

Festival & Event Planning Toolkit



Developing and Promoting Tourism in Ceredigion, Meirionnydd and Powys

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Dear Festival Organiser

Research has shown that events can be a key contributor to growing tourism in Mid Wales but organising any event whether for the first time or the tenth is a demanding and tiring job. All events have to be planned. Flair, ability and all the good intentions in the world are no substitute for planning. Your idea for an event may be a good one but what if it isn't going to be financially possible?

Planning well in advance gives you a chance to prepare a rough budget and investigate the likelihood of success. If it doesn't look as if your idea can work, you have to rethink. Forward planning ensures you have enough time to consider all the implications and get the right people involved.

This Toolkit has been designed to assist you in your planning. It outlines the main priorities that have to be undertaken when organising a festival or event. It also contains a range of useful contacts on a range of issues from funding, promoting your event to Health and Safety organisations. These contacts relate specifically to the Mid Wales region.

Pan Wales information is available at the Wales Tourist Board's Festival and Events Toolkit, which can be found at www.timelineforevents.co.uk.

I hope you find the Toolkit useful, don't forget Tourism Partnership Mid Wales also manage an Events Marketing Support Scheme. Details are available at www.tpmw.co.uk or email events.tpmw@tourism.wales.gov.uk.

Good luck with your event!

Yours sincerely



Richard Griffiths
Chair
Tourism Partnership Mid Wales

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"The ultimate responsibility for all matters regarding the safety of the event and the implementation of the recommendations contained in this document rests with the organiser. Whilst TPMW has made every effort to ensure accuracy in this publication, TPMW can accept no liability whatsoever for any errors, inaccuracies or omissions, or for any matter in any way connected with or arising out of the publication of the information."

1. THE PLAN

(12 months before your event)

Organising any event whether for the first time or for the tenth is a demanding and tiring job.

TIP

If you're planning a major event, ideally start planning at least 12 months before you intend to hold the event. That way you stand a good chance of getting what you want and whom you want. It's better to start early than be disappointed.

THE EVENT

- What kind of event will it be?
- Who is it for?
- Where will it be held?
- What day will it be held?
- What will the costs be?
- Does the budget balance?

TIMING AND DATES

Choose a date and starting and finishing times that are right for the people you want to attend. If you expect families and children to come, weekends and bank holidays are best. Try not to clash with other local events or major national events.

THE INGREDIENTS

Make sure that the acts, attractions & activities suit the people you hope will come to your event and make sure you cater for the age groups likely to attend. An event for families should have something for all.

WHERE DO I FIND ENTERTAINERS?

Look in your local newspapers, go and see acts in pubs and clubs, find children's dance and theatre groups. Contact Entertainment Booking Agencies or approach bands through their record label who will put you in touch with their agent. Book well known artists as early as possible. Issue a contract with cancellation terms agreed by them and by you. Ask for a signed copy.

SITE PERMISSIONS

(12 months before your event)

Make sure your site or venue is suitable for your event. Get written permission to use the site or venue. Public squares, streets, parks and beaches are cared for by your local Council.

If you are using a building, make sure you know the emergency provisions that are already there, e.g. fire alarms, fire extinguishers, exits, the electrical system, established emergency procedures, etc.

You need to contact the National Park Authority for permission to hold events that are in the Snowdonia and Brecon Beacon National Parks.

Check with the Countryside Council for Wales that they have no interest in any outdoor site you may want to use.

You will also need permission from the The National Trust, Forestry Commission and RSPB should you be thinking of holding an event on any of their sites.

2. THE ORGANISATION

A major event is too much for one person alone to organise. Even smaller events need good organisation.

FORM A STEERING COMMITTEE

(12 months before the event)

- Speak to people informally.
- Make sure you get the people you need on your steering committee. Local residents, local traders, Lions and Rotary Clubs, local clubs. Make sure your committee has a balance of skills and interests.
- Call a meeting.
At this first meeting of your Steering Committee you should:-

FORMULATE PROPOSALS AND POLICY

(11 months before the event)

The Concept

- Why have an event?
- What will the event be?
- What is its aim?
- How will it be run?
- Where is it to be held?
- Is the event suitable for the location?
- Who will organise the event?
- When will it be held?

Viability

- Who will benefit and how?
- What are the costs?
- Who will pay for this?
- Is it worthwhile?

TIP

If these questions don't have positive answers, now is the time to say 'No'. To carry on when the event is not viable is to let down everybody.

If you decide your event is viable and you're going to carry on you must get organised.

3. GET ORGANISED

(11 months before your event)

TIP

Everybody involved in your event has to recognise that the Event Organiser is in charge and, in the last resort, has the right to say 'Yes' or 'No'. Pick someone that everybody is comfortable with and whose judgement people respect. Event Organisers should listen to all committee members, accept majority decisions but should have the ability to make decisions, particularly when time or other resources are short.

By sharing out the work you make sure that it's done thoroughly. One person can't do it all but the Event Organiser has to be able to co-ordinate the work of the different committee members or sub-committees. These are the areas your organisation should cover:-

1. **Event Organiser** - Overall control, the person to whom all report.
2. **Event Safety Co-ordinator** - Health and Safety of everybody involved in your event.
3. **Programme and content** - Activities and organisations.
4. **Budget** - Accounting, income and expenditure in all areas.
5. **Promotion** - Awareness, publicity, media, etc.
6. **Personnel and staffing** - Personnel, duties, volunteers, etc.
7. **Administration** - Programmes, printing, box office, legal, insurance, etc.
8. **Technical** - Resources, equipment, preparation of these, etc.
9. **Services** - Parking, cloakrooms, information, first aid, lavatories.
10. **Catering and social** - Facilities, outside caterers, crèche, 'fringe entertainers', etc.

Once these people have made their investigations, and have found the true implications of staging the event, a second decision is made - Is the event viable? If you decide to go ahead:-

- Set clearly the roles and responsibilities of the various committee members or sub-committee.

TIP

Form a checklist detailing everything that your event needs from toilets to caterers, performers to publicity. Ticking off these 'wants' on a checklist helps define roles and responsibilities and makes sure you miss nothing. If any 'wants' remain un-ticked, a decision has to be made as to whether or not you can do without them or if they should be allocated to a committee member as their responsibility. Draw up a timetable that works backwards from the date of your event. If you need a generator, when will it arrive on site? When will it be booked? When will that booking be confirmed? Set realistic dates and deadlines for everything included in your event and stick to them. Everything on your checklist will appear on this timetable and this becomes another way of making sure you miss nothing.

See Appendix C for examples of checklists.

4. FUNDING

TIP

Always remember that your most valuable asset is people's time and skills

BUDGET

(Prepare a detailed budget 9 months before your event)

Before you ask anyone for money you have to prepare a budget. Base your budget on real quotes that your Committee has obtained. Your budget has to balance. Work out how much money you will need on the day and beforehand for deposits. Always allow 10% extra for unforeseen expenditure. Keep a tight check on petty cash.

TIP

If you are applying for grants you should prepare two budgets, one based on receiving no grants and the other based on receiving grants.

HOW TO RAISE INCOME FROM YOUR EVENT

(Contact all potential stallholders and concessionaires 9 months before your event. Include estimated receipts in your budget).

- Charge organisations for having a stall at your event.
- Charge a higher fee for commercial traders' stalls.
- Charge a concession fee for sellers of alcohol, food, etc.
- Ticket sales.
- Entry fees.
- Programme sales.
- Charge fees for advertising in your programme.
- Bucketing - take buckets round your event on the day. A big smile and a funny costume raise more donations.
- Selling T-shirts, badges, etc.
- Running a bar (This will need a licence)
- Raffles - these are covered by the Lotteries and Amusements Act 1976. Raffles do not have to be registered if the profits are for other than private gain, not more than £250 is spent on prizes and no cash prizes are offered. Tickets must be sold where the raffle is taking place.

If you offer concessions for sellers of alcohol or food, make sure your terms and conditions for sellers of such material include specifying the need for them to ensure they are properly licensed to carry out the activity concerned. All traders' merchandise must not breach any licensing requirements.

TIP

If you think your event may make a loss, someone has to be prepared to bear the loss. Make sure you plan for this.

GRANTS

(Start looking for grants as soon as possible and apply 9 months before your event)

TIP

Don't depend on getting grants. Try to make your event self-funding. This is particularly so if you're thinking of running the event in future years. Remember – the awarding body will ask you to acknowledge the source of the grant on any publicity material or literature you produce. Search thoroughly for suitable funding – the event needs to find schemes with criteria matching the type of festival or event. Also remember a Business Plan and/or Marketing Plan.

There are many bodies and charities which award grants to a wide variety of people and groups. Simply by searching under 'Grants' on the Internet you may be able to find grants that could be available to your event. Here are some of the bodies and grants for which you may be able to apply:-

Tourism Partnership Mid Wales

Runs an Event Marketing Support Scheme.

Contact 01654 704220

Email: Events.tpmw@tourism.wales.gov.uk

Local Council

Find information by visiting the website – under grants.

Ceredigion County Council - www.ceredigion.gov.uk

Gwynedd Council - www.gwynedd.gov.uk

Powys County Council - www.powys.gov.uk

National Lottery

By visiting their website www.natlotcomm.gov.uk or 'phoning 0845 275 00000.

Directory of Social Change

Is a good place to start looking for trusts to which you may be able to apply. The DSC produces useful Publications, such as:-

- The Directory of Grant Making Trusts.
 - A Guide to Major Trusts. Vols. 1,2 & 3.
- Visit their website www.dsc.org.uk or phone 020 7209 5151 to order these.

Sports Council for Wales

For sporting events. Contact 01267 233 924.
www.sport-council-wales.co.uk

Arts Council for Wales

Contact 01267 234 248.
www.artswales.org.uk

TIP

Grant awarding bodies and trusts have to be sure that the money they may award to your event is going to be put to good use. They will have to be sure that yours is a sound organisation with a good structure and a real understanding of what it is doing. You must have an established committee and a bank account before applying for grants.

You are going to prepare a budget for your event in any case. When opening your bank account, ask your bank for a Business Start-up Pack. This will include a Business Plan (that you would have to complete if you were applying to your bank for a loan). You should complete this form and use the information as the basis for applying for grants. It gives the information grant awarding bodies need in a professional format. You can also download Business Plan forms from the Web.

SPONSORSHIP

(Start looking 9 months before event)

- Start locally. Use your local knowledge and Yellow Pages.
- Contact your local Chamber of Trade and Rotary Club.
- Offer to include sponsors' logos on publicity. Give them credit in announcements, on leaflets, posters and all publicity material - this is often a condition of grant allocation. Always check on conditions of grant allocation. Give them free tickets and hospitality.
- Look for sponsorship 'in kind' e.g. free materials, publicity or services.
- Look for discount from hire firms and contractors in exchange for their advertising appearing at the event.

The Directory for Social Change publishes 'The Guide to Company Giving'. Phone 020 7209 5151 to order a copy. (www.dsc.org.uk)

TIP

Keep a copy of everything to do with your event – articles and advertisements in the press, recordings of radio or TV items, grant applications, minutes of meetings, posters, flyers, etc. This makes it easier to re-create your event the next time and gives you material to show what you have done when applying for grants, sponsorship or permissions in the future. Grant awarding bodies and sponsors like dealing with people with a good track record.

RUNNING A BAR

(Apply for a licence 8 months before your event)

- Arrange 'sale or return' from a wholesaler. They will also supply plastic glasses.
- Remember to stock soft drinks.
- One bar person can serve 80 drinks an hour.
- Allow 3-4 drinks per person attending the event.
- Allow 10% of your estimated income as a bar float. £5 notes and £1 coins are most important.
- Arrange power for a cooler and supply of ice.
- Arrange wash facilities for glasses and staff.
- It's easier to serve cans and bottles but wholesalers may be helpful in providing small kegs.
- Contact your local brewery and serve local beer.
- REMEMBER - You will require a licence to sell alcohol.

TIP

If this all seems too much trouble, consider interesting a local publican in running the bar. Come to an agreement over how much you will charge as a concession fee or base an agreement on percentage of profit or turnover.

One advantage is that the publican knows all about occasional licences and is known to the Licensing Authority. Please note that the Licensing Laws are changing and the new Licensing laws will come into force in November 2005. Please contact your Council's Licensing Department as soon as possible for guidance.

5. PUBLICITY & MARKETING

TIP

Yours may be the best event in the world but if nobody knows about it, nobody will come. Get your publicity right.

You should know what your event is going to be and what it will include six months before your event. At this point you should:-

- Confirm with the Council's Licensing Officer that you have been granted a licence or do not need one.
- Confirm any grants that you may have applied for.
- Confirm performers and sign contracts with professionals or agreements with local groups.
- Confirm stallholders and concessionaires.
- Confirm bookings of major equipment hires.

You are now sure what your event will include and can now begin to publicise your event.

TIP

Be very careful who and what you include in your publicity. You can only advertise what you know will happen.

PRESS RELEASES

(The first press releases should be sent out 6 months before your event, the next 3 months before and then follow-ups 2 months and 1 month before).

- Always write out press releases and give or send them to reporters. Start with a short paragraph that gives all the main details and then the following paragraphs should be arranged in order of importance, each giving greater detail.
- Use a light, journalistic style in writing press releases.
- Send press releases to local and regional newspapers and local, regional and national radio and television companies.

Here are some useful contacts:-

Television:

BBC Wales

Bangor - Tel: 01248 374 950
Email: newsgathering.wales@bbc.co.uk
Aberystwyth - Tel: 01970 833 972
Newtown - Tel: 01686 625 873
Cardiff - Tel: 02920 322 486

ITV1 Wales News

Newtown - Tel: 01686 236 806
Email: htvnews@itv1wales.com
Colwyn Bay - Tel: 01492 533 502
Cardiff - Tel: 02920 590 590

S4C

Cardiff - Tel: 02920 747 444
Email: s4c@s4c.co.uk
Tinopolis (Wedi Saith) - Tel: 01544 880 800

ITN

Cardiff - Tel: 02920 590 764

Press:

Daily Post

Llandudno Junction - Tel: 01492 574 496
Email: welshnews@dailypost.co.uk

Daily Mirror

Cardiff - Tel: 02920 911 191
Email: welshmirrornews@mirror.co.uk

Western Mail

Cardiff - Tel: 02920 583 583
Email: newsdesk@wme.co.uk
Powys - Tel: 01938 556 386
Email: sally.williams@wme.co.uk

Wales on Sunday

Cardiff - Tel: 02920 583 583
Email: wosmail@wme.co.uk

Golwg - Tel: 01570 423 529

Y Cymro - Tel: 01248 387 400/
01352 707 707

Email: newyddion@y-cymro.co.uk

Brecon & Radnor Express

Brecon - Tel: 01874 610 111
Email: editor@brecon-radnor.co.uk

Cambrian News

Aberystwyth - Tel: 01970 615 000
(editorial)
Porthmadog - Tel: 01766 513 809
Email: edit@cambrian-news.co.uk

Mid Wales Journal

Shrewsbury - Tel: 01743 248 248
Email: mrobinson@shropshirestar.co.uk

North Wales Chronicle Series

Bangor - Tel: 01248 387 400
Email: news@northwaleschronicle.co.uk

Radio:

Powys County Times

Welshpool - Tel: 01938 553 354
Email: news@countytimes.co.uk

Shropshire Star

Telford - Tel: 01952 242 424
Email: newsroom@shropshirestar.co.uk
Newtown tel: 01686 624 330/624 355

BBC Radio Cymru

Bangor - Tel: 01248 370 880
Email: newsgathering.wales@bbc.co.uk
Cardiff - Tel: 02920 322 412
Email: post-cyntaf@bbc.co.uk

BBC Radio Wales

Cardiff - Tel: 02920 322 000
Email: radio.wales@bbc.co.uk

Marcher Radio Group

Tel: 01978 752 202
Email: news@marcher.musicradio.com

Champion 103 FM

Tel: 01248 671 399
Email: info@championmusicradio.com

Coast FM

Tel: 01248 671 888
Email: admin@coastmusicradio.com

Radio Ceredigion

Tel: 01970 627 999
Email: admin@ceredigionfm.co.uk

Radio Maldwyn

Tel: 01686 623 555
Email: radio.maldwyn@ukonline.co.uk

PRODUCE ART WORK FOR FLYERS AND POSTERS

(3 months before your event)

- Is there someone in your committee who can do this?
- Will a local printer give you a discount for publicity?
- What is your target audience?
- Where do they go that they're likely to see your poster?

GET POSTERS AND FLYERS PRINTED

(2 months before your event)

- Distribute flyers 6 weeks before your event.
- Posters go up two weekends before your event.
- Publicity is expensive, so target it well.
- Be sure to arrange removal of posters after your event.

BILINGUAL POLICY

You should pay special attention to ensuring that all information concerning your event gives equal status to both the Welsh and the English language.

For help and advice in this matter contact:

Menter Iaith Gwynedd - Tel: 01766 512 300
Email: menteriaith@cymad.org.uk

Menter Maldwyn - Tel: 01686 622 908
Email: menterm@powys.gov.uk

CERED Menter Ceredigion - Tel: 01545 572 350
Email: cered@ceredigion.gov.uk

Bwrdd yr Iaith Gymraeg -
Welsh Language Board - Tel: 029 2087 8000
Email: enquiries@welsh-language-board.org.uk

USE THE WEB

- Post your event on your marketing area, regional and national websites for free.
- Does your event have interest for specialist groups with their own websites?

National Site:

Wales Tourist Board – www.visitwales.co.uk

Regional Sites:

Tourism Partnership Mid Wales – www.gomidwales.co.uk
Mid Wales Tourism – www.visitmidwales.co.uk &
www.midwalesevents.co.uk

Marketing Area Sites:

Gwynedd Council - www.visitsnowdonia.info
Ceredigion County Council - www.ceredigion.gov.uk
Powys County Council - www.exploremidwales.com

Give the details of your event to the officers of your marketing area and your local Tourist Information Centre.

Make sure that all holiday accommodation in your area know the details of your event.

TIP

An interesting article about your event is a lot cheaper than an advertisement. More people read articles than read advertisements. Save yourself money and look for interesting, human, local angles for press releases.

6. PERMISSIONS

SIGNAGE

Making sure your customers find you easily on the day is very important. Therefore it is important to organise clear directional signs. There are two organisations you need to contact:

- Local Authority – Highways Department
- Motoring Organisations.

The Local Authority will advise you on the legality of what and where signs can be erected. The motoring organisations AA and RAC can erect temporary directional signs. As a general rule, your event must be

- 6-8 weeks away
- have sufficient parking for visitors
- meet Local Authority highway criteria.

For further details go to your Local Authority Highways Department and AA/RAC
www.theaa.com or www.racbusiness.co.uk

LICENSING

(The Licensing Laws are changing. Authorities adopted the Licensing Act 2003 - Statement of Licensing Policy in February 2005 and it is proposed the new licensing laws will come into force in November 2005. Please contact your Council's Licensing Department, as soon as possible for guidance. This is going to have an effect on several aspects of event organising – from licensing, stewarding to fire regulations).

TIP

Talk to the Council's Licensing Officer as soon as possible. They can give you advice whether you need to apply for a licence, and help you with your application form by setting you on the right track.

REMEMBER - if you are thinking of holding an event within the Snowdonia or Brecon Beacons National Parks you must consult the relevant National Park Officer.

There are many areas of outstanding natural beauty and Sites of Special Scientific Interest which are protected by special legislation. You should consult the relevant officer at the Countryside Council for Wales to check that your event will not damage such a site.

All public entertainment involving music and dancing has to be licensed by the Council. However, even if no Public Entertainment Licence is required you should ensure that your event is going to be run in a proper and safe way.

For large events such as concerts and festivals, there will be the need for security and stewards. Organisers need to be aware of the new Private Security Industry Act 2001 which changes the requirements of stewards. From April 2005, all door supervisors (stewards) will be required by law to have obtained an SIA (Security Industry Licence). See www.SIA.org.uk

TIP

If your event is going to be in a building, that building may already have a Public Entertainments Licence. Don't take this for granted. Ask to see it and if there is any doubt, check with the Council's Licensing Officer.

EVENT SAFETY ADVISORY GROUP

Some Councils have established an Event Safety Advisory Group, which is made up of officers from the Council, as well as from the Police, Fire and Ambulance Services. Its job is to make sure, as far as possible, that people attending or working at events are safe and that their enjoyment doesn't affect other members of the public in an adverse way – in other words, helping make your event a happy and safe one for all.

If it is necessary, (usually for larger events) a meeting of the Event Safety Advisory Group will be arranged and you (the event organiser) will be invited to this meeting. You will need to supply this Group with relevant information about your event, such as a Site Plan, and an Event Safety Plan, which will be discussed at that meeting.

Remember, this meeting is to help you to stage your event and to make sure that the interests of all are served. Enjoyment, safety, health and welfare of all, at and around your event, are the main concerns of this meeting.

TIP

Listen to the advice given to you by the Event Safety Advisory Group. Follow it and don't try to 'cut corners'. Make sure yours is a happy and safe event. Make sure you give the Event Safety Advisory Group enough information and time to be able to help you, so start planning well in advance.

SITE MEETINGS

Where appropriate, an Event Safety Advisory Group may well find it helps to have a site meeting on the event site at an arranged date (usually for larger events). This is an extension of the first meeting you have with the Safety Advisory Group. It's better if they check the site and see it for themselves.

TIP

Appoint an Event Safety Co-ordinator for your event. Somebody with experience in this field is best if possible. The Event Safety Advisory Group then contacts this person on matters of safety and you have someone whose job it is to keep a constant check on safety aspects of your event. Don't leave this to chance. Appoint someone as soon as possible and they should be at your first meeting with the Event Safety Advisory Group.

You will need to carry out a Risk Assessment and have to have an Emergency Plan. These are jobs for your Event Safety Co-ordinator.

INSURANCE

(Ask your insurance broker when they need your application and payment)

You will need Public Liability Insurance. Some buildings and some outdoor locations may already have such insurance. Check if this is the case, ask to see the insurance policy and read the small print to check that it is right for you. If you need to get insurance, go to a specialist events insurance broker and, again, read all the small print on any policy you are offered. Use Yellow Pages to find a broker or ask other event organisers for recommendations.

Bad weather can force you to cancel an outdoor event. You can get insurance against this. Bad weather insurance is expensive but it's better than taking the risk.

ARRANGING ROAD CLOSURES

(Talk to the Council's Highways Department as soon as possible. You should apply 6 months before your event)

If you need to arrange a road closure for your event, e.g. a street party, you should:-

- Contact the Council's Highways Department.
- Make this clear to the Event Safety Advisory Group.
- Ensure the public are informed of all road closures.

Contact details are given in Appendix A.

EMERGENCY SERVICES

(Consult the Emergency Services as soon as possible)

All the emergency services are represented on the Event Safety Advisory Group. It is advisable to contact the relevant emergency services as soon as possible to let them know about your event. Contact details are given in Appendix A.

TIP

Your emergency services carry out their normal activities as part of their duty to the community. However, if your event means extra work for any of the emergency services, e.g. traffic or public policing, ambulance attendance, etc., a charge may be made. Remember to ask about this and to budget for it.

ENVIRONMENTAL HEALTH

(Consult your Environmental Health Officer as soon as possible)

Contact your local Environmental Health Officer. They can advise on matters on noise pollution, catering, trading standards, site cleansing and toilet and water supply.

Contact details are given in Appendix A.

- If you decide to do your own catering make sure your staff or volunteers have basic training in food hygiene.
- Remember to cater for vegetarians and vegans.
- Beware of using nuts in food, some people have an allergic reaction to these.
- The Council can clear your site of litter but there will be a cost.
- Arrange litter clearance during and after the event to reduce this problem.

ALCOHOL

(Apply at least 3 months before your event)

The Licensing Laws are changing. Authorities adopted the Licensing Act 2003 - Statement of Licensing Policy in February 2005 and it is proposed the new licensing laws will come into force in November 2005. Please contact your Council's Licensing Department, as soon as possible for guidance.

If you want to run a bar you may well need to apply to your local magistrates for an 'occasional permission'. You should allow three months to process an application. You could ask a local publican to run the bar and negotiate a franchise fee with them, which could be based on expected attendance, turnover or profit.

TIP

Be sure that your event is going to be big enough to make a bar worthwhile. If your site is close to pubs or off licences it may affect your decision.

FIREWORKS AND BONFIRES

(Inform the Fire Service as soon as possible)

It is better if you use a reputable professional company to organise your fireworks. They carry public liability insurance and save you the headache of this and other technicalities.

If your site/location is flown over by the R.A.F., make sure you contact them and the Civil Aviation Authority if you're having fireworks, a laser show or the like. If you're planning a bonfire, seek advice from the Fire Service. Contact details in Appendix A.

7. SITE PLANNING

TIP

We strongly advise you to read and follow the advice in the 'The Event Safety Guide: a guide to health, safety and welfare at music and similar events.' published by the Health and Safety Executive (2002) (HSE ISBN 07176 2453 6 - phone 01787 881 165 to order a copy). There is a copy in your local library. Make sure you are familiar with its contents. Details on all aspects of how an event should be run are found in this book. While its contents may seem technical, your contractors should understand it.

The layout of your site is a matter of common sense and following the advice of an Event Safety Advisory Group. Detailed requirements are given in 'The Event Safety Guide...' make sure that your site complies with this. You should prepare a Site Plan for your event and this section gives some basic guidelines.

(Check availability of plant hires 8 months before your event and book your needs. Confirm bookings 6 months and 1 month before your event).

TIP

Ensuring that all the installations below are correctly carried out is the job of the Event Safety Co-ordinator.

Stages

- Site your stage facing away from nearby housing, directing sound away from them.
- Site it in such a way as to offer the best view to the audience.
- Make sure that any electrical appliances are protected from rain.
- For smaller events a stage could be borrowed locally or a local haulier might lend a curtain sided trailer.

Marquees and tents

- All must have a fire certificate and be tested for stability in high winds.
- Smaller events may be able to borrow one. Be sure that borrowed tents are suitable.

Toilet Facilities

- Must be adequate. There's nothing worse than bad toilet provision. (For guidelines on exact no's refer to 'The Event Safety Guide' - Health & Safety Executive, 2002) (ISBN 07176-2453-6).
- There should be adequate washing facilities.
- Remember to consider staff, contractors and performers separately.
- Remember to consider toilets for the Disabled.

Barriers

- Crowd barriers are important.
- There should be a barrier 2 metres from the stage.
- Back stage should be barriered off.
- Children's areas should be separated by a barrier.
- People should be kept away from possibly dangerous areas by barriers.
- If you plan to fence-off your site and charge admission, suitable barriers must be erected.

Generators

- You need these if there is no power supply at your site.
- They should be modern and silent running.
- They should be diesel powered (diesel is less flammable). Make sure there is a fuel supply that is kept safe and away from the public.

P.A.S.

- The P.A.S. (Public Address System) is important for volume and for making the performance sound right.
- There should be a provision to use the P.A.S. for emergency announcements.

Lights

- If your event goes on after dark you may well need on-site lighting.
- There should be separate emergency lighting.
- Make sure key areas are well lit, e.g. toilets, paths, walkways, entrances, etc.
- Make sure generators are suitable.
- Make sure you make a separate plan of all your electrical equipment and cables.
- Make sure cables don't form a trip hazard.

Stalls

- Include these on your site plan.
- Stalls are usually allowed a 3 metre square pitch.
- Purpose build stalls can be hired. Smaller events may consider using trestle tables.
- Make sure each stall has a rubbish bag and chairs.

Fire Extinguishers

- These should be placed near to potential fire hazards.
- Electrical power sources (CO2), cooking areas (dry powder), fireworks (water).
- Take advice from the Fire Service as to your needs. Contact details in Appendix A.

TIP

Save yourself some money. Are there hedges, walls or gates that could form 'natural' barriers or entrances? Is there an existing water supply, any public toilets or existing source of electricity on site? Use existing paths and roads for access for the disabled. Are there any hard surfaces that could be used? Are there public rights of way across your site that could affect your fencing it off?

CHILDREN

TIP

Organising a crèche or activities for children is a good idea if you expect families to come to your event. As Event Organiser you have a duty of care for children coming to your event. Take this duty seriously by getting good advice and experienced and approved people to take charge of children's areas.

- Don't put the crèche near a road or beer tent.
- Fence it off or keep it separate from other activities.
- Make sure people looking after the area are approved people. Ask Social Services or a local school for help in finding the right people.
- Make sure there is a toilet nearby.

- Make provision to keep the children happy and busy throughout the day.
- Have a 'signing in and out' system for children and their parents/guardians.

Lost Children

- You should have a Lost Children Centre.
- Never give out children's names over the P.A. Just the parents' names and a description is enough.
- If the child has not been claimed after 30 minutes the police and/or Social Services should be notified and their advice sought.

ACCESS FOR DISABLED PEOPLE

You must consider the access arrangements for disabled people who might want to come to your event. The local Council's Access Officer will be able to help you understand what is needed. He/she may also put you in touch with your Local Access Group which will also be able to help in this respect.

- You must think carefully about this and form plans to make this possible.
- Hard paths are best for wheelchairs. Cutting grass also helps.
- Consider where to place wheelchairs at your event. A special platform is the best.
- Make sure wheelchair access to suitable toilets is available throughout your event.

HEALTH AND SAFETY

We strongly advise you to study 'The Event Safety Guide - a guide to health, safety and welfare at music and other similar events'. Health & Safety Executive, 2002 (ISBN 0-7176-2453-6). This comprehensive book deals with matters of health and safety for events. It provides guidance for those planning an event. You should be able to obtain a copy through your local library or you may consider buying a copy.

TIP

Remember that as the organiser of the event you have full responsibility for health, safety and welfare of all, at and around your event.

- You have to have a designated Safety Co-ordinator responsible for monitoring Health and Safety on site.
- You must carry out a Risk Assessment. The HSE produce information which outlines the detail of this process. Look on www.hse.gov.uk/risk/index.htm to download the free leaflets or tel: 08701 545 500 (See Gwynedd Council's 'Guidance Notes for Event Organisers').

You should have an Event Safety Plan.

This should include the following:

- Location/Site Plan
- Risk Assessment
- Method Statement
- Electrical Installation
- Traffic Management
- First Aid & Ambulance

Further information can be found on www.hse.gov.uk

- You have to have an Emergency Plan. The Event Safety Advisory Group will help you formulate this. It must cover the possibility of site evacuation and lesser actions. As organiser of the event, you have the final word on implementation of your Emergency Plan but be prepared to take advice from the emergency services on this. (See Gwynedd Council's 'Guidance Notes for Event Organisers').
- There should be a system of on site communication. Two-way radios are best.
- Entrances and exits should be kept clear, always accessible and clearly signed.
- All on site facilities should be clearly signed.
- On site lighting with emergency back up should be provided after dark.
- Movement of vehicles across the site should be kept to a minimum.
- Stewards should be:-
 - Trained and briefed.
 - Familiar with on site Emergency and Incident plans.
 - In ratio of 1:100 with those attending (guidance only) (Please refer to 'The Event Safety Guide', HSE, 2002).
 - Clearly identified by fluorescent waistcoats.
 - Equipped with two-way radios.
 - Have torches after dark.
 - Placed in key areas.

TIP

Remember that only the police have authority to direct traffic on a public highway.

Indoor Events

- All safety regulations apply to indoor events.
- The venue may have established safety, emergency and incident procedures already but make sure you are thoroughly familiar with them.
- Check that existing procedures are good enough for your event and be prepared to improve them if they are not adequate.

Crowd Safety

- Ask for and take the advice of the Event Safety Advisory Group.
- Your stewards have an important part to play in this. It is a good idea if representatives of the Emergency Services talk to them as a group.
- Carefully consider the implications of a crowd leaving your event when it finishes.

Electricity

- 'The Event Safety Guide - a guide to health, safety and welfare at music and similar events' is published by the Health and Safety Executive. It contains details on the criteria with which your electrical installations must comply.
- Keep your own on site copy of your Electrical Installation Plan. Give one to your Event Safety Co-ordinator and anybody else who should have one.
- Make sure your electrical installation is rain proof.

Local Residents

- It's a good idea to consult all local residents beforehand, as this will minimise objections to your event later on.
- It's a good idea to make a formal announcement of your event in your local paper, inviting local residents to comment.
- Put up notices about your event on and around the site so that others can comment.
- Contact the Local Councillor and explain things to them.

TIP

It's a lot better to have local residents working with you than against you.

First Aid

Provision of adequate first aid cover is a requirement of your Public Liability Insurance cover and the Licensing Act 2003. The cover required depends on a number of factors that include: the activity, location and the number of people you expect to attend.

- The first aiders will require their own casualty treatment facility (e.g. make sure you plan a separate tent/location for this).
- Don't rely on having a local person who 'knows first aid' because of his or her job. There are regulations covering the competence and validity of providing cover at public events.
- Discuss your event with the British Red Cross (North Wales Office: 01492 863 953/ Cardiff: 029 20 480 289) at an early stage of your planning. They can advise you on the cover required and the cost. Alternatively contact St. John's Ambulance on 02920 449 600.

If you're planning a major event then you need to discuss your requirements with the Welsh Ambulance Service NHS Trust as soon as possible - contact details in Appendix A.

8. EVENT PRESENTATION

After all the detailed planning and preparation you have gone through the event presentation should run smoothly.

Be sure everyone knows their job

- You should have given specific jobs in specific locations to individuals. Make very sure they all know exactly what's expected of them.
- Arrange for relief and breaks for staff and volunteers during the event.
- Try to get round and talk to all staff and volunteers during the event. This makes them know they're not being forgotten and their services are valued.
- Make sure you provide food and drink for all staff and volunteers.
- A staff T-shirt is a good way to make staff identifiable and feel part of a team.
- Constantly check that all your careful plans are being kept to.

TIP

All the careful planning in the world is no use if you don't stick to the plans. Bad weather, electrical failure, failure of artists to turn up and a host of other things can happen. Make sure you have fallback plans for these. Make sure those plans are followed.

9. FEEDBACK AND EVALUATION

We all should learn from experience and holding an event is no exception. Those who attended the event, the staff and volunteers who worked on it, and you, as event organiser, should all learn from it. You should make sure you take this chance to hear the views of others on what went right and what could be improved on.

Those who attended the event

- Get feedback by word of mouth.
- Consider giving out forms to people at the event to get their views. Make sure they're not too long or complicated and that there is any easy way of getting them back to you.
- Listen carefully to what people say. You may not agree with it but that's what they think and they have a reason for thinking it.
- Assess all the feedback and identify those points that keep coming up.

Staff and Volunteers

- Send out a letter of thanks to all who worked on the event. Invite all of them to a meeting about a week after the event to get their views (it's a good idea to hold the meeting before a 'Thank You' party and so more will come).
- Record everything that's said. It's easy to forget things you don't want to hear.
- Assess and collate all the information.

You Yourself

- Look back over the event. It will help if you took notes as you went along.
- Look at all the information you gathered from the views of others. Areas of common concern or praise should be identified.
- Think about how things could be improved.
- Be honest with yourself.

Remember reporting back is often a condition of grants awarded.

TIP

It's hard to get things right the first time and so you have to be prepared to accept this and the views of others on how things could be improved. Don't be disheartened by criticism – it's your chance to improve.

APPENDIX A USEFUL CONTACT NUMBERS

GWYNEDD

Gwynedd Event Commission	01286 685 240
Gwynedd Council	01341 422 341 (Dolgellau) 01286 672 255 (Caernarfon) 01758 613 131 (Pwllheli)
Highways Dept	01286 689 891
Trading Standards	01286 682 728
Licensing Dept	01341 424 326 (Dolgellau)
Recycling	01341 424400 (Dolgellau)
Air Space Utilisation (CAA)	0207 453 6599
Cadw	02920 500 200
Countryside Council for Wales	01248 385 500
Forestry Commission	01341 422 289
Magistrate's Court Licensing Dept	01286 675 288
Snowdonia National Park	01766 772 258
The National Trust	01492 860 123
North Wales Police	Welsh 0845 607 1001 English 0845 607 1002
North Wales Fire Service	01286 662 999
Welsh Ambulance Service	
NHS Trust	01745 532 969
British Red Cross	01492 863 953
St John's Ambulance	02920 449 600

CEREDIGION

Ceredigion County Council	01545 570 881 (Aberaeron) 01970 617 911 (Aberystwyth)
Community Grant Scheme	01970 633 136
Email:financegrants@ceredigion.gov.uk	
Highways Dept	01545 572 508
Environmental Health	01545 572 105
Licensing Dept	01545 572 179
Economic Development & Tourism	01970 633 063
Recycling	01545 572 572
Air Space Utilisation (CAA)	0207 453 6599
Cadw	02920 500 200
Countryside Council for Wales	01970 821 100
Forestry Commission	01970 625 866
Magistrate's Court Licensing Dept	01545 570 886
The National Trust	01492 860 123
Dyfed Powys Police	0845 330 2000
Mid & West Wales Fire Service	0870 606 0699
Welsh Ambulance Service	
NHS Trust	01745 532 969
British Red Cross	02920 480 289
St John's Ambulance	02920 449 600

POWYS

Powys County Council	01597 826 000 (County Hall– Llandrindod Wells) 01874 624 141 (Brecon) 01938 552 828 (Montgomery) 01597 823 737 (Radnor)
Highways Dept	01597 826 731
Licensing Dept	01874 612 263 (Brecon) 01938 551 328 (Montgomery) 01597 827 239 (Radnor)
Air Space Utilisation (CAA)	0207 453 6599
Cadw	02920 500 200
Countryside Council for Wales	01597 827 400 (Llandrindod) 01686 613 400 (Newtown)
Forestry Commission	01938 557 400 (Welshpool)
Magistrate's Court Licensing Dept	01938 555 968 (Welshpool) 01874 622 993 (Brecon)
Brecon Beacon National Park	01874 624 437
National Trust	01492 860 123 (Llandudno)
Dyfed Powys Police	0845 330 2000
Mid & West Wales Fire Service	0870 606 0699
Welsh Ambulance Service	
NHS Trust	01745 532 969
British Red Cross	02920 480 289
St John's Ambulance	02920 449 600

APPENDIX B

A – Z OF HELPFUL PUBLISHED SOURCES

1. Gwynedd Events Commission.
"Event Planning Helpnotes".
2. Wales Tourist Board.
"www.timelineforevents.co.uk".
3. Gwynedd Events Commission.
"Guidance Notes for Event Organisers".
4. Health and Safety Executive (2002)
"The Event Safety Guide",
HSG 195; HSE ISBN 07176 2453 6.
5. Planed, The Old School, Station Road, Narberth,
Pembrokeshire SA67 7DU. "Organising Community
Events and Festivals".
6. Stevens & Associates (April 2003)
"A National Events Strategy for Wales".
7. Wales Tourist Board (2003) –
"Cultural Tourism Strategy for Wales".

1. CHECKLIST - EVENT PLANNING GUIDE

Planning Element	Action	By Whom	Date	Confirmed	Comments
Concept/Idea Form Management Committee	Produce Planning Schedule				
	Research, Check & Set Date				
	Open Bank Account				
	Find Venue/Location				
	Establish Funds				
Form Organisational Team	Check Legal Obligations				
	Check Permissions Needed				
	Date into Events Lists				
	Confirm Who Does What				
	Start Permissions Process				
	Draft/Confirm Budget				
	Develop Marketing & PR Plan				
	Start Booking Artists				
	Start Booking Contractors				
	Determine Sponsorship				
Event Contingency Plan	Develop Operations Plan				
	Apply for Funding				
	Apply for Signage				
	Risk Assessments				
	Health Safety/Security				
Operations Plan	Transport Plan				
	Emergency Plan				
	Emergency Services				
	Venue				
	Services/Facilities				
	Entertainment/Media				
	Staff/Training				
	Dealing with Visitors				
	Catering/Merchandising				
	Administration				
Evaluation	Contingencies				
	Finalise Accounts				
	Final report				
	Feedback to Sponsors				
	Set date for next event				

2. CHECKLIST - SERVICES & FACILITIES

Element	Item	Position	Task	By Whom	Date	Confirmed	Comments
Electricity	Generators						
	Cabling						
	Control Switches						
Lighting	Security Lights						
	Flood Lights						
	Work Lights						
	Specialist Lights						
	Laser						
	Disco						
Water	Signs:						
	Exits/Entrances						
	Emergency						
	Washing Hot/Cold						
	Drinking						
	Pathways						
Infrastructure	Scaffolding						
	Barriers/Controls						
	Fencing						
	Screening						
	Zoned Areas						
	Rigging						
Marquees/Tents	Staging						
	Seating						
	Erect/Design						
	Seating/Tables						
	Flooring						
	Heating						
Signs & Banners	Power						
	Banners						
	Bunting						
	Flags						
	Posters						
	Floral Displays						

Element	Item	Position	Task	By Whom	Date	Confirmed	Comments
Stands/Stalls	Shedding						
	Display Cabinets						
	Mobile Stands						
	Market Stalls						
Sound Systems	Chairs						
	PA Systems						
	Music Amplifiers						
	Speakers						
Sanitary Facilities	Microphones						
	Toilets						
	Waste Disposal						
	Litter Bins						
	Bin Bags						
	Disposable Towels						
	Hand Driers						
	Soap						
First Aid	Posts						
	First Aid Boxes						
	St John's Ambulance						
	Red Cross						
Fire Equipment	Extinguishers						
	Blankets						
	Signs:						
	Alarms						
Disabled Facilities	Ramps						
	Wheelchairs						
	Access						
	Toilets						
Children's Facilities	Viewing Area						
	Play area						
	Creche						
	Lost/Found						

3. CHECKLIST - MUST TELL/PERMISSIONS						
Organisation	Permit/Licence	By Whom	Application Date	Confirmation Date	Comments	
Site Landowner						
Local Authority:						
Highways						
National Park Authority						
Health & Safety Executive						
Police						
Environment Agency						
Agricultural Associations						
Emergency Services						
Performing Rights Society						
Gaming - Licensing Authority						
Volunteer Organisations						
Medical Services						

4. CHECKLIST - VENUE						
Item	Item	Task	By Whom	Date	Confirmed	Comments
Access	Keys					
	Alarms					
Car Parking	Signs					
	Marking Out					
	Ramps					
	Boardwalks					
	Fire Equipment					
Directional Signs	Signs					
Electricity	Mains					
	Generators					
Calor Gas	Storage					
	Installation					
	Safety					
Water	Mains					
	Mobile Supply					
Fire Equipment	Equipment					
	Location					
	Certificate					
Security	Site					
	CCTV					

5. CHECKLIST - ENTERTAINMENT/MEDIA					
Item	Task	By Whom	Date	Confirmed	Comments
Speakers	Confirm				
	Details				
	Badges				
Entertainers	Agenda				
	Confirm				
	Details				
	Badges				
VIP's	Running Order				
	Invite				
	Details				
	Badges				
Media	Accompany				
	Update Press Releases				
	Details				
	Badges				
	Programme				
	Interviews				
	Follow Up				

6. CHECKLIST - ADMINISTRATION					
Item	Task	By Whom	Date	Confirmed	Comments
Banking/Cash	Cash Float				
	Cash Bags				
	Credit Cards				
Tickets	Cheque handling				
	Paying				
	Print				
Badges	Sales				
	Outlets				
	Print				
Uniforms	Issue				
	Stock				
	Order				
Communications	Issue				
	Reserve Stock				
	Incoming				
Finance	Internal				
	External				
	Invoices				
Stock	Statements				
	Cash				
	Signatories				
	Accounts				
	Ordering				
	Display				
	Pricing				
	Checking				

7. CHECKLIST - VISITORS

Item	Task	Date	By Whom	Confirmed	Comments
Information Centre					
Ticket Office					
Catering/Dining					
Children Lost/Found					
Property Lost/Found					
Cloakroom					
Security Officers					
Police Officers					
First Aid/Medical					
Staff Area					
Information Boards					
PA System					
Screens					
Scoreboards					
Site maps					
Alarms					
Loud Hailers					
Public Telephones					
Mobile Phones					
Contact List					
Safety Procedure					
Staff Training					
Staff Control Points					
Crowd Control					
Escape Routes					

8. CHECKLIST - CONTINGENCIES

Item	Task	Date	By Whom	Confirmed	Comments
Weather	Forecast				
	Indoor Venue				
	Walk Boards				
	Waterproofs				
	Running Order Change				
	Plan - if changes				
Security	Emergency				
	Back up System				
Communications	Access				
Emergency Services	Tel Numbers				
	Designated Staff				
Staff	Update				
Press/PR	Communication with Public				
	Communication with VIP's				
	& Entertainers				
Administration	Health & Safety Plan				
	Emergency Plan				
	Cash/Budget				
	Staff Illness				