



Prepared By

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CARRY ON KELMARSH: Report on Kambe Events Ltd's pilot, socially distanced camping events.

On the weekends of 7th - 10th, 14th - 17th and 21st - 24th August, Kambe Events Ltd produced 3 pop-up glamping weekends on the Kelmarsh Hall event site in Northamptonshire.

This was one of the first pop-up events of its kind since the Coronavirus pandemic caused the country to go into lockdown in March 2020.

This report delves into the considerations of producing an event during these times and investigates the measures taken by Kambe Events Ltd, based on 20 years' experience in the industry (with newfound guidance from WHO and government guidelines) to minimise the risk of transmission at these events and explores the effectiveness of those mitigation measures.



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Key objectives of this report

1. To present the mitigation measures put into place and evaluate their efficiencies.
2. Being sustainable in the approach to incorporating the mitigating measures.
3. To observe both the event crew and public at the camping events around their behaviours and interactions with the mitigation measures in place and report on the findings.
4. To look at the financial implications of producing an event with these measures across the events, activities, bar takings and food concessions.
5. To present the findings in a report to share with the wider industry.

1. Mitigation Measures we presented and evaluation of their efficiencies

Below is a list of the mitigation measures we put in place during the planning and period of time we were onsite for the Carry on Kelmarsh camping weekends.

The following measures were determined as a result of extensive planning processes and risk assessments compiled by Kambe's experienced H&S officer, seeking guidance from WHO events sector guidance and government guidelines on the Coronavirus pandemic at the time leading up to the event.

COMMUNICATIONS		
Risk assessment and Covid Specific Risk Assessment	Crew and Public communications prior to event.	Track and Trace forms collected at entry
SITE CLEANLINESS		
Sanitizer stations	Hot wash facilities	Sitewide touch points cleaned on rotation and

		equipment sanitized between use (or labelled and kept for sole use)
Vehicle sanitizer packs and in-vehicle guidance signage		
LIMITING TOUCHPOINTS		
Dedicated toilet per camp pitch	Public Showers sanitized between uses & deep cleaned on rotation	Crew facilities for 'short stay' and 'long stay' crew. Cleaned regularly and sanitizer outside for use before and after.
Contactless ticket scanners (through car window) and welcome packs at accreditation	Contactless card payments and procedures for safe cash handling	
SOCIAL DISTANCING		
10m distance between each camp pitch	Crew work bubbles	Masks and face coverings
Visual distancing markers, one-way systems and signage	Strategic safely distanced car parking	Limited capacities in enclosed spaces and max capacity signage at entry points
Safely distanced table arrangement and chalk markers for floor seating areas	Onsite activities and refreshments to deter people from leaving site	Pitch bookings limited per one household

While some of these measures are self-explanatory, we have put together a detailed analysis of each measure, highlighting any particular challenges and/or improvements which can be found in Appendix 1 and is available upon request. This section will go on to look at the event set-up with the new mitigation measures in place and explain what we did.



Risk Assessments

First and foremost, we compiled comprehensive risk assessments for the event, which is usual protocol for the event planning process. In addition to this, a Covid specific risk assessment was compiled. We looked at the Covid-specific risks of events of this type and determined the control measures to minimise these risks. All documentation was shared with the local authority, alongside other risk assessments and the EMP. All documentation, processes and protocols were regularly reviewed and updated throughout the planning and delivery phases of the events. Information was disseminated to crew, artists and patrons in advance via email, detailed guidance docs and the event website. This was supported on site by briefings and signage.

Audience and Crew Communications

- Ahead of each camp weekend we sent an essential guide to the public, which included detailed information around the COVID measures in place, what to expect from the entry process and further information around the event's content.
- The essential guide sought to guide audience behaviours around limiting contact and encourage campers to prepare not to need to leave site once they arrive.
- We also sent a COVID safe declaration form as a means of track and trace, which each individual was requested to fill out in advance and bring with them.

An example of the public essential guide (Appendix 2) and Covid safe declaration (Appendix 3) are available upon request.

For our event crew and contractors, we compiled a crew safety briefing document, which was sent out ahead of arrival to site. The briefing included an extensive section around the COVID safe practices then went on to highlight general site safety rules.

- Once crew arrived, they also received a verbal briefing, which reiterated all the information from the briefing document and any additional safety information that may have been added. Crew received a wristband once they had received their verbal briefing as a visual aid for ensuring no crew missed this process.
- We briefed crew upon arrival on which 'crew bubble' they would be working in and requested they remain within their bubble. We asked that crews avoid contact with

people outside of their work bubble and to only communicate via the event manager.

- We encouraged all crew to wear a mask when working closely together, even within their bubble. We suggested side to side or back to back working when in close proximity, and where possible to use their own equipment.

An example of the crew COVID and site safety briefing (Appendix 4) is available upon request.

- Crew & public were also asked to monitor their own health in the days leading up to the event. Anyone showing symptoms (high temperature, new continuous cough or loss of taste/smell) or come into contact with anyone showing symptoms or been contacted by the test/trace/isolate service, were asked not to attend site.
- Crew were asked to let the management team know ASAP if this was the case, to give an opportunity to find cover. The public were given up to the day of the event, and were offered a full refund if they could not attend due to symptoms or possible exposure.
- As part of risk assessment and planning, flexible cover staff had been planned and a team were on standby should any on-site crew get symptoms and no longer be able to work.



Entry Process

The need for a seamless and contactless entry process during these times is of utmost importance. Entry to events prior to the COVID-19 restrictions have involved face to face communication and physical contact. We carefully devised the following plan as it seemed the smoothest entry process with minimal contact between event staff and attendees.

- Ahead of the event, attendees were sent a routing pass which they were asked to put in their window for when they arrive.
- The routing pass had the full name of the lead Booker and a QR code. As cars arrived, our gate staff would stop cars and scan the QR code through the closed window to confirm the ticket information.
- Once successfully scanned, the gate staff put a vehicle sticker on the car window as a visual aid that the vehicle had been checked in and then (via radio) contacted the accreditation team with the name of the booking.
- The accreditation team could then prepare the welcome pack ready for that car to arrive at accreditation. The gate team then sent the car down the track to the next point of contact.
- Next, the car arrived at the Track and Trace position where cars are asked to stop, open their window a fraction and post their track and trace form into a box. Of course, there were some spare forms and sanitized pens for those who had forgotten.
- Once Track and Trace forms had been collected, cars were sent onward to the accreditation team where the team checked the name on the routing pass and passed their welcome pack through the window. The welcome pack included:
 - Wristbands for the booking
 - A map of the campsite with their pitch circled and pitch number written on
 - Info on the weekend's activities
 - Food and bar menus and delivery service information
 - Welcome pack with campsite safety info
- Once welcome packs had been handed over, cars were directed to the traffic marshal to be parked.

- With this being a camping trip, we knew that it could take a little time for people to unload their cars and get to their pitch. This raised a few concerns regarding social distancing. To avoid close proximity whilst cars unload, we strategically parked the cars so as to maintain social distancing of cars arriving and unloading. We trialled a few methods of this:
 - We left a 7 metre gap in between each vehicle so there will be a minimum of 2m distance between family groups unloading. Once they left the car park to go to their pitch, the 7m gap would be enough space to park another car later in the day.
 - We had a pedestrian aisle running centrally through the car park where we would stagger parking cars either side, again to limit people being in close proximity of other family groups unloading.
 - We sent cars up alternative aisles and filled spaces from the top. Once the cars were empty and the passengers had unpacked and left the car park, we sent the next vehicle up that aisle.
- All accreditation and traffic management staff were wearing masks and either gloves or regularly sanitizing their hands.
- A welcome team directed campers to their pitches and offered campers a sanitized wheelbarrow to help get their camp gear from the car park to their camp pitch. Once wheelbarrows were returned, they were sanitized and available to be used again.
- Crew arrivals were sent directly to the accreditation point for a site safety briefing and directed to the crew camp following their briefing. This put more pressure on staffing at times during the main public entry day (Friday), as all public and crew were being sent to the same place for entry.
- There were a few instances where crew arrived on site that hadn't been confirmed until the last minute. Therefore their details were not on the crew management system and they had not received the relevant information prior to arrival. This had a knock-on effect for their entry process as it meant that the briefing process was longer and more in depth, so as to get their information on the crew management system.



Campsite Layout and Facilities

- The campsite layout was done in such a way so as to give at least a 10m gap between each pitch. So as to further limit touch points between family groups, each pitch had its own dedicated toilet for the sole use of those camping in that pitch. There were no other public shared toilet facilities on site.
- The whole campsite was open air and designed with space and openness at the core of site layout decisions. There were no indoor spaces, just open sided rain/shade cover and space at the main hub designed to facilitate extra, distanced queueing at open trader frontages.
- We had some shared shower facilities on site (more than the recommended amount for an event this size) which were open for 4 hour windows throughout the day and manned by a shower attendant. The attendant would clean shower cubicles between each use and manage the queue. Every 4 hours, the showers would be closed for a full deep clean. Shower curtains had also been removed from the cubicles as a further measure to reduce possible touch points.
- There were hot hand (and dish) wash facilities in both public and crew back of house areas.
- For the event crew in the back of house areas, we marked out separate crew camps, to ensure 'working bubbles' were kept separate. The toilets and showers were labelled as either 'long stay crew bubble – for crew who had been onsite for more than 7 days' and 'short stay crew bubble – for crew who had been onsite for 7 days or less'.
- Outside each toilet and shower was a sanitizer station signposted 'please sanitize your hands both before and after using the toilet/shower'.
- Further to this we also regularly cleaned these facilities and wiped all the touch points with antibacterial.
- Upon arrival, crew were briefed on the facilities and only used the correct facilities for them. For any enclosed crew workspaces (such as the production office), we erected signage noting the maximum capacity of each space. To further deter people from just walking in, we added a barrier about a metre from the doorway for people to stop at with enquiries for the office rather than entering the space.



Food, Drinks & Entertainment

- Each weekend we had several activities that campers could pre-book, such as yoga, art classes and stand up paddle boarding. As we organised the activities, we could ensure that participants were adhering to the Covid-safe procedures we had in place. Each workshop/activity was limited to a maximum of 30 participants in line with government guidelines.
- All activities and entertainment were programmed outside with some open-sided rain/sun cover. No activities took place in enclosed spaces. Any live acts performed light, acoustic sets to discourage the audience from compromising social distancing.
- We deliberately chose activities that we could adapt to be Covid-safe, and which enabled us limit/control touch points and cross contamination. Please see the table below for a list of activities and measures in place per activity.

Activity	Mitigation Measure
Stage providing entertainment each evening (live music, quiz, bingo)	Distanced seating - exclusion zone in front of stage. Programmed as acoustic light entertainment. Stage adequately sized for performer distancing. Only stretch cover, open sided. MC had her own mic. Musicians advised to bring own kit including mics. Any shared equipment sanitised between sound checks and performance.
Kelmarsh Hall Garden Tours	A one-way guided walk way around Kelmarsh Hall Walled Garden with stewards ensuring family groups remain a safe distance from each other.
Lawn games (table tennis, croquet & boules)	Equipment signed out to single family groups and sanitized between uses.
Painting and craft sessions	Socially distanced tables, separate set of paint/craft materials per person. Sessions limited to 30 people per session. Session leaders wearing facemasks.
Stand up paddle boarding (SUP)	Pre-booked sessions with allotted time slot. All equipment sanitized and cleaned between use.

Human table football	A socially distanced alternative to a usual football game where players stand in rows with a 2m rope between each player.
Scavenger Hunt	A scavenger hunt activity sheet for family groups to collect from the info point and do in their own time, within their bubble.
Silly sports day & silly games	All socially distanced and any equipment sanitised before and after use.
Yoga/Tai Chi/Dance sessions	Socially distanced and outdoors. Yoga mats sanitized before and after use.

- Campers could order competitively priced drinks from the onsite bar or take away food from a choice of 2 food concessions, plus a coffee and cake stall.
- We also had a camp shop onsite, selling everyday items and camping essentials. This was to encourage campers to remain on site and use the convenience of the camp shop rather than leaving site to use the supermarket and avoid encountering the local community.
- Our delivery service meant campers could order takeaway food and drink from the concessions to be delivered to their camp pitch. This helped minimise the number of people coming to the main hub to order food and drinks and helped keep the spread of people on site widely dispersed.
- Each point of sale on site was set up to take contactless payments, which were encouraged (and communicated in information sent out prior to the event). This said, whilst a majority of payments were made by card, we couldn't eliminate cash fully so had a procedure for safe cash handling. Further information and detail can be found in appendix 1 (in the section around 'contactless card payments and procedures for safe cash handling') and is available upon request.
- Staff wore masks at all in-house serve points, which was a decision we made going above and beyond the government guidelines for the purpose of audience reassurance. Campers were also asked to wear a mask when ordering from any of the food or drinks concessions. The public feedback highlighted that the audience felt very comfortable and safe as a result of the level of mask wearing.
- It was interesting to observe a direct correlation between audience and server behaviour, regarding masks. At the in-house serve points, where the servers always wore masks, the audience would follow suit. At the two non-in-house traders where servers did not always wear masks, the audience were more likely to not wear masks. This showed us that leading by example encouraged the public to follow suit.
- Ped barrier was used to create one-way queueing systems, with chalk spray and signage

to add social distancing markers on the ground for the queue systems.

- We positioned wooden tables, chairs and benches in the communal area in front of the stage and bar strategically so that different camp groups remained a safe distance from each other.
- We used chalk spray to create markers for those wishing to sit on the floor and remain a safe distance from other groups. Socially distanced straw bales were also used for seating.
- We didn't offer table service as each of the concessions were run in a takeaway capacity.



Site Cleanliness

- More so than ever, the need for convenient and robust cleaning facilities is paramount. We strategically positioned sanitizer stations around the event site at all the common touch points.
- This included a station at all taps, toilets and showers (with a sign asking people to sanitize both before and after use); bar, info point and food stalls; seating areas, bin nests, activities and assessed common touch points around site - ensuring a sanitizer station was never far away (including gates and doorways).
- Further to this, there was also a hot wash sink station in both the public and crew camp, with hand soap available.
- We had dedicated crew who worked around the event site, cleaning all the common touch points regularly throughout the morning, day and night. We had a checklist of all the common touch points that required cleaning to avoid anything being missed.
- Event crews were asked to use their own gloves and equipment and in any instances where equipment was shared, it was sanitized both before and after changing hands.
- We signed out specific radios to crew but when it came to changing batteries, the production office staff would sanitize the fully charged battery and keep them in a separate box for crew to take.
- We asked crew to clean vehicle touch points both before and after they used them. As a visual reminder we put signage in each of the site vehicles along with antibacterial spray, a cloth and hand sanitizer.



2. A sustainable approach to incorporating the mitigating measures.

The global pandemic has unfortunately brought a huge influx of single-use items into circulation, resulting in a rise in plastic pollution which is accelerating climate change.

[It is estimated that 194 million disposable facemasks and gloves are used each month.](#) Facemasks take up to 450 years to decompose and can't be recycled through local authorities meaning they are ending up in landfill, on the streets or, even worse, in our oceans.

Although the need for safe practices both in events and within society is paramount, there are certain things that can be done which will help reduce the environmental impact of the coronavirus safety measures. Below is a list of things that can be done to help reduce the environmental impact of the measures put into place, some of which we did at Carry on Kelmarsh:

- Re-usable COVID-safety signage.
- Rather than printing and laminating signs, consider laser-printing signage onto wood, which can be reused at future events.
- Biodegradable chalk spray for spraying on the ground rather than acrylic line marker paint.
- Re-fill smaller sanitizer pump bottles from a large 5L bottle and store to re-use at future events. Fasten the small sanitizer bottles to the sanitizer points so they can not be removed/do not go missing.
- Use environmentally friendly hand soap if sink units and stand taps will be draining directly into the ground.
- Re-usable face masks for the event crew



3. Observing the behaviour and interactions of both our crew and guests, with regards to the mitigation measures in place – and reporting back on our findings.

Challenges with crew

- Overall, we were very impressed with how well our crew adapted from existing practices and stuck to the new strict regulations in place.
- The crew bubble system for short and long stay crew worked exceptionally well.
- However after 3 weeks together on site, we did pick up on some behaviours which highlighted areas for improvement. These challenges are highlighted in Appendix 5, which is available upon request.



Challenges with public

Again, our audience behaved impeccably on the whole, with regards to respecting and adhering to the strict COVID regulations needed to safely run the event. Throughout the 3 weekends, there were certain scenarios that stood out as needing more attention, or where improvements could be made. Some examples are listed below, but for a more comprehensive list with further detail, please refer to Appendix 5.

- Children from different family groups meeting and socialising/playing together.
- People moving furniture to form larger mixed groups with no social distancing.
- There was minimal rain cover, so when the rain came it was challenging for audience to maintain social distancing in these circumstances whilst taking cover.
- Some of our audience refrained from wearing facemasks when ordering food (as requested by our on-site signage and pre-event comms)



Audience feedback on COVID-19 safety restrictions

We sent each lead-booker a post-event feedback survey to complete, which included a section on the safety restrictions we had put in place.

Across all 3 weekends not one single respondent reported feeling unsafe with regard to COVID restrictions. In fact, across all 3 weekends, 83.4% of respondents reported feeling 'super safe' – with the remaining 16.6% feeling 'safe'.

We asked our audience if they had any specific feedback on our COVID restrictions. The most popular room-for-improvement comment was around other guests not wearing masks. Overall, feedback was overwhelmingly positive, see below:

Positive:

- *I felt safer at Kelmarsh than in general public, thank you*
- *Nicely done - all the right measures without it being in your face and invasive of a weekend largely to get away from all that which we've endured for the last 5 months.*
- *Safety measures were exceptional. From the very moment we arrived at the first gate, everything had been thoroughly thought through and we had absolutely no concerns at all.*
- *Fantastic - can we have this much hand wash and antibac at festivals? Never felt so clean in a field!*
- *As it was all outdoors, I felt less concerned about COVID that I might be in other situations.*
- *Safety measures in place were brilliant. Felt really comfortable at the event. If social distancing continues then I hope this inspires similar weekend events.*
- *Very well done in comparison to most pubs etc currently!*
- *Super organised really well done.*
- *Everything felt really natural and you made it so easy to observe distancing measures*
- *You clearly spent a lot of time and effort on making the weekend COVID safe and it showed. You did really well here.*
- *Very well done and everyone was very respectful*
- *It seemed like loads of thought and preparation had gone into keeping things safe and I*

think you did brilliantly.

- *Nothing is risk free. It was as good as it gets.*

Room for improvement

- *The things put in place were great, just a shame guests didn't stick to them and wear masks when required*
- *We felt very comfortable the whole time but there was some inconsistency it seemed with customers wearing masks at different vendors. Every customer wore them at the bar but at some other stalls they often seemed to not.*
- *One thing was that guests' (not staff's) social distancing/hygiene precautions seemed to relax over the course of the weekend, which is kind of inevitable but maybe there could have been more official reminders every evening?*
- *I think a hot wash station near the food and drink area would be a good idea. It's hard to remember not to lick your fingers after eating!*
- *Queuing reminders - at coffee hut, people standing too near.*



4. The financial implications of producing an event with these measures across the events, activities, bar takings and food concessions.

We found that the average spend per head on weekend 1 was considerably more than weekends 2 and 3. Weekend 2 saw the average spend drop by nearly 30% and for weekend 3 it dropped even further, by 35% compared to the first weekend. This could have been due to a number of considerations, such as:

- Weather (weekend 1 was Sunny throughout in comparison to the wind, rain and thunderstorms experienced on Weekends 2 and 3)
- More affluent audience on weekend 1 (less 'festival vibe' and more 'luxury camp weekend')
- Weekend 1 comprised of less multi-pitch bookings - we observed that group bookings tended to spend more time at their pitch than in the bar area.

What we can see from the analysis of spend per head is that the audience really engaged with the bar and activities provided. Demand for the Covid-safe activities on offer was higher than the capacity we could achieve under the Covid guidelines (30 people per class). For a more comprehensive summary of activity sales via the info point across the 3 weekends, please see appendix 6, which is available upon request.

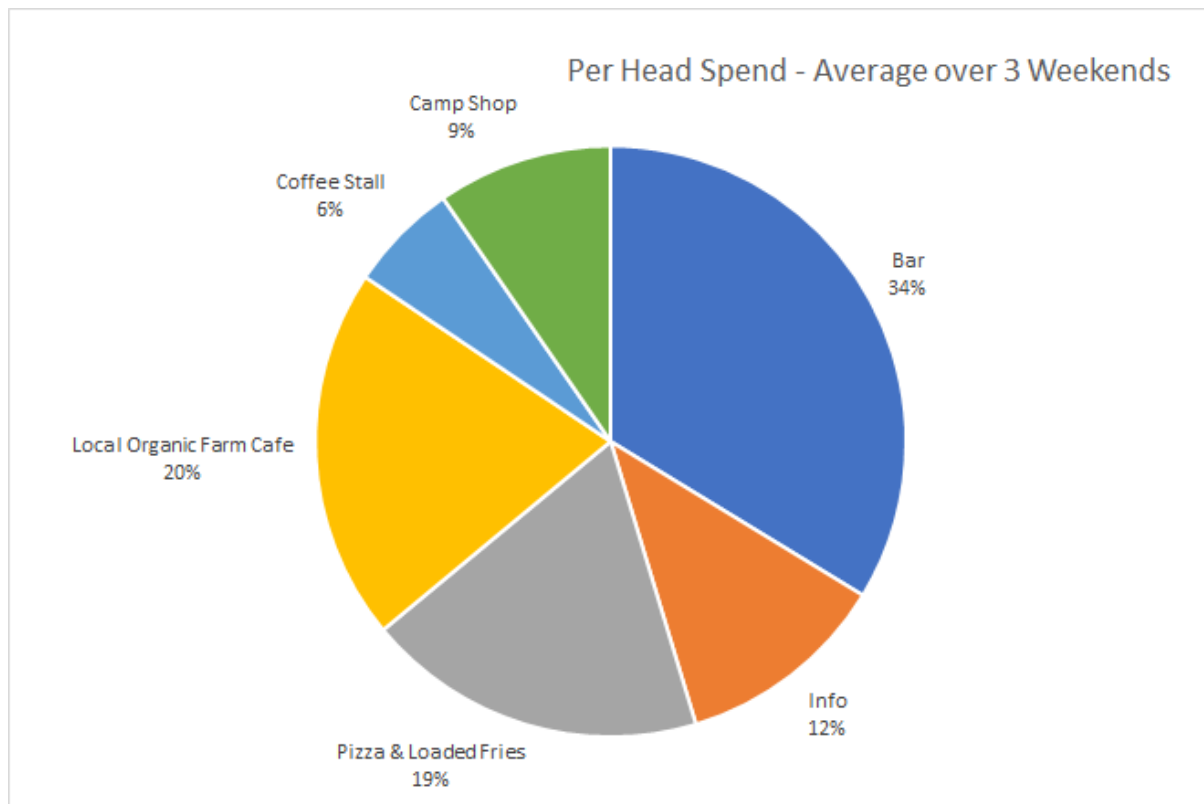
From this we can see that the most popular activities were

- Painting to the sounds of the 60s
- Yoga/dance workout sessions
- Nature Noodles
- SUP

We also found that the bar was busier than expected, with the audience taking advantage of Happy Hour and particularly enjoying the cocktail offering. The bar was just large enough to cater for the number of people on site, who really seemed to enjoy the safe 'pub-beer-garden' atmosphere created by socially distant seating outside. Increased turnover may have been possible with enlarged and improved bar serve and prep areas, alongside additional staff provision, but the associated additional costs would need to be carefully considered in similar a low volume.

Our food traders saw the benefit of the audience spend – on average the audience purchased one of their daily meals from them.

Below is a diagram to show the average per-head spend and how that was split across the food, drink and activity offerings on-site.



In addition to the pitch sales, we offered some add-ons, which could be pre-ordered for the pitch. This included items such as furniture, fire pit, logs and kindling. The table below shows the percentage of pitch sales that ordered additional items across each weekend.

	% Picnic Bench	% BYO	% Kindling	% Logs	% Phone Charging	% Table & Chairs	% Charcoal	% Fire Bowl
1	15%	11%	15%	30%	2%	6%	2%	7%
2	25%	27%	30%	43%	1%	6%	9%	11%
3	19%	34%	25%	43%	2%	6%	11%	18%
OVERALL	20%	26%	25%	40%	2%	6%	8%	13%

Suggestions for increasing turnover

- Offering empty pitches for people to bring their own camp set-up.
- Increasing ticket price.

- We showed that these events could be delivered safely. With the existing infrastructure, staffing and site provision, this would allow for a small increase in patrons, with maybe a little more capacity for some activities.
- Increase activities (ie. 2 x daily yoga classes rather than 1).
- Remain open during the week (consider promoting the site to businesses looking for an outdoor conference venue during the week, between camp weekends)
- Run the camp over more consecutive weekends.

Conclusions

In conclusion, we demonstrated that it is possible for an event to go ahead during these times and be executed safely and successfully.

Operational

- The limited capacity and mitigation measures proved successful in that no Covid-19 cases (or suspected Covid-19 cases) were reported as a result of this event.
- Our findings suggest that limiting capacity and incorporating safety measures such as social distancing and heightened cleaning schedules reduced the likelihood of Covid-19 being contracted at Carry on Kelmarsh, and therefore the event set up works at this scale. However the implications will vary for different event scales and demographics.
- Heightened cleaning schedules and facilities do however have a financial impact in infrastructure and staffing costs, but they are essential to producing a safe event during these times.
- Depending on the type of event, these costs do not necessarily eat into any profit margins. Spreading the cost of Carry on Kelmarsh over 3 weekends meant that the infrastructure costs were low, once all in place.

Financial

- This event made a small profit, but if we were to consider an increased ticket price we would see an increase in profit. We priced the packages competitively, yet due to the luxury nature of the event, we feel we could charge a little more and remain viable to our audience.
- Due to the pop-up nature of the event, bars and food concessions can often cater to the expected number of audience members.
- This said, in order to break even, cover staffing costs and make it worthwhile there needs to be a certain level of income to cover the set up costs, or spread the costs over multiple events (like we did for this event).
- The limited capacity necessary to run a COVID-safe event can increase the financial risk for a food concession or bar.

Audience and Crew

- We found a good level of engagement from both crew and audience with the mitigation measures in place.
- As society is moving forward and adapting to life with Covid-19, people are becoming familiar and accepting of measures such as wearing face coverings and sanitizing regularly, so it is not seen as out of the ordinary to have such measures in place.
- Audience and crew at this event felt very safe, due to the mitigating measures in place.

What else could be done?

When looking forward to future events, it's important to note that the constantly developing government guidelines may lead to further safety measures that must be adhered to. In addition to the measures we had in place at this event. Medical developments in rapid testing could be employed in the future to make it an even more Covid-safe environment. As vaccines are rolled out among society, another option could be to explore whether to ask audience to provide a proof of vaccination as condition of entry.

Different Scales

The Covid-19 mitigation measures needed for a safe event will vary, dependent on event scale. Please see Appendix 7 (available on request) for further information on how scale may impact mitigation measures, based on our learnings from Carry on Kelmarsh.