



Crowd Management Plan (V1)

LeeFest 2016

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Venue	Leppards Wilderness Farm, Kent, TN8 7LP
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This document supersedes all previous versions of the crowd management plan and all information of which it contains. Check the draft number; the final document will be identified as 'final'. It is your responsibility to ensure that you are working from the correct document.

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1. Introduction

The following text forms the crowd management plan for the proposed Leefest music Festival 2016 to be held at Leppards Wilderness Farm, Kent. The plan will take into account any and all aspects of the event and its planning that have an influence on crowd management. The plan includes recommendations, calculations and reasoning for decisions, backed up by industry best practice and academic studies.

The purposes of the crowd management plan is to set out the roles and responsibilities of all stakeholders involved in the event, along with the appropriate actions to be taken within the pre-agreed emergency plan. The document will also show how Vespasian Security Ltd will make every effort; where reasonably practicable to do so, to ensure the safety of customers, contractors and artists attending the event.

Vespasian Security Ltd subscribes to the definition of crowd management created by the American Pedestrian planner John Fruin (1992)

“The systematic planning for, and the supervision of the orderly movement and assembly of people. Crowd management is the assessment of the people handling capabilities of space prior to the use. This includes the evaluation of projected levels of occupancy, adequacy of means of ingress and egress, processing procedures such as ticket collection, and expected types of activities and group behaviour.”

This document is the culmination of a process of continual review. The process is dynamic and allows for input from all stakeholders until a final version is agreed upon by all agencies.

2. Changes to site layout

It is planned that there will be some minor changes to site layout relating to the ingress and egress of customers as well as the ‘crossover gate’ into and out of the arena. This will not affect the licensable area of the site but will enable a full review of the security team deployment. This enables both the Leefest production team and Vespasian to re-examine the role and responsibilities of each deployment position.

3. Audience Demography

The ESMP for the event identifies the audience demographic and this document seeks to understand and plan for the effect and demands that demographic will have on the crowd safety and security at the event.

4. Common challenges identified

To address emerging trends at LeeFest and from events across the UK, a new tranche of policies are being introduced to the LeeFest by Vespasian. These new policies and procedures may be referred to below and will appear as appendices.

Leefest 2014 experienced a number of incidents of varying severity and frequency. Specific trends are addressed below.

4.1. Theft from tents

KEY ACTION: Dedicated resource to monitor campsites and deter theft

KEY ACTION: Distribution of Crowd Alert cards giving campers emergency contact with security

KEY ACTION: Dedicated covert teams to detect those engaging in organized crime

Theft of belongings from tents is notoriously challenging to combat due to the nature of the environment and the contributing factors such as lighting levels, variable weather conditions. The deployment to the campsites of a dedicated team of staff to positively engage with campers will seek to create an environment where customers feel confident in reporting incidents to the Vespasian team. Covert team members deployed will also be tasked with the gathering of information leading to the apprehension of tent theft suspects.

Other common challenges will be taken into consideration upon full site visit.

5. Operational Team roles and responsibilities

5.1. Crowd/Security Manager

The Crowd/Security Manager will be responsible for strategic management in terms of the implementation of the Crowd Management Plan. This will be in consultation with the Event's Directors, The Event Safety Officer and the Production Manager. He will work with the organiser and oversee and implement all strategic and tactical security operations. He will be responsible for all staff, briefing, operations and monitoring of the security and crowd management of the event.

5.2. Emergency Liaison Team officer (E.L.T.) - (Vespasian)

Due to the size of the event and the number of operational staff being deployed, the Vespasian Crowd Manager in conjunction will fulfil the role of ELT officer. The ELT officer will liaise with the Production team and all other emergency services stakeholders. All key areas have communications with the ELT and all relevant information is fed back.

5.3. Vespasian Deputy Crowd Manager/Night Manager

The Vespasian Night Manager and will be responsible for the deployment of the team, monitoring of the site and logging and reporting of all relevant incidents. This Night Manager will ensure that all staff are correctly briefed. This is primarily done through the Supervisors' briefing.

5.4. Supervisors

The Supervisors will assist the operations team as directed and have specific operational requirements as per their area of responsibility.

5.5. SIA Licensed Security

These staff will carry out any security function that is identified as a 'Licensable Activity' under the Private Security Industry Act 2001, in and around the site to ensure the protection and security of people, assets and property. They are entitled to make the decisions on the suitability of persons to enter or remain in licensed areas. This may include Body & Bag Searching, Evictions or Ejections. Their functions focus around the maintenance of the four licensing objectives as set out by the Licensing Act 2003.

5.6. Crowd Safety Stewards

The Crowd Safety Stewards (CSS) deployed to LeeFest by Vespasian will seek to work together as closely as possible with the LeeFest volunteer teams.

The stewards are an essential part of the event safety management team, acting as the eyes and ears of the event manager. At all times the stewards should be aware of and ensure the care, comfort and wellbeing of all categories of spectators. The CSSs supplied by Vespasian will be deployed to various parts of the LeeFest site. All Vespasian CSSs have been trained to the standard set out by the Level 2 NVQ Award in Spectator Safety / Level 2 Award in Understanding Stewarding at Spectator Events. Any and all CSS that are deployed to the front of stage pit barrier (FOSPB) will have been trained by The Event Training Centre in a role specific course program.

The stewards ensure that they are familiar with the layout of the site and the available facilities including First Aid, toilets and water in order to assist the public with relevant information. They will attend pre-event briefings, ensuring they are familiar with arrangements for evacuating the audience, including coded messages. The stewards will carry out pre and post event checks within their working area ensuring the site is clear prior to and post-event.

5.7. Specialist Unit

The Vespasian Specialist Unit is designed to counter the challenge of targeted and organised crime that poses a risk to safety at live events within the UK. The Unit is made up of seasoned Vespasian team members that have received specific training in anti-organised crime initiatives. The Specialist Unit will operate covert teams of SIA licensed staff in the campsite and high density areas of the site, attempting to disrupt the activities of those wishing to illegally target the event for their own gain.

The Unit specialises in working to deter and apprehend individuals and groups that are involved in theft, illegal substances, disorder, touting and organised mass trespass. The Specialist Unit members will be in continual contact with the Vespasian Radio Control Room. The Vespasian Crowd Manager will update Leefest Production team on a daily basis with the positive impact of

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the Unit's operations on site.

6. Training and Competency of Staff

All levels of Vespasian Security staff receive specific training in relation to their responsibilities within the organisation. Throughout the operational management and directorship structure, further higher educational qualifications are required. All staff must pass all qualifications of those that they lead before progressing to the next level of the organisation.

6.1. Crowd Manager

Foundation Degree Crowd Safety Management from Bucks New University.

6.2. Operational Managers

Level 3 NVQ in Spectator Safety and enrolled on the above course.

6.3. Operational Supervisors

Level 3 NVQ Spectator Safety, Specialist Unit Training courses including Anti-Organised Crime initiatives, Counter Campsite Crime, Counter Ticket-Touting and Emergency First Aid at Work.

6.4. SIA Door Supervisor grade crowd management staff

All must maintain a minimum standard as laid out in the Private Security Industry Act.

6.5. Crowd Safety Steward

All staff must be qualified or enrolled upon an NVQ Level 2 Qualification in Spectator Safety or Level 2 Award in Understanding Stewarding at Spectator Events.

6.6. Specific Team Training

Specialist teams such as those staff deployed to the Front of Stage Pit Barrier will also receive extra training relating to the roles and responsibilities. Response Team staff will also receive training to Level 2 Award in Physical Intervention. All members of Vespasian's Specialist Unit, receive focused training in anti-organised crime initiatives and covert operations

6.7. Staff competency

All staff occupying roles from Operational Supervisor up to Crowd Manager must have displayed several key attributes throughout previous operational deployments. Before each member of the team is considered for promotion and the resulting training, they must first be recommended and seconded by two of their colleagues.

6.8. Front of stage pit barrier operating procedure

Please see appendix.

7. Deployment

The deployment of staff is itemised as part of the budget for the event (see Appendix).

8. Health and Safety and Risk Assessment

All members of staff will understand their health and safety responsibilities to self and others, including those with special needs and children. Vespasian will hold a copy of all relevant health and safety risk assessments and procedures on site at all times. Any person or agency wishing to view these documents may ask a member of the Vespasian team and the paperwork can be produced.

9. Site recommendations

It is planned that all recommendations and aspects of the site will have been discussed at length with the LeeFest Production Senior Team Members and taken into consideration by them. It is anticipated that the recommendations below will be discussed at the next meeting enabling these to form part of the planning process. This document is dynamically reviewed enabling recommendations to be fluid.

Radio controller (optional)

Leefest 2014 experienced a higher number of trespass and theft related incidents than in previously recorded in 2011 and 2012. The ability of the Vespasian team to respond in a coordinated and structured fashion to challenges and incidents on site is significantly increased by the deployment of a radio controller. This radio controller will be able to record the radio traffic in real time via the control room software (http://www.neveralonesoftware.com/index.php?option=com_content&view=article&id=6&Itemid=169). The continual use of the control software will enable Vespasian to record a true and accurate account of the events on site. The incident statistics generated by this system can be used in future years to inform deployments and budgets relating to crowd safety management.

The radio controller can also co-ordinates the response and escalation of incidents to other key stakeholders, such as medical teams and police.

10. Ingress

10.1. Arrival

As with many events, one of the prime methods of arrival to LeeFest is by private vehicle. This creates an arrival pattern that witnesses a glut of customers as they arrive at will. Typically the arrival pattern at LeeFest shows two peaks throughout the main ingress day of Friday. The first busy period is between 12:00-15:00 with the second surge being recorded around 19:30-21:00.

It is planned that the entry process of customers receiving their wristbands will be altered this year to ensure that all are searched prior to being accredited. This will assist greatly in the ability of the Vespasian team to identify those attempting to re-enter the site, thus speeding up the search lanes and reducing queue times.

10.2. Queuing

Although held at a different site, some comparison can be drawn from the previous Leefest due to similar demographic and anticipated arrival profile. Leefest 2014 saw significant queuing by customers on Friday prior to the advertised opening time of the campsite. In spite of additional staff being deployed to the search lanes from other areas as well as being deployed earlier than their planned shift patterns, the queue of customers remained significant for around two hours.

There is sufficient queuing space for the customers to be safely marshalled away from the traffic. It is recommended however that this queue be marked out in either a 'Disney' style queue system to ensure a 'fair for all' linear system.

Drawing from the 2014 arrival pattern a queue system should be set out taking into account an expected capacity of 400 customers with camping equipment for a 10 minute period. A queue system encompassing around 350m² will be sufficient to comfortably accommodate a crowd of 400 with equipment. An appendix of this plan specifies the square meters required to accommodate the entry system designed for 4,999 of the licence.

In the event of an early arrival of significant numbers of customers, Vespasian will deploy the Incident Response Teams Site Reserve team to the gates with additional SIA team members working being held as further additional cover. These flexible teams can be sent to the gates to assist with search capacity and monitor for signs of distress in the waiting crowd. This waiting crowd should also have access to welfare, toilets and first aid provision.

10.3. Entry search calculations

Due to the amount of possessions and equipment that needs to be searched during initial ingress into the campsite, it is anticipated that 3 people searched per lane per minute is an accurate and achievable figure. This search rate will increase on subsequent re-entry searches due to the reduced amount of these items that would need to be searched.

Taking the search rate of 3 customers per minute, per member of staff during initial ingress conditions, the calculations have been made below to show how the Vespasian team could manage an early arrival queue situation.

In 2014 the search team was itemized as 2 individuals supplemented by 2 other 'showtime' staff. It is recommended that in 2014 the standing Search Team is made up of 4 team members that can be supplemented by a team of 3 individuals on response. This would result in the combined team having a search capacity of 1,260 people per hour.

Number of staff	Number of customers searched per minute per member of staff	Total per hour
1	1.5	90

2	3	180
3	4.5	270
8	12	720
10	15	900
15	22.5	1350
20	30	1800

Those wishing to re-enter the site from the car park without equipment should be directed to a dedicated re-entry search lane where staff can concentrate on body searches. This will reduce flow to the main search lanes therefore easing queuing for those lanes.

To better facilitate the different categories of customer wishing to enter/re-enter the site, a new entry barrier layout has been designed. See appendix entitled: Entry Gate System. A separate system relating to the control and searching of caravans and motorhomes will be created.

10.4. Entry conditions

Please see appendix.

11. Circulation

11.1. Wristband check policy

It is vital to the continued success of LeeFest that wristband checks are carried out correctly and in a uniform manner.

During the three days of the festival, customers will circulate throughout the event site, with the exception of the restricted access areas. As the customers move between the arena and the campsite they will be subject to wristband checks to confirm they are paying customers and monitoring by the Vespasian team to ensure they are suitable to remain on site.

These checks will be carried out at the 'crossover' gate located between the two different areas. The gates should have pedestrian barrier located at it for the use of the Vespasian team positioned there. The narrowing of the gate and the placement of pedestrian barrier in line with the flow of the crowd will enable the Vespasian team to slow a crowd and check more accurately under the newly placed lighting in those areas.

Each and every time a customer moves through this wristband check location, customers will be required to show their wristband. Depending on staffing levels, lighting and footfall through the area the Vespasian team member will either conduct a visual or physical check of the wristband.

For 2016, the Vespasian team members deployed to this duty will now aim to check wristbands passing through the gates from both directions, rather than concentrating on arena entry only.

Any individual found to be without a wristband, in possession of a damaged or tampered with

wristband, will cause them to be escorted to Security Control and or escorted from the site. These individuals will then be subject to a referral to the box office for a replacement due to genuine damage sustained to the wristband or be subject to the ejection policy due to trespass.

11.2. Crowd Migration

Due to the entertainment at the event being focused around one inward looking arena the risk of migration is negligible during normal circulation. The key time period for risk to crowd safety from migration is at the end of the entertainment each night when the crowd attempt to leave the arena for the campsite. This anticipated large scale migration should however be planned for as this action forms part of the emergency procedures for a localised evacuation.

A mobile foot response team will be deployed to gate the crossover gate that leads from the affected area and instructed to assist the Vespasian team at that location in maintaining a continual, unheeded flow of crowd. During large migrations such as this, the gate will be turned into single direction gate until the crowd flow has reduced to a level where two-way foot traffic can be reinstated.

The Vespasian Crowd Manager will monitor the crowd migration from the affected area from a vantage point.

12. Egress

12.1. Non-emergency

Those having arrived by public transport will most likely return by the same method.

Due to the expectation of the on-site campsite being used by the crowd there is a reduced risk that egressing customers will inundate local access roads and routes. This possibility should be considered however on the Sunday night after the arena has been cleared and customers await being picked up by friends / relatives sufficient staffing should be in place to cover the areas of the site used for this purpose.

Each evening the egress will take place from the main stage arena towards the campsite crossover gate, until the point that the exit can be shut to allow the sweep to confirm the arena is clear of customers. From experience we expect the arena should clear in 20-30 minutes. There is however a provision for a slow egress from the main arena to reduce the impact on the campsite each evening. This therefore means that each evening will be judged on its own merit regarding occupancy levels prior to an egress line being formed.

Appropriate site lighting will be positioned along all egress route en route to the campsite and main gate.

12.2. Emergency Egress Calculations

To enable 4,999 people to exit the arena in an emergency within a ten minute evacuation target time, there must be 5.5m of exit width (calculations included in table below). This evacuation time is taken from the HM Government publication Fire Safety Risk Assessment: Open Air Events

and Venues (p.63). The risk assessment for the event site is as a 'Low Risk' site as HM Government (p.63) states The risk to people from fire outdoors may generally be viewed as lower than that in an indoor situation, simply because people are less likely to be affected by smoke and heat and their escape routes are much less likely to be cut off.

Exit width is made up of the combined width of all of the emergency exit gates that are available to use for an evacuation. There should also be a separate entry to the event site that is designated for the use of emergency vehicles only. The gate designated for the emergency service vehicles should be wide enough for the purpose and have an all-weather surface if possible.

Number of attendees		Number of people per minute through one unit width under emergency egress situation		Evacuation target time in minutes		Unit width in meters		Exit capacity required in meters
4,999	÷	70pppm	÷	8min	×	1	=	8.92m (9m)

*The Green Guide is referred to by BSEN13200-1:2012 in terms of evacuation flow rates and remains that the emergency egress calculations for pedestrian flow through a meter width should be 82 people per meter per minute. Vespasian Security elect to use a flow rate of 70 per metre width to further increase the safety margin within the calculations for emergency egress.

Taking into account the requirement for an emergency services vehicle gate, there should be 5 meters exit capacity added to the figure shown in the above table.

13. General Challenges

13.1. Artist Background

The popularity and on-stage behaviour of artists can positively and negatively affect the safety of the crowd gathering to watch a specific performance. Furthermore, artists are sometimes booked to appear on stages that subsequently become inappropriate for the size of crowd they attract.

In terms of crowd safety Vespasian recommends a process enabling the event to be risk aware with the particular potential threat to safety. This process is detailed below.

13.1.1. Procedure

Once the acts are announced a member of the Production team should regularly request updates from the artist booking agent as to trends affecting the bands and acts booked for LeeFest. Focusing on crowd safety issues, venues selling out of tickets and on stage behaviour by the artists leading the crowd to act in an adverse manner, the updates should be relayed to the Vespasian Contract manager to review. This information then informs the deployment plan in the lead up to the event and Vespasian can recommend necessary alterations to the LeeFest team to scheduling and staff deployment.

Where trends are identified but found to be within safe parameters for the performance stages the artists are booked for, Incident Response Teams will be detailed to attend the scheduled performances in preparation. The front of stage pit barrier supervisor will also be made aware of any performance or musical tracks that represent a particular concern. The Pit Barrier Supervisor will notify security control of this information allowing redeployment to the barrier

be scheduled in line with requirement.

13.2. Theft from tents

13.2.1. Tactics

Notoriously challenging to combat, theft of customers' personal belongings from tents needs a multi-pronged approach. Vespasian proposes the use of several different tactics to disrupt and apprehend those intent on theft.

13.2.2. Covert Teams - optional

Consisting of SIA licensed Door Supervisors drawn from Vespasian's Specialist Unit will operate throughout the site but will be focused on combating thefts from tents.

13.2.3. Decoy Tents ("Honey Trap Tents") - optional

Tents that have been pitched by the Vespasian team in the general camping areas will be specifically monitored by team members deployed close to the location. These tents will be pitched in horseshoe shaped formations in an attempt to emulate other social groups that do the same. Any person spotted entering these tents will be stopped and asked to account for doing so. This would then be seen as reasonable suspicion that this person had been 'scanning' tents with a view to theft enabling the person to be ejected or spoken to by police. This however is only a viable tactic when local policing response times are sufficiently swift.

13.2.4. High Visibility Patrols

Additional high visibility staffing in the campsites will act as a deterrent to those trying to steal items. Vespasian use the same model as police constabularies within inner city areas, high visibility teams regularly seen around specific locations do reduce incidents of crime.

13.3. Arson

High visibility patrols (mentioned above) passing through the campsites will be the most effective way of combating this challenge. If any person is found destroying a tent, the person will be ejected regardless of the ownership of the tent.

14. Ejection policy

Please see appendix

15. Evidence Gathering Cameras (EGC)

Vespasian Security deploy Evidence Gathering Cameras (EGC) with key teams and team members on site. The deployment of these cameras are focused upon the Senior Operational Management Team, Incident Response Teams and Front of Stage Pit Barrier Supervisors. Vespasian Security currently maintain a stock of three Reveal Media Body Worn video cameras and three handheld Panasonic camcorders to be operated by a trained Crowd Safety Steward. For the purposes of

this plan both types of device will be known as Evidence Gathering Cameras (EGC). The EGC are used to record video evidence of situations involving customer interactions where staff are engaged in:

- the challenging of improper behavior
- management of crowd safety situations
- challenging of suspected criminal activity
- assisting in medical casualty extractions
- fire related incidents
- incidents of trespass

Research statistics show that the use of EGC actively reduces incident rates committed by members of the public (26%) as well as instances of complaints and allegations against security team members. The use of EGC also resulted in faster resolutions to complaints received. The use of EGC are regulated within Vespasian by the 'Evidence Gathering Camera Usage Policy' which appears as an Appendix to this document.

16. Vespasian customer engagement programme - Crowd Alert

The Vespasian customer engagement program is designed to create a culture of trust between the festival customers and the security and crowd management team. This is done by the distribution of information to the Leefest attendees through social media networking sites, flyers and posters. Using these different delivery methods, the Leefest customers will be

- introduced to Vespasian
- told who the security manager is for the festival
- encouraged to make positive contact with the Vespasian staff
- given useful event safety tips
- given useful personal security tips
- offered simple anti-theft measures such as lanyards to purchase from the security compound
- given a direct contact number for the Vespasian control room along with direct email and social networking addresses for the Vespasian team
- encouraged to see the Vespasian team as being 'here to help'
- asked to contact the Vespasian team if they believe they may have information that may be of use to us
- be made aware of key locations such as first aid and the security office

17. References

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