

4. OPERATIONAL MANAGEMENT

The Operational Management Structure has been developed over several years, in the main utilising all the same personnel, providing valuable continuity.

Absolute authority for all operational issues rests with the Licensee.

- The key positions of Licensee (Gold), Silver Command (Silver), Event Safety Co-ordinator (Bronze) and Security Manager (Bronze Co-ordinator) are all being retained and along with the Safety Manager (Bronze), Off-site Manager (Bronze), Villages Liaison Manager (Bronze) and Crime Reduction Manager (Bronze) are the key members of Silver Command's Team

The Licensee will:

- Be in charge of the operational management of the festival
- Authorise expenditure

The Event Safety Co-ordinator will

- Co-ordinate all safety management activity
- Advise the Licensee where there are safety implications.

Silver Command and their team

Silver Command consists of three personnel on eight hour shifts to offer 24 hour cover, which will ensure 24 hour accessibility for the Emergency Services and other agencies. Their shift pattern will mirror that of Avon and Somerset Constabulary's and other agencies where possible to ensure continuity and ease of communication. Silver Command have a team of Bronze level and Bronze Co-ordinator level managers and other managers reporting in to them.

The role of Silver Command and their team will be:

- To execute delegated authority from the Licensee to run all aspects of the operation during Festival meeting the criteria specified in the Public Entertainment Licence.
- To ensure that plans for the Festival are sufficiently resourced to achieve compliance with legislative and licensing obligations.
- To be responsible, through the Safety Manager and the Safety Team, for all aspects of public safety on site, and of the safety of employees and contractors.
- To participate in the dialogue with the key authorities – Mendip District Council, Avon and Somerset Constabulary, Somerset Fire and Rescue Service, West Country Ambulance, The Environment Agency, Bristol Water etc
- To create an open and supportive working environment to maximise the abilities and efforts of other managers.
- To control the administrative aspect of the festival during the event and maintain up to date information relating to site layout, event timings, crowd and access issues and any other safety related information.

As well as the Licensee and Event Safety Co-ordinator posts the following functional management posts will have twenty-four hour cover:

- Silver Command
- Off-site Manager (Bronze Co-ordinator)
- Villages Liaison Manager (Bronze)
- Security Manager (Bronze Co-ordinator)
- Safety Manager
- Noise Manager (Bronze)
- Communications Manager (Bronze)
- Site Manager (Bronze Co-ordinator)
- Infrastructure Manager (Bronze)
- Commercial Manager (Bronze)
- GF Fire Safety Officer (Bronze)
- Main and Other Stages Production Co-ordinator (Bronze)

Area Organisers

The Area Organisers will report directly to Michael Eavis on all creative matters and budget matters relating to artists, both before and after the event. During the event the responsibility for such matters is devolved to them, but, they will report through the line management structure on issues, for example to the Event Safety Co-ordinator on specific safety concerns, to the Off-site Manager on any transport problems, to the Commercial Manager on trading in their area, and so on. Not only is that viable in terms of organisation, but it reflects long established practice.

The lines of responsibility are quite clear. If there is an issue on any aspect of safety during the event, be it on one of the stages or in a campsite, the Event Safety Co-ordinator is responsible for dealing with that problem in the first instance, in conjunction with the specific manager. Similarly, if there was a problem with a trader, be they in the Markets, the car parks or in a campsite, then the Commercial Manager will deal with it, and so on.

Area Organisers are required to ensure that sites are organised so that work is carried out with the minimum risk after proper assessment of all factors and to ensure that all contractors and the self-employed receive a copy and are familiar with the Health and Safety Policy and, so far as reasonably practical, have the necessary competence and experience to complete work safely.

During the event, in the case of an incident in their area, which requires the intervention of emergency services or site security, or the potential of such an incident, Area Organisers are responsible directly to the Licensee via Silver Command. Such incidents must be reported to Silver Command. In the situation that Avon and Somerset Constabulary or another agency declares a Major Incident, Area Organisers will receive their instructions from Silver Command via the Licensee's Office or Security Control. Such instructions will be clearly identified as being from and on behalf of the Avon and Somerset Constabulary Silver Commander and take precedence over any previous instructions.

Management job descriptions during the event

The Licensee

The Licensee has overall responsibility for the entire operation including the safety of employees, contractors and festival goers, and has the overall responsibility to monitor the festival's business partners, suppliers and service providers.

The role entails:

- Making operational decisions and authorising expenditure
- Ensuring sufficient resources to achieve compliance with legislative and Public Entertainment Licence conditions.
- Attending Inter Agency Meetings and leading the dialogue with the key outside authorities – Mendip District Council, Avon and Somerset Constabulary, etc.
- Chairing Glastonbury Festival management meetings and creating an open and supportive working environment to maximise the abilities and efforts of functional managers.

The role of the Licensee is to direct staff, equipment and other resources in response to incidents and activity on the site. He has ultimate authority over strategic and operational decisions affecting the event before, during and after the Festival.

In the event of a localised Major Incident the Licensee will represent Glastonbury Festival in meetings with Mendip District Council, Avon and Somerset Constabulary and so on. Should such an incident occur, normal operations will continue in Silver Command, Security Control, and Licensees Office etc whilst an additional silver "runs" the incident with other agencies from the Major Incident Control Room.

Silver Command

Silver Command will report to the Licensee and will be based in Security Control

The role of Silver Command during the event will entail:

Key Responsibilities

- To provide 24 hour cover and accessibility on behalf of the Licensee to the emergency services and other agencies
- To provide 24 hour cover and accessibility on behalf of the Licensee to all Glastonbury Festival staff and managers
- To support operations in Security Control
- To support or direct specific operations as directed by the Licensee
- To attend Inter Agency meetings on site
- To ensure compliance with legislative and licensing obligations
- To lead the dialogue with the key authorities on behalf of the Licensee – Mendip District Council, Avon and Somerset Constabulary, Somerset Fire and Rescue Service, West Country Ambulance, Environment Agency, Bristol Water etc
- To maintain up to date information relating to site layout, event timings, crowd and access issues and any other safety related information.
- In the event of a Major Incident, to direct staff, equipment and other resources in response to incidents and activity on the site under the direction of either Avon and Somerset Constabulary or the Licensee
- In the event of a Major Incident to represent Glastonbury Festival 2005 Ltd and the Licensee in meetings with agencies and emergency services

- In the absence of being able to contact the Licensee for any reason, to use the valued judgement that Silver commands to adequately represent and act on behalf of Glastonbury Festival.
- Have no line management duties and no management duties other than those outlined above.

Event Safety Co-ordinator (Bronze)

The Event Safety Co-ordinator reports to the Licensee.

The role of the Event Safety Co-ordinator during the event will entail:

Key Responsibilities

- Co-ordinating and directing the safe operational management of the festival.
- Taking the leadership role ensuring that Glastonbury Festival plans have safety and security as integral and priority elements and have sufficient funding to function effectively and properly.
- Overseeing the Safety Manager, who is responsible for all aspects of public safety on site, and of the safety of employees and contractors.
- Ensuring that the build of the site, the running of the festival and the decommissioning of the site are carried out in a safe and efficient manner.
- Maintaining up to date information relating to site layout, event timings, crowd and access issues and any other safety related information.

Promoter

The Promoter reports to the Licensee on all operational and safety matters.

The Promoters responsibilities are as follows:

Key Responsibilities

- Overall responsibility for all performance on site
- Press and media liaison, interviews and overview
- Artistic presentation
- Primary PR interface with the public, both on-site and off-site
- Host to key personnel in the music industry and major artistes.
- Meeting his commitments to named charities

Musical Director

The Musical Director has no real duties during the event, having already made all performance organisational arrangements prior to the show, as agreed with the Promoter. In the case of a serious incident or where artists may affect public safety the Musical Director will report to the Licensee via Silver Command.

The Musical Director liaises with artists and their management backstage and is available if the Scheduling Working Group has to meet during the event.

Key responsibilities

- Booking acts for the "Pyramid", "Other" and "John Peel Stage" venues and supervising the bookings of all other musical stages.
- To act as a member of the Scheduling team taking into account co-ordination between stages to avoid overcrowding at venues. (see Health and Safety policy for more information)
- During event, liaise with main stages' organisers acting in a hospitality/liaison role with bands.

Press Officer

The Press Officer is responsible directly to the Promoter for the festival's communication to the public through periodicals, television, radio and the internet via a vis the performance aspects of the festival and to the Licensee via Silver Command for festival safety and operational messages. In the case of a serious incident or where media information may affect public safety the Press Officer will report to the Licensee via Silver Command. Although informally involved all year round, full time commitment commences at the beginning of May.

Key responsibilities:

- Arranging and controlling media access to the event, and for communication with the public and with festival goers.
- Ensuring that all organisations comply with agreements made during festival pre-planning.
- Organising and overseeing festival staff that ensure press safety in areas of peak demand (stages and pits).
- Monitoring the progress of the festival and providing information for on-site media (the festival radio station and daily newspaper). Through this media ensure the communication of the festival's priorities to the public.
- Liaising with key festival managers and Area Organisers to co-ordinate media coverage in each specific location.
- Liaising with emergency services and enforcement authorities as required.

Security Manager

The Security Manager will report to the Licensee via Silver Command and will be based in Security Control. The Security Manager is a Bronze Co-ordinator.

Key responsibilities:

- To implement and monitor the security plan.
- To manage and co-ordinate the security of on site, perimeter, gates, car parks, Castle Cary Station, and stage security operations.
- To ensure that the fence maintenance and repair crews respond within the agreed timescale.
- To manage the vehicle gates operation, including vehicle search.
- To manage the pedestrian gates operation, and deal with any ticket scams.
- To ensure that Silver Command, the Police and Local Authority are kept informed of any issues of concern to their specific remit or responsibility.
- To maintain records of best practice and details of other issues and incidents, which may require further discussion.
- To maintain regular liaison with the Security Contractors throughout the Festival.
- To co-ordinate security resources in liaison with the Security Contractors as may be necessary in the interests of public safety.
- To set up systems to monitor the different security companies employed and maximise their effectiveness, including carrying out integrity checks on security personnel.
- To be available to discuss and address security issues at all times in co-operation with Avon and Somerset Constabulary and Mendip District Council.

Crime Reduction Manager

The Crime Reduction Manager (Bronze) reports to the Licensee via Silver Command and the Security Manager.

Key Responsibilities

- Overseeing the implementation of the Crime Reduction Strategy
- Overseeing the direction of the covert crime reduction team.
- To liaise with Avon & Somerset Constabulary, Mendip District Council and other agencies with regard to crime prevention.
- To liaise with the Villages Liaison Manager, the Off-site Manager, Silver Command, Site Manager, The Campsite Manager Security Manager, Stewards Provision Co-ordinator, Off-site Stewards Manager, Area Organisers and all other relevant staff and managers with regards to all crime reduction issues.
- The Crime Reduction Manager will ensure that the aim of reducing crime is prioritised at all times and that the Crime Reduction Strategy is focussed upon at all times.

Stewards Provision Co-ordinator

The Stewards Provision Co-ordinator reports to Silver Command via the Security Manager and will be responsible for overseeing the effective onsite stewarding of the event.

Key responsibilities :

- To assess and identify the number of onsite stewards required and where best to locate them.
- To ensure that all stewards (onsite and offsite) have undertaken the required training prior to taking up their duties for the first time and are competent to perform the role required of them.
- To keep a record of all training and instruction provided.
- To monitor the performance of onsite stewards throughout the festival, taking corrective actions as appropriate.
- Arrange for supply of equipment requirements e.g. tabards, torches, batteries, radios and mobile phones etc for all onsite stewards
- Brief managers on duty requirements and supply written guidelines
- Brief managers and supply an information pack containing a list of emergency contact numbers and procedures i.e. police, security, medical, welfare, area organisers etc
- Undertake regular visits and inspections of onsite stewarding arrangements.
- Inform Silver Command of people and vehicle flow and any security implications arising onsite

We will employ stewards to support the professional security arrangements. The stewards are expected to perform a variety of duties from crowd management, parking and marshalling traffic, monitoring entrances and exits, fire prevention to generally assisting members of the public. They are also there to assist the police and other emergency services, should the need arise.

Site Manager

The Site Manager, who reports to the Licensee via Silver Command will be based at the Site Office and, with his deputy, will provide twenty four hour cover on a shift

basis. The Site Manager manages a team of direct employed individuals and contractors. The Site Manager is a Bronze Co-ordinator.

Key responsibilities:

- Manage the Site Office during the event.
- Arrange and ensure adequate staffing and efficient running of the Site Office to deal appropriately with all requests.
- Reporting to Silver Command and liaising with Area Organisers etc to ensure agreed infrastructure requirements are satisfied.
- Manage a direct labour crew to erect fences, maintain pedestrian and vehicle routes and respond to any needs during the event.
- Establishing and managing functions and contracts relating to tent supply, marquee supply, caravans and bunkabins supply, heras fencing supply, electrical supply, furniture supply, land rover and other vehicle supply, some staging supply etc
- Ensure that sites are organised so that work is carried out with the minimum risk after proper assessment of all factors.
- Ensure that all contractors and the self-employed receive a copy and are familiar with the Health and Safety Policy and, so far as reasonably practical, have the necessary competence and experience to complete work safely.
- Arrange delivery, stocking and storage of materials on site, in an effective manner to minimise risks.
- Arrange vehicle maintenance as required.

The Campsite Manager

The Campsite Manager reports to Silver Command via the Site Manager

Key responsibilities:

- To implement the Campsite Management Plan
- To monitor and manage campsite density
- To confirm with the Stewards Provision Co-ordinator that volunteers from local PTAs, Carnival Clubs and sports clubs that operate as campsite crew have undertaken the appropriate training.
- To deal with the group leaders (Campsite Crew Supervisors) over provision of a stewarding pack (containing passes, maps, T shirts & campsite density management and stewarding instructions) and with the Site Manager over the siting of crew bases.
- To ensure the campsite crew communicate effectively throughout the event by radio.
- To collect and distribute Avon and Somerset Constabulary's leaflets on crime prevention, tent labels etc and to liaise with Avon and Somerset Constabulary and the Crime Reduction Manager on crime prevention measures and with the Incident Report Forms, to build up a picture of campsite crime, and how best to combat it.
- To deal promptly and efficiently with any problems in the campsites, either for festival goers or stewards, through Site Office, Security Control, Safety Control, Silver Command, medical crews as relevant.
- To visit each of the crew bases at least twice daily, dealing with any problems, collecting Incident Reports, changing radio batteries, collecting lost property etc.

The Caravan and Campervan Manager

The Camper and Caravan Manager reports to Silver Command via the Site Manager

Key responsibilities:

- To implement the Caravan and Camper van Management Plan
- To monitor and manage campsite density and vehicle separation.
- To confirm with the Stewards Provision Co-ordinator that caravan and campervan crew have undertaken the appropriate training.
- To deal with the group leaders (Crew Supervisors) over provision of a stewarding pack (containing passes, maps, T shirts and caravan & camper van management and stewarding instructions) and with the Site Manager over the sighting of crew bases.
- To ensure the caravan and campervan crew communicate effectively throughout the event by radio.
- To collect and distribute Avon and Somerset Constabulary's information Drivers on crime prevention and to liaise with Avon and Somerset Constabulary and the Crime Reduction Manager on crime prevention measures and with the Incident Report Forms, to build up a picture of campsite crime, and how best to combat it.
- To deal promptly and efficiently with any problems in the caravan and campervan fields, either for festival goers or stewards, through Site Office, Security Control, Safety Control, Silver Command, medical crews as relevant.
- To visit each of the crew bases at least twice daily, dealing with any problems, collecting Incident Reports, changing radio batteries, collecting lost property etc.

Infrastructure Manager

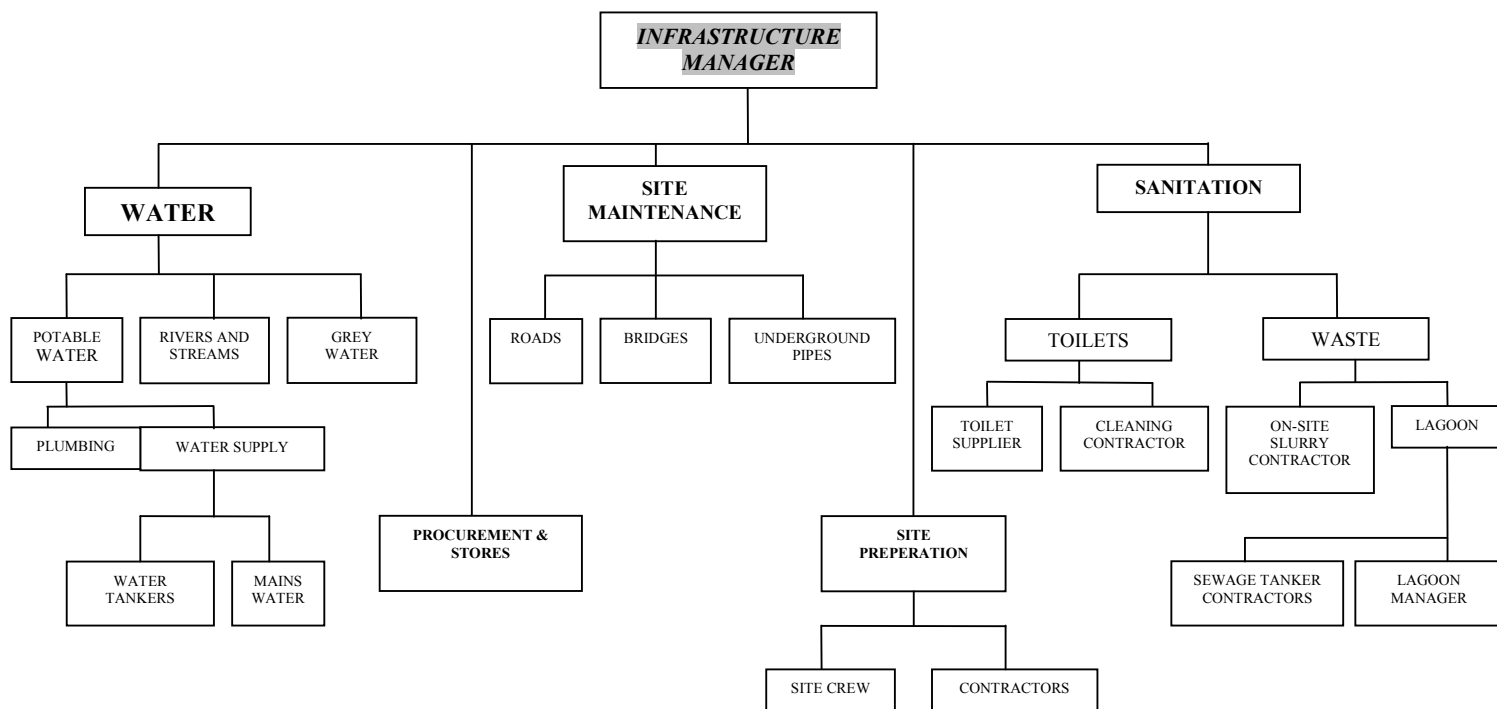
The Infrastructure Manager reports to the Licensee via Silver Command. The Infrastructure Manager manages a team of direct employed individuals and contractors.

Key responsibilities:

- Responsible for overseeing site preparation prior to festival, including the erection of the perimeter fence.
- Managing the Infrastructure Office during the event.
- Arrange and ensure adequate staffing and efficient running of the Infrastructure Office to deal appropriately with all requests.
- Responsible for the installation and maintenance of site facilities such as permanent roads, bridges, telephone lines, sanitary arrangements.
- Reporting to Silver Command and liaising with Area Organisers to ensure agreed infrastructure requirements are satisfied.
- Establishing contracts for the provision of plant to undertake works prior to, during, and post festival e.g. JCB's, tractors, trailers, skips, etc.
- Establishing and managing functions and contracts relating to water supply - mains and tankered - wheel washing, sanitary provisions, sewage disposal and dust suppression.
- Procurement of signage and consumables.
- Direct liaison with Mendip District Council, Water Authorities and the Environment Agency to ensure licence conditions are complied with in relation to above.
- Ensure that sites are organised so that work is carried out with the minimum risk after proper assessment of all factors.
- Ensure that all contractors and the self-employed receive a copy and are familiar

with the Health and Safety Policy and, so far as reasonably practical, have the necessary competence and experience to complete work safely.

- Arrange delivery, stocking and storage of materials on site, in an effective manner to minimise risks.
- Arrange vehicle maintenance as required.



Off-Site Manager

The Off-site Manager reports to the Licensee via Silver Command. The Off-site Manager is a Bronze Co-ordinator.

Key responsibilities:

- Developing, implementing and managing the off-site plan and traffic management plan.
- Co-ordinating the activities of the bus companies and staff running the festival bus station.
- Managing car parking fields.
- Co-ordinating agreements and taking action to prevent unauthorized car parks from operating to the best of abilities
- Liaising with the Villages Liaison Manager, Security Manager, Site Manager, Infrastructure Manager, Off-site Stewards Manager, Bus Station Supervisor, Rail and Ride Manager, Parking Manager, Public Transport operators, Crime Reduction Manager Commercial Manager etc on all aspects of the off-site operation.
- Liaising with the rail companies, British Transport Police, Mendip and South Somerset District Councils, and Avon and Somerset Constabulary in respect of Castle Cary station.

- Liaising with the Police Traffic Silver Command and local residents (via the Villages Liaison Manager) in respect of the traffic operation.
- Dealing with any problems local residents have with issues addressed in the off-site plan as raised by the Villages Liaison Manager
- Liaising with the Local Authority, contractors, emergency services, council and festival staff in respect of all aspects of the Off-Site Plan.

Off-Site Stewards Manager

The Off-site Stewards Manager reports to Silver Command via the Off-Site Manager

Key Responsibilities:

- Co-ordination and management of off-site stewarding of properties in Pilton and surrounding villages in consultation with the Villages Liaison Manager, Security Manager and Off-site Manager.
- Arrange through the Stewards Provision Co-ordinator for the training of off-site stewards.
- Liaise with managers of clubs and organisations to arrange a 24 hour cover shift pattern, dictating numbers of personnel per shift.
- Arrange for supply of equipment requirements e.g. tabards, torches, batteries, radios and mobile phones etc.
- Brief managers on duty requirements and supply written guidelines
- Brief managers and supply an information pack containing a list of emergency contact numbers and procedures i.e. police, festival security, welfare and co-ordinators along with further information, i.e. maps etc
- Undertake regular visits and inspections of stewarding arrangements.
- Inform Silver Command of people and vehicle flow and any security implications arising off-site..
- To monitor the performance of off-site stewards throughout the festival, taking corrective actions as appropriate.

We will employ stewards to support the professional security arrangements. The stewards are expected to perform a variety of duties from crowd marshalling, general monitoring, monitoring of road blocks to generally assisting members of the public and local residents. They are also there to assist the police and other emergency services, should the need arise.

Villages Liaison Manager

The Villages Liaison Manager reports to the Licensee via Silver Command.

Key responsibilities

- To ensure that Silver Command, the Police and Local Authority, Off-site Manager, Crime Reduction Manager, Security Manager, Villages security contractor etc are kept informed of any issues of concern to their specific remit or responsibility.
- Being familiar with all households in the surrounding villages
- Undertake regular visits and inspections of Pilton and surrounding villages in advance, during and immediately after the festival.
- Developing, implementing and managing the Villages Proposal

- Developing, implementing and managing the villages security plan (i.e. relevant section of Security Report, off-site security maps, security placement schedule, relevant section of Crime Reduction Strategy, Statement of Policy on Drugs etc)
- Liaising with the Off-site Manager, Off-site Stewards Manager, Crime Reduction Manager, Security Manager, Villages Security Contractor, Site Manager etc on all aspects of the Villages Proposal and villages security plan
- Overseeing the establishment and staffing of the Tri Partite Village Drop in Centre (Village Hall)
- Liaising with the Local Authority, Avon and Somerset Constabulary, Parish Councils, local residents, contractors, emergency services, all other relevant parties and all pertinent festival staff in respect of all aspects of the Villages Proposal and villages security plan as defined above
- Being responsible for action taken in respect of every problem arising in Pilton and surrounding villages once brought to his / her attention.
- To maintain records of best practice and details of other issues and incidents, which may require further discussion.
- To maintain regular liaison with the villages security contractor throughout the Festival.
- To co-ordinate security resources in liaison with the villages security contractor as may be necessary in the interests of public safety
- To set up systems to monitor the villages security contractor and maximise their effectiveness, including carrying out integrity checks on security personnel via the covert team
- To be available to discuss and address security and villages issues at all times in co-operation with Avon and Somerset Constabulary and Mendip District Council

Parking Manager,

The company contracted to carry out the parking operation provides the Parking Manager. The Parking Manager reports to Silver Command via the Off-site Manager. The Parking Manager will be responsible for developing the internal traffic patterns in the parking areas and proposing works to be carried out in the parking areas. During the parking operation the contractor is further required to provide two security managers per 12-hour shift. The Car Park Security Managers are responsible for one side of the site, (East or West). These managers are designated as the senior who provides the link between the Security Manager, Parking Manager, parking crews, the Off-site Manager, Silver Command via the Off-site Manager, security, bus station personnel etc and the police.).

Rail and Ride Manager

The Rail and Ride Manager reports to Silver Command via the Off-site Manager. The Rail and Ride Manager is responsible for liaison with the Rail Operators and developing a bus timetable, which will, as closely as possible, match that of the expected arrival pattern of the public. The Rail and Ride Manager will also book all the bus operators for the shuttle service from Castle Cary Station. The Rail and Ride Manager will liaise with the Off-site Manager, the Villages Liaison Manager and the Security Manager with regards to the transportation of non-ticket holders away from the site to population centres. Additional responsibilities are for the numbers of Festival personnel working at the bus and train station, which should be agreed with the Off-site Manager the Security Manager, the rail companies, the British Transport Police and the bus companies.

Bus Station Supervisor

The Bus Station Supervisor reports to Silver Command via the Off-site Manager

Key responsibilities:

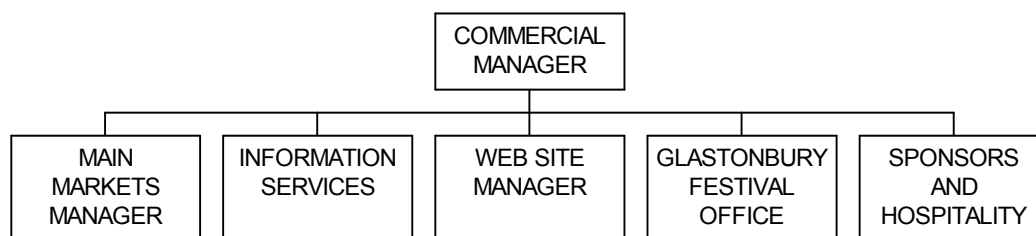
- Controlling pedestrian and vehicle access to the Festival Bus Station.
- Deploying stewards to limit access to the Festival Bus Station to buses and coaches operating agreed services to and from the site.
- Controlling pedestrian movement into and out of the Festival Bus Station – on arrival, ushering passengers off the buses and, on leaving, controlling queues.
- The safe operation of the Festival Bus Station regarding flows of vehicles and pedestrians and working with Security to highlight any security problems.
- Each bus company is responsible for providing a manager on site to co-ordinate their operations at the Festival Bus Station and liaise with the Bus Station Supervisor.

Commercial Manager

The Commercial Manager's position is full time, based at the Festival Office in Glastonbury and reports to the Licensee via Silver Command. The prime function of the role is the management of traders, concessions, some sponsors, advertising, the website, information and backstage hospitality. The Festival Office is a primary focal point for all year round communication with festival organisers and external organisations, dealing with all aspects of the festival.

Key responsibilities:

- Planning, organising and implementing all trading, wholesale and concession arrangements on site.
- Planning infrastructure requirements and negotiating contracts with the Markets Managers.
- Arranging markets resource requirements.
- Liaising with the Licensing Authority and the Emergency Services prior to, and during festival.
- Providing layout information for the production of the Site Plan.
- Allocation and distribution of passes for commercial traders.
- Negotiating and managing sponsorship deals.
- Organising backstage hospitality facilities and managing the allocation of passes and sale of tickets.
- Agreeing and managing budgets for the website.

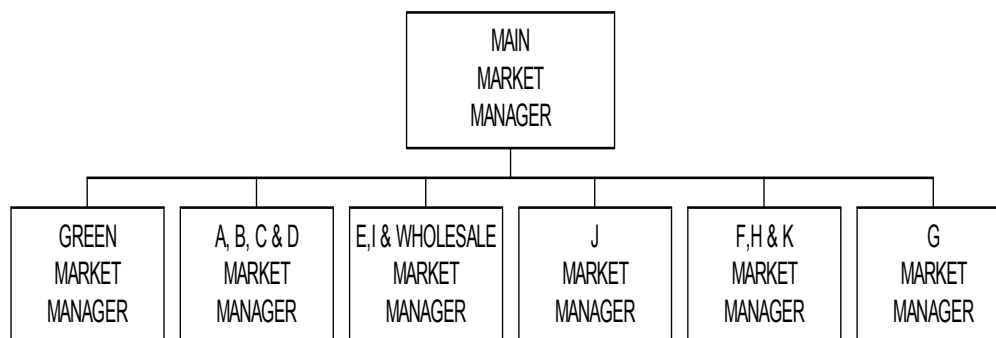


The Main Markets Manager

The markets organisation is responsible to Silver Command via the Commercial Manager for the performance of their duties. All markets have appointed managers and deputies. The staffing levels within each market organisation varies dependent upon the size and location of the market. Market staffing generally consists of office staff, gate crew and runners, providing 24-hour coverage, on a shift basis.

Key responsibilities:

- To resource and manage a team of market office staff and runners.
- To participate in the planning and set up of the festival market areas.
- To act as an information link between the markets and organisation infrastructure.
- To liaise with traders, concessionaires and sponsors.
- To assist market managers in the enforcement of terms and conditions of trading, environmental health and safety matters.
- To deal with issues relating to festival goers such as lost children, health or injury problems and welfare issues.
- To ensure that all enforcement authorities and emergency services are fully co-operated with and assisted in the performance of their duties.
- To co-ordinate trader movements, deliveries, vehicle pass requests and to liaise with gates to enforce vehicle movement curfews.
- To co-ordinate and arrange litter picking, waste removal, toilet cleaning and other housekeeping issues in the market areas.



Individual Market Managers

Individual Market Managers report to Silver Command via the Commercial Manager and the Main Markets Manager.

Key responsibilities:

- Managing a team of market staff and gate staff including recruitment, training and supervision.
- Marking out the markets site in accordance with the site plan and ensuring traders and services are correctly sited.
- Being the first point of contact for traders within their market area.
- Providing a 24-hour market office to act as liaison with traders, the public, enforcement authorities and the emergency services.
- Ensuring that all traders satisfy the Licence Conditions prior to trading.
- Ensuring all market activities are undertaken in accordance with all health and safety guidelines and that erection and commissioning of the trader satisfies the requirements of Glastonbury Festival 2005 Ltd Health and Safety policy and the festival licence conditions.
- Responsible for controlling vehicle movements and access through market gates including curfew management.
- Security of the market areas, and safety of the public.
- Monitoring and managing crowd movements.
- Recording and investigating all accidents and incidents that occur within the markets and ensuring appropriate remedial action is taken.
- Managing and overseeing the decommissioning of market facilities and trader stalls etc.

The Website Manager

The Website Manager reports to Silver Command via the Commercial Manager and is responsible for developing and enhancing the website management, content and facility. During the event the Website Manager organises and manages a team of volunteers that works with any approved web cast team and prepares reviews and photographs during the event. The facility to send, change and promote any safety message will be maintained throughout the event to support the planned dissuasive PR, as required. This website operation will continue to be based in a secure cabin in the main backstage compound.

The Festival Information Manager

Prior to and after the event, the Information Manager reports to the licensee via the Commercial Manager. During the event the Information Manager reports to silver command. Primary function is to produce and disseminate information for use by festival goers prior to, and during, the festival. Festival information services have a staff of core workers and volunteers numbering approximately 150, which are directed by three functional managers. They gather information from the other elements of the festival organisation and produce a suitable medium for dissemination.



Key responsibilities are:

- To act as a focal point for the festival organisation, to co-ordinate and disseminate information to the public.
- Production of the “Fine Guide” and the information pages within the Festival Programme.
- Provision of up to date information to the Internet Website and The Orange info service during the event.
- Production and distribution of the Site Map for the public
- Provision of payphones and cards for public use.
- Maintaining regular contact with key festival staff such as gates, security and emergency services to identify information dissemination requirements.
- Provision of 24 hour public information points throughout festival site from the Wednesday morning prior to the festival, until the Monday evening, post festival.

The Safety Manager

The Safety Manager reports to the Licensee via Silver Command and the Event Safety Co-ordinator

The main purpose of this position is to manage all safety and emergency related functions. The Safety Manager will support the Event Safety Co-ordinator in ensuring effective liaison between the Licensing Authority/Emergency Services and the Licensee via Silver Command. The Safety Manager will monitor and review the implementation of the Policy at the Festival, including inspections, checking relevant certification and safety policies of contractors.

- Provide advice and guidance on legislative requirements and safe working practices, to ensure safety procedures are followed and understood.
- Make RIDDOR reports.
- Investigate accidents and dangerous occurrences, advising on the steps necessary to avoid recurrence.
- Assist Enforcement Officers in their monitoring of Safety Standards.
- Liaison with Health and Safety Executive and Local Authority Officers, and any other organisations with view to improving any aspect of Health and Safety
- The Safety Manager has the power to immediately stop any operation or practices, which he considers unsafe, liaising with the appropriate Area Organiser and Event Safety Co-ordinator or any other staff as appropriate.
- Specialist safety staff (The onsite Safety Team) report to the Safety Manager, who organises and directs their work. All safety staff are authorised to stop any activity, which could result in serious immediate harm, notifying the Area Organiser and Safety Manager of their actions.

Safety Co-ordinators report to Silver Command via the Event Safety Co-ordinator and the Safety Manager and are allocated to venues throughout the site. Each co-ordinator has designated areas to monitor. These positions are filled by qualified volunteers or paid staff

who are employed in full time safety or environmental health jobs. Their role is to regularly inspect the venues for safety hazards liaising with Area Organisers and other staff as relevant to ensure corrective action.

They monitor the construction of structures liaising with the Safety Manager or Event Safety Co-ordinator to ensure structural checks are undertaken at the appropriate stage of work and that all relevant safety precautions are complied with. They act as first point of contact with Area Organiser, on all safety matters, requesting assistance from other specialists as required.

They monitor the activities in their allocated area to ensure that risks to the public are properly controlled. They monitor crowd movement, investigate accidents and report any uncontrolled hazards to the Safety Manager or Event Safety Co-ordinator.

Structural Engineers report to Silver Command via the Event Safety Co-ordinator and Safety Manager and inspect all major structures such as marquees, tents, seating, stages and sound and lighting rigs etc. They log all findings and “sign off” structures before use. They are empowered to require additional work to be undertaken if they are not satisfied with the structural integrity of the subject under inspection. Should they be dissatisfied with any structure they are to immediately report this to the Area Organiser and Safety Manager or Event Safety Co-ordinator

Electrical & Gas Inspectors inspect electrical and gas installations throughout the festival site. They report to Silver Command via the Safety Manager and Event Safety Co-ordinator ensuring all venues have been inspected and are safe for use prior to being open to the public. Any non-compliance is to be reported to the Area Organiser and Safety Manager or Event Safety Co-ordinator. The inspection of traders’ facilities is undertaken separately by Corgi registered gas inspectors engaged by the Commercial Manager.

A Team (Site Safety) Crew Manager report to Silver Command via the Safety Manager and Event Safety Co-ordinator. The primary role is to co-ordinate and direct the activities of the A Team (site safety) vehicle crews during the festival and co-ordinate safety related requests. A Team crews consist of five vehicles each staffed by a minimum of three people, providing 24-hour coverage throughout the festival.

Key responsibilities:

- Set up a safety control centre and communication network.
- Responsible for monitoring and searching out potential hazards on the festival site.
- Supply information to Silver Command via the Safety Manager and Event Safety Co-ordinator, the Security Manager, Safety Manager, Event Safety Co-ordinator, the Emergency Services Co-ordinator and any other relevant staff or agency of any problems or potential hazards on site.
- Providing escorts and other safety services as required.
- Assist in the response to short-term crowd management problems as required.
- Transport urgently required items around the site as required.
- Remove vehicles from camping areas.
- Keeping arenas free of camping
- Monitoring and management of campfires in the performance areas with, where appropriate, corrective action taken via security.

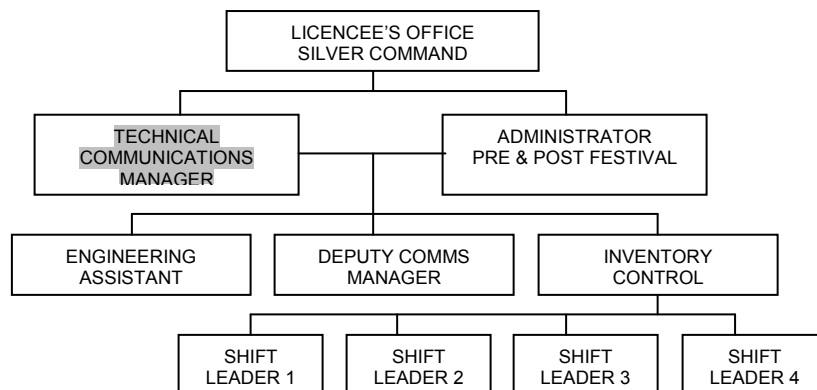
- Monitor any potential pinch points for crowd movement and provide initial response to resolve situations.
- Keep the fire lanes and emergency routes clear of any obstructions.
- Prevent unauthorised vehicle parking.
- Check the passes of vehicles around site for their validity and use.
- Prevent vehicle movements during curfew hours.
- Staff static vehicle checkpoints
- Assist welfare and medical cases e.g. by providing transport etc.
- Marshall on site traffic as required.

Technical Communications Manager

The Technical Communications Manager reports to the Licensee via Silver Command and is responsible for providing effective means of communication during the festival. This will facilitate one-stop emergency reporting, interface with Emergency Services and Silver Command as well as all other festival management and staff and accurate records and logs of all calls and messages. Key responsibilities of the Communications Manager are:

Key Responsibilities:

- Capturing communications requirements
- Ensuring that communications equipment is serviceable and ready for use. Equipment includes multi-channel radios, internal and external telephone systems, pagers, loudhailers and mobile phones.
- Providing a communications contingency plan for use in a major incident.
- Providing a clear communications matrix for use during the festival.
- Resourcing communication equipment requirements.
- Arranging site surveys and equipment testing.
- Providing frequency management of radio channels to suppress interference.
- Providing technical support to festival communications and infrastructure
- Provision and maintenance of a 24-hour communications service throughout the festival.



The Festival Fire Safety Officer is responsible for the provision of an agreed level of fire resources throughout the festival period. This is a Bronze position. The resource requirements in terms of hardware and manpower are established following discussions with Somerset Fire and Rescue Service prior to the festival. The Festival Safety Fire Officer also provides advice and guidance to festival management on risk and methods of prevention and control. The Festival Fire Safety Officer reports to the Licensee via Silver Command.

The Welfare Manager reports to Silver Command via the Safety Manager and Event Safety Co-ordinator

Key Responsibilities:

- Arrange facilities and recruit appropriately qualified staffing for Wagonshed Welfare Centre.
- Provide appropriate care for physically or emotionally distressed festival goers.
- Provide advice and forward referral.
- Co-ordinate the collection, documentation and re-allocation of lost property.
- Post festival welfare and green welfare are organised by separate contractors and guided by the Welfare Manager.

Main and Other Stages Production Co-ordinator

The Production Co-ordinator reports to the Licensee via Silver Command.

The Production Co-ordinator has total planning and operational responsibility for all production issues relating to Main Stage and Other (Second) stage. This involves:

Key Responsibilities:

- Specifying, appointing and managing the contractors providing stage structures, sound, lighting, special effects equipment & services, front stage barriers, LED screens & projection, pit & backstage security, crew catering etc.
- Specifying and scheduling stage & backstage related site infra-structure equipment, including fencing, barriers, marquees, toilets, showers, water supplies, temporary roadways etc.
- Liaison with television contractor regarding logistical planning and scheduling of Media operation on site.
- Pre-production liaison and planning with all artistes appearing on Main and Other Stage to ensure technical and production requirements are attained.
- Appointment and management of staff and crew to undertake various production related duties including stage management and on site artiste liaison and backstage/dressing room hospitality.
- Supervisory responsibility regarding financial authorisation and limited services and equipment requisition relating to production services at Jazz Stage, Acoustic Stage, Dance Tent, New Bands Stage, Theatre & Circus areas.
- Ensure that sites are organised so that work is carried out with the minimum risk after proper assessment of all factors.
- Ensure that all contractors and the self-employed receive a copy and are familiar with the Health and Safety Policy and, so far as reasonably practical, have the necessary competence and experience to complete work safely.

The out of the event. The purpose of maintaining a management framework immediately following the event is enable us to respond and deal with and unauthorised activity with improved efficiency. Licensee is committed to providing suitable management cover post the licensed period, during the pull

The following positions will be kept in place from 1700 hrs on the Monday after the Festival until 1700 hrs on the Tuesday; Licensee and/or Silver Commander (one of the two will always be present onsite), Security Controller and Health & Safety Manager. The position of Noise Consultant will also be maintained until 0600 hrs on the Wednesday.