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# FESTIVAL LICENSING

**Mendip District Council**

**Jason Kirkwood**

**(With special thanks to Jen Mackley at  
Glastonbury Festival Events Limited)**

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# LINEUP

Introduction

Background and context

Legislation

A multi – agency approach

Case study

Perspective

Questions and discussion

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# INTRODUCTION

- Give an insight into what makes the Glastonbury Festival unique.
- Show how diverse and disparate bodies are successful working together in Licensing and Planning the event.
- Questions and discuss lessons learnt elsewhere.

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- Small land locked district council in the county council area of Somerset.
- Usual resident population **109,279**
- Main settlements – Frome, Wells, Glastonbury, Shepton Mallet and Street
- No motorway junction.
- 1 railway station in the district (Frome) and 1 just outside (Castle Cary).
- Dissected by the A37 and served by Bristol Airport.

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# MENDIP DISTRICT COUNCIL

- Total of 150 directly employed staff at the Council.
- Offices in Shepton Mallet.
- Co - located with Police, County Council services, Town Council.
- Extensive use of contractors for service delivery.
- Engaged in Shared Services with neighbouring districts.
- Community Health Services includes Licensing, Environmental Protection and Public Safety – 25 staff.
- Licensing Board – 15 Members

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# KEY PARTNERS (1)

- Glastonbury Festival Events Ltd (GFEL) - Management Team.
- Avon and Somerset Constabulary – Operational Planning, Traffic, etc.
- Somerset County Council – Highways, Emergency Planning, Social Services.
- Devon and Somerset Fire and Rescue Service (D&SFRS)
- South Western Ambulance NHS Foundation Trust (SWAST)

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# KEY PARTNERS (2)

- Devon and Somerset Trading Standards, Environment Agency, Highways England, British Transport Police, South Somerset District Council.
- Ward Councillors
- Parish Councils

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# LICENSING ACT 2003 (1)

- Simple and sensible grounds to consider an application.
- A clear/ robust legal framework to process and determine an application.
- ‘One stop shop’ for regulators and applicants to look at the impacts of various licensable activities at an event.

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# LICENSING ACT 2003 (2)

- Operating Schedule and Event Management Plans to detail their plans.
- *Arguably*, all parties must have an opportunity to consider the detail of arrangements for an event before a licence is granted.
- Licensing Authorities had to review their monitoring activities to lower their costs, whilst still promoting compliance and public safety.
- Applicants can and usually do apply for 'permanent' premises licences.

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# GLASTONBURY FESTIVAL

- Started in 1970.
- Audience of 135,000 - in 2017.
- Iconic international event showcasing a huge variety of contemporary arts.
- Employs – 25 full time staff.
- Peak BBC viewing figures – 2017 – highest ever recorded of 20.9 million.
- Covering a footprint of 900 acres and perimeter of 8 miles.
- Deploying 10,000 numbers of security, stewards and marshals.

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Glastonbury Festival of Contemporary Performing Arts

# A MULTI – AGENCY APPROACH

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# GOLD, SILVER, BRONZE (GSB)

*‘The generic command structure, nationally recognised, accepted and used by the police, other emergency services and partner agencies, is based on the gold, silver, bronze (GSB) hierarchy of command and can be applied to the resolution of both spontaneous incidents and planned operations.’*

*‘This structure provides a framework for delivering a **strategic, tactical and operational response to an incident or operation.** It also **allows processes to be established that facilitate the flow of information, and ensures that decisions are communicated effectively and documented as part of an audit trail.**’*

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# THE MULTI – AGENCY PARTNERSHIP

- MAP is a framework for stakeholders and operates to a consistent GSB management structure.
- Representatives from GFEL event management team, Council, Police and other Key Partners.
- Gold commanders/ managers - strategic decision makers remote from day to day management.
- Silver managers - tactical level decision makers – onsite management staff.
- Bronze – operational decisions such as specific team leaders.

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# FRAMEWORK

- The main MAP meeting discusses strategic/ tactical issues, debriefs and plans for the next event.
- Held bi – monthly and almost all year around.
- Discusses changes to the event, licensing issues, law changes, outside factors, etc.
- Provides an arena to assist the Licensing Authority in ‘sign off’ of the yearly Event Management Plan.
- Working groups feed into MAP meetings on the detail of plans.
- Parish Council and strategic meetings linked in.
- Meetings administered by GFEL.

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# COMMUNICATION AND WORKING TOGETHER

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# PRE - EVENT

- Comprehensive dialogue on any draft applications.
- Continual communication.
- Table Top Exercises for emergency/ contingency planning: 1 for a wide cross section of key personnel and 1 far more 'Blue Light'/ Category 1 responders orientated.
- Structured sign off of EMP chapters and final complete EMP (1 month before).
- Final operational arrangements made by all stakeholders, after months of planning, to carry out their responsibilities.

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# THE EVENT

- Event Command and Control compound acts as a hub for GFEL and statutory bodies.
- Silver level meetings held twice daily – discussing emerging issues and operation of the event.
- Close partnership working across a number of distinct areas to deliver on shared priorities. From crime prevention/ detection to traffic management to environmental protection.

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# OPERATIONAL JOINT WORKING

Includes: noise (GFEL and MDC), health related problems (GFEL, MDC, Police, Fire and Ambulance), off - site camp sites (local landowners/ campsite management, GFEL, MDC, Fire and Police) and security (GFEL, security contractors, Police, MDC and SIA).

**Bars – extensive checks on all bars by GFEL compliance team, audited by Council team (avoiding duplication).**

**Taxis – off road transport hubs, including taxi rank, set up by GFEL. Marshalled by GFEL and monitored by Council using staff from other LAs.**

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# POST EVENT

- All stakeholders collate their data sets.
- Reports are compiled.
- Stakeholders review successes/ failures in management of the event.
- Stakeholders carry out their internal debrief arrangements.
- MAP debrief.
- District Council's Scrutiny Board carries out public debrief of the event – produces recommendations.
- Meeting of the first MAP for the following year!

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# CASE STUDY

- Ticket touting – led by district council using street trading powers.
- Supported by Police using section 25 PACE (now section 110 Serious Organised Crime and Police Act 2005).
- Back up and intel provided by security deployed outside the event and in village of Pilton.
- Tickets and money were seized as evidence.
- Following investigation tickets and money returned, if prosecution is not carried out.
- Reduced the activity significantly and swiftly.

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# VIEW FROM THE HILL

- Events can have a significant impact on residents/ businesses and so the licensing of them can be emotive.
- Engaging them in the licensing process may influence how they *feel* and can provide local information improving Event Management Plans.
- Ideally, the dialogue between organisers and representatives of the community becomes established and continues beyond the licensing process, influencing the event planning process.
- With or without the regulators, this relationship is crucial to the sustainability of an event.

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# QUESTIONS

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