



# Bathurst Glamping Resort 2021

## Event Safety Management Plan V3

**REDWOOD**  
EVENT SOLUTIONS

Document prepared by:	Redwood Event Solutions
Document prepared on behalf of:	Vision 9
Checked by:	Nick Aston and Emily Muirhead
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### Executive summary and venue specific updates:

- 1.1 This executive summary page will be used throughout the planning and delivery stages of the Cloud 9 glamping event series to provide an overview of significant or specific changes to safety management plans and arrangements for individual premises and locations.
- 1.2 This section should be used to apprise the reader on future iterations and updates. It should not however, be referred to as a stand-alone document without having read the full plan or the relevant section(s) in the first instance.
- 1.3 This section will serve to outline significant changes and amends for ease of navigation.
- 1.4 It will be updated as the event planning progresses, and feedback / input is received.
- 1.5 This document (V2) is the initial draft version for comment and review by all relevant parties and stakeholders involved in the operational delivery and management of the event. Next versions of this plan will include comments and feedback from local SAG representatives and updates as planning for the event continues.

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## This Document

- 2.1 This document - the Event Safety Management Plan (*ESMP*) has been produced as the overarching safety document for the Cloud 9 (C9) glamping event series presented by BD Events Ltd.
- 2.2 This paper specifically relates to the Bathurst event taking place at the Bathurst Estate in Cirencester. This may be referred to as the Cotswold event by the organisers and on marketing / social media platforms.
- 2.3 This plan will cover the minimum level of safety arrangements and controls which shall be in place at the glamping / event sites.
- 2.4 The *ESMP* has been drawn up by Redwood Event Solutions (*RES*), specifically for the C9 Glamping Event series 2021 and at the request of BD Events Ltd as the overall event organisers.
- 2.5 The authors of this document shall require the input and review from all key stakeholders and event participants and all such feedback and detail shall be included in further iterations of this safety management plan.
- 2.6 The key objective of this plan is to provide regulatory authorities stakeholders and other relevant parties with a single source of information focusing on health and safety at each of the resorts. This includes, but not limited including a clear outline of how operations, contingencies and emergency situations will be handled at each of the resorts as well as providing an overview of general safety arrangements in place during the build, operational and breakdown periods of each of the resorts.
- 2.7 Each of the C9 event locations will be subject to application of the relevant Premises License which will define the event location and footprint, event

content and audience capacity as well as clearly outlining how each of the four licensing objectives shall be met and managed at each location.

- 2.8 This ESMP has been developed with reference to relevant guidance and legislation.
- 2.9 A site plan will be included to show the locations of key event infrastructure and production areas including access and egress points.
- 2.10 \* *Note* that site plans within the ESMP are provided for reference only will remain live working documents, as such the organiser and authors of this paper reserve the right to amend and or update such plans. Iterations shall be given in each instance.
- 2.11 The site plans should be used as a tool to gauge an overall understanding of the event site and progressing plans through iterations. As with any event or live event, plans change, improvements are made, and layouts are re-designed.
- 2.12 The Event Organisers will commit to issuing the necessary drafts and final versions of the ESMP as required under the different premises license at each location and / or as required by the SAG attendees with each Local Authority.
- 2.13 The ESMP will be opened for feedback and advice given from the SAG group. It is envisaged that the various SAG's group shall agree the ESMP in principle and in writing no less than 4 weeks before the event start date (subject to confirmation from individual local authorities).
- 2.14 The ESMP will form part of a wider suite of safety documentation including but not limited to:

- Emergency Evacuation Plan – *Site / Location specific*
- Risk Assessments - *(overall for each show delivery plus specific venue / event risk assessments as required)*
- C19 Specific RA's – *In line with relevant guidance and road maps*
- Fire Risk Assessment – *Site / Location specific*
- Wind / Severe weather Management Plan

2.15 These documents will be made available to the individual authority, relevant authorities, and stakeholders via an online safety portal. This is a secured portal used by RES to host all current and future iterations of safety docs.

2.16 Overall responsibility for the planning and delivery of the C9 resorts, and for meeting duties under the Health and Safety at Work Act 1974, the Management of Health and Safety at Work Regulations 1999 (*and related legislation*), remains with BD Events Ltd.

2.17 Responsibility for meeting duties under the Licensing Act 2003 will remain with BD Events Ltd, supported by other parties onsite as required, namely the nominated security providers at each location.

## Event Overview

### *The Event*

- 3.1 BD events produced the C9 glamping event across 2020 and to great effect. The original event took place in Dorset and offered families and friends the ultimate glamping mini break in a beautiful location.
- 3.2 The 2021 series of resorts builds on the foundation from 2020 and the lessons learned through operating resorts in the covid 19 landscape. The C9 glamping event by its very nature is modular and as such has contingency in being able to react and adapt to relevant C19 controls and HM Gov roadmaps.
- 3.3 The C9 Bathurst event takes place in the beautiful ground the of Bathurst Estate that presents some 15,000 acres of parks, woodlands, and farmlands. The C9 event will be nestled well within the estate. The proposed site is shown below and overlaid against the estate.



- 3.4 The red outline delineates the proposed licensed site.
- 3.5 The glamping site will be opened to guests from the 19<sup>th</sup> July up to and including the 30<sup>th</sup> August 2021. The breakdown of dates aligned to event phases is given below.
- Build Phase – 12<sup>th</sup> – 19<sup>th</sup> July
  - Glamping Site open – 19<sup>th</sup> July to 30<sup>th</sup> August
  - De-Rig Phase – 31<sup>st</sup> August to 3<sup>rd</sup> September
- 3.6 The Event Organisers reserve the right to change and or amend these dates and are subject to revision following local authority consultation.
- 3.7 Typical open day timings are given below.
- Standard Operating Hours
    - 08:00 to 00:00 each day
  - Bars and Concessions Close
    - By 23:00
  - Late Night Refreshment
    - 23:00 – 00:00 each night
- Note: times are correct at the time of publish but the organisers reserve the right to amend accordingly.*
- 3.8 The Bathurst / Dorset event proposes some 250 pitches across the site and across a variation of accommodation from bell tents to airstreams and safari tents. Further details of accommodation are given further within this paper.
- 3.9 A notional capacity can be arrived at by modelling a foreseeable number of persons per pitch and is given as:



No of Pitches	Persons / Pitch		Total
250	4		1000

- 3.10 The proposed number of staff and contractors should also be considered at this stage. This is given as:

Staff & Crew			Total
300			300

- 3.11 Therefore, a notional capacity of some 1300 persons at any one time is offered specifically for the Bathurst 2021 proposed event.
- 3.12 The demographic of patron is very much family orientated and offers an outdoor experience aligned to family values and tastes. This type of glamping experience is highly likely to be popular across the hospitality sector and provides an incredible opportunity for young families to experience beautiful settings within the UK and given the modular aspects of this event model, some resilience to a dynamic C19 landscape.

### *The Customer Journey*

- 3.13 To provide a detailed overview / image of the event it is perhaps useful to travel the customer experience at C9.
- 3.14 The C9 glamping site operates in a similar way to most campsites, just with the very best that the UK's beautiful outdoors can muster and delivered in a way that only a leading events and festivals company can.
- 3.15 This experience provides the perfect balance of outdoor family adventures, and proper, spoil-yourself relaxation. This experience is curated for families by families, there are endless activities and escapades designed for families and loved ones in mind.

### 3.16 The journey for our guests:

- Once booked, guests are contacted to book in for their arrival and departure times. This is achieved in advance of anyone coming to site
  - Check in happen every Mon & Fri from 15:00 onwards
  - Check outs happen every Mon & Fri guests must bid us farewell by 10:00
- Guests will arrive by car and onto the Bathurst event via the estates main entrance and via Cecily Hill.
- They will then make their way onto site and pick up the C9 branded wayfinding signage.
- This will direct them to the north west of the estate and up to the C9 glamping site.
- Cars will be met and parked within the customer parking area and families / groups make their way to the reception.
- Buggies are hailed to meet our families and friends and transport them and their luggage, to their chosen home for their stay.
  - There are some 25 buggies onsite and some with trailers to manage our inbound and outbound guests.
- Once delivered safely to their chosen accommodation our guest can unpack and get used to their new glamping pad for their stay.
  - Pitches have a 15m separation.

- This is conducive of the intended experience.
- Also provides added resilience from a C19 safety perspective and if the event has to retrofit relevant C19 controls and arrangements.
- Groups can book together and as such their grouped pitches may be pitched closer together but still allowing for 10m separation from their newly formed pod to our next guest pitches.
- There is a plastic / temporary toilet unit positioned to the back of each pitch.
- Once checked in and settled the fun can begin. Families can pre book activities in advance or visit the activities hub on site to gather a little more info and book their experiences.
- The bars and restaurants are open across the day and ready to look after our guests every whim.
- When it is time to pack down and leave, our guests will again be met by our campsite teams and with a buggy and trailer to take them back to the guest car park.
  - The check-out will have been booked in advance which gives the organisers site of requirements and the ability to align resource accordingly
  - The 25 buggies also mean there can be no more than 25 families at any one time in the car park / reception facility.

- Our guests make their way home and the C9 team refreshing, cleans, restocks and ready themselves for the next inbound families and friends.

### *The Accommodation*

3.17 There is an array of accommodation options presented guests and to suit all budgets. They comprise of the following:

- Standard Bell Tent 5m-



- Classic Bell Tent 6m -



- Luxury Bell Tents, as above but with bells and whistles, beds, power, sheets and so on.

- Two Bedroom Luxury Bell Tent -



- Airstreams



- Nordic Double Tee Pee



- Safari tents, the ultimate experience including ensuite bathroom, king size bed, private terrace, and hot tub.



3.18 All the accommodation options and details can be viewed via the website.

<https://cloudnineglamping.com/cotswolds/stay/?pge=3>

## Activities

3.19 There are a range of pre bookable family activities available at C9. The activities are designed to celebrate the outdoor lifestyle of the event specifically aimed at families. Activities include silent discos, bushcraft, a spa, horse riding and den building to name but a few.

3.20 The full list of activities can be found on the website and via:

<https://cloudninelamping.com/cotswolds/activities/?page=2>



3.21 The activities on offer are bespoke in nature and at times, required skilled and competent operators. As such the activities being included within the event are subject to each individual's safety controls and arrangements. These should be considered alongside this paper and viewed upon request.

- 3.22 The safety controls, arrangements and insurances will be collated in all instances and scrutinised by the C9 operations teams. These will be held on file and made available for inspection upon request.

### *The Food and Drink*

- 3.23 C9 will offer some the UK's very best street food, local producers, and pop-up bars. There will be permanently positioned restaurant facilities across the campsite and augmented with pop up catering installations, food trucks and bars.
- 3.24 Kitchens and catering installations will be positioned and set up to minimise unnecessary distribution of the resort's resources (power, grey water collection, gas etc.).
- 3.25 All such resource will be in fenced, controlled / back of house areas and away from public access.

### *Alcohol and Bars*

- 3.26 Bar concessions and installations will be handpicked and carefully placed around the event to offer guests refreshment and social watering holes from which to enjoy the show.
- 3.27 Rather than focus on volume, the offer is one of high-end experience and covers fine wines, cocktails, craft ale, craft gins and ciders.
- 3.28 The Event Organisers will engage a number of bars and outlets from local and national suppliers.
- 3.29 The event has developed an Alcohol Policy and a Sensible Drinking Policy. Both are given to the appendices of this document and will be circulated

to exhibitors, bar operators and those selling alcohol in advance of arrival on site.

- 3.30 All bar operations are required to read, sign, and adhere to all of the controls within the C9 alcohol policy in advance of trading. Signed declarations will be collected in advance of opening doors. Any bar operations not meeting the standards therein will not be permitted to trade. This will be monitored and reviewed throughout the event phase. Please reference the alcohol policies and supporting docs within the appendices for further details.
- 3.31 All bar contractors are engaged well in advance of coming to site and the controls with the above policies communicated.

#### *Alcohol Management against Licensable Objectives*

- 3.32 The above section gives the overview of the content and creative aspects of the offer. BD Events Ltd C9 recognises their legal and moral responsibility to manage alcohol consumption across the site and promote responsible drinking where appropriate.
- 3.33 C9 has a nominated and registered DPS and they (or their nominated deputy) will be present onsite throughout the live phase. They will oversee and manage the activities of the bar and outlet operations and their compliance.
- 3.34 C9 will manage a multi-tiered control with relevant contractors being engaged at the procurement stage and key controls / arrangements being communicated out.
- 3.35 All bar operators receive a welcome letter clearly detailing:



- The DPS, contact details and their role on site
- The proactive role in upholding licensing conditions
- The requirement to minimise impact on the venues, park areas, any local residents and businesses etc

3.36 The advance letter will be accompanied with key alcohol management documents including:

- A copy of the premise license – *To be displayed in a prominent position at the stand and during the show.*
- The Responsible Alcohol Policy – *Clear lays out controls around open vessel sales, sampling, requirements by law and importantly, how we expect on exhibitors and contractors to behave. This information is to be read, understood and disseminated out to all relevant staff. See policy in the appendices for further detail.*

3.37 The Event Organisers require all bar operators to:

- Appoint a manager of the stand / unit who must have a personal license (the information of which is required in advance). That representative must be on the stand throughout service hours.
- Run and manage the challenge 25 policy – ensuring that all staff are briefed as to how this operates, to have correct signage in place and refusal logs. Wristbands are issued to bar staff to accredit persons that they have successfully age verified.
- Ensure that alcohol service ceases at least 15 minutes before the end of each day.

- Not serve anyone who appears to be under the influence of too much drink or their companions if suspected of buying drinks for those already under the influence.

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## The Bathurst Estate and C9 Event Site

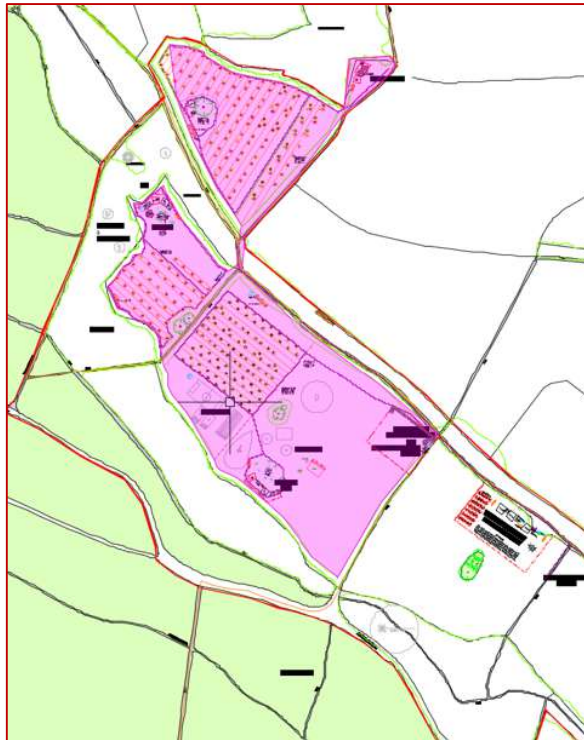
- 4.1 BD Events Ltd have taken all reasonable efforts to ensure that each C9 site is suitable to host a C9 resort so far as is reasonably practicable. The Resort Organisers take full responsibility for ensuring the sites can suitably accommodate proposed capacities whilst ensuring the provision and installation of the necessary items and infrastructure for the various elements of the resort.
- 4.2 The Bathurst estate presents a significant amount of land to play with and is well versed in hosting visiting event organisers. Previous events include horse trials, alfresco cinema, county shows and Dogfest.
- 4.3 The Bathurst site has a proven ability to host such events with areas of hard standing, access routes and some existing services such as power and water.
- 4.4 In any inclement weather conditions, the sites will be appropriately managed to preserve the ground so far as reasonably practicable. Public and vehicle routes in and around site, monitored, transferred and or re-routed (where possible).

### *Notional Capacities against Site*

- 4.5 As part of the venue specific emergency evacuation procedures, a plan shall be developed and modelled to show the site in both normal and emergency conditions to suitably test the capability of each site and the area(s) available for audience circulation, access and egress.
- 4.6 The C9 Bathurst resort has applied for a licensed capacity of <5000 persons at any one time. The notional capacity being proposed for the 2021 Bathurst resort is given as:

No of Pitches	Persons / Pitch	Total
250	4	1000
Staff & Crew		Total
300		300
Combined Total		1300

- 4.7 It is important to consider and model to the proposed Bathurst site's capacity to receive and accommodate the resort.
- 4.8 The proposed C9 site within the Bathurst estate equates to some 850,000m<sup>2</sup> of space. This is clearly a significant footprint and has been taken from the AutoCad DWG file and as such is measurable and to scale.
- 4.9 This is the overall area of the site and the area being applied for by license, it is useful at this juncture to model the publicly accessible areas against notional capacity.
- 4.10 This is shown to the model below and again taken from the AutoCad site plans. The area in pink denotes the publicly accessible area. Note this excludes the woods. This area equals 250,000m<sup>2</sup>



4.11 Clearly there are various infrastructure, structures and installations that take up footprint and should be subtracted from the available footprint. The site plan is still a live document, as such it makes sense to subtract increasing percentages of footprint to model notional capacities against usable footprint.

4.12 This table shows percentage reductions in usable footprint against notional capacity. The table also model people per meter (ppm) as densities.

Publically Accessible Areas - Excluding Woods									
Floor	Total Area (m <sup>2</sup> )	0.5 PPM	1 PPM	1.5 PPM	2 PPM	2.5 PPM	3 PPM	3.5 PPM	4 PPM
PA Areas	250,138	125,069	250,138	375,207	500,276	625,345	750,414	875,483	1,000,552
Reduction - 40%	150,083	75,041	150,083	225,124	300,166	375,207	450,248	525,290	600,331
Reduction - 50%	125,069	62,535	125,069	187,604	250,138	312,673	375,207	437,742	500,276
Reduction - 60%	100,055	50,028	100,055	150,083	200,110	250,138	300,166	350,193	400,221
Reduction - 70%	75,041	37,521	75,041	112,562	150,083	187,604	225,124	262,645	300,166
Reduction - 80%	50,028	25,014	50,028	75,041	100,055	125,069	150,083	175,097	200,110

4.13 Even modelling 0.5ppm and with an 80% reduction in footprint, the site has the capacity to accommodate some 25,000 persons at any one time.

- 4.14 Therefore, it is entirely reasonable to suggest that the proposed Bathurst site has significant capacity and contingency to accommodate the notional 2021 capacity.
- 4.15 The resort is ticketed, and tickets are purchased in advance and accounted for / reported on constantly. The C9 management team always have access to ticket sales and can gauge sales against notional capacity and resource.
- 4.16 The nature of the glamping resorts, i.e., longer tenure and no one specific highlight or feature means that arrival and departure can be dispersed rather than concentrated in one key date / time.

## Audience Demographic

- 5.1 The demographic of the C9 resorts will be celebratory, compliant, and relatively low maintenance regarding Crowd Dynamics.
- 5.2 This was borne out by crowd dynamic experienced at the 2020 Dorset resort. This is a family glamping experience and the behaviours experienced were entirely foreseeable and presented no significant issues for the security and or crowd management teams.
- 5.3 Using a simple crowd management measure of 1 being sedate and compliant and 10 being raucous and unruly, the C9 resorts line-up is given a score of 2. The audience is good-natured, predominantly group / family based and compliant.

## Operations

- 6.1 BD Events Ltd will be responsible for the overarching production and operational management of all aspects of the C9 Bathurst Resort. They shall engage reputable and competent contractors and suppliers to assist with the construction, delivery, cleansing and breakdown of the resort.
- 6.2 Set out below are the operational roles and responsibilities for the key positions within the C9 Management Team as appointed by BD Events. These roles may be augmented or reduced as appropriate.
- 6.3 Final decisions regarding resort delivery, the enactment of contingency plans and so on shall rest with C9 Senior Management and or their nominated Deputies.
- 6.4 The onsite safety role and responsibility thereof will reside with the C9 Site Manager. For clarity, there is no external safety advisor contracted to be onsite for all the build, delivery, and de-rig phases.
- 6.5 The contracted safety advisor shall visit the site at the end of the build period and to ready the site for final sign off. This will include an inspection of all TDS, infrastructure services such as water and power and an overall site sign off. This will be documented and sent the C9 Operations and Site Managers ahead of opening to guests.



6.6 **Event Director – Ben Childs – *BD Events Ltd***

- Overall responsibility for the resort and all activities taking place on the licensed resort site. The controlling mind.
- Key and main point of contact between Local Authorities and all enforcing / regulatory bodies regarding the resort.
- Overall decision-maker for initiating contingency plans such as an incident requiring show stop, evacuation of the site or cancellation of the resort.
- Ensure sufficient resources are made available for the safe presentation of the resort.
- Selection and provision of all show content
- Selection and provision of all marketing content

6.7 Operations Director – *Sam Watkins- BD Events Ltd*

- Principal point of contact for all relevant agencies.
- Overall responsibility for production, infrastructure, and site operations.
- Oversee the procurement and contractual appointment of suitable competent contractors.
- Oversee the procurement and contractual appointment of suitable Exhibitors and Concessions.
- To oversee the collation all relevant documentation (insurances, risk assessments, methods statements, training certification etc.) from all contractors, caterers and exhibitors.
- To scrutinize and check the validity, suitability and sufficiency of contractor, caterer and exhibitor documentation and controls.
- Responsible for ensuring stakeholder liaison and consultation including; attendance at SAG meetings etc.
- Planning for the safe ingress and egress of public attending the resort.
- To ensure the procurement and timely dissemination of the locations of any buried or overheads services within the site footprint.
- To communicate the above to the Site Designer and Safety Officer at the nearest opportunity.
- To actively manage and ensure sufficient resource is in place to meet the licensing objectives and agreed conditions.
- To assist the appointed safety management company (Redwood Event Solutions) in the development of the ESMP.
- Oversee delivery and installation of all production infrastructures.
- Consultation on the production of comprehensive site plans.
- Timely circulation of all relevant site plans to the C9 Management team

- To ensure that C9 Operations are co-ordinated in a safe and consistent manner alongside relevant Bathurst Estate Activities / Operations.
- Oversee and manage the activities of the Site Manager and Site Crew.
- Oversee and manage the activities of site contractors.
- To oversee manage and record the delivery of Safety Site Inductions for all C9 contractors.
- Liaison and contractual management with the landowner.

#### 6.8 Health & Safety Advisor – Jim Davey– Redwood Event Solutions

- To advise BD Events and the key management team for C9, on issues relating to the health and safety of contractors, employees, and the public.
- To assist C9 with the co-compilation of ESMP, Risk Assessments and other relevant safety documentation.
- Oversee development of suitable contingency and emergency plans per C9 site.
- Attend any meetings and briefings relating to resort safety management including SAG, emergency service meetings as and when contracted to do so by BD Events Ltd.
- To attend site towards the end of the build phase and to carry out safety monitoring inspections prior to opening to guests, including review of Sign-off and Completion Certificates where appropriate obtained via the resort Site / Safety Manager.

*Note: this will only be achieved on the contractual days present on site, at times when the safety advisor is not on site, responsibility shall fall to the Site Manager and Operations team to oversee the safety management of C9.*

- To support the C9 operations team remotely through any RIDDOR reportable incidents and advise accordingly.
- The Safety Advisor shall not be responsible for the H&S arrangements of independent contractors (i.e., Exhibitors, Caterers, and content providers) and or the training of their employees. Such employers shall be wholly responsible for discharging their duties under the Health and Safety at Work act 1974 and related legislation.

- In consultation with the Operations Director & Site Manager(s), to take such actions as deemed necessary to ensure compliance with statutory health and safety duties.
- Assist in the development of and conduct safety briefings for C9 Staff and Contractors.

*Note: this will only be achieved on the contractual days present on site, at times when the Safety Adviser is not on site, responsibility shall fall to the Site Manager and Operations team to oversee the safety management of C9.*

- Liaise with Enforcing Authorities in advance and on site to provide such information and assistance as is required to fulfil their statutory duties, SFARP.
- Ensure any incident or accident is appropriately reported, logged and investigated (including any reporting that may be required under RIDDOR). *Note; this will only be achieved on the contractual days present on site, the Operations Manager and or Site Manager shall fulfil this duty in the absence of the SSO.*
- To host the SAG, walk around before the site opens and to field any resultant questions from regulatory, enforcing and local authorities.
- To enact the safety management systems and plans within this ESMP and other C9 relevant safety docs through all phases of the resort. This applies to normal operational and emergency phases.
- To monitor on site safety performance and working practices of relevant contractors against their presented H&S arrangements and controls.
- To investigate and report upon relevant accidents, near misses and incidents and to review relevant safety controls and arrangements thereafter.

- Production of post event report outlining procedures followed in the event of any incident on site.

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## 6.9 Site Manager – *BD Events Ltd - Tbc*

*This role shall encompass and discharge duties under site management and safety during all phases of the resort, namely build, live and derig. As such, both the site manager and safety roles and responsibilities are detailed herein.*

### *Site Manager R&R's*

- To build the site as per agreed site plans and schedules and ensure all access and egress routes are in place and maintained as part of the site plan
- To consider and manage the effective build of safety critical elements of the site such as sufficient usable footprints and the location and capacities of required exits, both normal and emergency portals.
- To directly manage all zone / area managers and site crew.
- To manage the safe and timely operations of all appointed contractors on site.
- To ensure that all contractors and exhibitors have undertaken the safety induction before starting any works onsite.
- To monitor, review and report on the effectiveness of all works and schedules / plans onsite. Report to Operations Director.
- Obtain all relevant sign off and completion certificates from sub-contractors providing temporary structures, stages, temporary water and electrical supplies etc
- To liaise directly with all Exhibitors and Concessions as to the location of pitches, supply of services and build / break operations.
- To report any incidents and or matters pertaining to safety directly to BD events / C9 Senior Management.

- To assist in monitoring site security locations, operations, and the effectiveness thereof.
- To make available and manage all relevant resource in emergency or contingency arrangements / plans.

#### *Site Manager - Safety specific roles and responsibilities*

- To work proactively as part of the C9 safety team, alongside the operations managers to manage the safety aspects of C9.
- To effectively implement all relevant controls as laid out in the C9 safety documentation. Specifically, the ESMP, RA's. Emergency Evacuation Plan, FRA and Severe Weather Management plan.
- Liaise with Enforcing Authorities on site to provide such information and assistance as is required, from a safety perspective, to fulfil their statutory duties, *SFARP*. This shall be achieved alongside the C9 Operations team and should be reported / logged.
- To work with relevant contractors to achieve sign of certification and as per relevant legislation and guidance, primarily with all TDS, power and water contractors. Such sign offs should be sought from the relevant contractors and filled within the C9 files / portals.
- Ensuring any incident or accident is appropriately reported, logged and investigated (including any reporting that may be required under RIDDOR)
- The Site Manager shall not be responsible for the H&S arrangements of independent contractors (i.e. Exhibitors, Caterers and content providers) and or the training of their employees. Such employers shall be wholly responsible for discharging their duties under the Health and Safety at Work act 1974 and related legislation.



- In consultation with the Operations, to take such actions as deemed necessary to ensure compliance with statutory health and safety duties.
- To carry out safety briefings for C9 staff and or contractors across all phases of the resort, e.g. a safety overview of performance and tasks / conditions ahead at the daily production meetings.
- To monitor the weather in line with the severe weather management plan and to enact required controls in line with the plan.
- Ensure any incident or accident is appropriately reported, logged and investigated (including any reporting that may be required under RIDDOR). *Note; this will only be achieved on the contractual days present on site, the Operations Manager and or Site Manager shall fulfil this duty in the absence of the SSO.*
- To enact the safety management systems and plans within this ESMP and other C9 relevant safety docs through all phases of the resort. This applies to normal operational and emergency phases.
- To monitor on site safety performance and working practices of relevant contractors against their presented H&S arrangements and controls.
- To investigate and report upon relevant accidents, near misses and incidents and to review relevant safety controls and arrangements thereafter.
- Production of post event report outlining procedures followed in the event of any incident on site.

#### 6.10 Head of Security / Stewarding – Principal Protection Ltd

- Deploy such resources as are necessary to maintain the integrity of the resort sites, manage access arrangements and queuing areas.
- To provide a competent, approachable and customer facing approach to all public interactions and to always act in the best interests of BD Events Ltd and the C9 resort audience.
- To ensure the effective enactment of any search policy and guard against prohibited items.
- Manage access to the resort sites generally and specific areas within the site.
- Ensure any issues or incidents arising from or reported to stewards and security personnel are communicated to the Head of Security for action or logging where appropriate.
- Ensure accurate dissemination of any relevant licensing controls and to actively manage their implementation.
- Devise and carry out such briefings as may be required to ensure staff carry out principal public safety duties (as set out below).
- Ensure all personnel maintain a competent and professional image to all visitors.
- Monitor public safety and provide feedback to the Operations Director relating to activities on the site.
- To assist in carrying out agreed emergency procedures and in the investigation of incidents.
- Make resources (including personnel) available to assist the Police or other statutory body in the carrying out of their duties.

#### 6.11 Traffic Manager – Tbc

- Assist BD Events Ltd with the development of the Traffic Management Plan to ensure the safe ingress, unloading and egress of vehicle traffic to and from the resort site.
- production of the temporary road signage plan for Highways to ensure timely sign off of the placement and type of directional road signage being installed for the resort duration.
- Assist in ensuring traffic management plan minimises the impact on pedestrians and ensuring no vehicle / pedestrian conflict in key areas.
- Liaise with Police Planning, Highways Department and other stakeholders regarding traffic management with a view to minimising congestion and disruption to local traffic.
- Deploy such personnel and resources as are necessary to safely manage vehicle movements onto the site from the public highway and internally around the resort site.
- Ensure vehicles arriving at site are parked and marshalled according to the agreed traffic management plans.
- Assist in the maintenance of keeping emergency routes clear on and around the resort site and its perimeter.
- Provide personnel a communication system to manage the traffic control operation.
- Advance liaison with traffic management contractors to ensure deployment of appropriate signage, no waiting cones, traffic lights etc.

#### 6.12 Resort Medical Provider – Tbc

- Carry out a Medical Risk Assessment for the resorts to identify a level of medical provision (including equipment and personnel), to provide an adequate service to meet all reasonably foreseeable needs.
- To provide a resort specific medical risk assessment in advance.
- Undertake provision of a competent medical service in accordance with the medical risk assessment.
- Liaise with local ambulance service to ensure co-ordination of on-site and statutory medical provision (including patient transfers, routes to receiving hospitals etc.)
- Ensure relevant personnel are familiar with the location of the nearest hospital with an A&E department.
- Manage the operational activities of resort medical staff throughout the resort periods.
- Ensure a suitable system is maintained for collation, handling and storage of medical incident records and patient contact information (to help identify causes of incidents and accidents to carry out remedial work and prevent recurrence, contact information e.g. mobile number) should be available to the C9 management team / Senior Safety Officer as maybe required and not withheld on grounds of patient confidentiality.
- Managing the data collection, handling and storage of medical incident records and patient contact information according to the GDPR 2018.
- Forward all details for reporting to the licensee as required under RIDDOR 1995 as amended 2012.
- RIDDOR reportable incidents will be those directly relating to a work activity. This does not include incidents affecting members of the

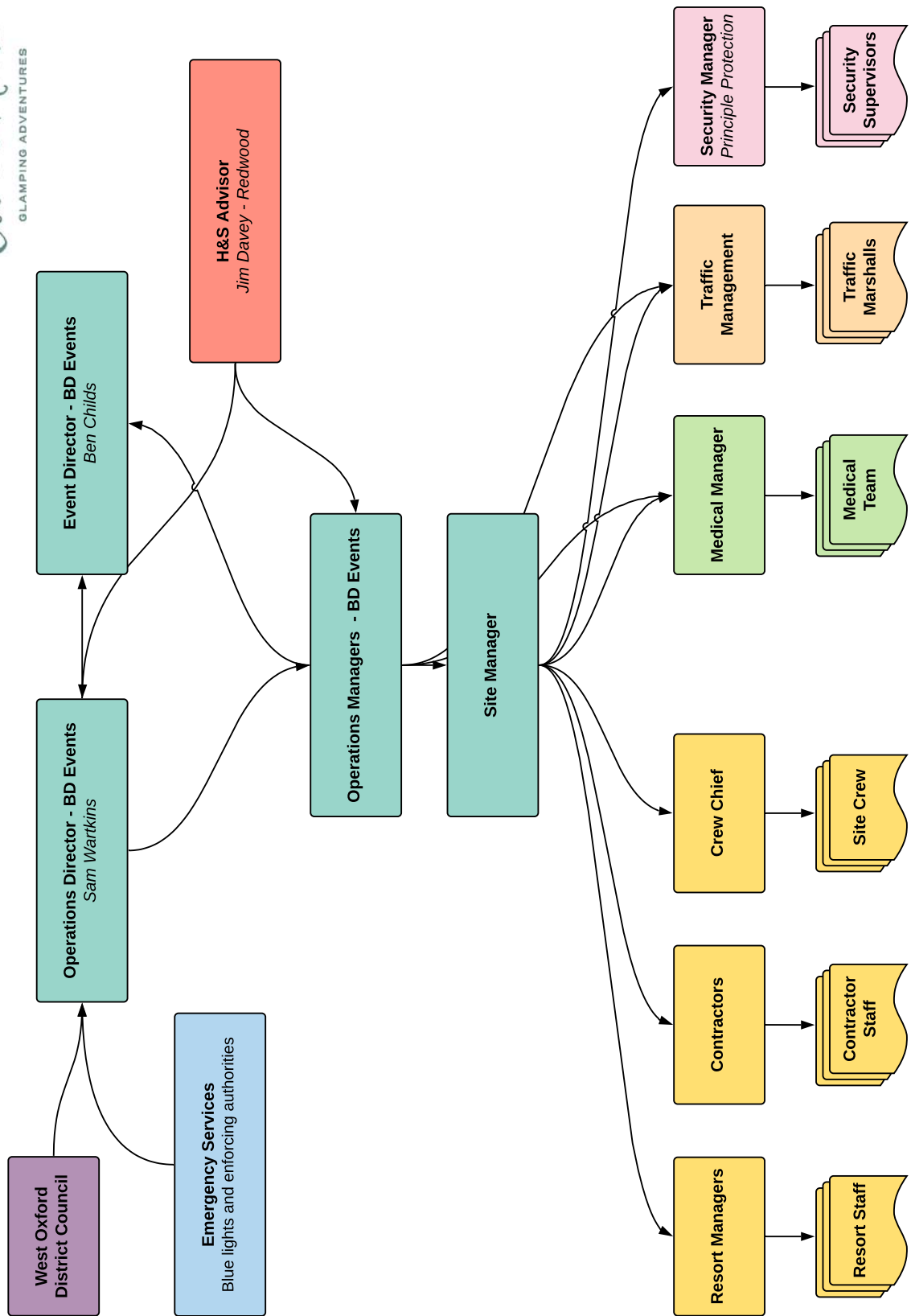
public during the normal progress the event not related to a work activity.

- Act under the direction of the Police or ambulance service in the event of a Major Incident or as requested by the Licensee.

#### 6.13 **Brand and Marketing Director** – Suze Bayliss

- Oversee media accreditation and management.
- Oversee crisis comms process and procedures.
- To enact and lead a coordinated marketing approach to the enactment of the PR crisis plan.
- Liaise with applicable government bodies as required to share learnings and publicist key safety messaging.
- Oversee and implement traffic / travel messaging to the public
- Responsible for all crisis comms and media statements
- Oversee customer comms and social media messaging / enquiries.
-

## Cloud 9 - Bathurst 2021 - Organogram - V2



## Resort Control Team

- 7.1 A designated Resort Control Team (RCT) will be established within the site to facilitate effective delivery of the safety and crowd management plans.
- 7.2 The RCT will be a dynamic operation formed from the following key roles:
- Site Manager
  - Security Manager
  - Medical Manager
- 7.3 The following C9 managers will be consulted and engaged with for any significant incident.
- Operations Director
  - Operations Manager
- 7.4 The core RCT will be roaming by nature but will meet at regular / allotted intervals throughout the day.
- 7.5 The RCT meeting point / facility will be the production office, in the event that this location is unavailable a secondary point will be established, and the new location conveyed to the management team.
- 7.6 Should any significant incident arise then the core RCT will convene with immediate effect. The team will best direct response and resource from the designated facility.
- 7.7 The RCT shall be staffed and operational for the entire duration of the live / open period.
- 7.8 There will be a further managed security and stewarding element with 24-hour coverage.

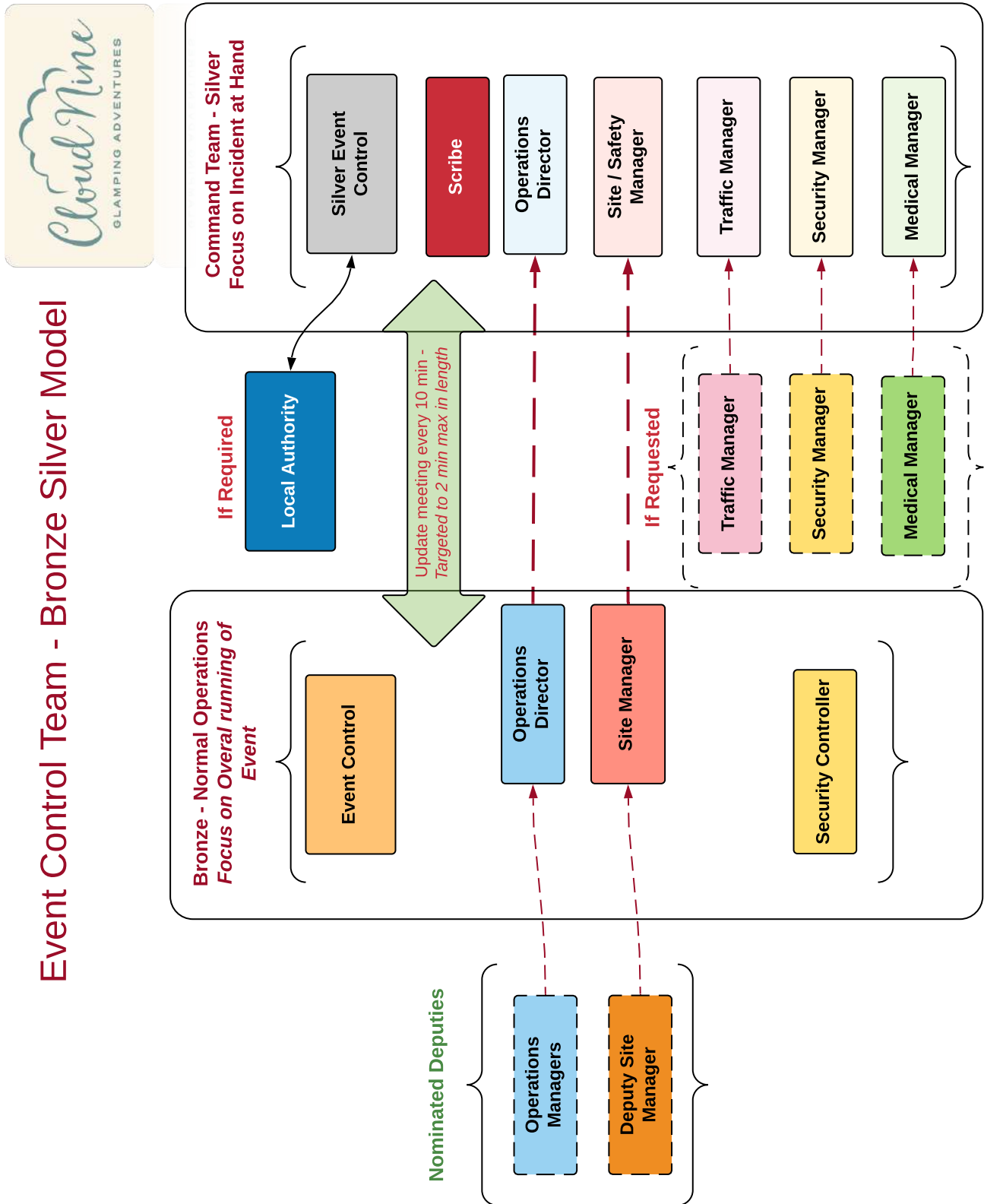
- 7.9 The primary function of the RCT will be the effective co-ordination of site operations and the facilitation of communication between the Organisers (*BD Events Ltd*), Emergency Services and other Stakeholders.
- 7.10 RCT will handle monitoring of site activity and management of on-site incidents. A comprehensive log shall be maintained of all significant issues and subsequent remedial works, medical calls, security issues etc. for the duration of the public event phase.
- 7.11 RCT will act as the principal Emergency Liaison Team location and may include representatives from a range of agencies. Under the gold, silver bronze management model, the Resort Controller is the nominated Resort Silver and the ELT (*Emergency Liaison Team*) is when other, relevant Silver controllers from other agencies can meet to plan the response to incidents.
- 7.12 The RCT facility may be made available as a forward control point in the event of a Major Incident. In the event that an ELT has been established with external agencies, an RVP (likely to be off site) will be agreed and communicated to all relevant parties.
- 7.13 If for any reason the safety of the RCT location is compromised, an alternative location will be identified.
- 7.14 Should the C9 Bathurst resort find itself in a major incident / emergency operation(s) then the RCT, and key personnel within it, will divide into an operational Bronze and Emergency Silver faction. The rationale being that key personnel with the autonomy to make informed / competent decisions should move up to the silver command role, whilst other key / pre-nominated staff would be asked to step up to the Bronze Command structure and to ensure the continued safe running of the resort, SFARP.
- 7.15 The task presented to the Silver Control function would be the emergency to hand and not the general running of the C9 glamping site. By separating out these roles



and responsibilities it is hoped that the Silver function can concentrate solely on the task at hand

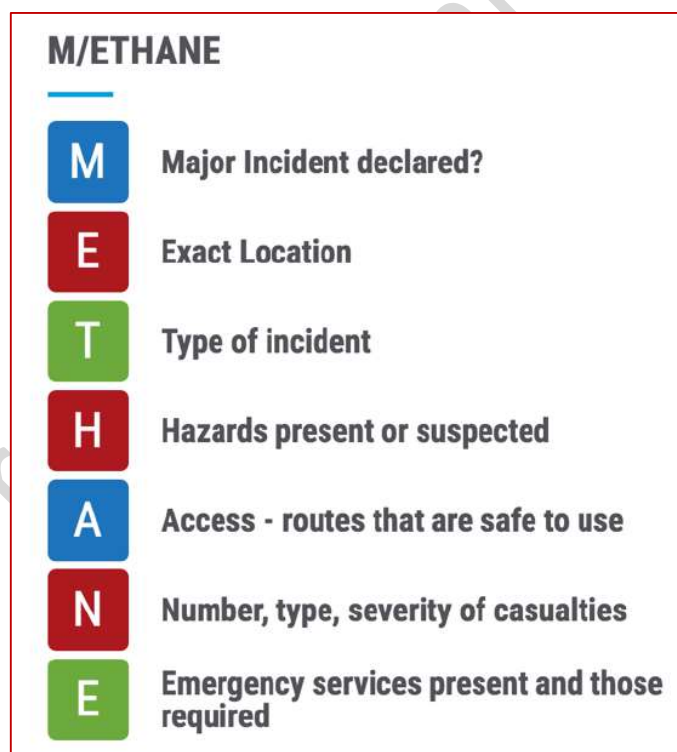
- 7.16 This should be supported by clear and pre-agreed channels of reporting into any one of the silver team. Channels of communication, and an individual's ability to effectively manage, are diluted if they have more than 2 or 3 people reporting into them. In order to achieve this clearly those persons need to be identified and their roles outlined.
- 7.17 A good working example of this might be the Operations Director from BD Events Ltd and the draws / requirements on their time and efforts in an emergency. It is foreseeable that without this model and in an emergency situation, this role may become completely saturated by calls and demands on their time, therefore limiting their ability to address the most pressing / significant issues at hand.
- 7.18 By agreeing in advance that this person would move up to the silver role and augmenting this by only having a few people report into them, this can create a buffer / controlled filter between the roles.
- 7.19 The following model shows the RCT system under normal operation and then progressing to the Silver faction with Bronze operational support.

## Event Control Team - Bronze Silver Model




## Calling and liaising with Emergency Services

- 8.1 This section aims to clearly outline who will be contacting 999 and what model they will use to relay clear, concise and factual information.
- 8.2 All 999 calls on behalf of C9 will be made by the RCT. The only exception to this may be calls made by the public when presented with clear and visible danger incidents and or accidents.
- 8.3 The model deployed by RCT to relay the information would validate C9 resort control status. The model proposed is taken directly from the emergency services joint working JESIP model. The METHANE model will be used for information transfer when calling 999.
- 8.4 Any calls to the emergency services should be clear concise, formulaic nature and descriptive of pertinent facts.



- 8.5 As such the following model should be printed off, available and or prominently displayed near to the phone lines within the C9 production offices and security controls.

AIDE MEMOIRE FOR ALL STAFF		
Shared Situational Awareness		
<b>M</b>	<b>MAJOR INCIDENT</b>	Has a major incident or standby been declared? (Yes / No - if no, then complete ETHANE message)
<b>E</b>	<b>EXACT LOCATION</b>	What is the exact location or geographical area of the incident?
<b>T</b>	<b>TYPE OF INCIDENT</b>	What kind of incident is it?
<b>H</b>	<b>HAZARDS</b>	What hazards or potential hazards can be identified?
<b>A</b>	<b>ACCESS</b>	What are the best routes for access and egress?
<b>N</b>	<b>NUMBER OF CASUALTIES</b>	How many casualties are there, and what condition are they in?
<b>E</b>	<b>EMERGENCY SERVICES</b>	Which and how many, emergency responder assets/personnel are required or are already on-scene?
 <b>JESIP</b> Working Together – Saving Lives		
V3.0		

- 8.6 RCT cannot declare a major incident. That power resides with the blue light services and recognised first responder agencies. As such C9 shall make all reasonable efforts to deliver the ETHANE sections of the model.

## Emergency Services and the Local Authority

- 9.1 It is the express goal of the C9 Resort Organisers (BD Events Ltd) to not rely on the emergency services including the local Police, Fire and Rescue and Ambulance services to input and or to be relied upon during the normal running.
- 9.2 All emergency services are invited to attend across the event should they wish to.
- 9.3 BD Events Ltd will ensure all reasonable efforts to procure specialist contractors to meet these obligations. Many of these contractors are return contractors with very good and developed relationships with BD Events. They form part of a close knit and competent team.
- 9.4 The key site contractors are given as:
- Security – Principal Protection Limited
  - Medical – Tbc
  - Traffic Management – Tbc
- 9.5 The emergency services shall retain their normal statutory duties; and in the event of a Major Incident may take operational control of the licensed site.
- 9.6 Grab bags will be positioned at a suitable location close to the main entrance or back of house production area. The contents of which are detailed below and are open to feedback / input from blue lights.
- 9.7 The pack(s) will include but not be limited to:
- Site Map
  - Gas store / location map
  - Contact List
  - Schedule of resorts / content

- 9.8 Emergency Service representatives will be consulted throughout the planning process via a formally constituted Safety Advisory Group (SAG).
- 9.9 The local police force will be consulted throughout the planning process.
- 9.10 The 2020 Dorset glamping experience has no history of reported and or recorded crimes directly relating to the public event phase.
- 9.11 Local Authority representatives will be consulted during planning, but no reliance on their officers, services or facilities will be assumed for the delivery of the resort.
- 9.12 The SAG group members will be invited for a site walk just before the live period of the resort and at a stage that is far enough advanced for the majority of infrastructures and content to be in place.

## Event Safety Planning and Management

10.1 Safety planning for the resort will be split into three distinct phases:

- Pre-production
- Build/Break
- Public Open phases.

10.2 Each phase requires its' own distinct safety management arrangements. This section gives an overview of those arrangements and the safety procedures for the resort.

10.3 The Resort Organisers recognise and accept their responsibility to protect the health, safety and welfare of its employees, contractors, staff, and members of the public attending C9. They will also make all reasonable efforts to ensure that no other persons are affected unduly by the events acts or omissions.

10.4 The health and safety of employees, contractors and members of the public is of paramount importance and it is the policy of the Resort Organisers to engender a positive approach to health and safety during planning and operational phases.

### *Pre-Production Phase*

10.5 Essential planning will be carried out during the pre-production phase i.e. before operations commence on site, including:

- Appointment of competent Health and Safety Advisor to advise across the planning and design stages of the resort.
- Attendance at SAG meetings as required presenting arrangements for the resort.
- Review of plans and documentation provided by appointed third-party contractors.

- Development of overall C9 event risk assessments.
- Development of contingency and emergency plans.
- Site design, including consideration of access, egress and emergency routes.
- To consider the above against existing stakeholder activities / operations and to plan accordingly.
- Appointment of reputable and competent contractors.
- Meetings held between all interested parties, consultation with the local authority, licensing departments, emergency services etc.
- Drawing up ESMP and Safety Dossier.

10.6 BD Events Ltd shall draw up and circulate subsequent versions of the ESMP and compile a dossier of health and safety information from contractors, including but not limited to:

- Company health and safety policies / statements.
- Risk Assessments relating to the activities to be carried out on site.
- Method Statements.
- Copies of current liability insurance certification.
- Engineering, Technical and structural calculations where appropriate and specifically relating to TDS.

10.7 The dossier will be collated and held by BD Events Ltd and will serve as a record of safety management for each contractor and service supplier.

10.8 This will be available for inspection by local authority representatives and Safety / Environmental Health staff during the event and upon request.



- 10.9 Overall resort Risk Assessments will be carried out for significant activities directly relating to the management of the overall resort.
- 10.10 Any significant site-specific risks such as open water, dual occupancy etc, will be assessed on a site by site basis and for each resort.
- 10.11 Third party suppliers and contractors are required to forward their own specific risk assessments directly pertaining to the activities they shall be carrying out at the event.
- 10.12 During the pre-planning phase, detailed site drawings, logistics and entertainment schedules and a range of other documentation will be assembled. Where applicable such documents will be included as appendices to the ESMP.

#### *Build & Break Phase*

- 10.13 The first phases of construction begin with advanced communications to all contractors communicating the following detail:
- Key dates and timings – *Build, live and show*
  - Site Address and location and advised production routes to site
  - Minimum standards of service and diligence expected
  - Site Rules
  - Site Works – *Key Restrictions and Requirements*
  - Compliance required under relevant legislation
  - Fire Safety
  - Traffic Management
- 10.14 The provisions and requirements above take the form of an acceptance signed SLA between the contractor and the Resort Organisers.

- 10.15 This may be further augmented with contractors' meetings onsite to effectively communicate plans, arrangements, locations and to impart a feel for the site.
- 10.16 The contractors will receive a contractor's pack detailing arrangements agreed to within the SLA and also providing further detail on site plans, key personnel on site, communications, emergency arrangements and so on.
- 10.17 Once on site, the first priority in the construction phase will be to establish safe working areas and ensure that members of the public and other site or area users are protected from site operations (including the movement of plant and materials). Access to the resort site itself shall only be permitted to authorised personnel.
- 10.18 Before being allowed to start work on site all staff (resort Staff and Contractors) shall undergo and sign to say they have received, a safety induction. This induction will be specific to the resort site and location.
- 10.19 BD Events Ltd shall ensure that relevant safety specific aspects are covered within the C9 Induction in advance of starting any works onsite.
- 10.20 This will be detailed within contractor & trader SLA's and welcome packs. The site rules form part of their contract with BD Events Ltd as organisers of the C9 resorts.
- 10.21 During the build and break phases, the Site and Operations Management will ensure that all staff and contractors receive advance briefing on safety procedures to be adopted and regarding the specific hazards which may be encountered on site (such as open water, buried / overhead services, other park users, local landowners etc.).
- 10.22 Due consideration shall be given to the sympathetic location of tower lights and other potential light sources alongside premises outside of the resort site. Efforts shall be made throughout the Build and Break periods to minimise the impact of the event on any immediate neighbours.

- 10.23 An accurate and relevant lighting plan is only achievable after the site is built, lighting located, and a lighting level assessment is carried out after the hours of darkness. This should be carried out when the site build is advanced and with enough time for remedial actions / works to be completed.
- 10.24 Welfare, sanitary and first aid facilities will be provided for the use of resort contractors and staff.
- 10.25 A clear method of communication and means of raising the alarm in the event of an incident shall be established and communicated to all key personnel prior to commencing work on site. This may well be via 2-way radio communications.
- 10.26 On completion of technical installations and temporary structures (power, stage structures, temporary marquee structures, PA towers, etc.) a competent person from the relevant contractor will be required to produce a Completion / Sign off Certificate.
- 10.27 Such certification shall meet general requirements as set out in EAW Regs IEE 17th Edition and BS7909; and the Institution of Structural Engineers' publication Temporary Demountable Structures 2017 [Fourth edition] (TDS).
- 10.28 Information shall be obtained regarding the performance characteristics and load limits of all temporary structures (including wind loadings). This shall be considered when compiling the wind management plan. The Wind Management Plan will be available as a separate document from the Safety Pack.
- 10.29 Whilst in attendance on site, the Safety Advisor(s) may also carry out a visual inspection of TDS and complete a sign off certificate as demonstrable evidence of such inspection if not already carried out by the Site Manager.
- 10.30 Copies of all such sign offs shall be held within the resort safety file and available for inspection in the Production Office for the duration of the event and upon request.

### *The Event Phase*

10.31 Prior to opening of any part of the site to public access there will be a formal process of inspection and review to ensure that all relevant facilities and infrastructure are in place (including sanitation, lighting, fencing, way finding signage and so on).

10.32 Prior to opening for the public, the following final checks will be carried out:

- Briefings for all key resort staff to be carried out by C9 Management and relevant Heads of Department.
- Ensure all staff are in designated positions.
- Briefings for security and steward personnel and deployment to positions.
- Security briefings to include base level terrorism awareness and resort incident response channels *i.e.* how to contact RCT and the appropriate protocol.
- Verify RCT operational and tests of communications systems.
- Confirm gates are ready to admit guests.
- Confirm medical deployment in place.
- Confirm all toilets are serviced and ready.
- Confirm no problems with power supply.
- Confirm Security and Steward deployment.
- Confirm all infrastructures complete, safe and operational.
- Confirm that all campsites are ready
- Confirm all content / features are ready

- Traders are ready to trade.
  - Final site survey to ensure the site is clear of hazards (e.g. service vehicles).
- 10.33 Once the site is deemed safe to open, RCT shall issue instructions for the opening of site and (as appropriate) commencement of entertainment content.
- 10.34 Once open to the public, an all-channels radio message will be broadcast to let all radio users know that the resort is now open to the public.
- 10.35 Throughout the public opening period the key Resort Management Staff will remain on site and will be present either through RCT or contactable by radio or mobile phone within the main resort areas and at all times.
- 10.36 Communications will be by mobile radio handsets or mobile phones in the event of radio failure.

#### *The Breakdown Phase*

- 10.37 A detailed breakdown schedule will be produced for the resorts which clearly outlines when infrastructure / services etc. will be removed from the site. Appropriate time will be scheduled to allow contractors to safely carry out their breakdown / removal activities.
- 10.38 Breakdown activities will not be undertaken which may present a risk to the public unless and until the site is clear. Essential services such as lighting, water and sanitation will remain functional until the public have departed.
- 10.39 During the breakdown period, appropriate sanitation and welfare facilities will be made available to staff and contractors.

## Temporary Structures and Site Infrastructure

### *Temporary Demountable Structures*

- 11.1 The resort will utilise various temporary demountable structures (TDS) throughout the site. This section serves to outline the safety management systems in place to ensure that suitable structures and indeed contractures are sourced and that they are managed onto site and up to the point of sign off.
- 11.2 For detailed structural drawings, calculations and RAM's the individual's contractor's arrangement should be consulted and will be available on request and directly from BD Events Ltd.
- 11.3 Structural calculations will be held by BD Events Ltd and available as and when suppliers are contracted, and documents made available.
- 11.4 This section provides an overview of how the structures are managed onsite and overall resort safety management systems in place such as the severe weather management plan.
- 11.5 The selection, installation and use of all temporary structures will be in accordance with the Institution of Structural Engineers' document *Temporary Demountable Structures 2017 Fourth Edition*.
- 11.6 The following structures are a currently planned for 2020, this may be added to and or amended as plans progress with the same overall arrangements and controls remaining in place. Structures include:
- Stretch Tents
  - Big top – *traditional wooden king and side pole structure*
  - Clearspan marquees


- 11.7 Other types of temporary structures which are likely to be installed and deployed around site may include:
- Steel Deck
  - Heras Fencing
- 11.8 Where appropriate, structural calculations, wind performance characteristics, ground loadings and other technical detail will be collated by BD Events Ltd in advance and held on file. These will be made available to relevant SAG members and upon request.
- 11.9 TDS will be subject to inspection and sign-off by a competent representative of the structural supplier / contractor. This sign-off will confirm that the structure has been erected in accordance with the Manufacturer's instructions and that it is safe for its intended use.
- 11.10 TDS structures shall be signed off to the site manager and may be inspected by the Safety Advisor on the site visit ahead of opening to guests.
- 11.11 A severe weather / wind management plan will be developed to ensure that wind-susceptible structures do not present a risk to the public or others. The plan will include proportionate responses to rising wind speed – ultimately resulting in closure of a structure or, in extreme circumstances, cancellation of the resort. This is available from the safety portal and upon request.
- 11.12 The wind severe weather management plan has been broken down into the distinct action levels. These action levels mirror the guidance offered in TDS 2017 4<sup>th</sup> edition.
- 11.13 The actions levels are summarised down into single sheets, given a red amber or green status, printed off and placed within the Production Office and Site Crew offices. The idea being that they offer an immediate a visual reference to both wind

speeds and required action level works. The summary sheets are offered below. This has proven to be a very effective way of disseminating the information.


<b>Action Level 1 (20mph – 29 mph)</b> <b>Site Wide</b> <i>(fence lines, gazebos, billboards etc)</i>	
<b>Actions</b>	
<ul style="list-style-type: none"> <li>• Site Manager / Team advised of wind conditions and advised to carry out site audit for susceptible / higher risk areas.</li> <li>• Campsite, Bar and Concession Managers to advise all participants of incoming weather conditions and ask them to make good / prepare their areas / stand(s).</li> <li>• Check the integrity of all clad / dressed fence lines and TDS structures.</li> </ul> <p style="text-align: center;"><b>If wind speeds still increasing and showing an upwards trend (or in immediate response to structural compromise)...</b></p> <ul style="list-style-type: none"> <li>• Remove cladding / scrim netting from the most susceptible fence lines first, leading onto those in more sheltered areas.</li> <li>• Request concessions / marketing partners to remove any branding from any fence lines.</li> <li>• Request any gazebo like structures that are showing signs of letting go, to be dropped to floor or ballasted suitably.</li> <li>• Remove branding on any fencing / billboards etc is showing signs of billowing / pulling</li> <li>• Devise a wind map of the site with worst / most susceptible areas given red status down to green for no action required. Circulate plan.</li> <li>• Keep teams out in strategic locations around the site to advise, carry out remedial works or deploy with immediate effect</li> <li>• Monitor and Review</li> </ul>	



Action Level 2	
75% of Max Loading	
Actions	
<ul style="list-style-type: none"> <li>• All Operations staff working in the immediate area to be put on alert. Remedial actions may be required.</li> <li>• Check the integrity of all structures.</li> <li>• If action level reached during the “Build / Installation” phase, work may have to be halted.</li> <li>• Any flown equipment should be lowered and made safe, where possible and safe to do so.</li> <li>• This includes any PA / Lighting systems suspended in public areas.</li> <li>• Front entrances / zips to tipi structures should be secured and tied / pegged down</li> <li>• Sides to traditional and clearspan structures should be re-fitted</li> </ul>	
<p style="text-align: center;"><b>If wind speeds still increasing and showing an upwards trend...</b></p> <ul style="list-style-type: none"> <li>• Work at height should be suspended. ALL staff to return to ground level.</li> <li>• Areas of relative safety (<u>i.e.</u> away from structures and up wind) should be identified</li> <li>• Identified areas to be checked for suitability and safety (are they clear and able to receive?)</li> <li>• Show stop procedure initiated.</li> </ul>	

Action Level 3	
90% of Max Loading	
Actions	
 <ul style="list-style-type: none"> <li>• <b>All persons</b> should be evacuated to a safe distance from all structures in case of conditions leading to structural failure.</li> <li>• <b>UP Wind and into areas of relative safety</b></li> <li>• Only safety critical work to be continued.</li> <li>• All work areas to be made safe so far as possible.</li> <li>• All persons should be evacuated to a safe distance from all structures in case of conditions leading to structural failure.</li> <li>• All non-safety critical staff removed from the area to a safe distance.</li> <li>• Discussions should take place with the C9 Senior Management as to further action required.</li> <li>• Do not return to the site / areas until such times as C9 Senior Management has declared it safe to do so.</li> </ul>	

- 11.14 The summary sheets are accompanied by a list of typical structures onsite and their max operational wind speeds. An example of the wind loading structure sheet is given below.



### Wind Loadings by Structure type

The following loadings are given as guidance and are typical of the types of structure on the C9 site. They are listed in ascending order as regards max operational capacity. These are constant wind loads.

- Gazebos, party tents, scrim, signage – *20 mph*
- Bell Tents – *40 mph*
- Stretch Tents – *40 mph*
- Saddlespan – *40 mph*
- Big Top Structures – *44 mph*
- Clearspan Marquees – *50 mph*
- Traditional Marquees - *60 mph*

### *Temporary Power Installation*

- 11.15 A competent contractor Tbc will provide temporary electrical supply and distribution. Power will be supplied by means of super-silent diesel generators located in a secure compound(s) / back of house areas around the site.
- 11.16 Careful consideration should be given to matching the power rating (Kva) of the gensets to the profile / draw required. There are greater efficiencies to be achieved by matching a correct sized set and running it efficiently over and above a large genset without much draw on it. A full spec of power requirements and the fuel consumption thereof should be drawn up in order to scrutinise usage and work towards more sustainable resorts.
- 11.17 The location of power compound(s) and the proposal for inclusion within the Security Schedule will be communicated.
- 11.18 All cabling and distribution will be installed in accordance with BS7909 Code of practice for temporary electrical systems for entertainment and related purposes.
- 11.19 A suitable completion certificate will be provided by the contractor to warrant that safe and appropriate equipment has been used in compliance with the Electricity at Work Regulations 1989 and / or BS7909, and that all relevant safety devices, circuit breakers and earth bonds have been installed.
- 11.20 A minimum of one competent site electrical team / engineer will remain onsite throughout the public opening period to respond to any electrical related incident as maybe required.
- 11.21 The power contractor shall ensure that sufficient fuel is available for all generators and they are re-fuelled as required to maintain continuity of supply.

## Traffic Management

- 12.1 Due to the nature of the resort and with arrivals on allocated days and time slots, it is not necessary to have a full traffic management team on site for each day.
- 12.2 BD Events have engaged JPS to provide directional signage to ensure production deliveries and guests arrive to the site via the correct routes and do not cause any local disturbance.
- 12.3 There will also be a dedicated parking team who will manage the carpark on arrival and departure days to ensure cars are parked safely and do not block any gates or emergency routes.
- 12.4 The Traffic Management Plan (*TMP*) will be made available as a separate document and will therefore not be dealt with in exhaustive detail within this paper.
- 12.5 The aim of the TMP is as follows:
- Public safety and maintaining the free flow of traffic on the public highway.
  - Minimising disruption to all road users.
  - Minimising the disruption of the resort on the local community.
  - Facilitating the access to and from the campsite for attendees and minimising wait times to carparks for all guests.
  - Managing the vehicle movements around the campsite permitted and de-conflicting as far as possible vehicles and pedestrians.
- 12.6 Traffic Management in this instance can be broken down into 3 key areas, namely:
1. Production Traffic
  2. Public Vehicle Access
  3. Emergency Vehicle Access

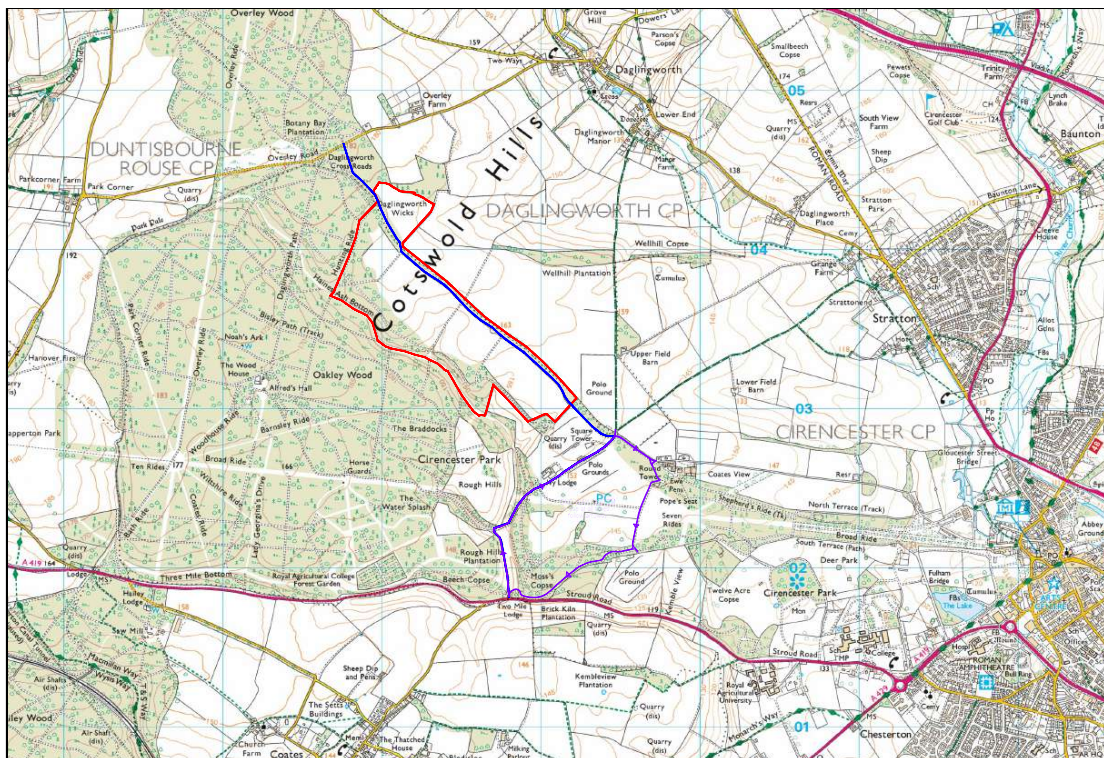
12.7 For clarity, these three areas will be addressed individually.

### *Production Traffic*

12.8 To build, run and dismantle the C9 resorts a variety of production vehicles will be required. Vehicles will range in size from small buggies to HGV's. Clearly there is requirement to coordinate their arrival and departure to and from site alongside other park users and stakeholders.

12.9 BD Events recognises the requirement to manage vehicles onto and off site and through access routes across the various estate and adjacent locations.

12.10 The following plan has been agreed with the estate:



12.11 The key is given as:

- Purple route indicates the Estate's clockwise one-way system.
- Blue indicates Cloud Nine Glamping Site's exit route.
- The red in the C9 site boundary.

12.12 The Site Manager will oversee all vehicles movements and operations. Their tasks will include:

- The identification of suitable access routes
- Communication of routes / restrictions / curfews *etc.* to contractors, crew, and exhibitors
- Deployment and briefing of Traffic Marshals for the direction and safe conduct of vehicles
- Identification of appropriate parking arrangements for crew and exhibitors

12.13 Note that no general traffic will be permitted to enter the resort site during the open / live period. The only exception to this rule would be Essential Vehicles, namely ambulances, site cleansing vehicles, toilet cleansing vehicles having to operate outside of normal operations (i.e. flooding toilet or overflowing bins creating significant fire risk or ambulance onto the show site).

12.14 The requirement to minimise vehicle people mix has been factored into the site design stage. All reasonable efforts will be made to ensure that services vehicles may access key areas via back of house routes, therefore mitigating pedestrian mix.

12.15 Vehicles hazard lights should NOT be used as it prevents the vehicles (and our staff) from determining which way they are turning. This will be communicated at the safety induction and site rule stages.



12.16 Production vehicles access will be scheduled and communicated out to all contractors.

12.17 There is a large production car park to the south east of the site, accessible via internal Bathurst Estate roads and with capacity for 350 cars.

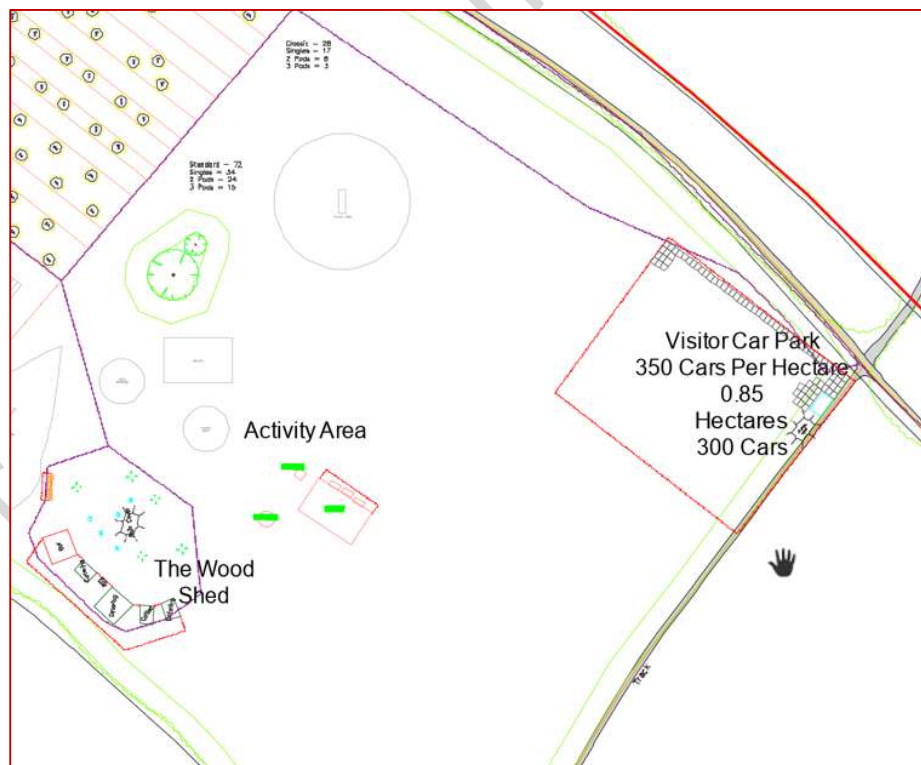
### *Public Vehicle Access*

12.18 Public parking is separated from the campsite areas and guests are required to park their cars ahead of making their way to their allocated pitches.

12.19 The Bathurst site has room for some 300 cars based on 350 cars per hectare.

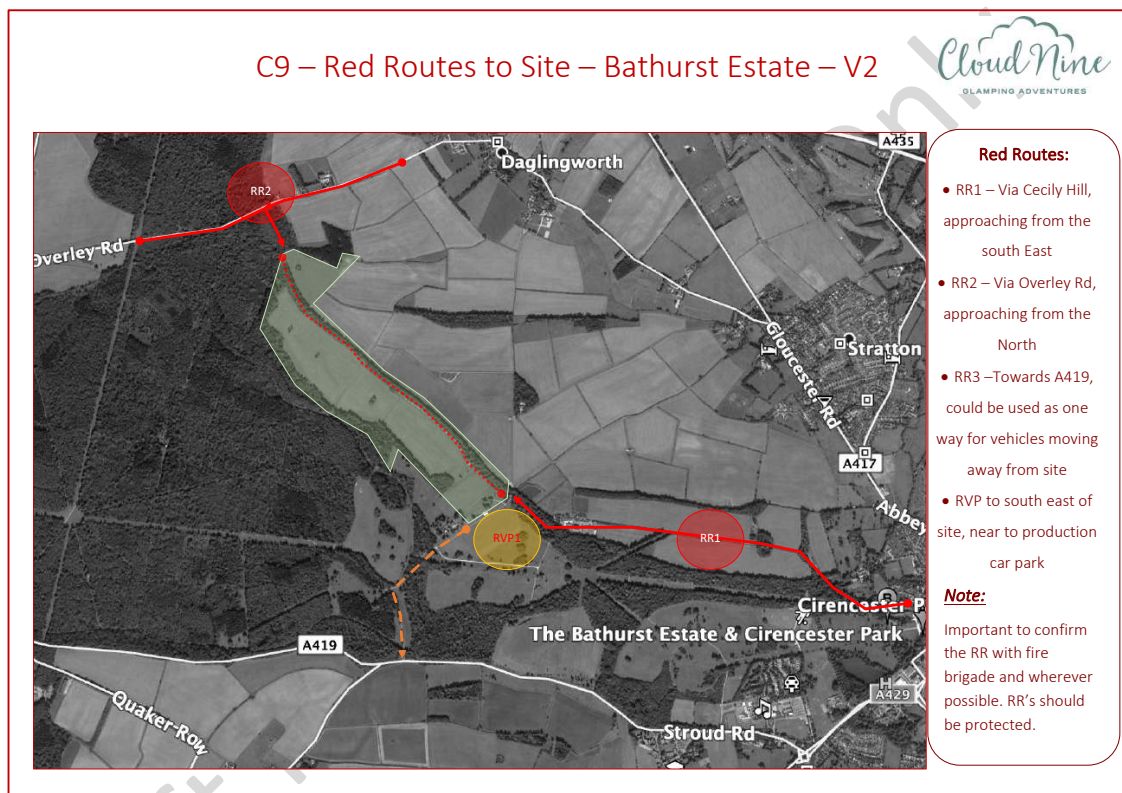
12.20 This is located to the south east corner of the resort site and accessible from the Bathurst Estates internal road network.

12.21 This is shown to the model below.



### Emergency Vehicle Access

- 12.22 The Bathurst resort site has suitable access points for emergency vehicles. These should be communicated out and checked / confirmed with all relevant agencies.
- 12.23 This will be covered in detail within the C9 Bathurst FRA and Emergency Evac plans, but the red routes are proposed as follows:



- 12.24 Access routes onto the resort sites and around key areas will be sufficiently wide to accommodate a tender vehicle for the fire service and other designated emergency vehicles. The site will be laid out SFARP to provide access to the immediate vicinity and or locale of major installations and operations.
- 12.25 Red Routes will be kept clear and staff briefed to protect and or make good routes in an emergency.



- 12.26 Should blue light services be called to site, a competent member of the resort management team will be dispatched to the perimeter gate to meet and guide them in.

### *General Traffic Management*

- 12.27 The TMP will be produced to ensure, so far as is reasonably practicable, that hazards to other road users, disruption to local traffic and nuisance to local residents are minimised.
- 12.28 The TMP will identify the best access and egress routes, signage, parking suspensions, partial closures or other action required to facilitate public attendance at the resorts and to minimise local disruption to residents, businesses, and other users.
- 12.29 Due consideration should be given to the fact that the organisers have no influence over external traffic conditions and or the motorway gods. This means that some vehicles may arrive outside of their forecast times, but for the avoidance of any doubt the organisers shall make all reasonable efforts to mitigate this.
- 12.30 Access to the site will only be allowed to essential production/exhibitor traffic during the build and break phases. These vehicles will be identifiable by accredited vehicle passes. Affixed to and displayed within the Windscreen of each vehicle. The passes should carry the vehicle registration and the relevant contact number (mobile) for the designated driver.
- 12.31 An on-site vehicle curfew will be set and after this time no vehicle movement in public areas will be permitted unless they have authorisation from the Resort Control team.
- 12.32 Any essential vehicle movement (such as litter collection, emergency vehicle etc.) through the public areas during the resorts will be appropriately stewarded and vehicles permitted to move at “walking” speed only.

## Fire Safety

14.1 An overall site wide fire safety assessment will be produced and include:

- Identification of fire hazards.
- Identification of persons at risk.
- Identification of fuels and potential ignition sources.
- Controls:
  - Designated Person with responsibility for managing fire safety
  - Detection and alarm arrangements.
  - Evacuation routes.
  - Firefighting equipment.
  - Signs, and illumination.
  - Liaison with local fire and rescue service

14.2 RES on behalf of the Event Organisers shall conduct specific fire risk assessments for larger “managed” public entertainment structures, namely the Viewpoint Restaurant, Public Bars (operated by BD Events) and seating / rain cover areas greenroom. These will be treated as enclosed venues unless at least 50% of the sidewalls are removed.


14.3 Note that Event Organisers and or RES shall take not responsibility for the Fire and or H&S arrangements of independent contractors (*i.e. Exhibitors and Caterers*) and or the training of their employees. Such employers shall be wholly responsible for discharging their duties under the Regulatory Reform (*Fire safety*) Order 2005, the Health and Safety at Work act 1974 and related legislation.

- 14.4 In accordance with best practice the site manager may carry out sample checks of commercial set-ups and advise relevant duty holders accordingly. The management of all such operations and the obligation for legislative compliance shall remain with the employer.
- 14.5 BD Events Ltd conditions of trading will stipulate that failure to make adequate provision may mean that they will not be allowed to open or trade.
- 14.6 Traders and any organisation or individual providing entertainment venues will be expected to provide specific fire safety assessments and appropriate fire safety provision for these venues. BD Events shall collate and make available such arrangements.
- 14.7 Any trader / caterer using LPG appliances will be required to declare these in advance to BD Events Ltd and provide a current (*i.e. within the last year*) gas safety certificate as evidence of proper maintenance and inspection.
- 14.8 BD Events Ltd shall make a request for suitable and sufficient training records alongside identification of competent persons to carry out safety critical operations (*such as changing LPG cylinders*). These arrangements will be scrutinised by BD Events Ltd during the planning phase of the resorts.
- 14.9 The requirement to meet all current UK legislative standards and guidance (*in accordance with guidelines from Gas Safe and NCASS*) will be communicated by BD Events Ltd and in advance to all caterers and traders.
- 14.10 The stipulation that if these standards are not met to the satisfaction of the inspecting Site Manager and or visiting safety advisor, then operation will cease trading will also be made at this juncture.
- 14.11 All LPG cylinders will be stored outside and secured upright so that they cannot fall, in secure areas or fenced compounds with no access to members of the public. These areas will form part of the roving security patrol checks.

- 14.12 Any open flame cooking by concessions will be required to prevent risk to the public by ensuring hot surfaces/flame etc. are physically distant from the public and properly enclosed to prevent contact.
- 14.13 Portable fire-fighting equipment will be deployed at all relevant locations throughout the resort sites where technical equipment is deployed. There will also be prominently positioned public fire points in the main resort areas.
- 14.14 Resort staff are reminded that firefighting equipment is provided to assist in getting out of a venue / structure and not primarily as a fire fighting tool. The extinguishers are designed to aid escape.
- 14.15 Firefighting equipment (FSE) will be provided by JPS. A select number of the management team and zone managers will also receive formal fire safety training on site which will be delivered by a specialist contractor. This will enable the team to react to small fires and spot any unsafe practices across site.
- 14.16 There will also be a 4x4 quad / buggy with a mounted water tank and hose to enable fast deployment to any small fires on site.
- 14.17 All accommodation clusters and fire pits will be serviced with Water extinguishers clearly signed and within the immediate locale.
- 14.18 All generators and electrical equipment on site will be serviced with CO2 extinguishers.
- 14.19 All gas BBQ areas on site will be serviced with Powder extinguishers.
- 14.20 All office spaces on site will be serviced with Water extinguishers.

## Fire Safety and Camping

- 14.21 C9 glamping site will utilise fire pits at the accommodation and distributed around the site. The fire risks presented by the cooking and social fire pits area clear and need to be addressed. It is also important to address the risks around carbon monoxide poisoning from BBQ's and fire pits brought into tents / enclosed spaces.
- 14.22 C9 reception team, and feature / activity managers will be assigned to each area and tasked specifically with taking responsibility of the fire pits. Fire safety briefing for the team have been written and circulated, these are given below.



### Fire Pit Control measures

This briefing is to be given to all Cloud 9 (C9) staff working on the in the campsite areas and around fire pits. The briefing needs to be given ahead of starting any fires and disseminated to all relevant staff.

- Fire pits will always be monitored by a responsible member of C9 staff. These staff need to have a clear line of site to the fire at all times
- Appropriate fire extinguishers and water bins/ buckets will be positioned nearby to each fire pit
- The responsible member of staff will ensure the fire is fully extinguished when no longer in use / feature finished
- Fuel supply (wooden logs) will be managed by C9 staff only, and the fuel store will be kept controlled / back of house areas to avoid fires being built too high
- No unattended children to be allowed near to the fire
- Fire pit will have a 2m external line radiating out from the fire pit location. This is a sterile / no go area for the public and will be supported with signs telling members of public not to cross
- Fires will not be lit in high winds
- Clear immediate area of leaves, kindling and branches
- Fire pits will be at least 5 metres away from any structures or tents
- Fire pits to be raised off the ground on patio slabs
- No petrol, lighter fluid or similar to be used
- Once fire pits finished with , they will be fenced off to prevent anyone from touching them. i.e. place some barrier around the pits
  - If fire begins to spread, contact event control immediately

**Event Control** – Radio Channel 1 or XXXXXX

**Site Manager** – Tbc xxxxxxxx

- 14.23 Carbon monoxide is perhaps one of the biggest risks on campsites. Give that C9 tents come with fire pits and they are also used across the site, it is important to outline the fire safety controls in place specifically around these issues.
- 14.24 CO campsite safety posters should be included across relevant social media platforms, i.e. alongside the glamping site rule and within guests joining packs. Posters should also be displayed within the glamping site reception area and management / information hubs. These simple controls should be made abundantly clear to all guests and without fail.
- 14.25 The following poster should be used.



## Security

- 15.1 BD Events Ltd have engaged Principal Protection as our security contractor to manage the internal security for the Cloud Nine Glamping site. This company shall use competent stewards and SIA qualified personnel where appropriate to maintain public safety, order, asset protection, crowd management and customer assistance.
- 15.2 All security staff will be identifiable by a black uniform with a company security logo with their SIA licence clearly visible on their person. Staff during the day won't be required to wear high vis, however staff working in the hours of dusk or darkness will be required to wear a high vis.
- 15.3 The main duties of the security personnel are:
- Protect public safety
  - Provide information and assistance to the public
  - Where possible prevent crime and disorder
  - Regulate access to the venue
  - Be an easily identifiable point of contact to the public
  - Provide feedback to management regarding activity on site
  - Enforce entry conditions and remove prohibited items from the public
  - Report any incidents or crime
  - Assist with traffic management where appropriate
  - Monitor the lake in hours of darkness.
  - Fire safety trained staff to assist with any small fires on site.

- 15.4 Full security schedules are available upon request and from BD Events Ltd. *Note that the Resort Organisers reserve the right to update and the security schedule.*
- 15.5 Should any persons be ejected from the resort for unacceptable behaviour or carrying of contraband items, the local police will be informed to ensure that there is a co-ordinated approach in eviction. A log of any persons being ejected from the site will be made and details retained.
- 15.6 Authorisation for evictions will only be made by the C9 Management team and will be logged with control before the point of eviction. Duty of care will be observed for evictees, to ensure their safety and wellbeing.



## Alcohol and Drugs Policy

### Alcohol

- 16.1 Bar set up and operations will be managed and overseen by a competent and reputable contractor.
- 16.2 Whilst the resorts offer guests a range of alcoholic drink for tasting and drinking, the Resort Organisers will not tolerate excessive alcohol consumption.
- 16.3 The alcohol policy is available as an appendix to this document.
- 16.4 The bar contractor shall operate a challenge 25 Policy across all bars, requiring ID to be shown for proof of age for anyone believed to be under 25.
- 16.5 A log of refusals should be kept by the bar operator.
- 16.6 The DPS will be Nick Aston as the Operations Manager
- 16.7 Drinks will not be sold or served in glass vessels. They will be decanted into plastic receptacles.

### Drugs

- 16.8 C9 has a no-drugs ethos and a no drugs policy. BD Events Ltd will act against anyone in possession of illegal drugs. Neither do they endorse the use of psychoactive substances or other mind-altering substances such as NO2 noting that these are not appropriate at resorts of this nature.
- 16.9 Security and all other resort staff will be briefed on the resort drugs policy as part of the safety induction.
- 16.10 C9 will adopt the following protocols:
  - 1. The resort management reserves the right to search ticket holders for drugs and any other illegal or dangerous items on entry to the resorts

2. Anyone found in possession of drugs will be ejected from the site (if safe to do so) and the police informed.
3. Serious drug abusers (e.g. behaving in a threatening way, apparently under the influence, even if not in possession) and dealers will be detained and handed over to the police.
4. Anyone discovered selling drugs will be detained by security and held in a secure place until they can be handed over to the police.
5. Anyone suspected of being under the influence of illegal drugs will be dealt with by security appropriately. Depending on the circumstances this may involve refusal to admit to the site; removal from a venue or area; searching and confiscation of substances or paraphernalia; ejection from the site; detention awaiting arrival of police.

16.11 The full policy is given in the appendices of this document.

## Medical, Ambulance and First Aid

- 17.1 The objectives of medical provision are:
- Provide immediate care for casualties requiring urgent assistance
  - Liaise with the local NHS and ambulance service regarding transfers to the NHS facilities
  - Treat and discharge minor medical complaints; to help minimise the impact of the resorts on the local health economy
- 17.2 Medical provision at the resorts will be supplied by a reputable and professional medical contractor. The selected contractor will have experience of medical care at resorts.
- 17.3 The required level of provision will be decided by a medical risk assessment. The exact level of provision will be detailed in the medical plan which is available as a separate document nearer the event.
- 17.4 The medical team will be provided with a dedicated medical location at the site's main reception. This area can also be used as an isolation unit for anyone showing symptoms of COVID-19 and the team will follow the latest guidance provided PHE at the time.
- 17.5 Mobile first aid patrols will be undertaken regularly so medics have a presence around the site.
- 17.6 In the event of a serious incident requiring an air ambulance, the landing site will be as near to the resort site as possible and the location will be clearly marked on the site plan.
- 17.7 Medical provision will be discussed with the local ambulance service representative(s) to ensure a suitable level of on-site facilities is provided. Suitable

patient transfer and pick-up points will be identified, and the principal First Aid Point will offer ready access to ambulances.

- 17.8 The nature of the resorts and anticipated audience profile does not give rise to particular concerns regarding additional or extreme levels of medical requirement *i.e.* there are no special risks to the public for which additional medical facilities may be required.
- 17.9 During the Build and Break phases the contractors, security and first aid trained staff onsite will provide medical assistance. 999 calls may be made as in any other medical emergency.
- 17.10 The closest hospital with an A&E department shall be identified and the address, distance etc shall be clearly displayed in the resort production and staff offices. This is also detailed below.

*Nearest A&E – C9 Bathurst Site*

- Gloucestershire Royal Hospital
- Great Western Road  
Gloucester  
Gloucestershire  
GL1 3NN
- 03004 222 222
- Distance – 15 miles from site

## Waste Management

- 18.1 A contractor with experience of outdoor events will install temporary toilets around the resort sites.
- 18.2 The level of provision will be in line with that set out in BS 6465-1:2006 and Amendment 1:2009 Sanitary installations, other event specific guidance and based on previous experience and knowledge of the nature of the C9 resorts. The provision will consist of a mixture of types, including urinals, polyjohns, flush-type and recirculating units.
- 18.3 The level of provision is likely to exceed the above standard given the nature of the resort and audience profile.
- 18.4 Plastic polyjohns toilets will be placed to the rear of each accommodation so that they can be used solely by that accommodation's inhabitants.
- 18.5 There will be a dedicated cleaning team who are responsible for regular cleans of all toilets across site including full sanitation and cleaning of the main touch points. There will be hand sanitisation points outside each toilet facility on site.
- 18.6 There will be a dedicated waste contractor employed throughout the 'open' phase to dispose of the toilet waste, which will be done a minimum of twice weekly.
- 18.7 JPS have been engaged as the waste management contractor who will be responsible for removal of all waste from site, including litter picking, skip & bin provision. The site will undergo a 'pre-opening' clean, and it is planned that the site will be handed back in its original condition 4 days after the event has ended.
- 18.8 There will be a two-stream recycling system operating across site, with a large quantity of bins placed in key areas across site. There will be a BOH skip and sorting area which will be maintained by the waste management team. Skips will be for general waste, recycling, and glass. The skips will be exchanged regularly throughout the resort when full.

- 18.9 There will be a dedicated litter picking operating on all live days to ensure there is no build-up of waste or hazardous items. This team is made up of up to 5 people, which is more than adequate for the size of site & nature of the resort.

## Temporary Water

- 19.1 C9 will engage the services of a competent contractor, experienced in temporary water provision at events.
- 19.2 The will design, implement and manage a temporary water solution across the glamping resort site. This will include the testing and verification of existing / mains fed water supplies and the temporary ring mains used to provide water to the resort.
- 19.3 There are existing water tanks within the Bathurst estate that will be drawn from and plumbed in to the C9 water solution. The draw from these will constitute approximately 75% of designed requirement. The remaining percentage will be made up from water tankers brought onto site and or pillow tanks.
- 19.4 All materials, connections and fittings will be compliant with Water Supply (water fittings) regulations 1999, BS:9620.2.21:2000 and are WRAS approved.
- 19.5 The contractor shall be responsible for installing the temporary pipework and sampling each connection / standpipe installed. They will provide all testing results direct to BD Events to demonstrate that the installation is compliant with Water Supply (water quality) regulations 2000 and BS:8551:2015.

## Tree Survey

- 20.1 The C9 site plan and activities within, extend into the woodland areas and as such, it has been agreed with the estate that they shall carry out a detailed tree survey of the resort site area. Trees requiring remedial works such as limbs removed or felling, will be identified and a schedule of works agreed.
- 20.2 This will happen well in far enough in advance of the event to carry out any remedial works as identified by the survey.
- 20.3 As a second tier of control, the contractors providing activities utilising the tree will attend site ahead of the event and inspect the areas alongside the tree survey. These inspections as informed by the report, will inform and direct their operations.

## Lost Property

- 21.1 Lost property will be retained at the Production Office and any unclaimed items will be taken to the local police station or back to the main BD Events offices following conclusion.
- 21.2 Lost property will be held and made available for a period of 28 days.

## Incident Procedures

22.1 Response to any serious on-site incident will be provided by the appropriate Emergency Service(s) in the normal way, supported by the Resorts Operations Managers and RCT. However, it is likely that stewards or other resort personnel may be the first on the scene, so the following procedure is intended to enable an appropriate initial response before professional teams arrive.

22.2 In respect of all incidents, stewards or any resort personnel at the scene must advise RCT by the quickest available means and pass all relevant information rapidly and discretely.

22.3 In all instances stewards or other resort staff will be briefed to keep notes in a resort logbook of incidents and actions taken. These records will assist in a review of the resorts and may be required as evidence in any investigation.

### Conditions Green, Amber and Red

22.4 The following phrases will be used to denote states of readiness and response to incidents.

22.5 Under normal conditions the resort will be deemed to be operating in a Condition **Green**. This indicates that staff should continue with their normal duties.

22.6 If a serious incident has occurred or is imminent, RCT may determine that staff should be brought to a heightened state of readiness. This is denoted by Condition **Amber**.

22.7 RCT shall broadcast the following radio announcement:

*“Attention all call signs - Condition **Amber** now exists – all staff to observe radio silence and await further instruction” (repeat)*

22.8 On hearing such a radio call staff must:

- Maintain radio silence



- Prepare to make announcements to the public
- Prepare for public evacuation
- Await instruction

22.9 If the incident is sufficiently serious, RCT may decide to raise the status to Condition **Red**. In such instances the following radio announcement shall be broadcast:

*“Please Note - Condition **Red** now exists – all resort staff to observe radio silence and await further instruction” (repeat)*

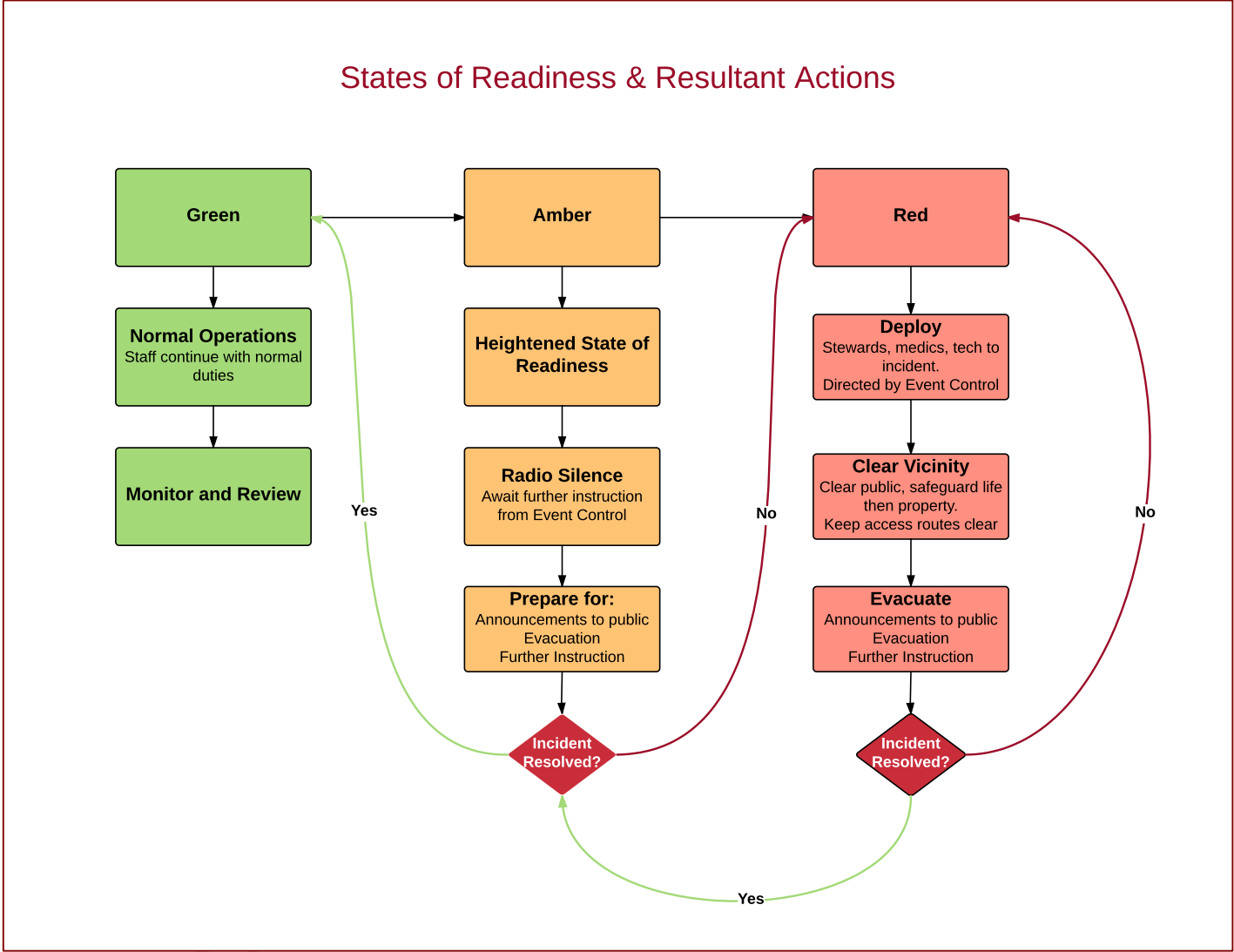
22.10 Following a Condition **Red** alert:

- Stewards, technical and medical personnel will be directed to the incident by RCT
- Public will be cleared from the immediate vicinity of the incident and immediate action taken to safeguard life and then property (*if this does not put personnel at risk*) until the incident has been suitably contained.
- Stewards will keep access routes clear for emergency vehicles.

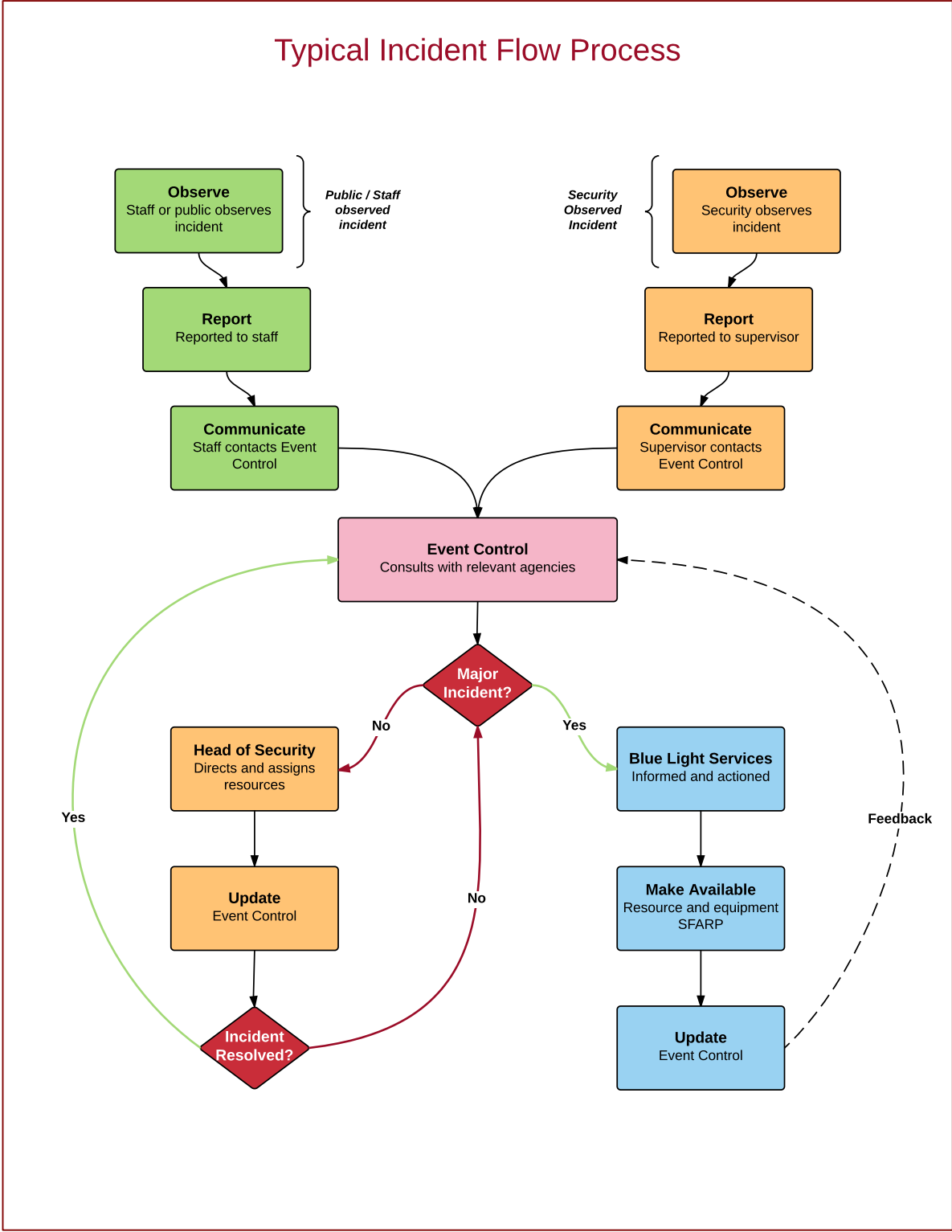
22.11 Standing Down from Condition **Red** or **Amber**. Once an incident has been suitably resolved, RCT may determine that normal operations can be resumed. At such times the following radio announcement shall be made:

*“All resort staff please note that we have reverted to Condition **Green** - revert to normal duties” (repeat)*

22.12 The conditions and associated states of readiness are summarised in the following flowchart



22.13 The standard incident procedure for the resorts is outlined in the flow chart below.  
This models an incident reported via resort staff, Security and or Public channels.



#### Fire within the main resort site or entertainment venue

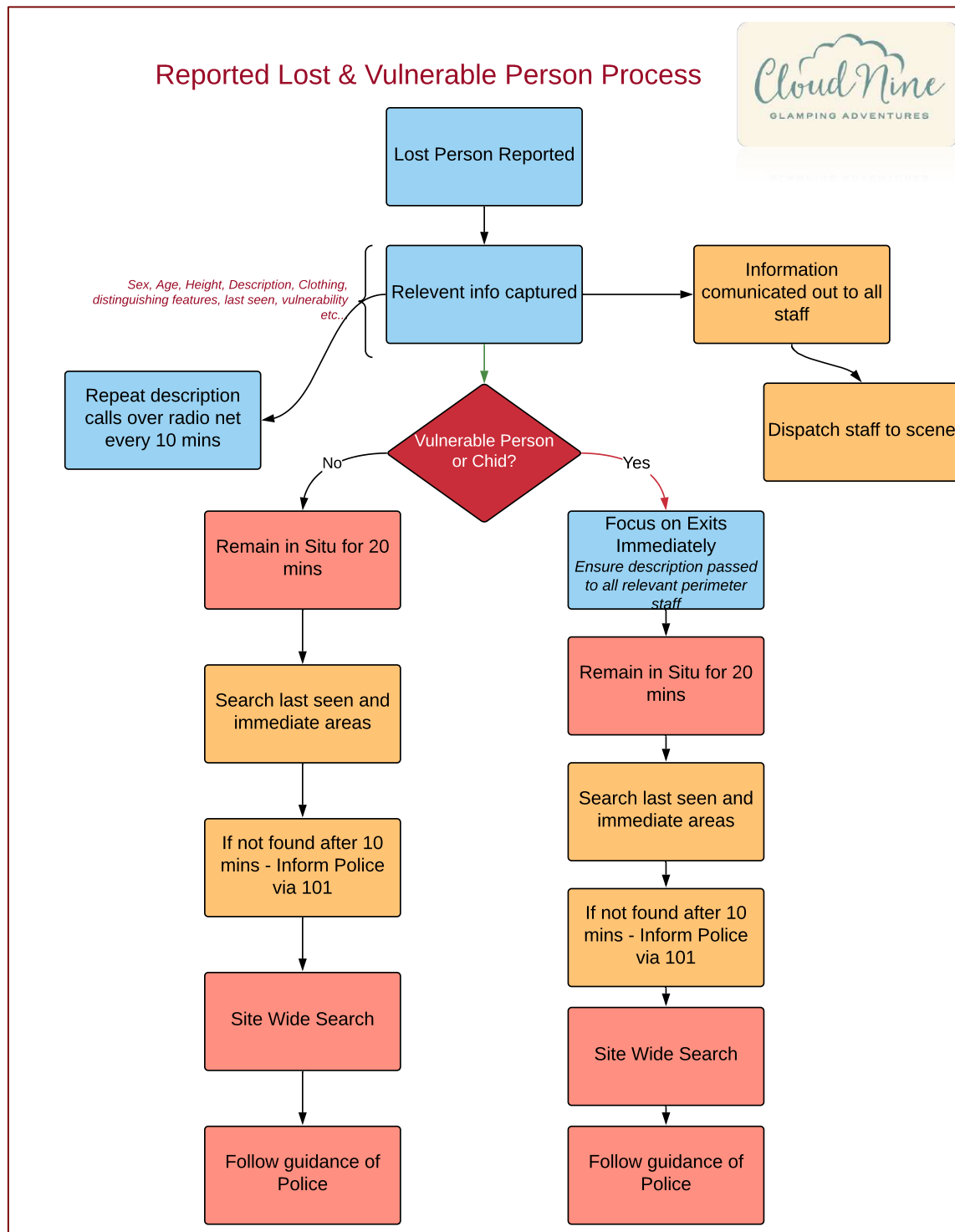
22.14 Should a steward or any resort personnel discover, or be advised of, a fire within the resort site they must:

1. Raise the alarm with RCT informing them of the nature and location of the incident. They will in turn alert the Fire Service and any emergency service representatives in RCT to initiate a suitable response.
2. Assist in evacuating the public from the vicinity of the incident.
3. Tackle the fire with appropriate firefighting equipment only if trained to do so and if it can be done without placing yourself in danger.
4. Assist in clearing an access route for emergency service vehicles.
5. Once the incident has been dealt with and the site declared safe by the Fire Service, RCT will issue a 'stand down' call and the resort may recommence.

## Lost/Found Children & Vulnerable Persons

- 23.1 The resort is aimed at families, with the adult / child ratio operating on roughly a 50/50 split.
- 23.2 BD Events Ltd are committed to maintaining the safety and wellbeing of all persons on site, notably of younger persons. This commitment reflects one of the core objectives of the licencing act 2003 to protect children. Their safety is also covered under the Health and Safety at work act 1974 and the Children Act 2004.
- 23.3 To accommodate the younger audience during the open phase, we have drawn up a safeguarding policy to outline the arrangements that meet our obligations and duty of care towards young persons, as well as the specific statutory requirements noted above. This policy is available as a separate document.
- 23.4 It is made clear on the resort website and in any other advance communication that guests who bring their children to the resort hold full responsibility for the safety and welfare of their children.
- 23.5 No persons under the age of 18 years shall be employed, volunteer or otherwise be engaged to carry out work at the resort unless subject to a specific, individual risk assessment.
- 23.6 Persons aged 16 & 17 are not required to be accompanied by an adult whilst on site. to ensure that a duty of care is provided to these persons, we have established the following arrangements in conjunction with the chosen security company.
- 23.7 Any person buying alcohol and is suspected of being under the age of 25 will be asked for proof of age following the Challenge 25 policy.
- 23.8 Security personnel will be assigned to look out for groups of younger attendees and be vigilant to potential proxy sale groups.

23.9 The lost children and vulnerable persons policy is given as:



- 23.10 Should lost or found children be encountered, the following procedure will be adopted.

#### Lost Child

1. If a parent or guardian reports a child as missing, then RCT shall obtain all relevant details including their on-site mobile number from the parent or other responsible adult, which will be recorded.
2. The person reporting the missing child will be asked to remain *in situ* and security personnel will be despatched to join them. A low-profile search will be conducted in the location where the child was last seen, and between that point and where the parent/guardians were or where the child was last seen. Concurrently a description of the missing person will be broadcast over the security radio net to remain vigilant for the child.
3. Particular attention will be focused on the exit points to the site to ensure that the child does not leave the resort unaccompanied. Advanced steward / security briefing shall address the need to remain vigilant to distressed children be taken from the site, possibly against their will.
4. Repeat the description after 10 and 20 minutes if the child has not been reunited after 30 minutes, the police will be informed, and a more active search will be undertaken of the whole resort site.
5. If after an hour, or on the advice of the police, the child has still not been located staff will begin asking guests if anyone matching the description has been seen and gathering intel.
6. From this point on, the Organisers shall maintain the search as noted above, and will seek further guidance from the police.

#### Found Child

1. Any member of staff finding an unaccompanied child should remain in situ with the child and immediately report the situation to RCT. Wait for dedicated member of staff - the child will be taken to an agreed safe location (*such as an information point or first aid facility*).
2. All relevant details will be taken; including the name or any contact information for the parent/guardian.
3. If a mobile phone number is known (*e.g. written on the child's hand/arm*), RCT will contact them and advise of the child's location.
4. A general broadcast will be made on the security radio channel advising all users that a child of said description has been found, and any person presenting to staff claiming to have lost a child should be notified of the location (*assuming the child is the same as that found*).
5. RCT will despatch an SIA accredited member of staff to the location where the child has been found. They will remain in situ for no less than fifteen minutes. If after this period there has been no contact from the parents, the child will be taken to an agreed safe location (*such as an information point or first aid facility*).
6. Proof of identity of the person claim in the child needs to be recorded.
7. Accredited DBS checked personnel would staff the safe location.



## Cancellation and Evacuation Procedure

- 24.1 Enclosed structures will have their own individual evacuation arrangements in accordance with the requirements of the *Regulatory Reform (Fire Safety) Order 2005*.
- 24.2 Note as previously outlined in points, the Resort Organisers will ensure suitable and sufficient H&S arrangements for “Resort / C9 Managed” venues only. It remains a legal requirement incumbent on any commercial employers outside of the resort Management to discharge all relevant their duties.
- 24.3 The final decision as to whether an incident warrants evacuation of the resort site shall be made by the Operations Director with competent consultation from RCT and in conjunction with key staff and statutory stakeholders (where relevant).
- 24.4 Should such action be required all stewarding and production staff will be informed by priority radio call changing the operating condition to amber or red as appropriate.
- 24.5 Any full-scale evacuation of the site may be problematic and disruptive to attending blue light services, therefore the preference would be to contain incidents within the resort site and move people to a place of safety until the issue is resolved.
- 24.6 Guests may have to leave site and to a place of relative safety. As such a considered announcement or message must be given and consisting of the following attributes:

*“Ladies and Gentlemen, your attention please. This is an important safety message. Due to circumstances (explain circumstances if possible) beyond our control it is necessary to evacuate the resort site.*

*Will you please leave as quickly as possible and follow the directions of the safety stewards. Do not stop to collect any bags or personal items. Cloud 9 will resume as soon as it is safe to do so."*

- 24.7 Loud hailers will be used to give emergency messages and direction to resort guests and staff.
- 24.8 The decision to permit re-admission to the incident area and the re-starting of the resort or entertainment (*depending on the nature and location of the incident*) will be made by senior C9 Management in consultation with the Head of Security, Senior Safety Officer, RCT and the Police.
- 24.9 Temporary muster points are achievable and will be established both within the resort footprints for guests and off site as RV points for the Emergency Services.
- 24.10 All proposed muster points and RV points will be made available to the SAG and detailed within in the Evacuation plan. This will be available as a separate document.
- 24.11 Given the nature and the size of the site locations, it is reasonable to suggest that most instances requiring evacuation can be accommodated within the resort site itself. This can be termed Invacuation.
- 24.12 In the event of a call made by RCT to evacuate the site, all useable exits will be opened and staffed with the resort security personnel to direct guests to the nearest exit and to a place of ultimate safety.
- 24.13 Should any of the main exits have to be discounted due to the location of the incident, security control shall advise their ground stewards of this immediately and alternative means of escape established.
- 24.14 In any situation requiring evacuation, be it Invacuation or full site evacuation, provision should be made to task security with ensuring that the intended Muster

/ Assembly Points are free from risk and or suspect packages, vehicles, items etc.  
**before** the decision to direct persons to this location is taken.

- 24.15 Prior to making any public announcements, security and stewards will be deployed to exit points and will stand by for public departure. Any queues or persons waiting outside (*individual venues or main entry points*) will be advised the resort is closing and queue lane barriers will be removed.
- 24.16 So far as is practicable, the public will make use of the same exit and dispersal routes as they used for entry. However, in the case of emergency, alternative exit gates from the resort site may be used.
- 24.17 Should any issue prompt cancellation of the resort prior to audience arrival on site; the Resort Organisers shall seek to make the decision to cancel in conjunction with key stakeholders as rapidly as possible. Causes for cancellation might include; adverse weather, national mourning, major incident in the vicinity and so on.
- 24.18 Public information platforms shall include: C9 resort websites, Apps, local and relevant media, twitter, Facebook etc.
- 24.19 In the instance of cancellation during the event, the Resort Organisers shall ensure that all relevant stakeholders are included in the decision and procedure for cancellation.
- 24.20 All media communication shall be directed through C9 management, BD EVENTS LTD and via their appointed Media Manager. All staff will be instructed in the appropriate etiquette and channel of communications.

## Major Incidents

- 25.1 The Resort Organisers will deal with minor incidents in consultation with on-site resources (*or on occasion the emergency services working within their normal sphere of operations*).

25.2 A major incident is defined as:

*“Any emergency that requires the implementation of special arrangements by one or more of the emergency services; or the local authority”.*

25.3 Whether an incident is categorised as such is a matter for the Emergency Services or in certain circumstances the Local Authority.

25.4 In the event of a Major Incident the Resort Organisers shall ensure that all the resources and personnel on site are made available to the relevant Police Commander to assist in a co-ordinated response to the incident.

25.5 In the event of a serious incident an Emergency Services Rendezvous Point (RVP) or points will be established at location(s) will be confirmed by SAG.

## Counter Terrorism Strategy

- 26.1 This section will outline the guidance and tools used across the resort sites and wider BD Events Ltd / C9 team.
- 26.2 Ongoing and very tragic events have sharpened the focus of the events industry even more on counter terrorism works.
- 26.3 The overriding ethos being briefed throughout the C9 team is to *Remain Vigilant and NOT alarmed*. This is crucial in keeping perspective but whilst starting to build an open forum / framework and support those putting their hands up to say / report something.

*We must remain vigilant and professional, not alarmed and reactionary.*

- 26.4 The resort can outwardly display an organised and thorough / secure approach to works. This presents a difficult environment for terrorists to operate within and is a key control through all phases of the event cycle.
- 26.5 Leadership is key and whilst this plan outlines detailed processes for modelled evacuation, it must be augmented with key briefings onsite identifying who is charged with which part of the plan, i.e. who will put their hand up and act. This will be achieved through production meetings that will include the following key personnel:
- Resort Control Team
  - Operations Manager
  - Site Manager
  - Security Manager
- 26.6 Staff are to be made aware of Red Routes, Evacuation Points, RVPS and routes to and from site. This will comprise of the models used within this plan.

- 26.7 After briefing this information through the heads of department it should be disseminated down to a local level and consist of:
- A simple plan discussed amongst the team is all that is required.
  - Identify the key people within that plan
  - Identify key area(s) of safety / routes to take
  - Agree how and over what channels you will communicate
  - Test the communication functions and links
- 26.8 It is essential that security becomes everyone's responsibility and that all staff put their best customer facing hats on to engage with as many people as possible alongside security. This is proactive way to outwardly project organisation.
- 26.9 Potential hostiles will not want such attention and the policy will be briefed as one of Proactive Engagement.
- 26.10 Consider C9 security operations at ALL stages of the event. i.e. Build, show and de-rig. It is highly likely that any scoping of resorts / venues will be aligned to our own build / planning phases.
- 26.11 Staff should be briefed as to what constitutes suspicious behaviour, this is identified as:

SUSPICIOUS BEHAVIOURS	
No	Behaviour (pre-contact)
1	Enters a restricted or sensitive area without authorisation or cause
2	Makes observations from a restricted or sensitive area
3	Takes measurements
4	Draws diagrams or takes notes
5	Takes suspicious photos
6	Takes suspicious video footage
7	Pays attention to existing security measures, access areas, or sensitive sites
8	Anti-surveillance efforts
9	Tests existing security measures
No	Behaviour (pre-contact: vehicle)
10	Abandons or parks vehicle in a restricted/sensitive area or inappropriately
11	Drives vehicle in an unusual form
12	Uses vehicle that makes trace/identification of occupants more difficult
No	Behaviour (post contact)
13	Questions about security procedures
14	Provides implausible or no account for behaviour
15	Carries suspicious material or items
16	Appears to comply with, but actually defies, security request

26.12 Specifically, for use onsite and at a ground route staff level, this can be condensed down to:

*If you See Something, Say Something*

Such activities may include:

- **Vehicles & Packages** – *Out of place and left in odd locations and unattended. Use the **H.O.T** model here*
  - *Has the object / vehicle been deliberately **Hidden***
  - *Is there an **Obvious** threat (protruding wires, timer etc.)*
  - *Is it **Typical** to the event / venue*
- **Eliciting Information** - *Persons questioning anyone from the resort team at a level beyond curiosity around the resorts / venues purpose, operations, security procedures and/or personnel, shift changes, etc.*

- **Observation / Surveillance** - *Someone pays unusual attention to facilities or buildings beyond a casual or professional interest. This includes extended loitering without explanation (particularly in concealed locations); unusual, repeated, and/or prolonged observation of a building (e.g., with binoculars or video camera); taking notes or measurements; counting paces; sketching floor plans, etc.*
- 26.13 Given other related events it is perhaps easy to concentrate on improvised explosive devices (IED's) but the teams will remain vigilant to a full range of attack methodologies particularly those of vehicles used as weapons, bladed weapons, lone wolf / lone actor attacks and IED's both personally borne and within vehicles.
- 26.14 Vehicles onsite left unattended and with the keys still in them must be avoided at all costs. This control needs to be briefed to every person in charge of a vehicle on site and managed. There are no excuses.
- 26.15 Exit strategy could play a big part during a site evacuation, especially if this is having to be called dynamically.
- 26.16 Communications will be tested; such tests will include:
- Does every channel on the radio work
  - Is there a clear channel list
  - Is someone listening out on the RCT channel
  - Do medical and security have radios and have these been tested
  - Are the contact details and location of the nearest A&E on the office walls
  - Make sure your team have access to a fully stocked first aid kit
- 26.17 Staff will be briefed on hi viz blindness and the fact that just because someone has hi viz on and a pass does not mean they are necessarily supposed to be there.



- 26.18 It is not unreasonable to suggest that anyone wishing to access the site and carry out reconnaissance may also have access to a hi viz vest and ID / pass cards, so it is up to all staff to challenge them.
- 26.19 C9 aims to build and maintain a culture where we are proud to be doing things the right way and we support anyone who reports something out of the ordinary.
- 26.20 The tools used include:

*CPNI Guidance*

<b>DENY</b>	DENY the hostile essential, reliable information by ensuring that the information is not readily available to them when it doesn't need to be (e.g. an exact site plan on the corporate website); that they are unable to obtain essential information online, physically, or via people who work at the site and that where possible security measures are unpredictable.
<b>DETECT</b>	Provide integrated, effective detection capabilities focussed in the right areas at the site (i.e. where hostiles will have to come to obtain information) e.g. functioning well-sited CCTV and control room with operators proactively looking for suspicious activity in areas hostiles are likely to be. Where possible, these security measures should be unpredictable.
<b>DETER</b>	DETER is the promotion of DENY and DETECT capabilities to the hostiles that shapes their perception and assessment of likely failure both of the reconnaissance and the attack itself. Deterrence is therefore reliant on the effectiveness and prevalence of DENY and DETECT capabilities.

*Run Hide Tell*



A black poster with white text and icons. It features three rows: 'RUN' with a running person icon, 'HIDE' with a person hiding behind a door icon, and 'TELL' with a telephone handset icon. To the right of each row is a brief explanation. At the bottom left is the Counter Terrorism Policing logo, and at the bottom right is the ACT (Action Counters Terrorism) logo.

**RUN** - to a place of safety. This is a better option than to surrender or negotiate. If there's nowhere to go, then...

**HIDE** - Remember to turn your phone to silent and turn off vibrate. Barricade yourself in if you can.

**TELL** - the police by calling 999 when it is safe to do so.

 **COUNTER TERRORISM POLICING**

**ACT** | **ACTION COUNTERS TERRORISM**

*Probably nothing BUT*



A red poster with white text. The main text reads 'IT'S PROBABLY NOTHING, BUT...' in large, bold letters. Below this, in smaller text, it says '... YOUR CALL COULD SAVE LIVES'. At the bottom, it provides the 'ANTI-TERRORIST HOTLINE 0800 789 321'.

**IT'S PROBABLY NOTHING, BUT...** ... YOUR CALL COULD SAVE LIVES

**ANTI-TERRORIST HOTLINE 0800 789 321**

### *Hidden, Obvious, Typical*

**UNATTENDED ITEMS:  
LOST... or **SUSPICIOUS?****

 **H** **Hidden?**

- Has it been concealed or hidden from view?
- Bombs are unlikely to be left in locations such as this – where any unattended item will be noticed quickly.

 **O** **Obviously suspicious?**

- Does it have wires, circuit boards, batteries, tape or putty-like substances?
- Do you think the item poses an immediate threat to life?

 **T** **Typical?**

- Is the item typical of what you would expect to find in this location?
- Most lost property is found in locations where people congregate

### *Minimum Cordon Distances are given as:*

- Briefcase, rucksack, small suitcase – 100m
- Car – 200m
- Lorry / HGV – 400m

26.21 The Police will take control of the situation as soon as they arrive on the scene. Staff should assist the Police and carry out any instructions given.

26.22 Recent works through resilience groups have highlighted the Remove, Remove, Remove model for hazardous chemical and acid attack incidents. This will be communicated out across relevant staff and teams.



26.23 C9 shall liaise with local police in the period running up to the event to determine whether an increased terror alert is in place and additional vigilance necessary. This may result in enhanced search on entry; intelligence led targeting of individuals or a range of other measures as agreed with the Police.

## Media Management

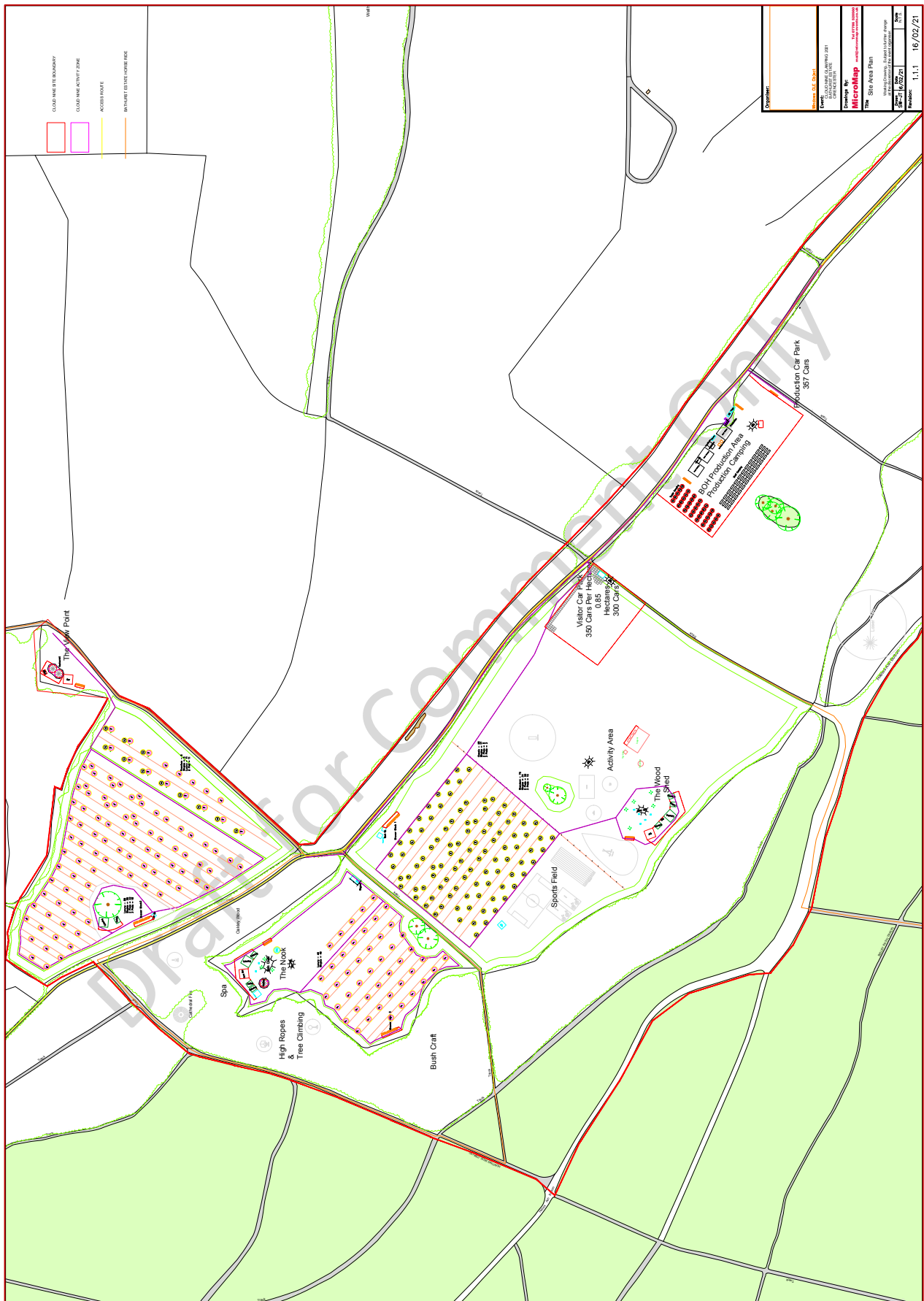
- 27.1 It is important that as far as possible, media liaison is controlled and effective. Media management shall be the responsibility of the Resort Organisers.
- 27.2 Management of the media will lie with BD Events Marketing and Communications Director
- 27.3 In the event of a serious incident, any media message shall be agreed between the BD Events Ltd Press Officer and the relevant representative of the local Police and/or Local Authority. No other member of staff, contractor or supplier should make any statement to the press unless under the direct authorisation of the licensee.
- 27.4 No other member of staff, contractor or supplier should make any statement to the press unless under the direct authorisation of the event director.
- 27.5 A crisis comms plan will be produced ahead of the show & will be available to view as a separate document on request.

## Appendix 1. Site Plans

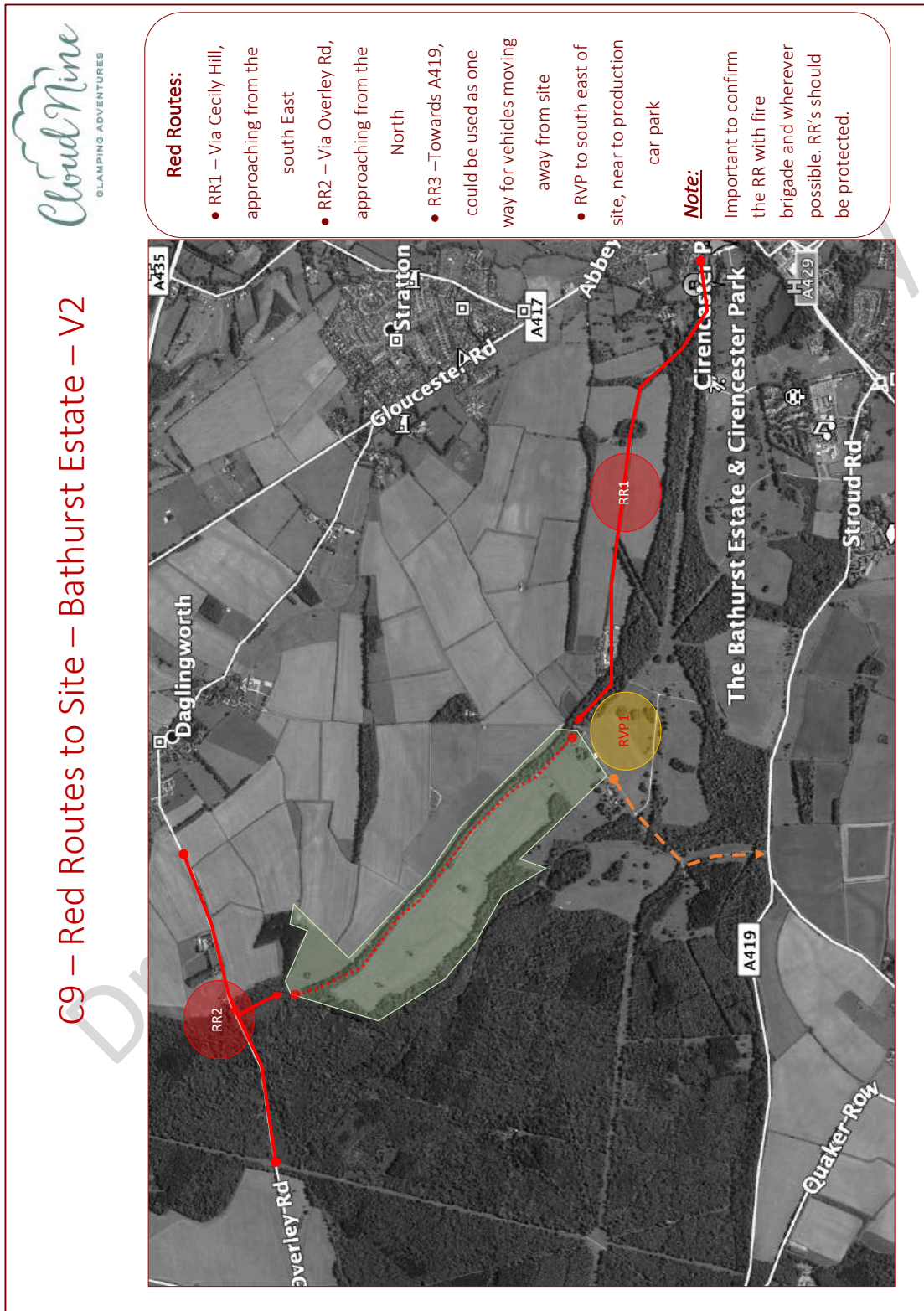
The C9 site plans are provided here for reference and are correct at the time of publish. The site plans are live documents and as such the Resort Organiser reserves the right to update, and amends plans as the planning of the resorts progress.

Draft for Comment Only



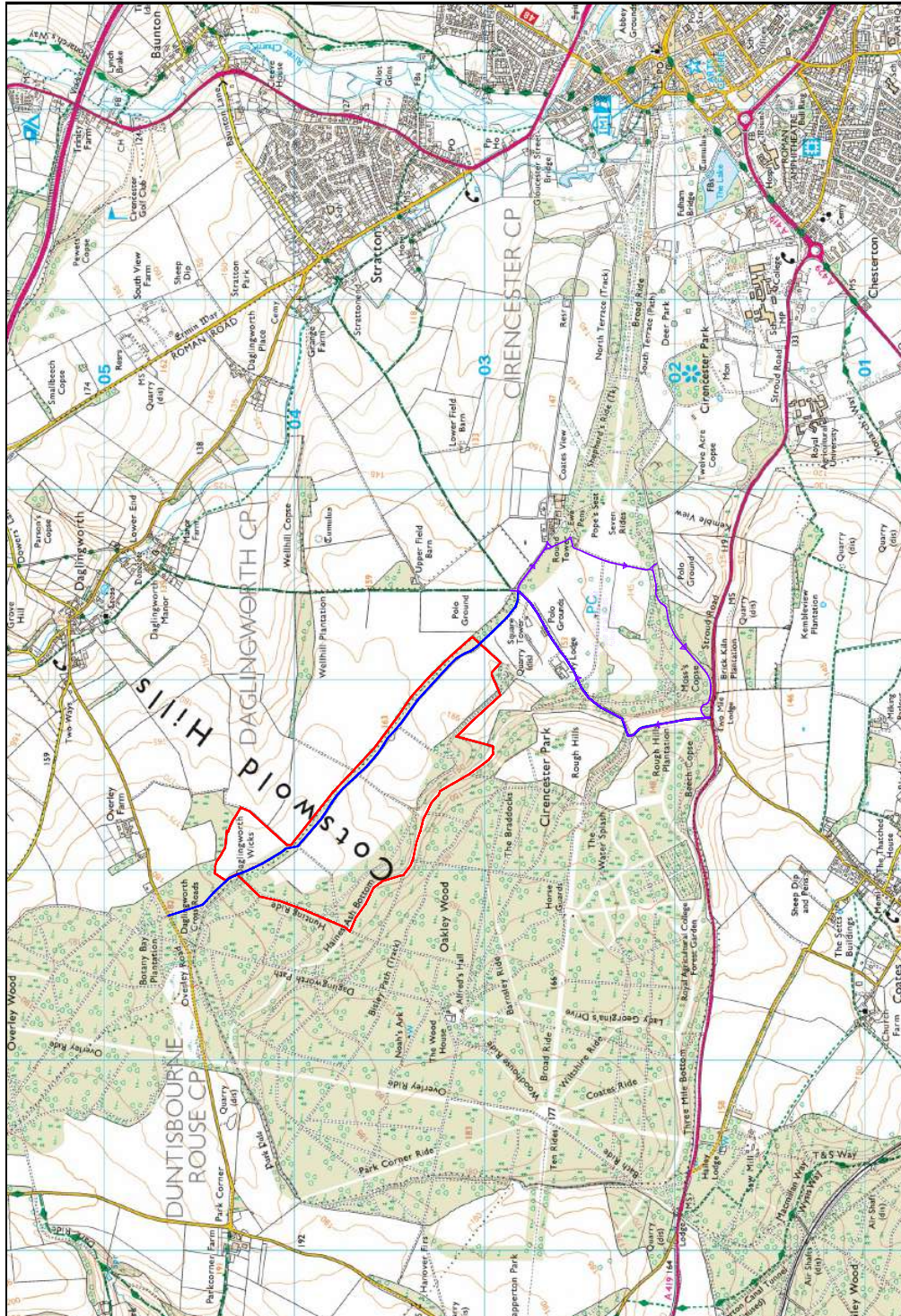


## Appendix 2. Red Routes





### Appendix 3. Traffic Routes around Bathurst Estate



## Appendix 4. Alcohol Policy



### Cloud 9 - 2021 Alcohol Policy

C9 has a robust alcohol policy. The Aims of the policy are to:

1. Prevent drunkenness leading to crime, disorder and abuse of event staff, bar staff and members of the public.
2. Prevent Drink Driving
3. Prevent self-harm (*slips, trips and fall; exposure to sun or cold, irrational behaviour etc.*) as a result of excessive consumption.
4. Prevent under-age drinking.
5. Reduce the chances of broken glass contamination of the site.

To these ends:

1. The site will be licensed for the supply of alcohol by retail and will abide by the conditions of the license and operating schedule regarding opening times methods.
2. There will be a DPS for the C9 events and nominated deputies at each site to oversee the operation of all bars.
3. There will be an appropriate number of SIA registered door supervisors onsite to monitor behaviour and assist in the peaceful operation of the bars and outlets.
4. A robust and secure cash management system will be in place involving secure cash registers placed at the rear of the bar and frequent banking with security escorts.
5. Guests can bring a small quantity of alcohol, for personal consumption, onto site
6. No alcohol will be sold to persons under the age of 18 and the Challenge 25 rules shall be enforced
7. Persons discovered buying alcohol for someone who is underage you may be ejected from the site or reported to the police.
8. Aggressive or threatening drunken behaviour will not be tolerated. Persons may be detained by security, ejected from the site, or reported to the police.
9. C9 and drinks staff are required by law to refuse to serve anyone they suspect of being intoxicated.

## Appendix 5. Drugs Policy



### Cloud 9-2021-Drugs Policy

This document describes the C9 policy on illegal drugs, psychoactive substances and miscellaneous mind-altering substances and the measures taken to control them.

C9 has a no-drugs ethos and a no drugs policy. This means that the event organisers will take action against anyone in possession of illegal drugs. Neither do they endorse the use of psychoactive substances or other mind-altering substances such as NO2. These have no place at a responsible event.

Security, contractors and all other event staff will be briefed on the PitP-DW drug policy as part of the safety induction.

C9 has these simple rules:

1. C9 Management reserves the right to search ticket holders for drugs and any other illegal or dangerous items on entry to the festival.
2. Anyone found in possession of drugs will be ejected from the site (*if safe to do so*) and the police informed.
3. Serious drug abusers (*e.g. behaving in a threatening way, apparently under the influence, even if not in possession*) and dealers will be detained and handed over to the police.
4. Anyone discovered selling drugs will be detained by security and held in a secure place until they can be handed over to the police.
5. Anyone suspected of being under the influence of illegal drugs will be dealt with by security appropriately. Depending on the circumstances this may involve refusal to admit to the site; removal from a venue or area; searching and confiscation of substances or paraphernalia; ejection from the site; detention awaiting arrival of police.

C9 has an absolute ban on the use of NO2 capsules. While the intoxicating effects are not especially long lasting or disruptive to the event, the capsules are invariably left on the ground and are a hazard to event staff and park users after the event. Any stocks of NO2 found will be confiscated and destroyed.

It should be noted that across the past year of C9 there have been no significant issue, incidents, or challenges with illegal drugs / substances at the event. The controls in place are therefore deemed suitable and sufficient and will be monitored ongoing as part of best practice.