



## **ATCM Website Materials**

**These materials were developed by the Event Management Hub, at Sheffield Hallam University, for the ATCM. The materials are available interactively through [www.eventmanagementhub.com](http://www.eventmanagementhub.com)**

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## **Contents**

### **Section 1**

|                                      |    |
|--------------------------------------|----|
| Why Run Events?                      | 4  |
| Introduction/Background              | 4  |
| Event Portfolio                      | 4  |
| Pre event planning                   | 5  |
| BRAN                                 | 5  |
| SWOT                                 | 5  |
| PEST                                 | 6  |
| Competitor Analysis                  | 6  |
| Why deliver events in towns          | 7  |
| Potential Outcomes                   | 7  |
| SMART Objectives                     | 7  |
| Have you run this event before?      | 8  |
| If you have                          | 8  |
| If you haven't                       | 8  |
| Developing objectives                | 8  |
| Five W's of planning an event        | 9  |
| What event will you choose?          | 9  |
| Why are you choosing this event?     | 10 |
| Who could attend your event?         | 10 |
| When do you plan to have your event? | 11 |
| Where will the event take place?     | 11 |

### **Section 2**

|                                         |    |
|-----------------------------------------|----|
| Event Planning                          | 12 |
| Project management                      | 12 |
| Budgeting                               | 13 |
| Estimating costs                        | 14 |
| Income generation                       | 14 |
| Sponsorship                             | 16 |
| Stakeholders and Stakeholder management | 18 |

### **Section 3**

|                                 |    |
|---------------------------------|----|
| Operations                      | 21 |
| Operations plan                 | 21 |
| Road closures                   | 21 |
| Crowd management                | 22 |
| Medical and first aid provision | 24 |
| Environmental health            | 25 |
| Safeguarding children           | 26 |
| Welfare provision               | 26 |
| Disability access               | 26 |
| Event build                     | 27 |
| Waste management                | 27 |
| Communication                   | 27 |

|                                            |    |
|--------------------------------------------|----|
| Command and Control                        | 28 |
| Police                                     | 28 |
| Fire safety                                | 28 |
| Contingency plan                           | 29 |
| Emergency plan                             | 29 |
| Emergency and out of hours contacts        | 29 |
| <b>Section 4</b>                           |    |
| Marketing and communications               | 30 |
| Target audience (who)                      | 30 |
| Budget                                     | 31 |
| Brand and Sponsorship                      | 31 |
| Marketing on no or very limited budgets    | 32 |
| Press/media                                | 35 |
| Press releases                             | 35 |
| Press launch                               | 35 |
| Marketing with a budget                    | 36 |
| Printing and distribution                  | 37 |
| Timescales                                 | 37 |
| Evaluation of marketing and press coverage | 37 |
| <b>Section 5</b>                           |    |
| Legal                                      | 38 |
| Legislation and guidance                   | 38 |
| Event licensing                            | 38 |
| Event legislation                          | 40 |
| Guidance                                   | 43 |
| Road closures and traffic management       | 44 |
| Contracts and Agreements                   | 45 |
| Risk assessments                           | 45 |
| Fire risk assessment                       | 46 |
| Accessibility                              | 46 |
| <b>Section 6</b>                           |    |
| People                                     | 48 |
| Event staff                                | 48 |
| Stewards                                   | 48 |
| Volunteers                                 | 50 |
| <b>Section 7</b>                           |    |
| Event evaluation                           | 52 |
| Why evaluate?                              | 52 |
| Obstacles to evaluation                    | 52 |
| What should be evaluating?                 | 53 |
| Economic impact                            | 56 |
| Social/ Cultural/ environmental evaluation | 57 |
| On-going evaluation                        | 57 |
| What happens next                          | 57 |



**Why Run Events?** This section is the first stepping stone for planning events, and it should be used in conjunction with the final section 'Event Evaluation', as all of the information from the final section should feed through in to this section as the foundations of planning your event, because here you will have all of the data which shows you what worked well on the last event, as well as what needs to be improved. This will go a long way in helping you improve each event year on year.

## Introduction / Background

All towns strive to

- Attract more shoppers/visitors,
- Distinguish themselves from nearby towns
- Offer an experience that is **unique** from neighbouring towns all year round.

Whether you have organised events before or whether this is your first time, taking stock of the activities/ events which have taken place in your town and neighbouring towns over the last few years is a good starting point.

This will give you a **portfolio of events** in any given year.

## Event Portfolio

It is important that each of your events, big or small, has a clear link to the objectives of the town. Often your events will connect with two or more objectives and it is important you recognise this and leverage the opportunity to the maximum. Here we are discussing one specific event, whereas in reality most towns have 2 or many more events, of different types, each year. Consequently there exists an opportunity for you to more strategically plan your mix of event (or 'event portfolio'). Here are some ideas below.

- Consider your key objectives for the town and see how events could help achieve each. Don't just think about the bigger hitting large public event, you can also host more business type events for retailers, prospective investors, developers, media and so forth. So map your events to the objectives they achieve.
- Also think about your key stakeholders. Maybe that is two very different audience types (e.g. over 60s, and 18-30 year olds) that would not be equally attracted by a specific event therefore you need different events tailored to each target group. Retailers, and other tenants, are a key stakeholder grouping and different events will benefit retailers differently given the audience they attract, their location and so forth. So map your events to the stakeholder grouping and ensure they are designed to maximise satisfaction.
- Perhaps some events are smaller scale select events with very specific objectives (which might not be short term footfall) these might be about PR generation, stakeholder consultation and so forth. These are a legitimate part of your event portfolio.

- Also consider the maturity of your events. How many events do you have as developed / established events. Are they growing, static, or declining in attendance. You need to have some fledgling / emerging events that will be bigger and developed in 2-4 years' time. These will be your developed events that might replace declining events.

Thinking like this makes your event planning more strategic and less short term. It is therefore positive to consider it in this way to ensure you are creating the foundation to maximise the return of your event investment.

## Pre-Event Planning

Pre-event planning is very important and there are different tools to assist you in this phase.

### Tools in Pre-event planning

- Bran
- SWOT
- PEST
- Competitor Analysis

## BRAN

It is an acronym that stands **for benefits, risks, alternatives and nothing**.

**Benefits:** It allows you to discover what the benefits of the event would be, such as economic, social or environmental, and also who the benefits would be for, would it be for yourselves, the participants, stakeholders or retailers.

**Risks:** Alongside those benefits, the potential risks of the event must also be highlighted, such as congestion, littering, noise pollution, road closures etc.

**Alternatives:** It could also be that an event is not the best way for you to achieve your objectives, but instead to run a campaign, seminars or workshops, as these results could be achieved at a lower cost.

**Nothing:** As well as the alternatives, you also have to consider what would happen if you were to do nothing, even with the potential risks or pitfalls, are they worth it in the end?

## SWOT

The SWOT analysis is an extremely useful tool for understanding and decision-making for all sorts of situations in business and organisations. SWOT is an acronym for;

- Strengths
- Weaknesses
- Opportunities
- Threats

Completing a SWOT analysis is very simple, and is a good resource for business planning, strategic planning, competitor evaluation, marketing, business and product development and research reports. A SWOT allows you to:

- Discover where your strengths are in terms of events for your own, what makes your event unique i.e. putting your town on the map
- Discover where your weaknesses are in planning events
- Find what your events are good at doing i.e. increase footfall etc.
- Find what your events are missing
- Find any missed opportunities that you could use to your benefit
- Find what could have a negative impact upon your event

## PEST

The PEST analysis is a useful tool for understanding market growth or decline, and as such the position, potential and direction for a business. A PEST analysis is a business measurement tool.

PEST is an acronym for;

- Political
- Economic
- Social and
- Technological factors, which are used to assess the market for a business or organisation or event

A PEST allows you to:

- Look at the macro (outside) environment. This covers things which affect almost all of us up and down the country; this could be legislations, or increases in tax.
- Look at the micro (inside) environment. This is what affects you and your event, and is specific to your area alone.
- See how political, economic, social and technological factors affect you and your event on both a macro and micro level.

## Competitor Analysis

A competitor analysis is a tool that is used to find out what other businesses/ organisations/ towns are currently doing, at any given time. It would require you to make a table of events, and listing what type they are, what date they fall on, how much it costs to attend the event, the location of the event, who will be attending the event, and a brief description of the event. By doing so you can do the following

- Find any gaps in the market for unique events
- Find any gaps in the market for time frames
- Find a price which suits your attended audience
- Find any social group who isn't being represented.
- Give your ideas for future events.

## Why deliver events in towns

Events provide a wide range of potential outcomes that help you to deliver your bigger objectives.

### Potential outcomes

- Generating **footfall** (generally, at certain times of the year, for particular areas, for specific public realm, to support particular tenants)
- Improve **relationships with tenants** and other stakeholders e.g. media, local businesses, potential new tenants.
- Create **media interest** and also social media traffic
- Get lapsed visitors and also new visitors to experience the town centre in a vibrant way that will attract **return visits**.
- Animate the town centre for existing visitors to **enhance their experience**.
- Events can have a **positive economic impact for tenants**.
- Establish your town as a **partner for big annual events** i.e. sport, music (putting your town on the map and getting TV coverage with these events)
- Events create a marketing opportunity to **showcase your town**
- An event is an investment with deliverable and **measurable outcomes** i.e. increase in parking fees, footfall etc.

### SMART objectives

**Outcomes** must be identified for **each event** these are called SMART objectives. They would then be used to **evaluate** at the end so you can assess the performance and demonstrate your return and also learning points for next time.

Events will often be **collaborations** with other **stakeholders** who may be putting monies, time and effort into the preparations i.e. sponsors tenants, media, local businesses, schools, etc. Therefore you must also recognise their objectives and build those into your outcomes. If you do not understand or prioritise their aims then it will be a short relationship and they won't want to be involved again.

### Examples of SMART objectives

- The event will deliver an additional 2300 visitors over the weekend (a 15% increase to average footfall for that weekend).
- The event will gain the support and involvement of 20 tenants who will provide content by decorating their outlets and offering discounts / prizes
- The event will secure pre and post event coverage on the local radio station and in the newspaper (state specific titles).
- The event will gain £1000 sponsorship (or in kind sponsorship) from local / regional businesses.
- The event will specifically promote the new public realm (state detail).

## Have you run this event before?

Use your portfolio of events and identify those you have run before and those you have identified as new events.

### If you have

If you have run the event before then you should already have some of the following tools, or at least have prior knowledge about some of these areas;

- Event evaluation

It is worthwhile to reference previous evaluation of events, to ensure that some of the pitfalls and drawbacks are avoided next time round.

If you haven't done any evaluations before, it might be worthwhile to organise a debrief session with people who were involved in the event i.e. stakeholders, tenants, volunteers, participants, sponsors etc.

- Objectives
- SWOT/ PEST/ BRAN/ Competitor analysis
- The five W's

### If you haven't

If this is the first time you are running an event then it is a good idea to plan your event thinking about the above topics.

## Developing Objectives

Each event that you host will have a different set of objectives. All events should be **different** so that the participants feel that they are attending something **unique** every time. Some events may have one objective, such as generating footfall, while others may have a broad range of objectives. It is important to pick the right event that will help you reach your objectives. These objectives will be important to **evaluate** your event.

Don't think of your objective as **just one key statement**, break your objective down. If you do this then you are more likely to achieve your objectives. Set your objectives by incorporating any outcomes your stakeholders are looking for too.

For example let's look at how the following objective could be broken down.

### Objective: 'bringing people into the town centre'

- Are these people returning visitors?
- Are these people new visitors?
- Are you trying to showcase a certain part of your town?
- Will you be taking people away from other parts of your town?
- How many people are you trying to bring in? (As a %? or as a number?)

### Be SMART with your Objectives

- **Specific:** Make sure that your objective(s) is clear, and that you have broken it down so you know exactly what you are trying to achieve. Plan your event around your objectives.
- **Measurable:** Ensure that at every point (before, during and after) you can record how you are performing with reaching your objective. If you do this then you can show others that your event has had its desired outcomes, or equally can look at how you can improve.



- **Achievable:** Ensure that your objectives are achievable. You must know your scope before you begin developing your event.
- **Realistic:** Be ambitious but don't be over ambitious
- **Time scaled:** Keep in mind the deadlines you have, as this will help people be focused on the tasks required to achieve the objective. Plan well in advance.

## Five W's of planning an event

The five W's are:

- **What?** – Determine the scope of the event and based on the event's purpose, define the most appropriate type or format.
- **Why?** – Define the objective, reason, or purpose for having the event.
- **Who?** – Determine who will be attending (company employees and/or executives, customers, industry executives, spouses/children/ visitors/ residents)
- **When?** – Be flexible on the date for the event, as this can improve the chances of obtaining first-choice venue arrangements within your budget and acts you need to book. Ensure it doesn't clash with other local events.
- **Where?** – Decide what type of location is most suitable for your event purpose. Convenience to participants is generally a prime concern. Attendees' travel to and from the event site should be as easy and as inexpensive as possible.

## What event will you choose?

Clearly identify the purpose of your event;

- Commercial
- Community
- Demonstration
- Outdoor concert.

Decide on the activities to be held. Decide on the size of the event and whether or not an entrance fee will be charged.

Here is a short list of some events hosted in towns; Charity, Faith festivals, art, cultural, music, sport, fireworks, Mela, car shows, food and drinks festival, markets, funfair etc.

## Questions to ask

- **What are your objectives?** Remember that you need to host your event dependent upon your objectives.
- **What is your budget?** Although this section will come later, you will have to have a rough idea in your head about how much money you will have to spend. If you have done this before then you can look back at your previous budgets to see roughly how much you have to spend. If your event is growing then you may have more money this year than you had last.
- **How much space do you have?** Think about where you are hosting your event. Do you have enough space? The maximum number of people the event can safely hold must be established. This may be reduced dependent upon the activities being planned.

- **Which venue have you chosen?** Are you hosting your event in a certain building/ space, such as inside a shopping centre or in a town square? Do you know what the maximum capacity is? Is this facility going to cost you?
- **What is your timescale?** Are you holding the event over one day, or over a period of days? Councils need a certain amount of time to support your events effectively. Consider the time of year you are holding the event, including extreme weather conditions at an outside event. You may need 6 to 9 months to plan your event.

## Why are you choosing this event

### Questions to ask

- **Economic or social benefits?** Are you looking to give your attendees a new experience or are you looking for your event to bring in extra revenue for tenants or the local Council?
- **Objectives:** What is the main reason(s) for hosting your event?
- **Relationships:** Events act as a great relationship builder. Whether it is between yourselves and the host community, the media, sponsors, clients, retailers, contractors or stakeholders, they can go a long way to building relationships which could become key for your town.
- **Opportunities:** Hosting this one event can lead to a number of possibilities. It could be that from this you organise more events, or that you are asked by people to run events specifically for them.

## Who could attend your event?

It is important to pick the right event to aim at the local community, or further afield, as these will be the potential participants of your event.

### Questions to ask:

- **Who will be coming to the event?** Be realistic in terms of **numbers** of who will attend. Identify the age group i.e. young, old, disabled, any celebrities. You may require specific facilities (disabled toilets) or extra stewards, for example if alcohol is sold. This could influence who you decide to get as sponsors for your event.
- **Social Demographic:** Understand the demographics of your town or the target market you are aiming for. What makes up your potential audience i.e. families with young children, food lovers, cycling enthusiasts etc. Or do you have a large constitution of students? Information on the local community can be obtained from your local council.
- **Geographical Position:** It is important to understand your geographical position. Are there any other villages/towns/ stations from which people could attend? Also, how will messages reach these people? By expanding your range you are able to reach more people, but this again could come at a cost. Think about creative ways of engaging people from a wider area.
- **What characterises your participants?** What will your participants be looking for when they come to your event? Are they family orientated? Do you have students who will want alcohol? Do you need any seating for older people etc.?

## When do you plan to have your event?

Use your pre-event planning notes i.e. portfolio of events and competitor analysis to ensure your event does not clash with any other major event. By having a portfolio of events for the year, you can start marketing your event early and raise awareness about your event. These need to be considered to ensure that as many people as possible will attend your event.

### Questions to ask

- Is there something similar in the same time frame?
- Does your event clash with other events in the local area?
- What day are you planning to have your event?
- If at a weekend, are there normal public transport routes in operation or not?
- Consider the time of the year i.e. extreme weather conditions, religious festivals, bank holidays, other national events on that day which may keep people at home i.e. Wimbledon finals etc.

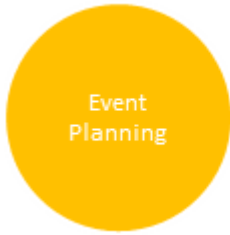
## Where will the event take place?

When selecting your location, please ensure that it is adequate for the proposed event and safe and suitable for the participants who will be attending. Do not forget to consider the impact on the local community, how easy it will be for people to get to the location and any car parking requirements. Consider the suitability of the location and any existing hazards, which may be on the site such as water hazards, ground conditions, traffic, pedestrians and emergency routes, position of local resident's buildings, overhead power lines, temporary constructions etc. Consider whether emergency routes will be adequate. It is important to visit the venue or site to carry out a preliminary assessment to determine suitability.

Picking the right location could be something that is crucial to you meeting your objectives. Think about the parts of your town where you would like more people to attend.

### Questions to ask:

- **Location:** Do you have access to facilities within your town for free or for a small fee, or will you have to book a venue elsewhere? Ensure that you match the profile of the event to the venue, think about the size of the space you need, etc. Do you have to close roads, how much will it cost, who need to be informed and what alternative routes need to be advised and the impact on normal traffic?
- **Book in advance:** The earlier you book your room/venue the better, as this will ensure that the venue is secured and it is one thing less to worry about.
- **Your objectives:** Try and link this to your objectives, if for example you are trying to bring more people into a certain part of the town, ensure that the event is choreographed to ensure that people will be brought to this part of the town.
- **Other people's objectives:** It is also worthwhile thinking about the objectives of the attendees, i.e. do they expect the venue to have green credentials if the event is about sustainability in events. What about the objectives of the sponsors or stakeholders, are there any requirements that they want you to meet which could affect your location?



**Event Planning:** This section will help you keep your event planned to time and to budget. There are tools which will help you track all of your finances, as well as ways in which to organise your time effectively to ensure that your event is ready for the big day. This section also looks at where that money is coming from, as well as those who will be involved with your event, have it be those who have a small influence upon your event to those who have a huge impact.

## Project Management

### What it is:

Project management is the **co-ordination** of **people, equipment, materials, money** and **schedules** to complete a specified project on time and within the approved costs. Every event manager will have some experience as a project manager, as all of the above are day to day elements of event planning.

**Advantages:** By using project management in events there are number of crucial advantages that can be gained. Many events are reoccurring, by using a systematic approach, planning and development of your events can be re-used and developed with each event to aid in planning, which will reduce repetition in the long term. By doing so, it is easy to improve on these events each year.

**Others use it too:** It is common nowadays for many businesses to use project management as it is a universal tool. Many suppliers or sub-contractors may already implement similar protocols within their business, which will tie in to what you are trying to achieve and ultimately give benefit to both parties.

### Gantt Charts:

Gantt charts are a great tool to convey this information visually. They outline all of the tasks involved in a project, and their order, shown against a timescale. This gives you an instant overview of a project, its associated tasks, and when these need to be finished.

The website below gives a guide on how to produce a Gantt chart. Although all parts of the chart may not be applicable, it gives you an idea for the type of process that you should be following.

<http://www.eventmanagerblog.com/event-gantt-chart-overview-and-example/>

**Timelines:** With project management in mind, ensure that you have a strict timeframe for when the work needs to be completed, and which stages have to be completed by when. Make sure that these deadlines are achievable and realistic; think back to the SMART objectives from earlier, because if one task is delayed, then this can affect the whole project.

**Plan meetings:** One way to ensure that everything is on time is to have regular meetings with those who are involved in the event process. By having other people on board this can also add to the

quality of the event as there are more opinions being raised, which will give more to the event, especially in the development stage.

N.B: Plan these meetings into your Gantt chart to ensure that everybody knows about them and this way you can track your progress, especially if other people are working on separate projects within the event. Any meetings should have minutes taken at them to refer back to and those who attend should be relevant to the planning process.

### **Deciding on the date:**

If there isn't a date that you already have in mind then it is best to research what days are best to hold your event. Take into account when there are any holidays, such as bank holidays, summer holidays etc. also, find out what else is on at the same time that may compete with your event.

Remember, you want to find a time where you could attract the maximum number of people to your event. Take into account how the weather might be during the time you want to have your event.

Weather averages:[ice.gov.uk/public/weather/climate/city-of-london-greater-london/#?tab=climateTables](https://www.met.rdg.ac.uk/public/weather/climate/city-of-london-greater-london/#?tab=climateTables)

To find out the next holidays, check here: <https://www.gov.uk/bank-holidays>

## **Budgeting**

Whether you're new to event planning or a seasoned pro, keeping an event budget will help you stay organised, prepared for any client inquiry and avoids you going over budget. Balancing an event budget is one the major challenges planners face and the root of most money problems can be traced back to the initial discussion stages. It is always best to begin designing an event around the amount of financial resources available and not vice versa. The information below will help you estimate costs and identify areas where you can trim them.

### **Involve others in the Process**

As the event planner; your role is to provide expert assistance with both the coordination and financial management of the event. Drafting a budget during your first meeting is crucial as this will set a framework for which you can work to, and if tasks are delegated over to other members of staff, they will know how much money they will be able to work with. Anticipated costs impose parameters when putting the budget together and these, combined with an organiser's previous experience and detailed quotes from potential suppliers, provide the building blocks on which the budget is constructed.

### **Build a Basic Event Budget**

Once you have a vision of the event and an estimate of how much money you have to work with, it is finally time to structure the budget. An important step here is telling your clients that event budgets are "working drafts" that are likely to change as more details come in. Budgets can be added into the Gantt chart, and minimum and maximum spending limits can be added as well to ensure the budget doesn't go over what is expected

## Top Tips for Budgeting

- **Consider getting three quotes for each item:** This way you can see what prices there are out there. Don't be afraid to go to a potential client and quote the other prices that you have if you want a preferred client, you could always try and barter a price.
- **Overestimate your costs:** Always overestimate, never underestimate. If you underestimate you run the risk of spending more than you potentially wanted to. If you overestimate, it might be that at the end there is money spare which can be used for something else. Think back to the Project Management Triangle on how cost can affect time and quality.
- **Don't forget VAT:** Always be aware of VAT as you will have to pay this on top of some quotes.
- **Keep a list of preferred clients:** If you have worked with someone before and they provided a good service then keep their details as you could create good relations with them and could potentially save money.
- **When are you going to pay people?:** Think about your running costs, are you going to pay people before or after the event. You don't want to have spent X amount of money before the event and have no income until your ticket sales. See if you can pay suppliers after the event has happened as you want to ensure you have a good cash flow.
- **Don't spend it unless you have to:** Always think about the quality of your event, but don't let costs run away with themselves, always look back to your budget to ensure you can make a profit or break even (necessity or nice to have?).
- **Know your break even point:** Find out how many people will need to buy tickets for your event to breakeven. How close to capacity do you need to be to run a profit? If that figure is as high as 85%, you might need to think about how you can save money

## Estimating Costs

### Quotes

Think about what your expenses are going to be and how you can save money. The main expenses are going to fall under these categories: **production, entertainment, catering, and marketing**. As mentioned in the top tips, always try to get at least three quotes for everything that you will need, this could lead you to save quite a substantial amount.

### Saving Money

It is also key to utilize as many free or low cost options to spread the initial word about an upcoming occasion. Social media sites such as Facebook, Twitter and Linked In are heavily utilised and can spread word about your event quickly to key target markets.

## Income Generation

### Ticketing

For the event that you are hosting, what are you going to charge attendees, if you are charging for the event? There are numerous things to consider, first of all is what categories you will use to price tickets at i.e:

- Student
- Concession
- Adult
- Senior
- Do children at a certain age go free?
- Family tickets

Next it is important to know what your limit will be for two things:

- Know your limit of tickets you will have to sell to reach a breakeven point (is the breakeven point viable? Can you achieve it easily or will it require a lot of advertising for people to come to your event?)
- Know your limit of tickets you can sell before you reach maximum capacity (see health and safety)

How will you be selling tickets?

- Will they be available to buy with retailers?
- Would you have to phone up or email to book tickets,
- Will tickets be available on the day (and will there be an increase/decrease in price if bought on the day).
- Can you buy tickets that will have extra features such as VIP access to any parts of the event.

It is also extremely common to have a booking fee added to many types of tickets nowadays and the general public are quite used to paying this. Obviously, it will have to be stated on any marketing materials, but could be another form of income generation for both you and/or the sales outlet.

### **Economic Impacts**

Establishing economic impact of events can become a complicated business. This is due to the emphasis upon additionally and therefore you should somehow ignore those attendees that would be in the town centre anyway. The Calculator below should go a long way to help you find out how much money you will have coming in from your event

### **Concessions**

Concessions are a great easy way of making extra money at your event, and it requires very little effort from your part. It is a great way to add income, think if the following could be at your event:

- Food
- Drink
- Merchandise
- Other business promoting at your event
- Traders
- Charities

It is up to you how you charge them as well and there are a variety of ways to do this:

- Charge a set fee for use of the space: this allows you to know exactly where you stand with your budget and gives you a solid base to work from in terms of your finance
- Take a pre-determined percentage of profit from the concession: this allows you to potentially generate more income, but could also result in a reduced income depending on the success of the event. It also requires a great deal of trust between both parties.

- Go out to tender: This is potentially the best option for large scale events where there are a number of concessions vying for space and they are therefore willing to pay higher than normal prices to outbid their competitors.

The major benefit is that you don't have to staff these yourself, as the vendor will do that for you. You will have to make sure they have the correct licenses and H&S documentation as well. A copy of these will need to be kept by yourself. Make sure that whatever the agreement is, you have a copy in writing.

All of this will add value to your event, and it could mean that more people will stay at your event if they don't have to go far for food or drink. Although, ensure that the concessions that you have fit the ethos of your event, as you wouldn't want a fast food van at an event based around healthy eating.

In a town centre environment you may choose not to have a certain type of concession such as catering units if the aim of the event is to bring economic benefit to the town and you already have a number of permanent outlets that will be able to cater for your audience's needs. You may also want to consider the use of local producers/concessions as this is not just very popular right now, but could also meet a number of targets that you might need to achieve.

## Funding

Funding can be applied for from a number of sources and can be quite specific depending on the type of the event you are organising. It is important to have a business plan that can be used to provide information when applying for funding as it should have all of the stats required and also give development plans for future years if you are applying for more than one year. Some potential funding bodies are:

<http://www.biglotteryfund.org.uk/funding>

Arts Councils

GRANT finder

National Association of Voluntary and Community Action

Central Government

## Sponsorship

Sponsorship is key because it allows you to gain extra funds/resources that you may need to make your event successful. As mentioned, this does not have to be in the form of money, but could be 'in kind' with things such as equipment, staff or marketing that will reduce your costs and help your event to be a success.

**Remember you objectives:** Partnerships between events and their sponsors is crucial and it is important that a business's ethos' echo the event's own. If your event is to have more than one sponsor be careful that sponsors have similar ideas as otherwise this could cause confusion in the message you are trying to portray. For example, if you were running a sporting event, it would be unwise to approach a cigarette company as a sponsor. Equally, taking the example of the cigarette company, if you approached a quit smoking company to be a co-sponsor, their ideologies would clash, which would further confuse the message you were trying to portray.



It is also important to consider the area in which the event is taking place. If your town centre has had problems with late night revellers in the past then partnering with an alcohol brand may not be the way forward.

**Questions to consider:** Before you begin approaching any companies about potential sponsorship, it is best to look from the perspective of those who you are approaching. Think about the following things:

- What's in it for me (*W.I.I.F.M*)?
- What is unique about this opportunity over others?
- How is my company directly engaging the audience at this event?
- What kind of return could I see from sponsorship? (*doesn't necessarily mean monetary*)
- Do I like this event and does the audience fit my target audience?

Only when you know the answers to these questions are you ready to approach people about sponsorship proposals. Once you know the answers to these questions then these are some of the main aspects companies will want to receive from their sponsorship. Remember that sponsorship isn't a one-way relationship and the sponsors will expect to see the benefits of their investment.

**What's in it for them?** Every company you contact is looking for one thing in a sponsorship deal, and that is value. They are looking for you to provide some value to them that they normally would not be able to easily get somewhere else. What is different from company to company is what that value exactly is. The company are looking for a return on the investment that that have given out for your event, and a company is more likely to sponsor you if you can provide a bigger return on investment for them.

The value that companies are looking for can range from word of mouth advertising, to actual sales or brand awareness. This is where you have to custom tailor the sponsorship proposal to each and every company to meet their goals and objectives.

**Innovation and Creativity:** Once you have thought about the questions that a potential sponsor would ask themselves and then understood the fact that you need to provide value for that sponsor, it's now time to get creative and find ways to provide value. Of course there is the typical table at event, sponsor banner on the website, social media posts, etc. These are pretty standard; however, they don't really make an irresistible offer. At this point, it's time to think outside of the box and find ways to really "WOW" and impress sponsors so they jump on your offer before their competitors do. Any ways in which you can gain an edge over your competitors will significantly help boost the profile of your event as you will be able to offer something which is unique that other competitors currently do not offer.

**Engage:** You need to think of ways to be able to get the brand to engage the audience, so the sponsor will receive a return on their investment. Think more creatively than simply slapping their logo on something. If you can do this, then this will go a long way in creating a good relationship between you and your sponsor, which could be the beginning of a long relationship between the both of you.

**Examples of this include:**

- Projecting the sponsors logo onto an iconic building/landmark (planning permission may be required)
- Using some form of interactive entertainment such as a flash mob to draw people's attention
- Having a well-known celebrity attend your event

# Stakeholders & Stakeholder management

## Engaging Stakeholders

A **stakeholder** is anyone who:

- Will benefit or lose from your project.
- Can facilitate or obstruct its successful completion.
- Will participate in your project.

In a town centre environment there may well be a variety of stakeholders with differing or even opposing interests and it is important to develop and manage relationships with them. In order to do this you will need to:

1. Identifying your stakeholders.
2. Organising your relationship with them.
3. Supporting your project through these relationships.

If these stakeholders' expectations are not managed then it can cause a project to fail. By engaging with your stakeholders early and providing clear communication on a frequent basis so that they understand the benefits that the event could bring then they may support you. This can be achieved in 4 steps:

### **Step 1 – Identify Your Stakeholders & Sponsors**

The first step in your Stakeholder Analysis is to brainstorm who your stakeholders are. As part of this, think of all the people who are affected by your work, who have influence or power over it, or have an interest in its successful or unsuccessful conclusion.

### **Step 2 - Approach your stakeholders:**

Now that you know who potential stakeholders and sponsors are, it is time to approach them. Use the guide below as a way of contacting people to be involved in your event.

#### ***Sponsorship Proposal***

##### Covering Letter

Maximum one page

Address it to an appropriate staff member working with the potential sponsor. Usually a marketing manager, but could be a sponsorship manager in a large company.

##### Cover Page

Clear, professional and attractive presentation.

##### Executive Summary

An overview/ summary of the proposal

##### Overview of the Event

History, context and social/community significance.

List of current and past sponsors (if applicable)

References and endorsements from past sponsors (if applicable)

Media attention (frequency and type, including brief examples)

Target audience (target groups, participation numbers, and audience demographics)

### Target Market

Identify who the event will reach

Demonstration of how this audience matches and/or expands the target market of the proposed sponsor.

Consider internal and external audiences (e.g. existing consumers, potential consumers, local community, general public, suppliers, wholesalers, distributors, government, and shareholders).

### Brand Affinity

Identify the brand positioning of the event

### Goals of the Sponsorship Programme

What can be realistically achieved for the sponsor (e.g. Brand awareness amongst a target group, media exposure, increased sales/market share, community involvement/social responsibility, building goodwill or general public awareness?)

### Sponsorship Types

Event, team, individual, competition, venue

### Period of Association

Duration of agreement

### Sponsorship Benefits and Rights

Detail the rights of the sponsorship agreement.

Note whether these sponsorship rights are exclusive or shared with other partners.

Note other benefits for the sponsor (e.g. special seating, client entertainment at events, cross promotional activities, networking opportunities, image enhancement)

Outline different packages available (if applicable)

Demonstrate how the sponsorship benefits relate to the sponsor's mission/vision and business objectives.

### Ambush Prevention Strategy

Outline exclusivity of sponsor rights and how their exclusivity will be protected.

### Evaluation Strategy

Performance measures and targets

How these measures and targets will be assessed

## **Step 3 – Prioritize Your Stakeholders**

You may now have a long list of people and organizations that are affected by your event. Some of these may have the power either be positive or negative towards your event. Some may be interested in what you are doing, others may not care.

Think about how you are going to engage the different types of stakeholder you have, and how much interaction or information they will require, and how often. For example:

**Police:** It is crucial to inform them about your event in terms of health and safety, road closures, police presence at your event etc. although, they will not have a great interest in your event.

**Local residents:** Many of these people could be potential attendees; also, they could be affected by your event in a negative way. Noise, traffic, road closures and congestion are just a few things that you will have to think about for your event, and it is best to inform them about your upcoming event.

**Local businesses:** Is your event going to bring people into these businesses or away from them? for both cases, try and engage with them to ensure that it is positive, and that they support your event.

**Attendees:** They must be fully engaged at all times, as these are the people who will be attending your event. They have the ability to make your event a success or a failure.

#### **Step 4 – Understand Your Key Stakeholders**

You now need to know more about your key stakeholders. You have to find out the best ways to communicate with them, and what they want from your event.

##### **Questions to consider:**

- What financial or emotional interest do they have in the outcome of your event? Is it positive or negative?
- What motivates them most of all?
- What information do they want from you?
- How do they want to receive information from you? What is the best way of communicating your message to them?
- What is their current opinion of your event? Is it based on good information?
- Who influences their opinions generally, and who influences their opinion of you? Do some of these influencers therefore become important stakeholders in their own right?
- If they are not likely to be positive, what will win them around to support your event?
- If you don't think you will be able to win them around, how will you manage their opposition?
- Who else might be influenced by their opinions? Do these people become stakeholders in their own right?

A very good way of answering these questions is to talk to your stakeholders directly – people are often quite open about their views, and asking people's opinions is often the first step in building a successful relationship with them.



**Operations:** Anyone who has worked in town and city centre management knows how busy Town Centre Managers are and so this section is designed to be a quick checklist for event operations. As most events are likely to be outdoor this will be the focus but many of the hints and tips will also be relevant for indoor events

The most useful event management tool for the safe, efficient and successful management of event operations is the operational plan. As communication is absolutely key to successful events having information available in an operational plan is a really useful way to share information and make sure all key staff are informed. It also can provide the base for other plans including stewards briefing notes, the event medical plan and crowd management plans.

The information below is organised in paragraphs that would form the basis of an operational plan which also works as a quick reference guide for busy town centre managers.

## Operations Plan

**Event overview:** This section should include a quick summary of the event including the name, date and time, what the event is for, the types of activities included, and areas/venues that will be used.

**Management of the event:** It is really important to understand the roles and responsibilities of the people working on the event, who the decision makers are, who to contact for what and how to contact them. Through the planning stages it is vital that everyone involved knows what needs to be done, who is doing it, and when by. Once the event is in operation decisions often need to be made quickly and so a simple hierarchical chart with contact details of the key managers is a very useful tool. However, it is also important to have a more detailed listing which explains more what each person does as some roles may be less obvious than others and different organisations and different towns have their own ways of operating.

**Road closures:** All road closures needed for an event should be authorised by your local council Highways department. The legislation used varies dependent on the type and size of the event. There is likely to be a charge for this and the amount is largely dependent on whether the closures have to be advertised in the local paper.

It may be necessary to use a professional traffic management company to manage road closures particularly at large events where the closures could have a major impact on traffic flows in town centres. If you are not using a traffic management company it is important to remember that anyone putting a road closure in place must hold a Chapter Eight qualification to legally be allowed to stop traffic. Your local council will most likely have staff and some stewarding companies also now have qualified staff. There will most likely be an extra charge for these services. Road closure points must be staffed at all times. When road closures are removed the impact of the way and order in which they are removed on traffic must be considered. The reopening of road is usually managed by the Safety Officer or the Event manager in conjunction with stewards and/or traffic management company.

# Crowd management

## - Barriers

There are three main types of barriers used at events. They are:

- **Pedestrian barriers** (also sometimes called cycle rack or crowd barriers)  
Typically these are 2.4m long and stand to about waist height. They are generally used to demark or split areas, barrier off areas (eg around generators, backs of stall) or to control or create queuing areas. They are useful for crowd control but only where there is not a lot of pressure on them. Therefore they are not suitable for areas where large crowds are pressing against them, e.g. at the front of a stage.
- **Front of Stage barriers** (also sometimes known as Mojo barriers)  
These are used mainly as their name suggests at the front of stages to manage crowd pressure. They are typically 1m wide and 1m high and can come with gates, curves and corners to assist with crowd management and safety. They are made to withstand large amounts of weight on them. Because of this they are also useful in managing secondary control points where the gates in them can be left open whilst an area fills and then closed to create a secondary control point within a crowd or creating separate sections in large crowds (e.g. a golden circle or VIP area). It is very important that when using FOS barriers to manage crowds capacities, entrance/exit points and crowd flows are also taken into account.
- **Heras fencing** (also known as anti-climb fencing)  
These are used to fence off areas which you want to shield from public view or make sure that the public cannot easily access. There are often used for backstage areas and storage areas. They can be screened to make it much more difficult to see what is happening behind them but if they are screened then this has an impact of wind loadings and they need much more careful thought to where they are used, how they are weighted and secured. Screened heras often takes up more space because of back stays or further triangulated piece of heras to help secure it in place.

Other types of barriers used at events are solid panels, hoardings and steel shield which is often seen around building sites or high ticket price, high demand events like music festivals. There are also 1m wide crowd barriers which have a large triangulated foot, they are often used to line the routes of runs and cycle races as they can withstand more pressure than pedestrian barriers but are less expensive and labour intensive to install than FOS barriers.

Other useful tools for managing space and demarking areas at events are post and rope systems which are usually used for queuing or marking areas or creating walkways. at events where the crowd are expected to be friendly or where numbers using the spaces are small.

## - Stewarding

Stewards and volunteer stewards are essential for assisting with crowd monitoring and management as well as a good source of information for event attendees. Stewarding is covered more fully in the People section of this site but it is worth saying here that whilst there is printed guidance on the recommended ratio of stewards to event attendees for purpose built venues like stadia and arenas for outdoor and town centre events steward numbers should be based more around the activities taking place, areas which are expected to need monitoring or management as well as at fixed points like road closures, entrances and exits to areas and queues.

## **- Signage and maps**

Signage and maps are very useful tools for crowd management. Well thought out signage can aid movement around the event, help to prevent overcrowding or assist with emergency evacuations. On the other hand poor, misleading or lack of signage can lead to confusion, customer complaints, overcrowding, injury and in severe instances even death.

In the example below the 'In' sign is actually for the entrance to the men's toilets. The smaller lower level 'Exit' sign is for one of the main exits out of the arena. In high density crowds the arrow on the arrow on the exit sign is obscured and the signage becomes even more confusing.

## **- Capacities and ticketing strategies**

For some events it is possible to control the numbers of people that will attend and the capacities and ticketing strategies are very helpful in influencing crowd behaviours and managing crowds. For unticketed events setting capacities and monitoring crowds becomes much more important. The Green Guide has guidance for setting capacities and methodologies for working out capacities but there is lots of help available from your local council. Environmental Health, Health and Safety, Licensing and Event departments as well as the Fire Service may all be able to offer advice and help.

## **- Tools**

There are a large number of crowd management tools and methodologies available and much research has been carried out on crowd behaviours. A very useful method for thinking about crowd management and behaviour is known as DIM ICE.

When managing crowds at events there are three areas that should be considered to help to prevent problems from occurring. These are:

### **D – Design**

This refers to the layout of the event, where the activities are put, pathways that are created for example around a market, emergency vehicle routes and the use of barriers, to name just a few. Something as simple as where the toilets are located can have a huge impact on crowd behaviour.

### **I – Information**

This refers to what information you provide and involves anything from pre event information through ticketing, websites, press releases and social media, event signage, maps, lighting, PA announcements and advertising of activity times. It is important to note that the information that you don't provide can be as important as the information that you do. For example surprise celebrity appearances or not giving out specific activity times at a large event where to prevent overcrowding you may want people to discover certain activities as they move through the different areas of the event rather than a large crowd all going to an area at once for an advertised or expected performance.

### **M – Management**

This refers to management methods that are put in place to manage crowds and their behaviour and includes stewarding, policing, command and management structures, communications, lost children and welfare systems and other management and monitoring procedures.

ICE is a really useful system for thinking about and planning for the behaviour of crowds at each stage of the event.

### **I – Ingress**

It is important to think about how people will get into your event. Will they all arrive at once, do you have different entrances, are their turnstiles, lanes, queues, etc... Do you need to or can you stagger arrivals? In many town centres there may not be physical barriers to your event so you may need to consider that people will be around well before the start of the event.

### **C – Circulation**

Once people are at your event or in the venue how will they move around within the event, what activities are people going to want to see most. Even things like the location of toilets, catering concessions and cash machines will influence crowd flows. Are pathways kept free, are exits obvious and uncluttered? Flows at a Christmas Lights event where there is a focus on a specific activity at a well publicised time will be very different to those at a marathon where the finishes are staggered over a long period of time and there is a much longer viewing area along a straight route.

### **E – Egress**

How people leave an event is often given far less thought in operational planning than how they will arrive but is actually of equal importance and in an emergency situation is even more important. It is human nature that people will usually leave the way they came and this is an important consideration in an emergency evacuation where the primary route may be blocked. Other factors will also have an influence, for example if people are separated from friends and family, particularly where children are involved. In non-emergency situations it is important to consider if there are ways you can stagger finish times or pulse how people leave, can you help with extra transport, are there enough exits, can you send people a longer route to help keep the crowd moving?

This system is taken a bit further in the FLA Safety Management (Pink Guide) publication which also considers the arrival of crowds e.g. where they are coming from, how they are travelling and how far in advance of gates opening are they likely to arrive. It also looks at departure i.e. once they have left the venue where are they likely to want to go, how are they travelling, do sections of the crowd need to be kept apart, etc... This is particularly useful for ticketed events but it is always helpful for operational planning to understand the audience profile and their likely behaviour as this is key for planning all aspects of the event operations.

## **Medical and first aid provision**

It is essential to consult with a medical professional to ensure that adequate medical and first aid cover is provided for your event. The 'Purple Guide' has a very helpful table as a starting point for working out the basic cover that is needed. However, it is important that the event is risk assessed to make the provision as specific to your event, expected crowds and the activities taking place as possible.

[http://www.qub.ac.uk/safety-reps/sr\\_webpages/safety\\_downloads/event\\_safety\\_guide.pdf](http://www.qub.ac.uk/safety-reps/sr_webpages/safety_downloads/event_safety_guide.pdf)

page 113 Medical Management Section

page 120 Offers tables regarding medical cover



Most events will need at least first aid cover but many outdoor events need paramedic and ambulance cover and may need a treatment centre, doctors and nurses in attendance. Cover at the event should be sufficient to deal with medical incidents, that may occur at the event, without putting additional pressure on the NHS.

Where your medical cover includes an ambulance you should check with your supplier that they are CQC registered. This registration not only means that the hygiene levels and procedures of the providers meet regulations but is also necessary for the organisation to be allowed to transport patients to hospital.

## **Environmental Health**

### **- Toilet provision**

It is a legal requirement to ensure that you have adequate toilet provision for the people attending your event. It is also essential that the provision includes disabled and mother and baby facilities. The 'Purple Guide' provides information for working out the necessary number of facilities that are needed. Your local council Environmental Health team will also be able to give you help and advice. It is acceptable to count public toilets in the provision and retail outlet toilets may also be counted as long as the retailer is willing to allow them to be used by none customers. Many of your town centres will have Responsible Retailer schemes, which list organisations that have signed up to allow the public to use their toilets.

### **- Catering and food hygiene**

Catering outlets are a really important part of most outdoor events and are becoming more vital as the pressure to raise income increases. All caterers should now display their food hygiene rating certificate on their premises. This is a star rating from one to five stars (with five being the highest). Usually a score of 3 or above would be the standard required to ensure an adequate level for a caterer at an event. Your local council Food Hygiene Team within the Environmental Health section will be able to offer lots of useful guidance on all aspects of food standards. It is also important to check that catering staff have current food hygiene certificates and provide a risk assessment. Most local Fire services also expect caterers to complete a Fire Risk Assessment form and to have adequate fire blankets and extinguishers within their unit.

### **- Noise**

Noise is a very important consideration in the operation of an event. Noise nuisance is taken very seriously and often levels will be set lower in town centres than many other event sites due to the likelihood of large numbers of residential properties and workplaces within close proximity of the venue. This may also influence the opening hours and duration of the event. Factors like wind direction have an influence on noise as do the direction and angle of speakers, location of stages and generators and the topography of the land. Your Environmental Health noise team will be able to provide advice and guidance on avoiding noise nuisance. It is also important to remember that it is not only loud music that can be a nuisance, fairground rides, crowds screaming, car engines and any repetitive noise can have an effect. People arriving and leaving can often be the noisiest parts of the event with the sheer numbers of people in one place at one time.

### **- Lighting**

Adequate lighting needs to be provided at an event to ensure both the audience and staff can operate safely. It is especially important to ensure that entrances, exits and emergency routes are well lit. Good lighting also assists in the prevention of crime and disorder.

### **- Contractor safety**

Under the H&S at Work Act event organisers have responsibility for those working on an event. Whilst individual employers have responsibility for the safety provisions of their own staff there is an expectation of duty of care and event managers and safety officers should take actions to ensure safety on site and report any issues either internally, to the relevant council departments, or where necessary to the Health & Safety Executive.

## **Safeguarding children**

In recent years several high profile events and media attention has highlighted the importance of ensuring that children are safeguarded. The larger and more dense a crowd the more likely it is for children to get separated from family and friends. Whilst meeting points and lost children points are helpful, having a safeguarding scheme in place for your event is best practice.

There is also the risk of children being taken from an event so the quicker children can be reunited and the better your system for locating them is the lower the risk of this happening. Some tips for best practice for safeguarding include having specific staff assigned to walk around your event, wherever possible have police or city centre staff who may recognise people know to pray on children, ensure that all stewarding staff know the procedures and that staff on entrance and exit point know to look out for any child that looks to be being taken from the event against their will. Also have a system in place to get extra staff quickly to the area where a missing child was last seen and carry out a thorough search of the area. It is vital to ensure no member of staff is alone with a child and that key staff have DBS (formerly CRB) disclosure

## **Welfare provision**

Event organisers have a duty of care for people attending their events and welfare provision is key. Consideration needs to be given to both hot and cold weather. You may need sun cream and free drinking water or blankets, hot drinks, ponchos or to provide shelter. Your medical provider may be able to help with this but there are also many charities that will come to your event and provide some of these in return for being able to get their messages to a wider audience.

## **Disability access**

Extra thought needs to be given about disability access at the event. Wherever reasonably practicable steps should be taken to assist disabled people to attend and participate in events. Reasonable width pathways need to be left to allow room for wheelchair users wherever possible. Thought also needs to be given to making sure that dropped curbs and ramps are accessible and that wherever possible all areas of the event are accessible. It may be necessary to create disability viewing platforms, these may need careful management to ensure that they are only used by wheelchair users and a guest or carer and it may be necessary to limit the numbers of guests to one per wheelchair user.

Other considerations around disability access include putting barriers around things below head height that a partially sighted person might walk into (e.g. an overhang on a fairground ride), providing hearing loops if possible and making braille and large print copies of leaflets available on request. Your local council Disability Officer or community organisations like Shop mobility should be able to give advice.

## **Event build**

The event build and take down period is especially important in town and city centres. City centres are Complex Built Environments with multiple users who all have different needs and reasons for being there. Consideration needs to be given to residents, retailers, shoppers and visitors to the city. It may be necessary to allow extra time for building an event as sometimes only short windows will be available after work hours and before it becomes too late for residents. Also extra barriers may be needed than on a specific event site to ensure separation of the public and event contractors. You may also need to the site to be ready well before opening times as particularly in the case of open events people may arrive early. Similar consideration needs to be given for clearing and clean up after the event.

## **Waste Management**

It is almost always the responsibility of the event organiser to make arrangements for waste disposal, management and collection for an event. Most councils will offer this service but there are also many private companies. Some landowners and councils will allow you to do it yourselves if you like and some events use volunteers to help with litter picking. However, you will be expected to return the sites as they were found and you may be charged extra if the landowner isn't satisfied with the clean-up.

It is also important to consider recycling as part of your waste management strategy. Event operations need to consider sustainability and recycling is a key element of this from actual waste separation through to making banner reusable wherever possible by not making them date specific.

## **Communication**

Communication is a key aspect of event operations. Getting it wrong could be disastrous and it is especially essential during emergency situations. There are many forms of communication you can consider for your event and it is likely that you will use a combination of them for a successful event.

If the venue is small then face to face communications may be enough but most events use a two way radios with mobile phones as a backup or for longer conversations. It is important to have a radio protocol in place and to ensure staff are trained in how to use the radios. You also need to ensure that staff wears earpieces to ensure conversations are not overheard by members of the public.

It is important to think about both communication with and between staff and communication with the public. Public address systems and tannoys are a great way of getting messages to the public but you need to bear in mind that certain messages may need to be coded if they are put out over public systems if they are intended for staff. Loud hailers are useful as a backup in areas where no address system is available or in the case of a power failure.

You may also need to agree places where face to face meetings can take place and think about communicating messages wider than the event itself. A media plan is essential for emergency communication with the public. Increasingly social media is used as a very quick way to share both marketing and general event information but also safety and emergency messages.

## **Command and control**

Your operational plan needs a clear command and control structure so that everyone knows who is making decisions in what circumstances. This is especially key when several organisations are working together on a large event. You may have a control room where key staff are based during the operational hours of the event. There may be several organisations represented in a multi-agency control room but it would usually be run by the Event Safety Officer or Event Manager unless primacy has been passed to one of the emergency services.

## **Police**

Police involvement in events varies from region to region. In recent years most police forces have reduced their involvement in events quite considerably. Whilst they still engage in Safety Advisory Groups and multi-agency control rooms they are far less likely to engage in events operationally. Many police forces now limit their involvement to their statutory duties around prevention of crime and disorder and protection of people from harm. Many forces charge for their services at events as Special Police Services.

You would usually need to inform your local police force of any outdoor events, particularly those involving road closures, large numbers of people or where the audience profile means that there is an increased risk of anti-social behaviour or disorder. It is also always worth asking for community events whether the police want their community officers to attend as they do have agendas around community engagement and many events provide them with very good opportunities for interaction. The police are also a very good source of advice and are a very useful partner in event planning.

## **Fire safety**

Most events require a separate fire risk assessment. Your local fire service will be able to give you specific fire safety advice. The main things to consider are what combustible materials are part of your event, where and how are they stored, are they well away from ignition sources when not in use and have you got adequate firefighting equipment available on site. Entertainment specifically involving fire (fire juggling, fire walks, etc...) will usually require their own risk assessment and it is important that the performers are well separated from the public and that the increased risks have been factored into your medical provision. Fire Risk Assessments are available for food concessions and market stalls from the fire service. These are a list of questions that allow stall and consent holders to self-assess their risks.

## **Contingency plan**

All Operational plans should contain or have a linked Contingency plan which shows that you have thought about what to do if something goes wrong and put measures in place to both prevent problems from occurring but also to deal with them before they grow into bigger issues. This might involve plans for closing an area of the event, managing overcrowding in an area or temporarily stopping activities until an issue is dealt with.

## **Emergency plan**

The emergency plan goes hand in hand with the Contingency plan. It would usually contain policies and procedures around what to do in case of a fire, bomb threat or major medical incident. However, it should also deal with the next step on from an issue which originally may have been dealt with in the contingency plan, e.g. the need to evacuate the whole event. Sometimes but not always the emergency services would be involved if the emergency plan is activated. If the incident becomes a major incident then it may be necessary to link in to your town or city's Major Incident Plan. Your local council Emergency Planning team or officer are a useful source of knowledge and advice and it is always good practice to involve them in the planning or at the very least make sure they have a copy of the Operations Plan so they are well informed should the worst happen.

## **Emergency and out of hours contacts**

Always make sure that your Operations Plan includes emergency and out of hours contacts. During a busy event or an incident there isn't time to start trying to find numbers. Contacts for transport control rooms, emergency services, parking services, cleansing, highways, traffic management, repairs, etc... are all really useful to have to hand



**Marketing and Communications:** With the foundations of your event planned you can now begin to think about how you are going to spread the word of your event, and the different means of doing so. Along the path to hosting your event you may encounter people who object to your event, and it is your job to turn those people from blockers to people who have an interest in your event.

Marketing & communications are essential when organising events of any kind because without it no-one would know your event exists & thus you would have no attendees.

## Target Audience (Who to Target)

Before you start on any marketing you need to know who you are wanting to talk to & why. For each of the groups below you will be sending a slightly different message. Below is a list of who you will want to communicate with (although it is not exhaustive as you'll have your own groups):

- a) your town team members
- b) the wider stakeholder group such as all town centre businesses, the Local Authority, transport providers
- c) potential event volunteers/stewards, event participants
- d) the people who you wish to come to the event

Groups a) & b) need to be told what the benefits are of holding the event & practical things such as who is running it. You want to get them all on board so that they can help promote the event (by word of mouth or other ways) for you. This information needs to be sent out to them as soon as possible before the event.

You may want to look for potential volunteers/stewards or event participants (group c). For example if you are organising a Christmas Lights Switch On you may contact all the dance groups / school orchestras etc to see if they wish to participate. Obviously the marketing to these groups needs to go out several months before the event as the groups need to be selected & then they have to work on their routines. However if you do get these groups on board they bring Mums, Dads, Aunties, Uncles and Grandparents with them!

It is crucial to know who the people are who are going to attend your event (group d), as well as the people who reside in the area where you are based. There is no point hosting an event if it is something that your local residents will not want to come to because they will not receive any benefits from it.

There are three main areas to consider when deciding on who to target. These are:

- 1) Demographics
- 2) Geography
- 3) Psychology

1) Demographics: These are the quantifiable statistics of a given population/ community. This equates to the age, sex, religion, ethnicity, language spoken and/or employment status of those people.

### **Questions to consider:**

How much do your intended participants earn?

Are there more families/ teenagers/ retirees/ singles in your area?

What is the cultural split? Do you have a large cultural population?

2) Geographical: This relates to where the people are going to come from to visit your event. Are you from a big city or a small village? Think about how you could reach other people in the surrounding areas. Remember people won't travel passed a big city to your town unless the event is unique & worth coming to. Be realistic on how far people will travel & what they will travel passed to get there

### **Questions to consider:**

What are the transport systems like?

What types of events are held in the surrounding area?

what space can you use for your event?

3) Psychographic: Psychographics is the study of personality, values, attitudes, interests and lifestyles. It is really important to consider people's interests and lifestyles when setting up an event as they will only come to it if it is of interest to them.

### **Key Messages**

Think of key messages that you want to tell people about your event. If you are aiming at young families you may want to tell them that the event is safe, there'll be lots of family entertainment, baby changing facilities nearby & family friendly places to eat. However if you are aiming at teenagers then it would be very different & you may want to highlight the fact that there is free Wi-Fi, places to chill & eat etc. Remember that the key messages don't have to be just about your event. For older people they may want re-assurance that the event will be safe & there will be stewards & others to help.

## **Budget**

Before you start on marketing you need to be aware of what budget you have. Even if you have no budget you need to think about what others people can provide for you in kind or what fundraising / sponsorship you need to gain. It is only once you have a rough idea of budget can you decide how to proceed with your marketing.

## **Branding & Sponsorship**

In order to give the event an identity you need to develop a brand for it. This is not just a logo but the whole feel about the event. So if you are producing leaflets, market stalls, posters, newsletters etc. they all have to have the same level of quality & feel. E.g. if you were organising a luxury food festival with celebrity chefs, high end food producers & good quality stalls you wouldn't want to produce a cheap flyer with adverts on it for a national discount store based in the next town!

You may even be able to find a branding expert and designer based in your town who would be willing to provide the brand free of charge (or at minimal cost) if you put their name on all the marketing materials.

Make sure that whatever branding & design work that you come up with works in tandem with your sponsors. Make sure you liaise with them on how they would like their logos etc. included on any marketing materials.

## **Marketing on No or Very Limited Budgets**

### 1. Working with Town Team Members & Stakeholders

The best way of promoting events & the work of the Town Team is by working together with your members & other key stakeholders in the town.

Firstly do an audit of all the forms of marketing & communication streams that already exist in your town & also ones that you currently have. There will probably be many already that people are willing to let you use. Here is a list of some of these (although the list is not exhaustive & you'll each have other ones in your towns):

- Council events listings, websites, newsletters, notice boards
- Tourist Information Centre listings, notice boards, e- newsletters
- Local & regional tourist board listings, websites, e-newsletters
- Member organisations (such as the Rotary, WI, sports clubs) who may be willing to email out to their members or put a notice in their venue
- Council buildings – libraries, town halls, community centres, sports centres (you may be able to leave information here)
- Shopping centres will have ways of communicating with all their tenants. Ask the manager to distribute the information for you
- Businesses – don't forget all town centre businesses (whether retail, office or other) have people who you may want to target & you can ask them to email all their staff or put a notice in the staff room
- Websites promoting your town. Often there are many independent websites, which promote the town & are run by individuals. The people who run these are always grateful for information to add to their sites about what is happening in the town.
- 

Think of stakeholders that may be willing to take some literature:

- Cafes, doctors surgeries, dentists, bus stations & anywhere with a waiting room would probably take some literature if it is helping to promote their town
- Shops may be willing to take posters or flyers (although national chains are more stringent & often don't accept things that are not their own brand). Also consider that most shops do not want to put an A4 poster in their window (as it blocks their products) however may put a small window sticker on the door
- Think of your transport providers. If you have locally owned buses/community transport they may be willing to include some literature. You may even be able to persuade bus companies to put some information on the back of their tickets as it could be a win/win situation for you & them because if you get more people coming to the town centre for your event, they may get more people on the buses buying tickets
- Although schools are harder to reach some do have community notice boards & bulletins which you can put information on. This is particular relevant for family orientated events. Also think of all those other clubs that children attend – ballet classes, football lessons, swimming etc



## 2. Using Social Media

Social media is a great way to promote your event before, during & afterwards. Below are just some of the different types you may want to use as a Town Team:

- For social networking, eg Facebook, LinkedIn, Google+
- For blogging, eg Wordpress, Tumblr
- For photos, eg Flickr, Pinterest, Instagram
- For video, eg YouTube, Vimeo, Vine
- For audio, eg Audioboo
- For mapping, eg Foursquare
- For event bookings eg Eventbrite
- For collating content, eg Storify
- For newsletters, eg MailChimp
- For surveys, eg SurveyMonkey
- To share documents, eg Google Drive, Dropbox
- To monitor social media, eg Topsy, Netvibes, Twitonomy

### **Using Social Media before an Event**

Below are just some ideas on how you could use social media before an event:

- You could use Twitter & Facebook to tell people when & where the event is taking place. You could create a dedicated Facebook & Twitter site for the event or create it as an event on your Facebook site if you have a generic Town Team site.

- You may have a dedicated website with all the details of the event on it. You can use Facebook & Twitter & other sites to direct people to the website. For example you could put on Twitter/Facebook a request for volunteers & stewards & ask those who are interested to complete a form on the website.

- If the event requires tickets to be pre-booked you could use Eventbrite for bookings.

- On Twitter you can create a hashtag for the event (e.g. #HalifaxFestival) so that everyone who is talking about it can use the same hashtag. This is great for monitoring what people are saying about the event.

- put all your social media addresses on all your marketing literature (posters, flyers, brochures, email signatures, booking forms, press releases).

- encourage businesses within your town (who are not taking part in the festival) to put offers, incentives, opening times etc on social media to encourage people from the event into the other businesses. This can be done both before & during the event. They can still use the same event hashtag on Twitter.

- ensure that you are connected to all the local & regional press via social media, including TV, radio stations, newspapers & trade groups – journalists are always looking for stories. These often come via social media.
- set up Google Alerts ([www.google.com/alerts](http://www.google.com/alerts)) to send you emails every time your event/organisation is mentioned anywhere on the internet. This is particularly useful if you've sent a press release out or had journalists attend your event & there has been a really good article in the newspaper. You can cut & paste these links to the article (before, during & after the event) onto your social media sites for everyone to read.

### **Using Social Media during the Event**

Below are just some ideas on how you could use social media before an event:

- Encourage people to blog about the event. You may want to meet with bloggers (there are many who write blogs about food, fashion, travel etc) beforehand & encourage them to write about different aspects of the event. You may want to ask different ones to come on different days.
- Take photos & videos during the event & put them up (immediately) onto your Facebook, Twitter, Pinterest, Youtube, Instagram, Flickr, Vine, Vimeo sites. Tell people what is happening right now via Twitter & Facebook.
- Encourage those attending to share their photos, videos, comments about the event via social media. Let others help you spread the word. If you place your Twitter, Facebook, Youtube, Pinterest addresses up on posters around the venue & on all forms of marketing materials then people will engage & interact. Make sure that you put your Twitter hashtag for the event all over so people know what it is.
- If you have a particular area that is struggling with footfall then tweet about what is down there. E.g. Come down to stand x now they are cooking fantastic y which smells so good you don't want to miss them...

### **Using Social Media after the Event**

Below are just some ideas on how you could use social media after an event:

- Encourage participants & customers to put photos & videos of the event on social media. You could encourage this through running a competition or giving an incentive. Also encourage feedback about the event, asking what they would like to see next year.
- Use some of the social media monitoring sites such as Twitonomy, Topsy or Netvibes to measure the level of interaction through social media. This kind of information is always useful to provide to stakeholders, potential sponsors & potential participants for future events.
- Use Survey Monkey to gain feedback about the event & how it could be improved for next year.

## Press/Media

It is essential for any event organiser to communicate with the media in order to help promote the event. Remember that the media is not just the local paper, radio station & TV – it is also the trade magazines, regional magazines (e.g. Yorkshire Life), social media bloggers & websites promoting your local area.

If you are able to get to know your local journalists, bloggers etc then that is always beneficial. Get to know the deadlines for all the media too. This way you don't send information for the event once the deadline has passed.

## Press Releases

Make sure that you issue a press release to all the relevant media prior to the event. It is important that press releases are concise and accurate. Here are a few tips for writing a press release:

- keep it to one side of A4
- write the main story in the first paragraph
- include the 5Ws (who, what, why, where, when) in the release
- include a quote from a key person either participating in or attending the event
- put a section called notes for the editor & include any background about the event, information about your sponsors, contact details for the main press person for the event & your social media & website details.
- Put a date of release on & say it is embargoed until a particular date if you do not want it to go out early.

## Press Launch

Consider organising a press launch for the event where you invite all the media at a particular time, prior to the event, to hear about what the event will be. It is important that you make this launch interesting & media worthy. If you can include high profile people who are involved in the event or local dignitaries etc then it helps to encourage them to come. Also you may want to do some sort of publicity stunt. Make sure whatever you do at the launch is in line with what type of event it is & the image that you want to portray.

In order to get the most out of a press launch do consider the following:

- The day & time of the week that you are launching & what else is going on locally. This may influence whether the media will turn up
- Contact the press in advance to make sure that they put the launch in their diaries. Ask them to put it in the photographers' diaries too. Many local papers have fewer journalists & photographers nowadays so it is important to give them advance notice!
- Is the venue outdoors? Have you got a contingency if it rains? Do you have umbrellas etc.
- Have you got someone who can be there to do your own social media at the launch?

- Have you got someone at the launch who could take some photographs for you (other than the local paper photographer) as you may want to add these photos to your social media/websites. You may also want to forward them onto any papers/magazines that cannot attend on the day
- Make sure that you give any journalists a press pack to take away with them. This should include a press release, photographs, the event logo/branding guidelines & additional information such as any leaflets you have on the event.

## Marketing with a Budget

If you have a budget then do not spend the money without first considering your objectives & also who you are targeting. You will also want to look at timescales when you want the marketing to go out & for how long you wish it to be seen/heard.

Here are a few ideas of different types of marketing ideas:

- Advertising – this could be in newspapers, magazines, newsletters, radio, TV, on social media, on billboards, on buses, in railway stations

Advertising on social media such as Facebook can be very specific & can target people in a particular geographic location with a specific interest. However if you advertise on buses you can advertise on specific routes & thus locations. If you advertise in magazines you can target people with specific interests, locations or demographics such as families.

- Promotional literature – this could include brochures, flyers, posters, banners, window stickers, CDs, DVDs

Before producing this promotional literature consider where it is going to be placed/distributed & thus that will influence the size of the material & the size of the font. There is no point having banners where the writing is too small to see or posters which are too large to go in shop windows

- Merchandise – notepads, pens, stickers for kids, pin badges, bunting, balloons, umbrellas, t-shirts etc

Don't just produce merchandise for the sake of it. Think of who your event is aimed at & work out what kind of merchandise they would like. E.g for family events get balloons, stickers & those fluffy bugs

- Websites – do you want to create an event specific website or can you create a section on one that you (or a partner) already have.

## **Printing & Distribution**

Don't forget that if you do design & produce any marketing literature you will need to factor in (both in terms of cost & time) printing & distribution. Many times people spend all their budget and time producing a brochure/leaflet & then it stays in boxes because they haven't the resource to deliver it! Also think if you can use any of your town team members and/or stakeholders to help with distribution.

## **Timescales**

As mentioned elsewhere in this document it is very important to plan & include realistic timescales. For marketing make sure that you work out when you want the marketing to start & work back from that date including timescales for design, consultation with key partners such as sponsors, production & distribution.

## **Evaluation of Marketing & Press Coverage**

It is important to evaluate the marketing so that you know what worked and what didn't & so that you can learn for future events. Evaluation can be done through many different ways but could include:

- How many unique visitors to your website & which pages they visited
- How many followers/likes & interactions through social media
- You could ask for feedback via social media
- You could include a unique code/voucher within the advertising
- You could include a QR code on your advertising that takes people to a specific web page & then measure how many people have visited the page
- You can collate press clippings about the event
- You can undertake a survey at the event which includes asking people how they found out about the event

**Legal:** This section looks at some of the legal issues that you may encounter whilst planning your event. This section also covers health and safety and risk assessments, and some of the technical jargon and requirements you will need to know for your event.

## Legislation & Guidance

Legislation has become increasingly important in the event industry in previous years. The UK has a raft of legislation and guidance which has mainly come about as a result of a series of disasters and incidents in the 1980s which has become known as the 'decade of disasters'. One of the problems with the way the legislation has come about is that it has often been hasty and in many cases not specific to events or well thought out for how it can be applied to events.

Therefore this site will attempt to guide through the main relevant legislation and pick out some of the key guidance and best practice to ensure that your events meet H&S and legal requirements. There is lots of very good training available on event licensing, legislation and health and safety and much helpful guidance has been published. It is also really important to remember that your local council will have much expertise and may be able to offer really useful practical advice and help with interpreting legislation.

## Event licensing

### - Licencing Act 2003

It is really important to ensure that you have the right licences in place for your event. In 2006 the Licensing Act (2003) which had previously applied only to licenced premises was extended to cover events.

In essence it said that any event with a licensable activity as the focus or major part of the event needs a premises licence. Licensable activities are defined as:

- the retail sale of alcohol,
- the supply of alcohol in clubs,
- the provision of late night refreshment, and
- the provision of regulated entertainment

"Regulated entertainment" is defined as:

- A performance of a play,
- An exhibition of a film,
- An indoor sporting event,
- A boxing or wrestling entertainment (both indoors and outdoors),
- A performance of live music,
- Any playing of recorded music, or
- A performance of dance
- In the presence of an audience (which may be just one person).

## **- Premises Licence**

A premises licence is required for any premises (including outdoor sites) offering licensable activities. Unlike previous schemes once a licence is granted it is valid until it is either surrendered or lapses. The Premises Licence is applied for and granted by your local council Licensing department but other bodies known as responsible bodies can place conditions on the licence and in some cases object or stop the licence being granted. These are the police and fire services, H&S and Environmental Health bodies, Child Protection boards, Planning and Trading Standards departments.

A premises licence that includes the sale of alcohol must name an individual who holds a personal licence granted under the Act. This person is known as the designated premises supervisor (DPS) and must sign a consent form consenting to being named as that DPS.

Applications have to be advertised by way of a blue notice displayed on or near to the premises for 28 days and in a local newspaper on one working day within ten working days of making the application. Anyone can object to the licence and if a representation is made, the licensing authority must hold a hearing in most cases. Therefore it is advisable to make the application at least two months before it is needed to start. Your local council Licensing Department can give help and advice on applying for a licence.

## **- Temporary Event Notices (TENs)**

For smaller events it is possible to use Temporary Event Notice (know as a TEN) instead of a premises licence. This is a cheaper and faster alternative but is only suitable for events with an audience of up to 499 people. It is important to note that this maximum figure includes the audience, spectators or consumers as well as staff organisers, stewards and performers who will be present on the premises. It is up to the applicant to prove how they will control numbers.

Any person over 18 can serve the local authority and local police with a temporary event notice (TEN) for an event which would normally need a premises licence, but which would be for a maximum period of 168 hours, and would be for a maximum number of 499 people. Examples of events that could be covered by a TEN might be where a pub wants to stay open all weekend for a special occasion, but does not want to apply for, or cannot get, a licence allowing this all the time; or a beer tent at a summer fair.

TENs must be submitted at least ten working days before an event is due to start; notice is given to the council responsible for the area to which the event is to be held. A copy of this notice must be sent to the police that cover that area and to the Environmental Health department. The police and environmental health have 3 working days to make an objection. Anyone who does not have a personal licence can give only five notices a year, while a personal licence holder can give 50. A TEN can only be given in respect of the same premises twelve times in a calendar year. On 25 April 2012 a late TEN was introduced. This can be submitted between five and nine working days before the event and should only be used when unforeseen circumstances lead to short notice.

There is no need for permission for a temporary event; the prospective premises user merely has to formally notify the council and police that the event will take place. So long as the criteria noted above are met (as well as any others that may apply, for example, if alcohol is being sold, that provisions are in place to stop under 18s from buying it) and the police have no objections, the event can go ahead. The council cannot impose any further conditions, limitations or restrictions. However, if the authority is convinced that any of the above limits will be exceeded, or they uphold a police

objection (which can only be made on the grounds of crime prevention), they will issue a counter-notice which has the effect of cancelling the Temporary Event Notice.

Most local authorities list comprehensive guidance and application forms online for TENs.

## **Event Legislation**

### **- Health & Safety at Work Act 1974**

This Act defines general duties on employers, employees, contractors, suppliers of goods and substances for use at work, persons in control of work premises, and those who manage and maintain them, and persons in general. It established a system of public supervision through the Health and Safety Commission and Health and Safety Executive. The Act lays down general principles for the management of health and safety at work, enabling the creation of specific requirements through regulations enacted as Statutory Instruments or through codes of practice.

Employers have a general duty to ensure that, as far as reasonable, the health, safety and welfare of their employees are protected when at work. They are also responsible for the health and safety of the members of the public, self-employed people or contractors who may be affected. In terms of events this will include people attending the event, stewards and volunteers, traders and those erecting temporary structures. Employees have a duty to take reasonable care of themselves and other people and to co-operate with their employer where safety is concerned.

### **- The Management of Health and Safety at Work Regulations 1999**

These regulations require employers and self-employed persons to assess the risks to employees and non-employees (including members of the public) arising from work activities. This is the order to identify the control measures which need to be taken to comply with the relevant health and safety legislation, eliminating risks where possible and reducing risk from those activities that remain.

Where five or more people are employed the significant aspects of the risk assessment must be recorded. Employers are required to have arrangements for effective planning, organisation, control, monitoring and review of preventive and protective measures. Employers are required to appoint a competent person to assist with health and safety duties.

### **- Control of Noise at Work Regulations 2005**

These regulations place a duty on employers within Great Britain to reduce the risk to their employees' health by controlling the noise they are exposed to whilst at work. They included a reduction, from previous legislation, in the threshold for hearing and protection and the introduction of noise control, introduced a daily exposure limit value as well as a permitted weekly value. They also introduced requirements for health surveillance and hearing testing.

### **- PRS & PPL**

In most instances of recorded music being played in public, a music licence is required from both PRS and PPL. In the case of recorded music PPL collects and distributes licence fees for the use of recorded music on behalf of record companies and performers, while PRS for Music collects and distributes for the use of musical compositions and lyrics on behalf of songwriters, composers and publishers. PRS for Music licenses and collects royalties on its members' musical works whenever they are publicly performed, or recordings of them are broadcast or played in public spaces, both in



the UK and globally through its partner network. Therefore, the live performance of music is subject to PRS licensing whilst the playing of recorded music is subject to both. More information can be found at [www.prsformusic.com](http://www.prsformusic.com) and [www.ppluk.com](http://www.ppluk.com)

### **- The reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) 1995**

RIDDOR regulates the statutory obligation to report deaths, injuries, diseases and "dangerous occurrences" that take place at work or in connection with work.

The regulations require "responsible persons" to report deaths at work, major injuries caused by accidents at work, injuries to persons not at work that require hospital treatment, injuries arising from accidents in hospitals, and dangerous occurrences. Responsible persons are generally employers but also include various managers and occupiers of premises.

Notification must be made by a responsible person to the relevant enforcing authority which is a body, possibly the local government authority, to which the HSE has delegated its powers.

### **- Control of Substances Hazardous to Health Regulations (COSHH) 2002**

COSHH places obligations on employers to protect employees and other persons from the hazards of substances used at work. It also places duties on employees to take care of their own exposure to hazardous substances.

The regulations require employers to:

- 1) Assess the risks
- 2) Decide what precautions are necessary
- 3) Prevent or adequately control exposure
- 4) Ensure that control measures are used and maintained
- 5) Monitor the exposure
- 6) Carry out appropriate health and safety surveillance
- 7) Prepare plans and procedures to deal with accidents, incidents and emergencies
- 8) Ensure employees are properly informed, trained and supervised.

### **- Working at Height Regulations 2005**

In 2005/06 falls from height accounted for 46 fatal accidents at work and around 3350 major injuries. They remain the single biggest cause of workplace deaths and one of the main causes of major injury. This legislation applies to all work at height where there is a risk of a fall liable to cause personal injury. They place duties on employers, the self-employed and any person that controls the work of others (for example facilities managers or building owners who may contract others to work at height).

### **- The Lifting Operations & Lifting Equipment Regulations (LOLER) 1998**

LOLER regulations replaced a number of other pieces of legislation which covered the use of lifting equipment. The purpose of the regulations was to reduce the risk of injury from lifting equipment used at work. Areas covered in the regulations include the requirement for lifting equipment to be strong and stable enough for safe use and to be marked to indicate safe working loads, ensuring that any equipment is positioned and installed so as to minimise risk, that the equipment is used safely

ensuring that work is planned, organised and performed by a competent person and that equipment is subject to ongoing thorough examination and where appropriate, inspection by competent people.

#### **- Fireworks Regulations 2004**

These regulations impose restrictions on the importation, supply and illegal possession of fireworks. They were mainly introduced to combat anti-social use of fireworks and they include:

- a ban on the use of fireworks late at night (after 11pm) - except for New Year's Eve, the night of Diwali and Chinese New Year - where fireworks may be used until 1 am and on Guy Fawkes Night where fireworks may be used until Midnight.
- a ban on the possession of category 4 fireworks by non-professionals
- a ban on persons under the age of 18 possessing fireworks in public places
- a ban on the sale of fireworks outside certain "traditional" or minority-cultural periods (such as those listed in the first bullet), unless suppliers are licensed
- a requirement that importers of fireworks notify HM Revenue and Customs of the storage destination of their imports in an attempt to prevent illegal distribution and dangerous storage.

#### **- Regulatory Reform (Fire Safety) Order 2005**

This order places the responsibility on individuals within an organisation to carry out risk assessments to identify, manage and reduce the risk of fire. Guidance for communities is available in the form of 12 Government Published documents, each pertaining specifically to a particular type of premises. The most useful one for events is 'Open Air Events & Venues' but others in the series which may contain useful information are 'Sleeping Accommodation', 'Small & Medium Places of Assembly', 'Large Places of Assembly' and 'Theatres, Cinemas & similar premises'. All the guides as well as a 5-step checklist for Fire Risk Assessment can be downloaded for free in PDF form from <https://www.gov.uk/government/collections/fire-safety-law-and-guidance-documents-for-business>

#### **- Corporate Manslaughter & Corporate Homicide Act 2007**

This act set out a new offence for convicting an organisation where a gross failure or the way activities are managed or organised results in a person's death. It applies to a wide range of organisations across the public and private sectors and was introduced due to public complaints where there was a perception that culpable corporations had escaped censure and punishment due to previous restrictions in who could be held accountable.

#### **- Occupiers Liability Act 1957**

This act places responsibility on occupiers to take such care as is reasonable to see that visitors will be reasonably safe in using premises where they are invited or permitted to be there.

#### **- Private Security Industry Act 2001**

The primary objective of SIA regulation was to improve public safety by ensuring that individuals placed in certain positions of trust had been checked and vetted, and were properly qualified to do their job.

## Guidance

There are many publications and papers which offer advice, guidance and information on best practice for organising and managing events. Some of it is contradictory and some is outdated, however, there is much useful information in them and with a little knowledge and training on which ones to use for what they are essential for organising safe events. Many of these guides are available free online to download so it is always worth checking.

This section highlights some of the main publications and lists some of the other guidance available for specific elements of event planning and legislation. Many of the publications have nicknames which are widely used in place of their actual titles and are based on the cover colour of the printed version.

### - The Purple Guide – The Event Safety Guide

This guide aims to help those who organise music events so that the events run safely. The event organiser (whether an individual, collective or local authority) has prime responsibility for protecting the health, safety and welfare of everyone working at, or attending, the event.

This guidance was published in 1999 and has not been revised. While it is still very widely used and contains much essential advice for the latest advice on health and safety at events visit HSE's [event safety](#) web pages. Some of the chapters of the guide cover activities outside HSE's areas of responsibility, and so do not appear on their web pages. These activities include the provision of toilets and medical care for the audience and child protection issues.

The Events Industry Forum (EIF) is writing a comprehensive guide to staging events, which will include guidance on these additional activities and sections on health and safety. HSG195 (the HSE's publication number for the Purple Guide) will remain available until the new industry guidance is published.

### - Managing Crowds Safely

This guide offers practical guidance on the systematic management of crowd safety in order to protect both attendees and those involved with event operations. It is mainly aimed at organisers but is also useful for venue staff and contractors. It documents the different approaches that may be adopted at a range of events, from those at existing and established venues - such as sports grounds - to street fairs and carnival processions. It also examines broader pertinent issues, such as safety planning, risk assessment, implementation of precautionary measures and emergency procedures and covers the subject specific matters of communication and crowd monitoring as well as referencing relevant legislation

### - The Green Guide – Guide to Safety in Sports Grounds

This is a UK Government-funded guidance book on spectator safety at sports grounds. It provides detailed guidance to ground management, technical specialists such as architects and engineers and all relevant authorities to assist them assess how many spectators can be safely accommodated within a sports ground. While it is obviously mainly useful for events in purpose built sports venues it is especially good for helping with working out capacities and evacuation times and requirements for all events and contains detailed calculations and examples.

As with most guidance it has no statutory force but many of its recommendations will be given force of law at individual grounds by their inclusion in General Safety Certificates issued under the [Safety of Sports Grounds Act 1975](#) or the Fire Safety and Safety of Places of Sports Act 1987. The advice it contains is widely trusted by event professionals and statutory bodies for all types of events.

#### **- The Pink Guide – Safety Management (FLA)**

Safety management at sports grounds has steadily become more sophisticated and more professional over the past twenty years. Although it is mainly aimed at sports grounds it also contained useful information that can be applied to other events and has some really handy checklists. “Safety Management” is the latest publication in the SGSA’s series of Sports Grounds and Stadia Guides and identifies and draws together good practice on safety personnel, safety management procedures, event management and preparing for incidents.

#### **- The Red Guide – The Good Practice Safety Guide**

This guide is no longer available on the Home Office website as it is considered to be out of date. It is still used quite widely by organisers, particularly for smaller events and runs on the highway. It should, therefore, be used with caution and in conjunction with other more up to date guidance but is worth mentioning as it does still contain useful information and has not been replaced with more up to date guidance at present.

#### **- Other useful event guidance**

Other guides which contain useful information include:

- Managing Large Events (A LACORS Guide)
- Fire Guides Series – Open Air Events & Venues
- Sound advice: Control of noise at work in music and entertainment
- Understanding Crowd Behaviours (Cabinet Office)
- Public Events: Whose Responsibility?
- Temporary Demountable Structures
- Security at Events
- Working Together on Firework Displays
- Guidance on designing for crowds – an integrated approach
- Public Safety in Complex Built Environments (Cabinet Office)
- Fairgrounds & Amusement Parks: Guidance on Safe Practice
- Electricity at Work: Safe Working Practices

## **Road closures and traffic management**

Permission is required to close or partially close a road or to restrict the flow of traffic on a public highway (which includes pavements) from the Highways department of your local council. There are several different pieces of legislation that can be used depending on the scale of the closures and the disruption they will cause. There will normally be a charge for permission to close the road which again varies from a small admin charge to a much larger fee where there is a requirement to advertise the closures in the local press.

The actual closure of the road and the traffic management associated with the closures will usually be the responsibility of the event organiser and anyone implementing the actual closure must be Chapter 8 Traffic Management qualified. It is also important to liaise with public transport providers

and the local transport executive to ensure they are aware and any diversions of buses, trams, etc... can be implemented safely. It is also important to liaise with taxi organisations if taxi ranks are affected. This would usually be via the local authority Licensing department.

Arrangements vary quite significantly from authority to authority and it is very important to seek guidance and advice from the Highways department and to ensure traffic management is of a suitable standard.

## Contracts and agreements

Not everyone will issue you with a contract or a written agreement for their services. You may be required to issue your own on behalf of the organisation, for example to engage performers or confirm sponsorships. Some people are scared off by the term 'contract' but a contract is simply a written agreement that both parties sign. However, because contracts are usually legally binding it is always advisable to take legal advice before entering into one, particularly where a significant amount of risk is involved. Where risks are lower it may be possible to use an agreement which is not legally binding but sets out a service level agreement between the parties.

### Top tips for contracts

- **Simple:** Keep it simple, there is no need to write it in a complex manner.
- **Detailed:** Always include the full contact details of both parties and name a representative for each
- **Authority:** Ensure that the signatories have the power to sign on behalf of their respective organisations
- **Date:** Date the contract and state a return date as appropriate
- **What you will receive:** Include full and clear details of what you expect to receive
- **What you will provide:** Include full details of what you will provide
- **Financial:** Include specific detail of the financial agreement and remember to be clear if VAT is included
- **Law:** If you are dealing with a foreign company, be clear under which country's law the contract is drawn up and the rate of exchange applied to the fee.
- **Cancellations:** Include a statement about what happens in the event of cancellation or if either party is unable to deliver to the agreement
- **Insurance:** Include a statement about any insurance requirements
- **Signing the contract:** At the end provide a section that allows each party to print their name, provide a signature and date their agreement
- **Duplicate:** Send two signed copies to the other party in order that one can be returned signed by them
- **Be organised:** Ensure you keep copies on your computer as well as a hard copy in a 'Contracts' file

## Risk Assessments

A Risk assessment is the process by which hazards are identified, the level of risk is estimated and suitable measures to reduce or eliminate the risk are implemented. There is an absolute duty to undertake risk assessment - Health and Safety at Work Act 1974. The Management of Health and Safety at Work Regulations 1999 (Management Regulations) require all employers and self-employed people to assess the risks to workers and others who may be affected by their work. Risk assessments are essential for events where often large numbers of people are involved and there is a duty of care to attendees as well as staff and contractors.

## A Five Step Approach to Risk Assessment

There is much guidance and help available on risk assessments but the five step approach is commonly used and recommended by the HSE. Further information can be found in their publication 'Five Steps to Risk Assessment'.

**Step 1** - Identify the hazards associated with activities contributing to the event, where the activities are carried out and how the activities are to be undertaken

**Step 2** - Identify those people who may be harmed and how

**Step 3** - Identify existing precautions, e.g. venue design, operational procedures or existing safe systems of work.

**Step 4** - Evaluate the risks

**Step 5** - Decide what further actions may be required, e.g. improvement in venue design, safe systems of work etc

## Fire Risk Assessment

When assessing risks at events it is essential to consider fire risks. It is a legal requirement under the Regulatory Reform (Fire Safety) Order 2005 for all premises including outdoor event spaces. The fire safety assessment can be carried out either as a separate exercise or as part of a single risk assessment covering other health and safety risks. You need to make sure that, based on the findings of the assessment, you take adequate and appropriate fire safety measures to minimise the risk of injury or loss of life in the event of a fire.

Further information and advice on Fire Risk Assessments can be found in the HSE's publication 'Fire safety risk assessment: Open air events and venues' which tells you what you have to do to comply with fire safety law and helps you to carry out a fire risk assessment and identify the general fire precautions you need to have in place

## Accessibility

When planning events it is really important to consider how accessible your event is and undertake reasonable steps to make it as accessible as possible. There are two Acts of Parliament which introduce and provide a means of enforcing rights preventing discrimination against disabled people:

1. The Disability Discrimination Act 1995  
([www.legislation.hmso.gov.uk/acts/acts1995/1995050.htm](http://www.legislation.hmso.gov.uk/acts/acts1995/1995050.htm))
2. The Disability Rights Commission Act 1999  
([www.legislation.hmso.gov.uk/acts/acts1999/19990017.htm](http://www.legislation.hmso.gov.uk/acts/acts1999/19990017.htm))

When planning your event, ensure that you are abreast of the requirements regarding disabled access. Event organisers could face legal challenges from disabled people unable to access an event. Making events accessible for disabled people is not just a legal requirement however. With around

10 million disabled people in the UK and a combined spending power of £50 billion each year it is an important commercial decision too.

The Disability Rights Commission recently published a useful guide aimed at event organisers entitled 'Organising Accessible Events'. This is available to download at [www.drc-gb.org](http://www.drc-gb.org). More information is also available at [www.disability.gov.uk](http://www.disability.gov.uk)



**People:** Volunteers are the lifeblood of events, and how you manage these people will go a long way for making your event a success. How you look after these people will determine how much they will give you in return during your event.

## Event staff

### Who will you need to help plan the event?

If you have a team to help you with the event, make sure that at the planning stage you all know your roles and responsibilities. Having a detailed plan and timeline will help you organise those people around the task that need to be completed.

### Who will you need on the day?

In addition to the team that you already have in place, you might need other people for security, stewarding, first aid, audio visual or catering depending on the size and nature of your event. This usually depends upon the number of attendees that you are expecting, as well as the scale of the event.

### Briefing staff

Make sure that before your event begins, that you have made time to gather all members of staff together to brief them on what is going to happen on the day(s) of the event. This is essential to ensure that everyone knows what their role is, and how they might have to report back to you should anything happen which is out of their control. If possible, try and have certain people responsible for parts of the team should you be unable to deal with one matter if you are already dealing with one. Having people in supervisory positions can help you during the event. If you do this then you go a long way to ensure that everything runs smoothly on the day. Ensure that all the staff also know about how to report fires, risks, emergencies, first aid cases and what to do in the case of a fire, and where the assembly point is.

## Stewards

### The Role of Stewards at Events

An agreed plan for an event, however good it may be, is of no value if there is no means of ensuring that the event takes place according to the plan. It is vital that the organisers keep control and are able to react quickly and effectively throughout the entire event. This is normally achieved by using stewards who, through a clear chain of command, carry out the agreed plan under the direction of the event organiser.

The stewards' role is to ensure that the event contingency plans are implemented if necessary, to act as agents of the organisers to ensure that the participants adhere to what has been agreed and to provide clear guidance to those in attendance. Safety should be at the forefront of all that the stewards do and in the information that is provided to them.



## **Numbers of Stewards**

There must be sufficient stewards to communicate the organisers' intentions and directions to all participants in the event.

This should be included in the risk assessment that you fill in, as it will help you to establish the number of stewards necessary to manage the crowd safely. If you know your capacity for your event you can plan for this. When preparing your risk assessment for crowd management, carry out a comprehensive survey to assess the various parts of the site and consider the size and profile of the crowd. Depending on the nature of the event, you might not need any stewards, or on the other hand you might need a number of them to ensure your event runs smoothly.

Assessing the number of stewards on the risk assessment rather than on a precise mathematical formula will allow a full account to be taken of all relevant circumstances, including previous experience obtained from similar events at the same venue. The stewards should be highly visible and located at key points in order to be able to manage the crowd effectively.

Examples of some of the matters to be considered for the risk assessment include:

- Previous experience of specific behaviour associated with the performers
- Uneven ground, presence of obstacles such as street furniture etc within or around the site affecting flow rates
- Length of perimeter fencing
- Type of stage barrier and any secondary barriers
- Provision of seating
- Emergency evacuation procedures
- Medical provision
- Contingency plans

## **Briefing of Stewards**

Stewards must be briefed so that they are fully familiar with the organisers' intentions and directions, and a copy of the briefing should be recorded by the event organiser. In addition, they are to be aware of any contingency plans for the event and in particular their roles in such plans.

To enable effective organisation of stewards, a Chief Steward should be appointed (preferably someone who is a member of the organising committee and who has ideally achieved an accredited qualification in event marshalling) to deal with all matters relating to stewards, including their briefing.

The overall stewarding of the event should be divided into sections with supervisors being responsible for each group of stewards. Supervisors should be responsible for between 6 to 10 stewards as a guide.

Stewards should be provided with fluorescent clothing, some form of direct communication such as two-way radios and torches if working after dark.

If the event has a focus on youth or stewards are likely to be dealing with a lot of children then they should have received a DSB check (previously CRB). For further information on this please go to [www.gov.uk/disclosure-barring-service-check](http://www.gov.uk/disclosure-barring-service-check).

## **Security Industry Act (SIA)**

Historically, premises have employed 'door staff' to assist with the running of Licensed Premises and to act as security officers.

In 2001 the Security Industry Act 2001 was introduced which requires persons who work within the security industry to have undergone training to become SIA registered.

Certain licensed events will require the addition of SIA trained staff to carry out security work which includes door supervision, searching and patrols. Stewards without an SIA qualification cannot restrict access and should not be put in a situation where they are expected to deal with any type of potential unrest.

## **Volunteers**

Volunteers are seen as the life blood of many events and without these the events would cease to exist. Many small, local events are staffed and managed entirely by volunteers, although some events do get bigger in size over time and staff will begin to be given paid positions due to the complexity of the event.

Volunteers have many different reasons for volunteering in the first place. As they are offering their services for free they want to see some sort of return. Examples of the types of returns that these volunteers may like to see include:

- Networking opportunities
- Social & Career Benefits
- Challenges
- Prestige of the Event
- Community Pride
- Sharing the Experience

With this in mind it is important it is important to treat everyone as an individual and not just as a collective. It is always important to thank everyone for the work they have done, especially if they have provided their time at no cost.

## **Contracts**

With reference to treating everyone as an individual, it is important to draw up a contract with your volunteers. This comprises of a combination of specific obligations and benefits that constitute an effort/reward bargain between employer and employee. Each employee is likely to have different things that drive them and so the contract to seek to meet these in a manner which is beneficial to both parties.

In the case of employees the wage is likely to be a major component of this bargain; however, the contract recognises that there are many other rewards from paid work which have different relative importance, for example, the social rewards of interactions with colleagues.

## **Training**

One of the more sought after benefits of volunteering is training. A properly managed group of volunteers provided with clear cut goals, instructions and training present a real asset for event organisers. Pay volunteers with that which they seek, and you and your projects will be rewarded immeasurably.

## **Managing volunteers**

There are two ways in which you can manage your volunteers. These are:

### Programme management

Programme management is more goal-oriented and involves an event manager planning the tasks required to run an event and then allocating volunteers to them.

### Membership management

Membership agreement is more socially oriented and starts from the motivations and attributes of the volunteers; allocating them to tasks accordingly.

To meet volunteer expectations it might be easier to use the second approach as you allocate each person depending upon their motivations. This could help with volunteers returning the following year if they can achieve their objectives at your event therefore providing you with a more experienced, happy and capable workforce which can only be of benefit to your event.



## Event Evaluation

This section is important in both evaluating the outcomes of your current event, capturing the learning to make you and your events better in the future, and also to help you understand what will work in the future. It is crucial to gain evidence of what were the successes at your event, but also to look to what wasn't as successful so that you can develop this for the next time you run either this event or one that is very similar.

The notes and documents that you collect through your evaluation can be used to report back to stakeholders but also should be the foundations for your first meeting for the next time you run this event, or any similar event. Evaluation has a dual role; to measure the impacts of your events and also to help you as event creators learn how to do better in the future.

### Why evaluate?

Let us first consider the advantages to effective evaluation.

- It allows us to evidence and demonstrate the outcomes to impress the funders, partners, and other stakeholders. This makes our jobs so much easier in future as we seek to generate commitment, funding, and energy for the next events. For example if we don't evaluate we would not be able to prove outcomes such as; footfall increase, increased footfall into retail and hospitality outlets, media coverage and social media coverage generated. All of this information is useful ammunition for us to have in future event activities.
- The evaluation also enables us to professionally and impressively report back to partners and sponsors. The job of securing their future involvement will be made so much easier by this proactive approach.
- Each event has many stages and decisions and the end result is the totality of those. Event outcomes are the result of planning related decisions. If we don't evaluate the process and particularly the outcomes we cannot possibly identify where we went right or wrong and therefore how we need to develop next time. This is our learning as professionals.

### Obstacles to Evaluation

We are therefore hoping we are beginning to convince you of the virtue of evaluation. But you are right in thinking it is not something that traditionally event creators do very well. There are so many reasons to neglect the evaluation process but however much we might hide behind these the challenge remains that in the future our events will be better if we do it effectively. Reasons for not evaluating are many and varied; please see a list of some below with possible responses.

- *'It is so difficult to find time, as soon as the event finishes we are on with the next event'*. Evaluation must be an integral part of the process just like the breakdown after an event. Decisions need to be made about what we most need to evaluate. So for an event, perhaps in a small market town, where people resources are very tight you may decide to only measure one thing in year 1 (maybe retailer response / views). In a larger event scenario, or in the case of the above event in years 2 and beyond, you might measure more as the event

grows in involvement from stakeholders. Have specific event roles as evaluators – see below for ideas of what they can do.

- ‘we don’t know how to evaluate’ . Sites such as [www.eventimpacts.com](http://www.eventimpacts.com) are a great free resource to evaluate the economic, social (cultural), and environmental impacts of your events. They have some very easy to use calculators and also lots of ‘how to’ tips. Also we as a university in Sheffield provide this service as do many other companies across the UK. But usually you don’t need an external partner it is about collecting key information (again see below)

## What should we be evaluating?

This goes back to your objectives which must be the first and pivotal stage of your event process. However see below for a list of key things which could be evaluated & some ideas of how to do this:

- Footfall
  - You can do this by using CCTV based estimates and having a base figure from similar time periods in the past. Depending upon the location of your cameras you might need to re-consider and reduce the ingress and egress points to access the event. Other options involve clickers which can be used by staff standing at certain points to track passing event attendees. Another option is to estimate depending upon the known capacity of the event space and then estimating the degree to which it is full. A final possibility would be to ticket the event which can be done even if it is a free event. Even if you ticket on the day it is a useful measure of footfall / attendance.
- Retailer Specific Footfall
  - Depending upon your relationship with specific retailers it might be easy or impossible to get their footfall figures versus their average for that time period. Getting this information directly is obviously the preference. You may have 3-5 key retailers that are ‘friends of the event’ who will be able to give you figures which you can then extrapolate. More covert options would be to get a team member with a clicker to monitor attendance over 2-4 similar period (maybe for 30mins at a time) and then do the same on event day.
- Media and Word of Mouth
  - As you are unlikely to have a media agency to look after the evaluation of your media coverage you need to do this yourself (with the help of your staff/volunteers/partners). Throughout the planning of the event, during and after keep a box/scrapbook where you can put any press coverage. This includes cutting out articles from newspapers, on the web, in magazines, also include any coverage from the radio & television. Register for Google Alerts ([www/google.com/alerts](http://www/google.com/alerts)) & you will receive an email every time your event is mentioned anywhere on the internet. This helps to monitor where & when your event has been mentioned. If you have a local PR company who are willing to support your event then they may be happy to evaluate the press coverage for you. They can put the amount of press

coverage you've gained into monetary terms i.e. how much it would have cost if you paid for that space in the media.

- Regarding word of mouth, social media has made this much easier for us. Lots of people now live their life online and therefore we can track Facebook, twitter feeds, and so forth to identify uplifts in interest. For example the Facebook page for the event reached 724 people. We gained 1000 twitter followers that were receiving information about the event and who we can now communicate with more generally. You can also evaluate social media interaction through specific sites such as Twitonomy, Storify, Tweetreach & others. They tell you how many people have interacted with you via social media & when. Facebook itself gives statistics on who has interacted with the various posts that have been written.
- Attendee Feedback and Feedforward
  - So 1000 people come to your event, what does that tell you about anticipated numbers for next year. The more you can capture reaction the more of a predictive tool this becomes to enable you to better manage future events.
  - A popular approach is now to use social media; the Facebook posts, twitter posts tell a story that you can read. By promoting the event in this way it also gives you access to people to get post event comment. Whether you do this by questionnaire and use great tools such as survey monkey, or you purely invite views and comments. Collect email responses from your website, people like to give feedback whether positive or negative. Also you can collect email details on the day and do a survey with perhaps an incentive to respond, this could be something one of your sponsors or event partners donates.
  - You can also gain feedback on the day by perhaps asking team members to get X number of questionnaire responses. Would local students and volunteers be able to play this role for you or even friendly tenants.
  - You can use recording devices to capture short sound bites with people responding to specific questions. Smart Phones can record very effectively.
- How did people hear about the event
  - This is such an important evaluation topic as it hugely supports you in future with your marketing investment and efforts. You can usually rely on the 80/20 rule that 80% of your attendees will have heard about the event through similar sources and that lots of your marketing efforts have little impact.

- Feedback from Partners / Sponsors
  - Often this is missed. Taking time, probably in the days and weeks after the events to meet those involved for coffee or lunch is really very valuable. Having semi structured conversations with them where you can gain an understanding of their experience and reflections; which is sometimes very different to the reflections of attendees.
  -
- Feedback from Services e.g. Police, Safety Officers
  - These are an important stakeholder group and it is vital that you take time to chat to them post event (once the dust has settled) to understand any learning for future events. Behaving in this way will endear you to them and ensure their continued support.
- Feedback from Volunteers and other Event Staff
  - We often fixate on ‘outside evaluation’ when we can gain very rich and meaningful insights from the teams that worked the event. Their anecdotes and views can often help to make sense of ‘outside feedback’.

See below for two examples of how you might track what needs to be evaluated, how you will evaluate, and the outcomes. There are lots of ways to manage / present this information but tis is simple and effective.

**You can use a Traffic light system to analyse any issues**

|                  |               |               |
|------------------|---------------|---------------|
| Needs Addressing | Serious       | Very Serious  |
| Write here...    | Write here... | Write here... |

| Topic  | Objective(s)                                             | Did you meet it? If not why? | Questions post event                                                                     | Evaluative tools to use           | Traffic Light                |
|--------|----------------------------------------------------------|------------------------------|------------------------------------------------------------------------------------------|-----------------------------------|------------------------------|
| Budget | E.g.<br><br>The budget finalised before the event began? | Yes                          | Was everything delivered to budget?                                                      | Budget calculator                 | What didn't go well<br>_____ |
|        | Knew the breakeven point?                                | Yes                          | Is there any money left over?                                                            | Average spend per head calculator | What went okay<br>_____      |
|        | Have cash reserves for contingency plans                 | No                           | Where could you have saved costs?<br><br>Where should you have spent more money perhaps? | Footfall counts                   | What went well               |

## Economic Impact

This is of course a key area. Sample size is of course an issue and we can never get enough responses to our data collection. As a general rule if you can get 10% of the attendees to respond that is reasonable sample. Understandably in an event with 100 people that might be more achievable than a large event of 5000 plus. Therefore the message is to get as many as you reasonably can, if that ends up being 5% of 5000 that is still a reasonably credible number upon which to calculate estimated economic impact. Remember the intention is to generate approximate figures to best guesstimate impact. [www.eventimpacts.com](http://www.eventimpacts.com) will provide this information but in summary key information you need to try and collect is as follows:

- Estimated total attendance figures (crucial)
- Estimated spend per head including accommodation if relevant (crucial)
- Incremental event visitor (as opposed to there already) (desirable)
- Breakdown of spend (where have they spent money – retail, bars, kiosks, transport, parking etc) (desirable)

The above information will allow you to identify an economic impact figure. Obviously the more detail you are able to get the better, however a baseline figure can be generated from a simple calculation using the first two above. Obviously there is a factor about how many people would already have been in the town centre and therefore not incremental visitors, but they may spend more as a result of the event as it may increase the longevity of their visit and also buying behaviour eg stay for food, go for a drink.

Another factor to consider when designing events and in this case evaluating outcomes is what we might call the 'leaky bucket effect'. Are the monies generated staying and thus circulating in the local economy or leaking out? If you use suppliers in the event from outside of the area and, for example, there are caterers and stalls from outside the area then monies will be spent in the town but will quickly disappear. It would therefore be misleading to include that in your impact. Therefore the use of local suppliers and vendors is highly desirable.

The monies you, or partners, spend on the event is also an important consideration. Again the emphasis is upon local suppliers and local labour in order to maximise economic impact.

You might also be interested in other figures that will give a more detailed interpretation. For example;

- Where have the visitors come from – are they local, day visitors, or overnight visitors
- Are they first time or infrequent visitors?

Obviously if you are introducing new people to the town or gaining latent visitors this is good news as it may stimulate future visits also.



## Social / Cultural / Environmental Evaluation

Depending upon the values and priorities of your organisation and also partners there may be other important outcomes and impact the event should be delivering. For example if you are closely allied to the local authority there may be an opportunity / need to evidence social impacts such as inclusion, promotion of health messages and so forth. If you can evidence these it can only strengthen your presentation to them and that the event is a positive investment for them in future. You could evaluate this through video, pictures, extracts from the event programme, media reports and so forth.

A private sponsor might be very interested in being perceived as an environmentally friendly brand or committed to the local area's development. Therefore if you can evidence the positive local impacts of the event and how their name is widely associated with it then that would be useful. This can be achieved by inserting extra and different questions into your attendee evaluation.

## On-Going Evaluation

As discussed above you should evaluate the process of the event rather than just the outcomes. Therefore in the event planning you should set milestones in the weeks and months leading up to the event and then evaluate (check) that you are on course. Milestones might look like the below;

- We will have 300 event Facebook likes three months before the event
- Two months before the event we will have 3 event partners organisations that will provide more than £2000 in revenue (or cost reduction)
- 10% of people in a survey of 300 people will know about the event 1 month in advance.

These are just a few examples. The more of these milestones you can identify and then evaluate the better opportunity you have to ensure the event planning stays on track and you are sensitive, and can react, to any obstacles. The risk of not doing this is that the event is one of many activities and projects you are working on and therefore failure to meet short term targets are not tracked until it is too late and there is no time to react.

Such tracking / evaluation should occur through regular diarised meetings with key individuals. This is part of the important communication plan for the event.

## What happens next

The evaluation has four immediate purposes which you need to ensure happen otherwise there is a risk that you invest the energy and resource to collate information but then fail to use it in any meaningful way. Many event creators have been guilty of that.

- You should use the information to make your own informed decisions about the future of the event. Regardless of other partners and stakeholders is it something you should continue to invest in. Interpret the information and map the learning and future actions / changes.

- Share the findings / outcomes / learning with key stakeholders through formal meetings, less formal meetings, reports and so forth. Whatever is appropriate given the context of your event.
- Showcase the positive outcomes to influence ambivalent stakeholders (retailers for example). Perhaps prepare a short one page evaluation newsletter, or visit targeted stakeholders and show them and discuss their future involvement.
- Practicably use this learning as a foundation for discussions and planning about the next event. Ensure the successes and mistakes of last year inform the planning for this year and in so doing get better and better at what you do. There is a danger the outcomes get forgotten therefore the process is aided by having an accurate report detailing the evaluation from this year's event. As well as having a final meeting it is important to have your management team compile an Event Report, which details all aspects of the event so it should include all relevant information such as:
  - The type of event (i.e. food festival, car show, flower show etc.)
  - Date
  - Location
  - Event programme
  - Attendee numbers
  - Was the event a success? Write about what worked well at your event.
  - Did the event meet the objectives of all of those involved? Detail this carefully for everyone involved.
  - How did you manage your human resources? Who was involved in what parts of the event and what tasks were they responsible for? You could insert your resource structure here.
  - Attach your contracts, licenses, and health and safety documents in here as well.
  - Attach your marketing communications plan in here.
  - Any e-mails you have between yourselves and any organisation that was included in the marketing plan, these could come in handy at some point.
  - Have your final budget, showing both you income and expenditure.
  - Recommendations for each area covered within the debrief.
  - Summary & Conclusion