



Review of a Premises Licence

NR Events Limited

Stowford Farm, Farleigh Road, Wingfield, Trowbridge

Licence Review Responses

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Management changes

During and after the festival, Colin Peel repeatedly failed to grasp the seriousness of the concerns raised by both the council, local authorities and internal team members and also partook in obstructive behaviour. This was especially evident at the 10 August 2018 Debrief Meetings, following which, he also refused to discuss the possibility of bringing on experienced managerial assistance. In light of this, Colin has been asked to step down from all festival activities and therefore will not be involved in the Festival this year or any subsequent years, in any capacity.

Although Nick Reed was a 50% shareholder and Director of Trowbridge Festival Ltd alongside Colin Peel, and he admits that he is partially responsible for some of the concerns that were raised. Nick was fully on board to redefine the management of the festival and open to all changes required.

Due to this ineffective organisational structure of Trowbridge Festival Ltd. NR Events Limited was set up in order to bring about a new management structure to allow the Trowbridge Festival to continue as a safe and well managed event for 2019 and beyond. NR Events Limited was formed in January 2019 by Nick Reed, after efforts to come to an arrangement with the existing company had broken down beyond repair.

When NR Events Limited was formed, Nick Reed was the sole director, however Nick's full understanding of the changes needed to properly and safely manage the festival, drove him to immediately seek to expand the company and bring on board the experience required.

Throughout the period of January 2019 and March 2019, significant effort was placed by Nick Reed to transfer assets and the licence to NR Events Limited from Trowbridge Festival Ltd. Despite difficulties with the aforementioned Colin Peel, this was eventually carried out meaning NR Events Limited was now in a position to reevaluate the future of Trowbridge Festival.

The Licensing Authorities' exposure to the aforementioned was noted by **Linda Holland** in **Agenda Item 6f**. Additionally email communication between Nick Reed and Carla Adkins, also highlighted the difficulty of the situation and Nick Reed's efforts to address the concerns in a professional manner.

Ian Lucas joined the company as Chair 15/03/2019 and has subsequently taken overall control of the full festival and operations. Ian has a casting vote over all directors decisions when a majority verdict cannot be reached.

Shareholdings for NR Events

Shareholding of the company has changed to allow more casting votes and to prevent stalemates regarding company decisions and policy:

Ian Lucas 40%

Nick Reed 40%

Jean Chatfield 5%

Charlotte Chatfield 5%

Rose Jennings O'Connor 5%

Richard Bielby 5%

Directorship Changes

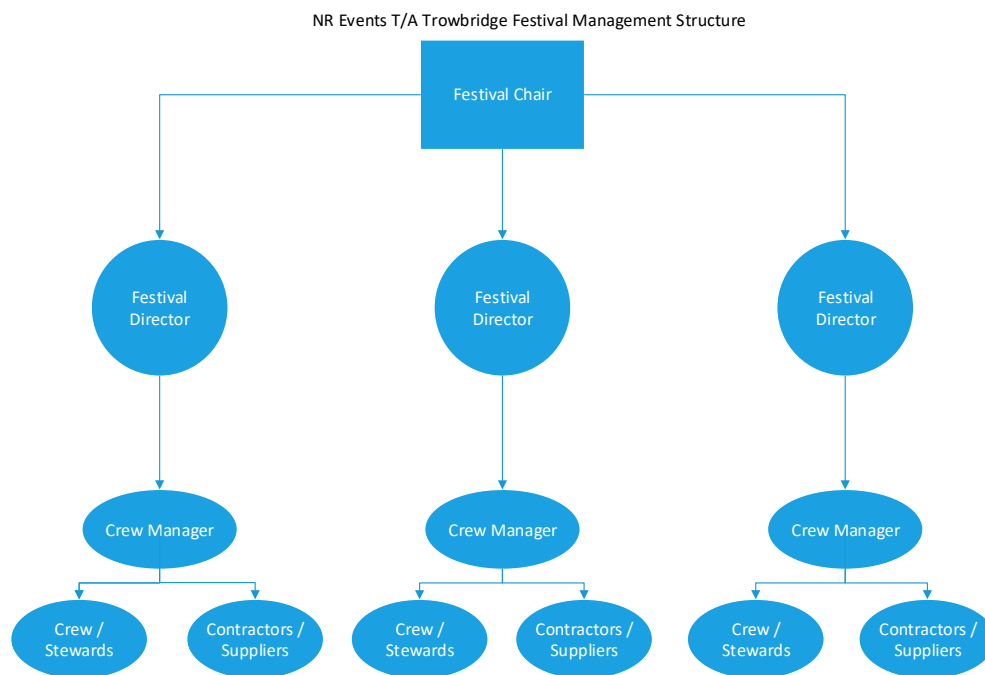
Additional Directors appointed based on experience and knowledge of the event:

Nick Reed

Jean Chatfield

Rose Jennings O'Connor

Management Structure



Experienced team members returning

Experienced team members returning from previous years where festival has been successful both at the previous Westbury site and the Stowford Manor Farm site.

Experienced Teams Covering roles:

- Setup Teams
- Site Management
- Duty Managers
- Car park and campsite teams
- Water Supply Teams
- Training Teams

Experienced contractors / paid services returning:

- Security
- Medical Team

Issues Addressed

Ticketing System Overhaul

The ticket system and sales has had a complete overhaul. Including the following changes:

- The ticketing purchasing system is now based on a tiered process. Last year we offered one fixed ticket value which led to a large volume of unexpected walk ups who had not purchased in advance. Making tickets more expensive as the event approaches encourages more patrons to purchase tickets in advance. This is a tried and tested method used at previous festivals and other events.
- There is a system now in place whereby a vehicle pass must be purchased alongside a festival ticket with a requirement that this pass must be displayed at all times throughout the festival. Vehicles without a pass will not be allowed on site under any circumstances.
- Any vehicle without a pass that would like one, will be allowed to move through gate one at which point a pass must be purchased. Gate one has capacity for queuing and traffic management and holding.
- All purchasers must now provide their full vehicle registration upon ticket purchase. This allows for logging of all vehicles on site and means that a vehicle owner can be contacted immediately should a change in location of their vehicle be necessary.
- Live-in vehicle passes have designated sizes allowing for managed pitch allocation. Based on onsite measurements and capacity. This was not in place for the 2018 event and was the primary reason for strain on camp site management.
- Day tickets will not go on sale if capacity does not allow it. Should day tickets go on sale, camping will **not** be allowed.
- The back end database of the ticketing system, now has live reporting of ticket volumes sold and will give us an accurate reading of ticket holders and vehicles on site. This will allow us to close all ticket sales immediately once capacity has been reached.
- The new ticketing system has an automated process to immediately halt ticket sales based upon ticket type and volume.
- Ticket sales were not available to the public until the licence transfer was submitted and confidence in the new management structure was established.
- Priority Access Parking (Disabled Access) will have a clearly identifiable separate vehicle pass to allow the car park and campsite management team to identify them on arrival and direct them accordingly. It is clearly stated on our website that such persons must make contact with our ticket manager throughout the booking process and before arrival.
- **All of the above gives us complete control over all numbers on site at any given moment.**

Event Management Plan

Following advice from Linda Holland, both at the debrief meeting (August 10th 2018) and more recently at an informal meeting on the 22nd March 2019. The Event Management Plan has been fully reviewed and overhauled to fit the event that will be on offer. The EMP has been rewritten, in alignment with all of the advice and recommendations made as a result of last year's concerns. The EMP will be submitted prior to the ESAG meeting. On the recommendations of Linda Holland, which, will be scheduled after and based on the outcome of this licence review process.

Parking, capacity and site flow

New arrangements have been made with the Stowford Manor Farm land owners, whereby we will take control of the site an additional day in advance. This will allow us to make sure the site is fully prepared and inspected prior to the arrival of the first patrons on the Thursday afternoon. This was a major concern raised by the local authorities, that the campsite was not ready before arrivals in 2018. This additional day will alleviate said concerns.

Extra experienced stewarding lead by a car parking and campsite management team, has been sourced for the Thursday and Friday arrivals to carefully locate campers appropriately. This careful monitoring will address concerns raised by the local fire authorities. The car park and campsite management team will also closely monitor drop off bays for camping equipment at gate three. Ensuring all vehicles are quickly moved on to gate one. This will keep the campsite clear of vehicles.

Additional Land

An arrangement with an adjacent land owner has secured additional land for the purposes of car parking. This will eliminate the need for a road crossing which was an area of serious concern at last year's festival. Whereby, a last minute expansion was put in place to deal with a high and unexpected demand. This new parking area will also allow us to organise the camping area more effectively so that distances between plots and units is closely in line with fire regulations. Additionally, due to this new parking area, all vehicles will be eliminated from camping areas. This new parking area, is at a higher level above the river and therefore suitable for both wet and dry conditions. The new acquired field will also function as additional emergency assembly point in the event of an evacuation, keeping patrons safe but also away from main roads and rivers.

The aforementioned land is approximately 3 times the size of the main festival plot and therefore can adequately hold any good weather influx or patrons which we experienced last year and struggled to cope with.

Ticket office and Site HQ

The ticket office has been relocated so that all wristband allocation will happen primarily in the arrival field Gate1 or at site HQ. This will alongside stringent wristband checks at all arena entrances ensure that everybody on the festival site will be funnelled appropriately and anybody without suitable credentials will be rejected from the festival. This will rectify the hole in our defences which was created last year by a combination of poor wristband checking and the last minute overflow parking which opened up an additional entrance which we had not planned for. Last year's ticket office location, will remain, however, it will operate as a secondary wristband exchange point for pre-purchased live-in vehicle passes.

A Site Operations HQ office will be in close proximity to the secondary ticket office for live-in vehicle wristband exchange. The new HQ will be well signposted and fully operational before and after the event. This will also act as the main correspondence point for lost children and lost property. Security will also be adjacent to this new site operations HQ so there is a centralised point of management for all festival activities.

No one will be able to enter the site without appropriate accreditation.

Last year's medical set up despite being adequately staffed throughout the core of the festival was not appropriately sign posted and visible to patrons. Going forward, medical assistance will always be notable by patrons, have a designated area and all SIA security staff will know the location of the medical teams at all times.

Staff organisation and training

In order to make sure that all staff and services are in alignment prior to arriving on site, we will be conducting a mandatory online training sessions. This will mean that everyone is prepared for the event. This alleviates the concern that knowledge was not appropriately disseminated in a timely manner at the 2018 festival. Specific team roles will have additional dedicated training to suit the position that they hold on the festival site. This will be carried out by each department manager e.g. the stage manager teaching crew about manual handling and emergency procedures specific to the area etc.

Throughout the festival, duty and area managers will perform regular checks and require team members to report activities on a regular basis back to the site operations HQ. In addition full site logs will be kept by the duty manager within the site HQ, so that upon request from any authority, information can be produced quickly and accurately.

All staff will be scheduled and work within a shift pattern. All roles will be appropriately delegated by a dedicated manager for each area. Everybody will know the full extent of their role and responsibilities throughout the entirety of the festival. This will prevent a top heavy management style which was prevalent and ineffective at the 2018 festival.

Lighting and Electricity

Additional lighting towers have been sourced for the event to provide adequate lighting in all areas. Particularly walkways, riverside, and sloped areas. This is fully planned for all overflow areas so we are fully resourced regardless of the site configuration.

The site electrician will be responsible for all electricity on site. There were concerns regarding generator grounding at the 2018 festival. This will be checked and the electrician will submit a confirmation of installation safety to the site HQ.

Fire Safety and Water Provisions

All fire points on site will comprise of high level visible signage which will not be blocked by traders or patrons and also will be present prior to any patrons arriving on site. Fire extinguisher numbers will be increased to allow a unit to be available at every fire point. Sand and water buckets will be available at fire points where it is appropriate and will be filled to the required levels.

BBQ Disposal point will be made available

A gas bottle storage location will be available for any additional spare gas bottles that traders require.

Careful management of vehicles and camping arrangements will result in clear, marked blue routes throughout the site. Any blockages will be dealt with immediately. In consultation with the duty manager, vehicles and owners can be identified immediately through use of the new ticket system.

Fire point checks will held regularly in line with the EMP schedules, any discrepancies will be immediately reported and logged at the site HQ allowing delegation of replenishment action if required, by car parking and campsite crew.

Additional stand pipes for water access will be created in the overflow campervan field (adjacent to swimming club). This was a concern last year due to a combination of weather conditions and the distance to the nearest stand pipe not being appropriate. This will also mean that water vessels that were used last year will not need to be deployed.

Pre-festival activities

With the new management structure in place, regular meetings are held on a weekly basis increasing to as required from May onwards. These involve all directors, the chair, key personnel (such as managers and occasionally suppliers). In all of these meetings, minutes are kept.

In addition, sub groups will meet on various issues. For example stage managers will meet with their crew at various intervals during the run up to the event.

In comparison to last year's two person structure. This has allowed for much more communication, sharing of ideas, problem solving and delegation of tasks and responsibilities in a timelier manner.

Advertising

We have noticed that in the agenda, there is often mention of advertisers claiming ticket numbers and event capacities higher than our official position. The particular evidence given was E-Festivals, a third party website. We have not had any communication last year or this year with this company. We are making steps to contact them about the inaccurate details highlighted, however please understand that we have no control over what they choose to publish.

Team members responsible for our online presence are working hard to keep track of the festival's wider reach and will make effort to keep information as accurate where feasible.

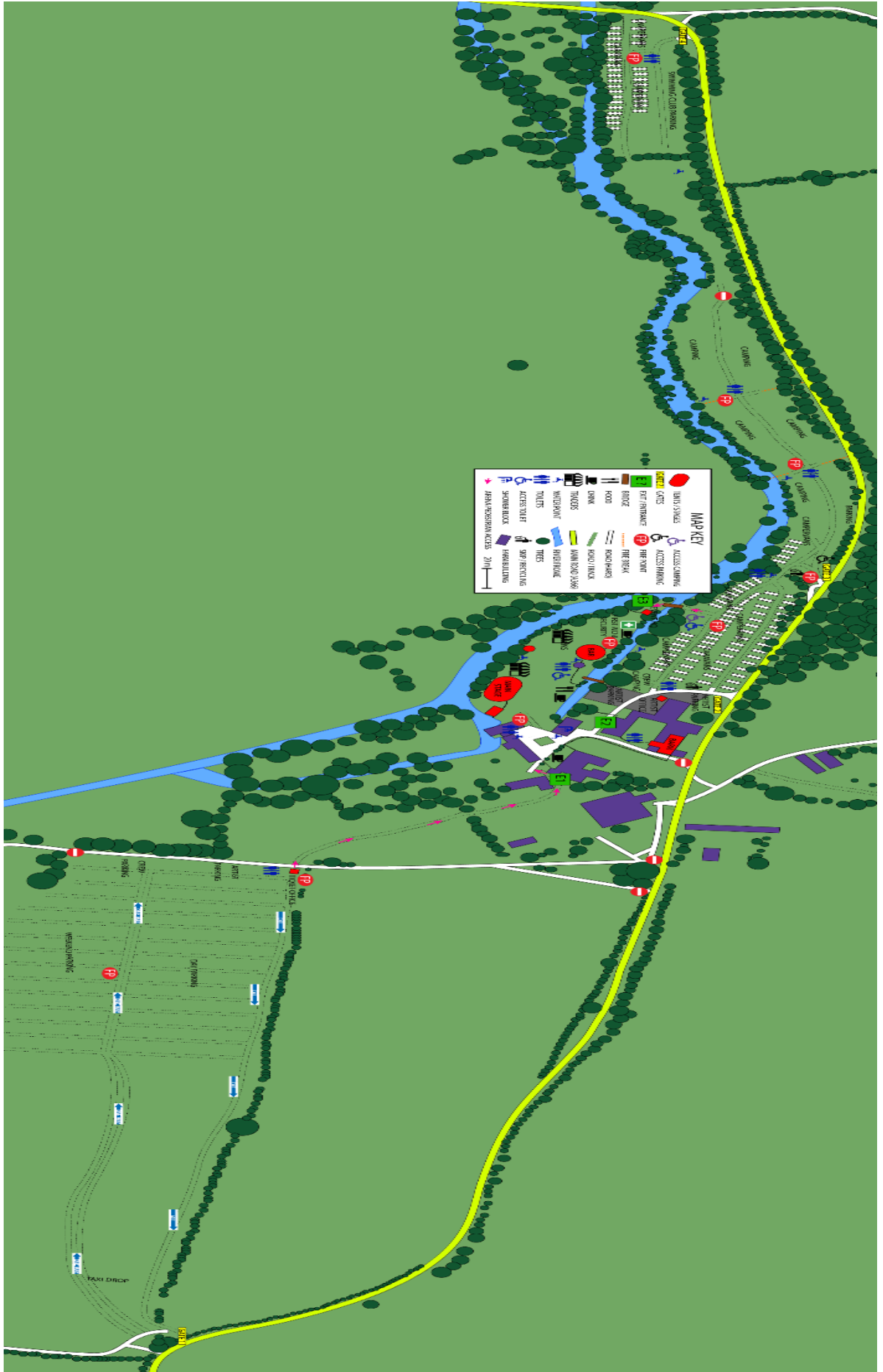
Summary

We fully acknowledge that there were issues at last year's festival. We take full ownership of the concerns raised. However as outlined in this document, we have taken the steps necessary and beyond to rectify all of the points brought to us by the various authorities. The advice given has been taken very seriously and those individuals who chose not to comply with what was recommended have been removed from their role in the festival.

We welcome any feedback and licence amendment suggestions made. We will strive at all times to work closely in alignment with the Licensing Conditions, staff, authorities and any third parties.

Festival Maps

Full site Over View



Gate 4

Caravan / Motorhome Site & Swimming Club Parking



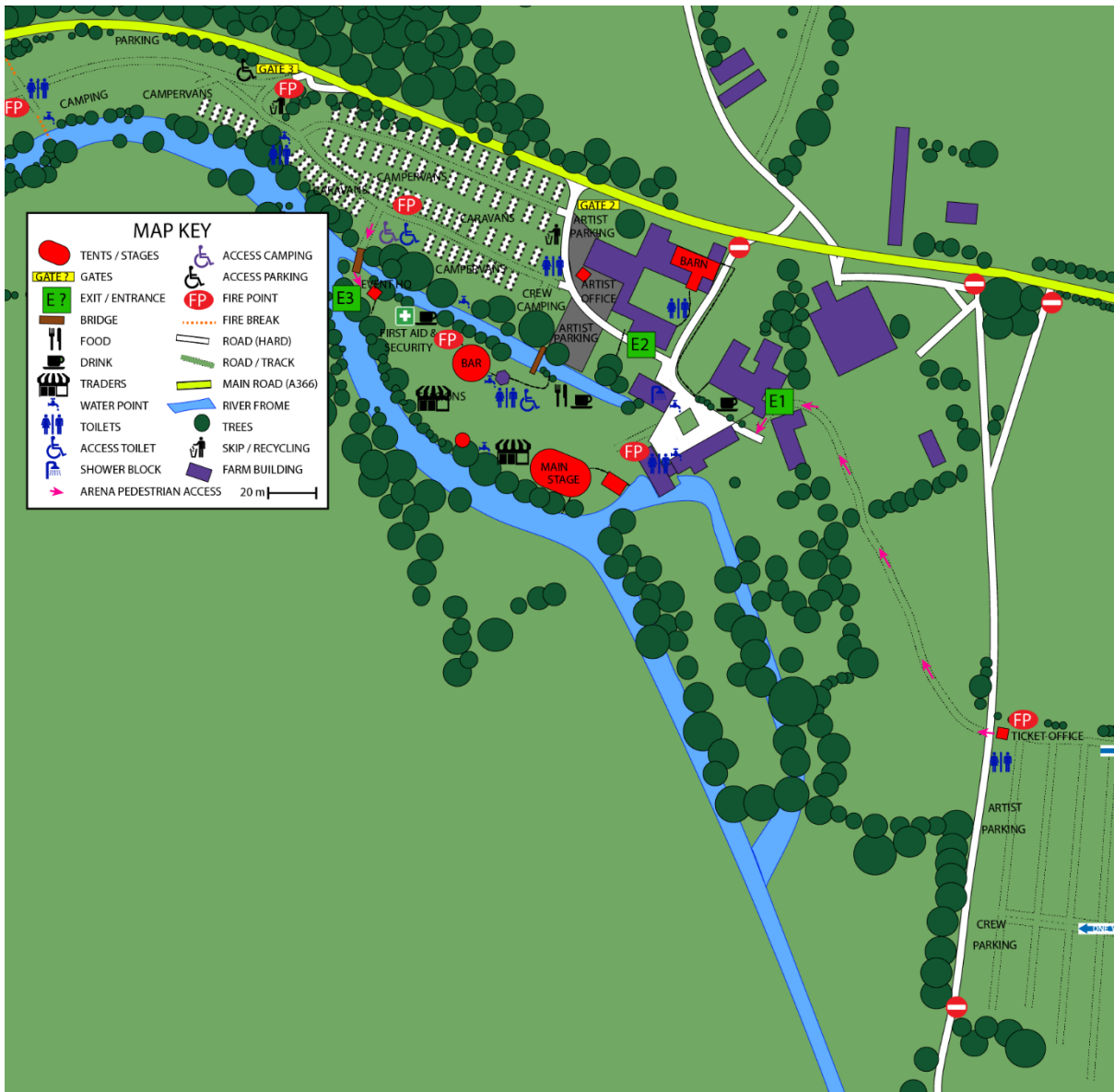
Gate 3

Camping area / Drop off, Disabled Parking

Gate 2

Caravan / Motor Homes

Crew / Artistes



Gate 1

Car Parking for all Vehicles

