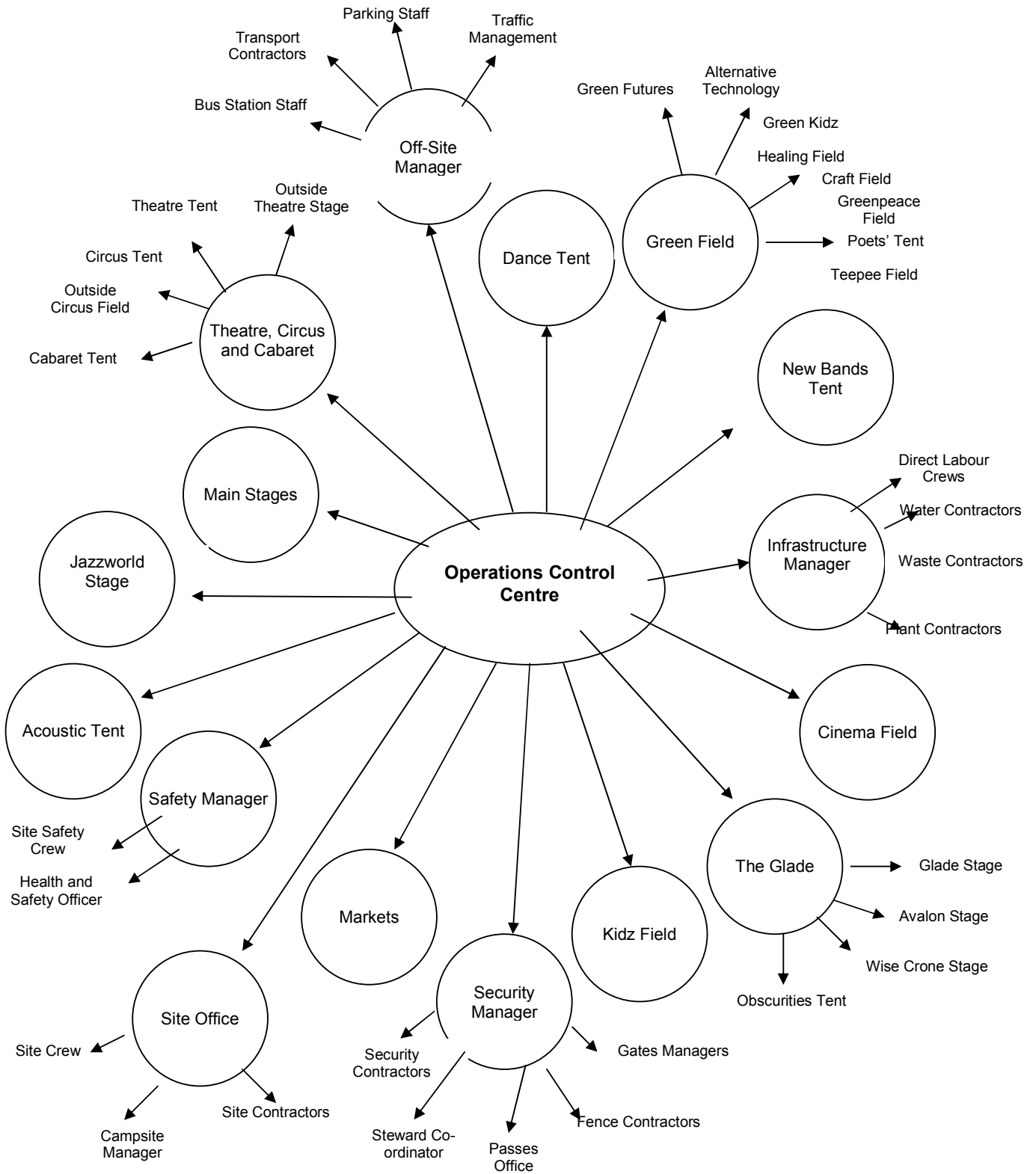
2.0 Devolved Control

2.1 In order to deliver the policy objectives, a strategy has been developed which combines the considerable experience gained from previous events with new management structures and changes to the layout of offices and facilities. Together these will expedite an efficient flow of information between festival departments and with external agencies.

2.2 The complexity and scale of Glastonbury Festival means that a considerable degree of delegation of authority must occur from the central operations team to functional managers and Area Co-ordinators. It would be very difficult for a centralised entity, no matter how well resourced, to carry out the myriad production and operational decisions required to produce the event, *and* to be available for rapid incident response. Instead, GFL will establish a central hub for strategic decision-making and site-wide communications, and delegate operational issues to a number of satellite area offices. These arrangements are shown schematically below.

2.3 An Operations Control Centre will be established to house senior event management staff and a dedicated Communications Team. This facility will be located adjacent to the control rooms of other statutory agencies and the emergency services.

2.4 In addition to the area offices, a number of managers will act as communications conduits – such as the Site Manager, Safety Manager, Security Manager and so on. The operations hub and the principal satellites are shown below.



- 2.5** The area offices cover both the geographic spread of the festival site and reflect the demographics and crowd densities of the event. Some area offices will cover a range of smaller performance sites or installations. The distribution of area offices and the deployment of staff from them ensures that there is no part of the site that is beyond ready contact.
- 2.6** Each of the area offices has the resources, personnel and communications systems to tackle the vast majority of production issues, small-scale incidents and operational decisions. In the instance of an event that requires site-wide response or emergency service intervention, the area offices will act as conduits for communication between the Operations Control Centre and event staff on the ground.
- 2.7** The Area Co-ordinators are:
- The Green Fields Co-ordinator – who is responsible for communicating information to the managers of the Green Futures Field, the Alternative Technology Field, the Healing Field, the Craft Field, the Tepee Field, the Greenpeace Field, the Poets Tent and the Green Kidz.
 - The Dance Tent Co-ordinator.
 - The Jazz World Stage Co-ordinator.
 - The Kidz Field Co-ordinator.
 - The Acoustic Tent Co-ordinator.
 - The New Bands Tent Co-ordinator.
 - The Cinema Field Co-ordinator.
 - The Glade Co-ordinator – who is responsible for communicating information to the Glade Stage, the Avalon Stage, the Wise Crone Stage and the Obscurities Tent.
 - The Theatre, Circus and Cabaret Co-ordinator – who is responsible for communicating information to the Cabaret Tent, the Circus Tent, the Outside Circus Field, the Theatre Tent, the Outside Theatre Stage, and those involved in street theatre and parades

3.0 Communications Strategy

3.1 There are three strands to the GFL communications strategy:

- On-site communication between workers, organisers and agencies
- Information to the public
- Communication with the outside world

It is the first of these that will be examined in depth in this chapter, but before doing this, the other elements are outlined.

3.2 Information to members of the public (by which is meant festival-goers rather than the general public), is offered in a wide variety of ways: the web site, posters, programme notes, on-site signs, Radio Avalon broadcasts, information points, stage announcements, video screen display, and direct communication from event staff and stewards. These combine to ensure that festival goers have ample access to directional, safety, entertainment and welfare information before and during the event.

- 3.3** Areas of the site that are away from communications systems, such as PA's, video screens, area offices and steward response teams, will be equipped with handheld loudhailers to give instruction and information to the public in the event of an incident.
- 3.4** GFL recognises the importance of communication with the outside world during the event. Considerable experience has been built up in dealing with press and media both on and off-site, and an experienced PR team operates throughout the event. In the occurrence of a major safety incident at the festival, GFL press department and information teams would place their staff and resources alongside those of ASC and MDC to establish a unified incident/casualty information provision.
- 3.5** Communication will be established between GFL Operations Control Centre and MDC Office in Pilton. This will facilitate the rapid communication of issues, problems or incidents occurring in the village, thereby enabling GFL to respond swiftly and appropriately to the concerns of residents.

4.1 On-site communications

- 4.2** It is the role of the Communications Manager, Tony Daniels, to co-ordinate the provision, installation and maintenance of hardware for site-wide telephone and radio communications systems. Tony will also oversee the equipping and staffing of the main communication facility at the Operations Control Centre.
- 4.3** The main communications backbone is a fixed telephone network, linking all the area offices, gates and other production centres. The landline system is supported by an independent radio network.
- 4.4** Starting in January the Comms Manager will set up a series of meetings to establish the specific communications requirements of Organisers, Area Co-ordinators, Security and major contractors. This will then be analysed and the specification produced. The resulting specification will contain details of the number, type and location, along with the allocation of radio frequencies.
- 4.5** All traders and contractors are required to contact the Communications Manager if they wish to use radios or have telephone lines on site. Orders are placed, via the Communications Manager for fixed and mobile communications. This ensures minimal radio channel interference or cross-talk from incompatible systems brought onto site by traders. The equipment is not supplied directly by the festival but via a recommended supplier.
- 4.6** The final specification is then verified by a specialist supplier to ensure conformity to Radio Agency standards and non-interference with other radio users in the community. Attention is also paid to the allocation of radio frequencies used by wireless stage microphones.

5.0 Site Telephones

- 5.1** The telephone system consists of a BT Featureline system connecting telephones around the site, with both short code dialling (referred to as internal), and external facilities, which are programmed at the discretion of the Communications Manager. In GF 2000, there were 102 external telephone lines and 75 internal telephone lines.

- 5.2** The switching of these calls is made at the BT exchange in Pilton. Other external lines exist for specific reasons, including ex directory lines at the Communications Centre and site office. The Communications Manager liases directly with the BT (no other operator currently operates on site) co-ordination team in Dundee and the local engineering force, ensuring the delivery to site is completed on time and where necessary prioritised.
- 5.3** The team consists of BT and service trained professionals (management, engineering and operators). Trained operators and reserve operators work on a 24 hour shift pattern (from the Sunday before, to the Tuesday after the festival), providing a One Stop Enquiry and Emergency Contact point. The Communications Centre has details of ALL fixed telephone lines and shares this information with the County Emergency Officer.
- 5.4** Two telephone directories are published - one internal for all managers, and one restricted. The restricted directory contains some of the ex directory numbers and items such as the local authority on site and the police / fire contact numbers.
- 5.5** Orange, a sponsor of GFL, supplies fifty mobile telephones, which are allocated in addition to other equipment, to allow private conversations to take place. The Orange system can ensure priority to specific numbers if the network is under pressure. This equipment is **not** integral to the festival communications infrastructure.
- 5.6** Should the mobile network collapse, or be shut down, this may be an inconvenience to some, but would not influence effective communications in dealing with an emergency or major incident. Mobiles are not used in dealing with any incident or potential incident, which may require the intervention of emergency services or security – only in dealing with local issues that can be handled without support external to the area involved.
- 5.7** The fixed telephone network could potentially be compromised by a number of factors. These, and the contingency plans for rectifying the system are listed below:
- **Cables damaged on site.** The Communications Team can react quickly repairing broken cables. The team has the skill, tools and materials on site to repair until BT arrive on site. (In the past the repair to ISO9001 standard has been completed before BT attended).
 - **Cables damaged off site.** The cables feeding the site are non pressurised and, as such, it must be physical damage such as a JCB digging up the road (unlikely to happen due to traffic restrictions etc). BT are contracted to attend within 4 hours. (The inclusion of the police circuits in the cable ensures emergency attention, normally within the hour)
 - **Major fault at telephone exchange.** Highly unlikely, but response to this would be within the hour by BT (the exchange is continually monitored by the operations centre in Oswestry). In the event of a total failure, then the radio system would be the main facility used – unless a major incident was called (when ASC would take control).
 - **Power Failure to the Communications Centre.** Essential equipment, such as the main radios and repeaters, has battery backup, providing up to 8 hours of communications. The telephone system requires no local power.

- **Radio Repeater Failure.** The main radio equipment in the communications centre is backed up by reverse frequency equipment. Although the talk through facility would disappear communications can continue.

6.0 Radio Equipment

- 6.1** The primary radio system consists of 750 UHF radios, spread over 32 channels and broken down into groups, based on role and responsibility. Such roles include “entertainment” – stages and circus etc, “medical”, “security”, “markets”, “site needs” – toilets and water etc and “site crew”. Every radio contains 2 duplex channels controlled by the Communications Centre, which continually monitors Channel 1 for emergencies and requests. Channel 2 allows communication of people in other groups. 27 channels are allocated and 5 held in reserve by the Communications Manager for use in the case of a serious incident.
- 6.2** Every radio supplied by the festival can contact the Communications Centre directly, provided they are within range – typically 5 km.
- 6.3** The following accessories are available and allocated where required:
- Heavy-duty headsets and noise cancelling microphones are used in stage pits and the dance tent.
 - Light-duty headsets are in general use around the site.
 - Covert headsets are available to security staff.
- 6.4** Twenty TETRA radio telephones (a combined digital radio and integrated mobile phone) are maintained on charge at the Communications Centre for use in a major incident or catastrophic communications failure. The system has UK coverage, so off-site travel would not restrict communications.

6.5 The allocation of radio channels to user groups is shown in the table below

CHANNEL NO.	ALLOCATION	A	B	C	D	E	F	G
1	COMMS	◆	◆	◆	◆	◆	◆	◆
2	WORKING	◆	◆	◆	◆	◆	◆	◆
3	THEATRE	◆						
4	JAZZ	◆						
5	ACOUSTIC	◆						
6	AVALON	◆						
7	DANCE	◆						
8	NEW BAND	◆						
9	MAIN STAGE	◆						
10	OTHER STAGE	◆						
11	GREENFIELD	◆	◆					
12	GATE 2	◆	◆					
13	SITE INFRASTRUCTURE MANAGER & CREW	◆	◆					
14	POWER	◆	◆					
15	KIDZ	◆						
16	MARKETS		◆					
17	MARKET SERVICES		◆					
18	GATES & TRAFFIC	◆						
19	SITE MANAGER			◆				
20	LOCK UPS							◆
21	CAMPSITE STEWARDS & TRACTORS							◆
22	STAGE SECURITY			◆	◆	◆	◆	
23	SAFETY G (GENERAL)			◆			◆	
24	SAFETY V (VEHICLES)			◆	◆		◆	◆
25	SAFETY F (FIRE)			◆			◆	
26	MEDICAL			◆	◆		◆	
27	SECURITY					◆		

7.1 Installation and operation timetable

7.2 Before the festival

The site is equipped with radio and fixed telephones at key areas, such as the site office, farm office and open gates from the beginning of June when the site opens. During the lead up time, BT builds the infrastructure, and the radio systems grow as, and when required, based on the requirements of arriving contractors and site workers. It is the intention of GFL to ensure that adequate communications systems are available at all times and in all areas that works are carried out prior to the festival.

7.3 On the Sunday before the festival, the Communications Centre is established, the team arrives on site, commences the issue of the remainder of the equipment, and staffs the centre. Equipment is registered and tested before issue. Once staffed, all calls are logged to include details such as time, caller ID, message content, and any action taken.

7.4 During the festival

The Communications Centre is the hub of activity assisting the smooth operation of the festival machine, and to date has been based adjacent to the Site Office. The development of a multi-agency Operations Control Centre (detailed below) means that the Communications Centre is re-located there in 2002.

7.5 The Communications Centre team adheres to agreed protocols for certain messages and events. All calls through the Communications Centre are recorded along with actions taken, providing an audit trail of events. The protocols are reviewed, and amended if required during the festival and recorded in the Communications Operations Guide.

7.6 Operational times for the different area offices will vary. A rough rule of thumb is that the entertainment venues and areas operate for a few hours beyond the times of licensed entertainment, while services and all night facilities, such as the markets, operate 24 hours a day.

7.7 A list of offices, numbers and operation times will be available to MDC and Emergency Services 56 days before the commencement of the festival.

7.8 Festival wind down

Communication support is gradually removed from the festival and equipment returned to the suppliers. Communications are maintained on a limited basis until the site is cleared. Radio communications must remain available for site crew and contractors as they dismantle the event infrastructure.

8.0 Paging, loudhailers and CCTV

8.1 Tone and text paging equipment is supplied as required. It is particularly helpful in the lead up time, when people are off site, and during noisy environments, such as stage production areas where the vibrate method is used. 20 pagers will be supplied for GF 2002.

8.2 Thirty loudhailers will be provided for the Site Safety Teams and for the Safety Manager and Market Managers, for use, if required, when congestion occurs or if there are crowd control issues. Additional loudhailers will be available from area offices

8.3 The Communications Manager will co-ordinate the CCTV arrangement with the Event Control Team. In recent years there has been a growth in the use of CCTV to assist in crowd control and crime prevention. Cameras are sited at strategic locations around the site. Many of the cameras are remote and will feed back to the Operations Control Centre, where recording will take place on a multi-channel video and tapes will be logged and held and will feed back to a bank of monitors each with a dedicated video recorder in the Operations Control Centre. The video tapes will be managed in accordance with the Data Protection Act.

8.4 Signs indicating the use of CCTV will be displayed at all entrances, watchtowers and other areas where CCTV is operating.

9.0 Information management during the event

9.1 From the Sunday prior to the event until the Tuesday post event, the Operations Managers will hold daily on site meetings with the key operational managers on site. These meetings will be daily prior to the first formal inter agency meeting the Event Control Team have with ASC, MDC and the other key players in the Emergency Services.

9.2 These management meetings will have the following objectives:

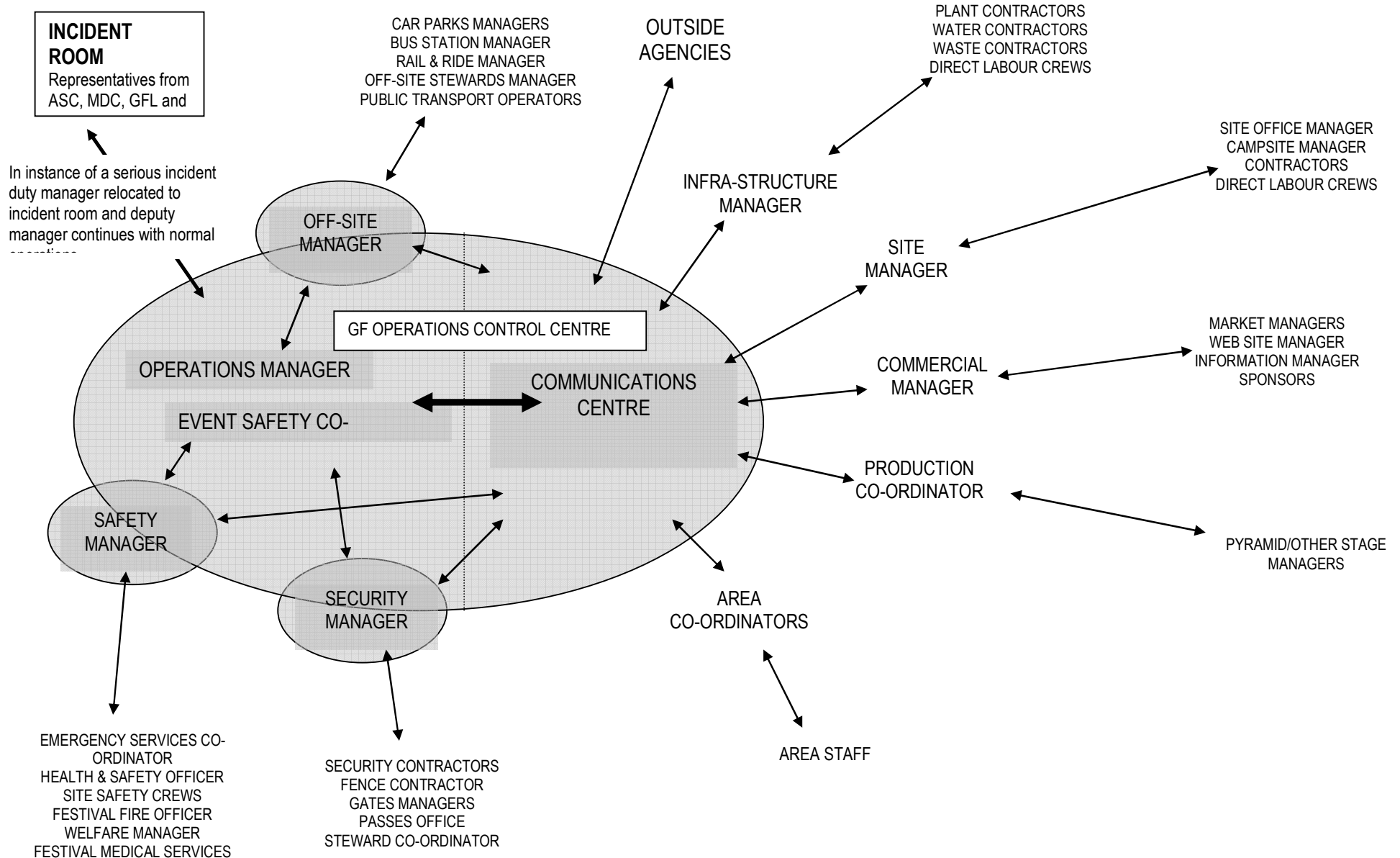
- To assess progression against objectives and timescales.
- To identify emerging problems.
- To develop joint solutions to problems.
- To disseminate information from the Event Control Team.

9.3 The conclusions of such meetings will be communicated to relevant event workers by means of the network of Area Co-ordinators and key contractors.

9.4 Problems and information can also be fed up the line from workers via their Area Co-ordinators to the Event Control Team who would bring relevant issues to the management meeting.

9.5 GFL believe this two-way information flow is both practical and robust.

9.6 INFORMATION FLOW TO/FROM GF OPERATIONS CONTROL CENTRE



9.7 Communication with external emergency services

Protocols will be established for summoning assistance from the emergency services. Area Co-ordinators and others will be advised that all emergency help must be requested via the Operations Control Centre, who will contact the relevant agencies. The protocol for fire is set out as an example.

An emergency call is made by phone or radio to the Ops Control Centre. On receiving an emergency call, the following data must be recorded in the emergency log:

- Location of fire including grid reference or fire point number
- Name of person making call
- Contact details of person – radio channel, telephone number etc
- Type of fire – tent, grass, etc.

Dial 9, 999 and ask for fire brigade

- Give location as Glastonbury Festival Pilton
- Give location on site of fire and type of fire

Call on site fire team on extn XX and advise that call has been made to 999. Give details and location as above. The fire brigade will establish whether site-based resources are sufficient to tackle the incident or whether additional equipment and personnel must be despatched to site.

Call medical emergency on extn xx to advise

Call Security Manager on extn xx to advise

- Time of event
- Radio channel allocation (part)
- Common channels to be indicated

9.8 It is recognised that the prevalence of mobile phones amongst festival goers means that 999 calls are increasingly common from audience members. To avoid despatching multiple tenders to the same incident, all calls emanating from the festival site will be referred back to the site emergency service control to establish whether they are aware of the incident and are attending.

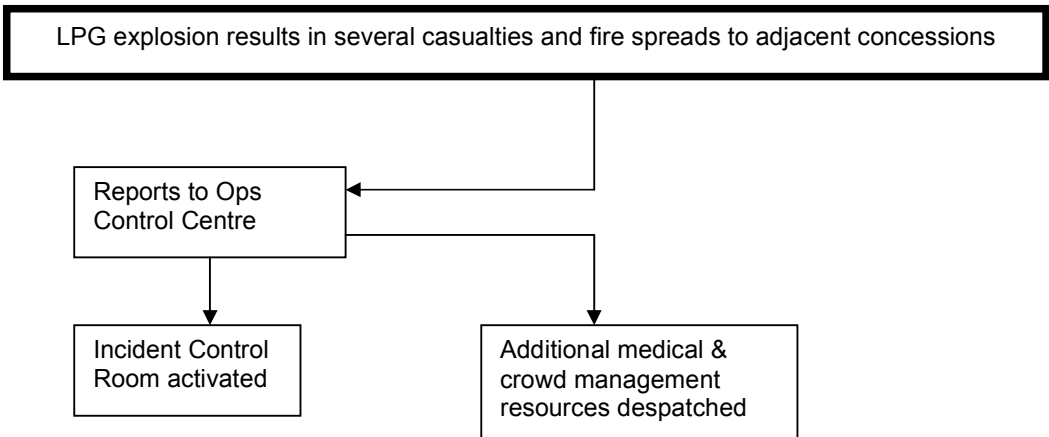
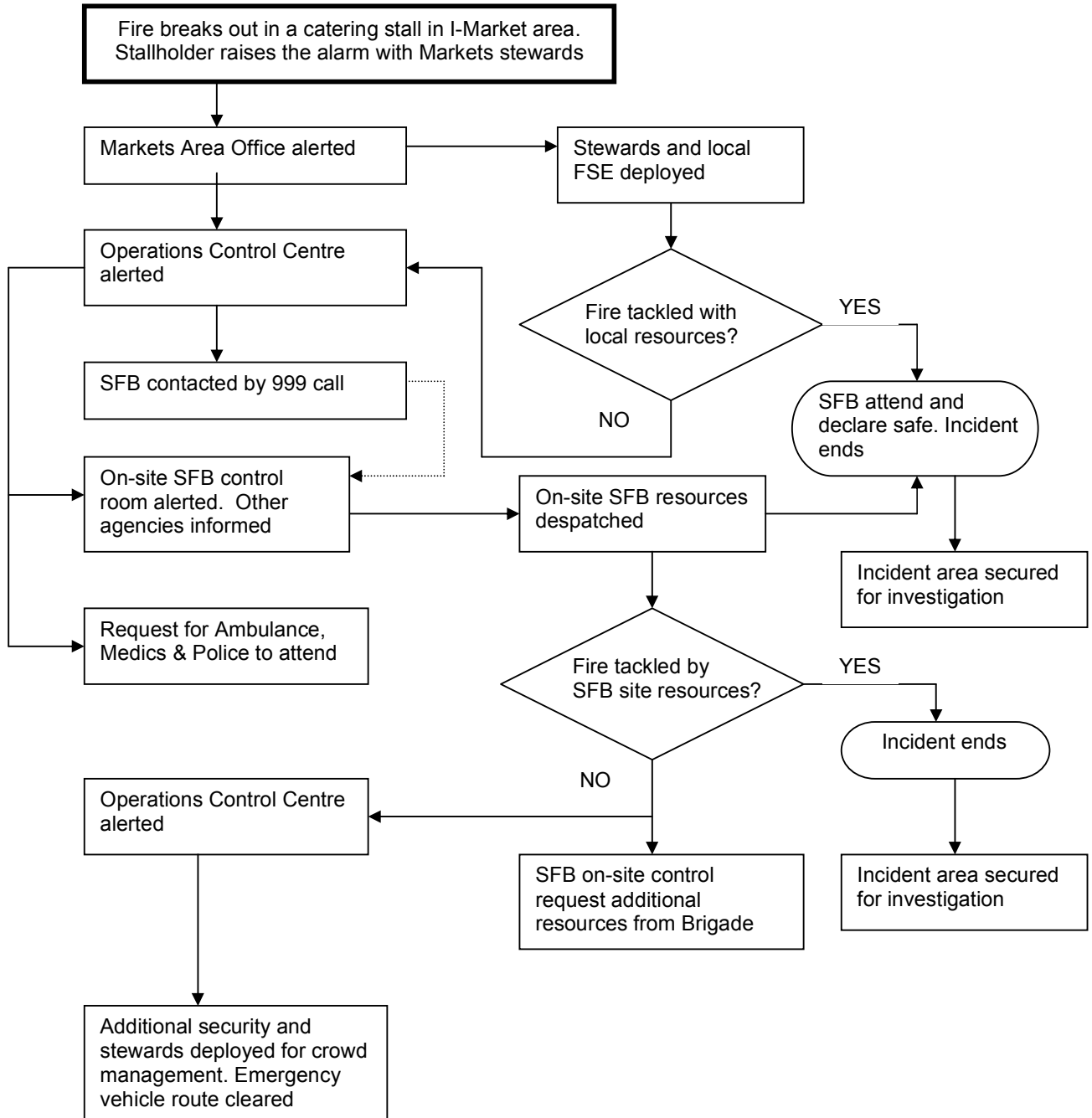
9.9 Similar protocols will be agreed at least 56 days prior to the event with the different emergency services and with the Security Manager.

9.10 In the event of a Major Incident being declared by ASC (or any other emergency services), Area Co-ordinators will receive their instructions from the Operations Control Centre. Such instructions will be clearly identified as being from and on behalf of the ASC Silver Commander and take precedence over any previous instructions.

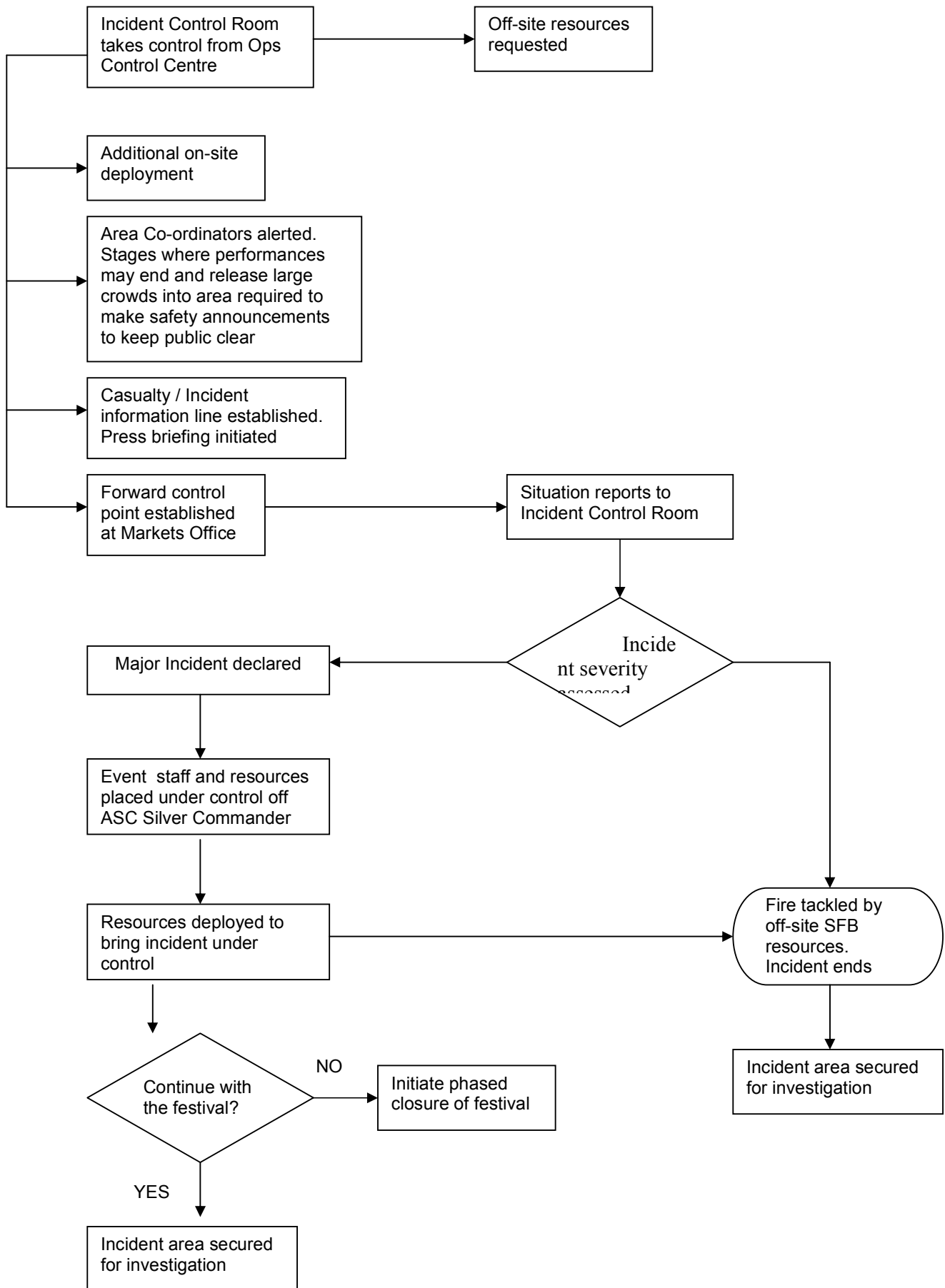
10.0 Operations Control Centre

- 10.1** ASC and GFL discussed setting up an Operations Control Centre at GF 2002. The models used at the International Festival of the Sea, at Kaleidoscope (Bristol City Millennium Night Celebration), at Ministry at Knebworth and other music festivals have been researched by GFL.
- 10.2** There will be considerable gains in establishing adjacent command and control facilities for festival organisers and statutory agencies. The advantages of operating a co-located Operations Control Centre are particularly clear for ASC in their role as the lead agency in the case of a Major Incident.
- 10.3** The Operations Control Centre will house the key event management staff and a dedicated communications team to operate the systems detailed above. Three members of GFL staff will operate a shift system to act as Duty Operations Manager, providing 24-hour coverage for the duration of the event, build and break period.
- 10.4** The role of the Duty Operations Manager is to direct staff, equipment and other resources in response to incidents and activity on the site. During their shift they are effectively GFL's Silver Control, with ultimate authority over strategic and operational decisions affecting the event.
- 10.5** In the event of a serious incident the Duty Operations Manager will represent GFL in meetings with ASC, MDC and so on. Should such an incident occur, one of the off-duty Operations Managers will be seconded to support operations in the Operations Control Room, whilst the Duty Operations Manager "runs" the incident with other agencies from the Incident Room. Once the incident has been resolved the Duty Operations Managers returns to the Operations Control Centre and relieves the Deputy (unless their shift has expired).
- 10.6** Duty Operations Managers will have no festival line management duties.
- 10.7** The proposal will involve infrastructure changes for 2002 - moving the Fire Service, MDC Offices, GFL Communications Centre and ASC compound adjacent to each other. Following a site visit, ASC and GFL were in accord that the most suitable site would be the land at the northwest of Tom's Field. There is space for each of the Emergency Services and MDC to have their offices, and for GFL to have the Communications Centre and their Operations Control adjacent to a joint incident room. Being at the top of the festival site, the double height layout of the portacabins used by ASC would have a bird's eye view of the site.
- 10.8** A portacabin will be set up as a meeting and incident room. It will be equipped with all relevant communication links, maps, boards and furniture to operate as a joint incident control room. In the event of a serious incident, teams from the relevant agencies and GFL will work together in the shared facility. At other times the room can be used for a meeting/conference room away from the noise and operational activity of the individual agency control rooms.

- 10.9** Once the licence application has the approval of the Regulatory Board, all interested parties will then plan together the detailed organisation and deal with the implications to the established modus operandi of all involved. There may be implications for other agencies. e.g. SFB will require the roads through GF 2000 ASC compound and up Tom's Field to be upgraded and will also require guaranteed access to the fire hydrant adjacent to their previous location.
- 10.10** The GFL Operations Control Centre will operate from the Sunday prior to the festival, when Vehicle Gate 2 opens to traders, until the evening of the Tuesday after the festival. The GFL centre will be the hub of festival communications having all the existing Communication Centre facilities, including radio and telephone links with all GFL managers and services, and be the location of the monitors for the remote CCTV cameras that GFL employs. The GF Communications Manager, who is responsible for all communication operational issues during the event, will be based there.
- 10.11** The operating times of the Emergency Service commands are subject to negotiation, but are expected to be at least from the time the public come on site (9.00am of the Wednesday prior to the festival) until the majority of festival goers have left the site (Tuesday morning).
- 10.12** In the different co-located command centres at all times there will be representatives from GFL, MDC, ASC and SFB. GFL representatives will be members of the Event Control Team and the Communications Manager – with regular attendance from the Emergency Services Co-ordinator. Other specialists, such as the Information Manager or Press Officer, may be involved depending upon the topic being addressed.
- 10.13** This proposal will have significant financial implications for infrastructure, staffing and training costs. However, GFL recognises the importance of establishing the facility and, within reason, is prepared to make whatever expenditure is required to achieve it.
- 10.14** It will be essential to set up joint planning days with table top exercises to ensure a working system is in place long before GF 2002.
- 10.15** The following flow chart represents potential responses to an escalating incident. It illustrates communications links as the scenario unfolds, rather than acting as a definitive template for all eventualities. It is just such scenarios that will be rehearsed through table-top exercises.



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11.0 Meetings and Working Groups (during the event)

11.1 The Management Meetings

- To be held daily from the Sunday prior to the event until the Monday post event, prior to the first formal inter agency meeting of the day with the key players in the Emergency Services.
- With the following objectives:
 - To assess progression against objectives and timescales.
 - To inform the member of the Event Control Team attending the next meeting with MDC and ASC, prior to that meeting.
 - To share information from the different commands.
 - To develop joint solutions to problems.
 - To disseminate information from the Event Control Team.
- Chair – Operations Manager
- Members -
 - Event Safety Co-ordinator
 - Infrastructure Manager
 - Commercial Manager
 - Site Manager
 - Safety Manager
 - Off-Site Manager
 - Security Manager
 - Production Co-ordinator
 - Communications Manager
 - Press Officer
 - Musical Director

11.2 Inter Agency Meetings

- To be held three times daily from the Wednesday of the event until the Monday post event.
- With the following objectives:
 - To update each other and share information.
 - To develop joint solutions to existing problems.
 - To plan ahead how to deal with anticipated problems.
 - To agree responsibility for action.
- Chair - ASC Silver Commander
- Members -
 - GFL Duty Operations Manager
 - SFB, Fire Officer
 - Ambulance Service
 - MDC Service Manager
 - GFL Emergency Services Co-ordinator
 - GFL Communications Manager

GFL Event Safety Co-ordinator
 GFL Security Manager
 + specialists as required (Eg GFL Off-Site Manager if a traffic problem, Festival Medical Services if there is a perceived health risk, and so on.)

- A member of staff from the GFL Operations Control Centre will take minutes.

11.3 Safety Working Group

The Safety Working Group is made up from key personnel with H&S responsibilities during the festival. Its role is to:

- Consult with Emergency Services and the enforcing authorities to plan and make provision for the health and safety of workers and the public at the festival.
- Examine audits and reports from previous festivals to identify key areas for improvement.
- Incorporate risk assessments into the planning, design and operation of the festival.
- After each festival the Safety Working Group is to produce a report based on audits and the monitoring of the event, giving recommendations for further improvements as necessary.
- Chair - Safety Manager
- Members - Safety Officer
 Safety Advisors
 Site Safety Crew Manager
 Emergency Services Co-ordinator
 Event Safety Co-ordinator
- Other GFL managers will be co-opted dependant upon the issues being addressed.

12.0 Conclusions

12.1 GFL believe that the command and control structure outlined above, combined with a robust and multi-stranded communications network will allow for the efficient running of the festival, and further the ability to mobilise a multi-agency response to serious incidents at the festival.

12.2 Devolution of operational decision-making to Area Co-ordinators frees the Operations Control Centre to tackle strategic issues and co-ordinate response to incidents.

12.3 The establishment of a shared compound for all agencies operating at the event will not only expedite the rapid flow of information, but will foster open communication and a sense of joint enterprise in planning and running a safe festival.

