

# **CITY OF STARS**

MALAWI ARTS FESTIVAL

## **EVENT MANAGEMENT PLAN CHECKLIST AND GUIDE**

**EVENT MANAGEMENT COURSE  
THURS 26<sup>TH</sup> SEPTEMBER 2013**

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ANNEXURE.....

- A Sample Organisational Structure
- B Task Scheduling Example (GANNT Chart)
- C Risk Assessment and Completion Instructions
- D Sample Incident Report Form
- E Sample Budget

## INTRODUCTION

This toolkit is designed for people within the arts, tourism, creative industries and Public Service in Malawi as a toolkit for the conception and execution of successful and safe events.

The development of events within Malawi are key to it's creative and economic growth. Events present unique opportunities to showcase the unique talents of Malawians, share insight into local culture and promote positive messages for the arts and the country, both to a domestic and international audience. Domestically they are vital to local communities by providing opportunities for economic growth and fostering community spirit.

This Event Management Course hosted by City of Stars, accompanied by these resources are to enable others to help plan, promote, and stage a successful event. As well as providing clear guidance on how to go about each stage of the planning process, there are also references to other useful information and templates that can be adapted to suit an individual event.

In order for the event industry to be safe, gain credibility for it's standards of production and in the interests of public safety – event managers must work thoroughly with a commitment to detail. The accompanying guide covers key general aspects to be considered for events – from a small launch for 25 people, to large-scale festivals. Further research is encouraged for more relevant specific information in context of your event with suggested reading/links at the end of this guide.

## EVENT PLAN

Planning is the most important part of running a successful event, and this means starting well in advance. The best way to approach planning is to develop a detailed management plan, which includes a timetable of what needs to be done and when. Crucial elements of the planning for the event, such as fundraising, booking performers and advertising need to happen well in advance of the date of your event so a timeline schedule is essential.

Developing an Event Plan is critical to ensure your events' success. The information provided in this document is designed to walk you through each step involved in organising a festival or event, and can be used as a checklist to aid your development of your own event plan – or completion of the example Event Proforma. Please be mindful that this is a guide for small to medium scale events only and that there may be additional information or requirements that are not necessarily listed in this document. Please ensure you consult with your local government authority and other relevant agencies in developing your Event Plan.

# 1. EVENT DETAILS

## 1.1. Event Place & Time

In this section you should provide a general overview of your event and be as specific as possible about the activities you are proposing to conduct at the event.

When selecting the dates for your event it is a good idea to check whether there are any other events already planned to avoid clashes in events. The timing of your event is also important to consider. Try not to plan your event during known quiet periods when many people are out of town. Consider planning your event during the peak season to increase your target audience and capitalise on the opportunity to promote your area.

It is important to provide details of your set up and dismantling period as well as the actual times for your event to assist with the scheduling of works in the area.

## 1.2. Contact During Event

The Event Manager is responsible for the overall management of the event. Their role and responsibility includes organising, resourcing, human resource management, negotiating, financial management, public representation, troubleshooting and liaison.

The event manager must be contactable throughout the event planning, conducting and evaluation processes.

# 2. GATHERING THE TEAM

However keen you are, it is highly unlikely that you can organise an event on your own - you need a team. You may have already formed a loose grouping of people around the common desire to run a festival or event with the celebration of a theme, art form or sport in mind. However, as soon as the group starts to handle money then a formal statement of roles, responsibilities and decision-making becomes necessary.

Effective planning and management of human resources is at the core of any successful event. Ensuring that an event is adequately staffed with the right people who are appropriately trained and motivated to meet their role's objectives is fundamental to event management.

Planning event teams involves considerable planning themselves due to the unique nature of an event's team – it will start with a few core staff members, grow in personnel as the event approaches and is delivered and then will again be reduced to a few key members.

## 2.1. Roles and Responsibilities

However your team is set up, you should allocate clear roles to each individual within the team, so everyone knows what they are doing and what is expected of them. Aim to choose team members and stakeholders with a range of expertise, interests, skills and experience to share the work.

The Event Manager is the one essential position for the organisation of any event. As the event team starts to grow, the following areas may require their own staff member or team with these suggested general areas of responsibility.

<b>STAFFING AREAS</b>	<b>ROLES</b>
Company Directors/Event Management/Production	Figureheads of event, sponsor liaison, partner management, project development, business development, artist bookings, management of team, project planning, management of all other areas
Finance	Budget planning, ticket management and reconciliation
Marketing and Media	Promotion, management of media on-site
Security	Police, Private security, venue security
Technical/Production Team	AV equipment, sound and lights team, stage manager
Artist Liaison	Booking, Contracts, Artist Logistics and Management
Site	Venue teams, electricians, power, builders, marquees, fences
Welfare	First Aid, Information, Public Transport

Making an Organisational Structure for an event team will clearly show Chain of Command, Line Managers, and act as a Communication Structure. This Organisational Structure may differ when the event is going on (i.e. the Company Director may not know the intricate details of the event, whilst the Event Manager will, so therefore the Event Manager becomes the lead staff member whilst the event is on). See Appendix 3 for Example Organisational Structure. This Section in your Event Plan should also include a full contact list.

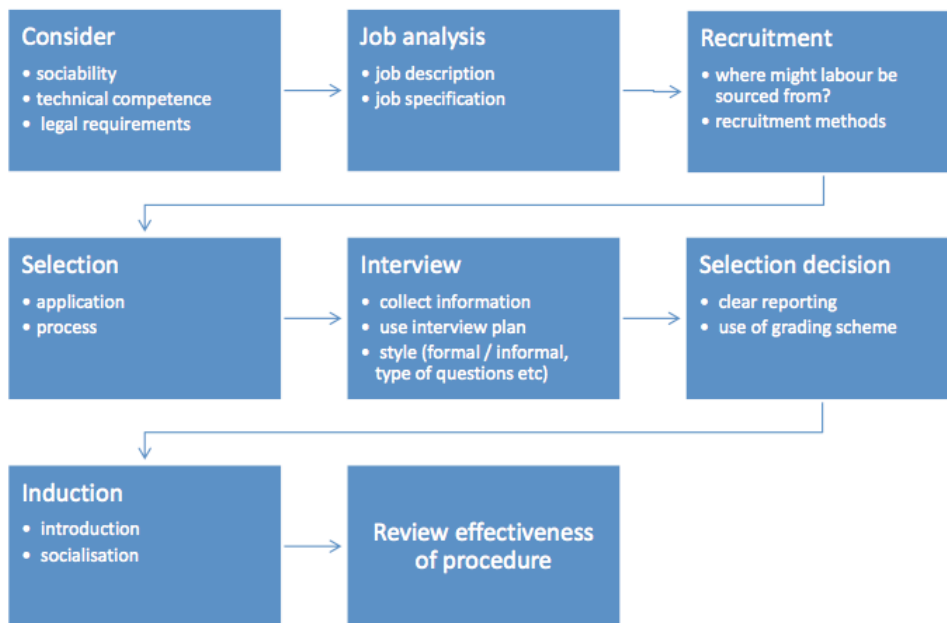
## 2.2 Managing Staff Effectively

When engaging staff, they need to know what they're signing up for – regardless of whether the position is for a full-time job for a year, or volunteering for a job.

As with any job, staff need a full job description thoroughly detailing role, hours, wage/rewards/incentives, job summary, duties and responsibilities, relationships with other staff and any other outside organisations/contractors, experience/knowledge/skills, KPI's (Key Performance Indicators) and detailing what the employer will provide (food, drinks, parking, vehicles, uniform).

Fig 2: Recruitment and Selection Process

## Recruitment & selection



Look after your staff – they are the key to your event success. Staff are at their most productive, efficient and more importantly, happy when their employer (you, as the Event Manager) plans efficiently to do the following:

- Clearly establish individual's/team tasks and accompanying timelines
- Choose team members with due regard to personality traits, expertise, knowledge and availability
- Provide adequate support in the form of training, information, resources, food, shelter, transport
- Monitor performance, appraise and give feedback/thanks.

### 3. FINANCIAL PLANNING, FUNDING AND SPONSORSHIP

You may have a great idea for an event, but you need to make sure it is financially viable.

#### 3.1. Budget

When you are in the conceptualisation stages of your event, you will need to set out your projected Income and Expenditure to demonstrate that your budget will balance, and your event will be financially viable. See Annexure E for Sample Budget.

Also make sure that you have the resources in place to go ahead with the project. If the project is too large you may not have the cash in place to pay for costs up front. Similarly if a project is very small it may not be worthwhile going ahead. Always have in mind what you want to make from a project. Some projects are worthwhile even if they don't make a profit, but you need to know if you can afford this.

Use a spreadsheet to draw up a budget of projected income and expenditure for the project. If you are VAT registered, you should use figures excluding VAT for this. Consider Tourism and in country taxes and currency fluctuations.

### Income

Sources of income fall into 2 main categories:

- a) Earned income: ticket sales, merchandising, bar, catering etc
- b) Unearned income: sponsorship, public sector grants, donations from individuals or trusts/foundations etc.

Use different spreadsheets to work out what your position will be if you sell less tickets than expected, what sponsorship targets you need to meet or what grants you need.

### Expenditure

You should list each item of expenditure for your project - grouping them together under headings will help. Getting accurate quotes in advance of deciding on going ahead with an event will enable you to calculate whether you need to change your overall idea, or find cheaper solutions. When balancing your budget the total of your income should be equal to or greater than the total of your expenditure. If your expenditure is higher, you need to look at cutting some of your costs, or finding additional sources of income until they balance. If your income is greater than expenditure, you should make a profit or surplus on your event.

Examples of expenditure include:

#### **Overheads - administration costs, office rental, telephone, staff costs**

Do you have a set rate for administration costs? Do you have these in more than one country? Have you included local taxes on office rental costs?

For staff costs have you considered national health and other taxes? Make sure the salaries proposed for staff take account for this. Don't leave yourself with a large tax bill on top of salaries!

#### **Festival/Event site costs - hire of land, marquee, AV equipment, staging**

Can other suppliers deliver for cheaper? Is it cheaper to hire or buy equipment? Have you considered import or export taxes? Have you considered the cost of transporting or storing equipment? What are the tax implications of owning assets if you buy equipment?



### **Artistic costs - performers' fees, accommodation, travel, hire of instruments**

When will the costs be payable? Can you pay after the event once ticket monies are collected?

Is it cheaper to book through a travel agent? What bulk discounts can you get on accommodation and travel?

### **Marketing costs - print of leaflets/flyers/programs, sub contractors, launch event**

### **Sponsor costs – proposal research, free tickets, parking passes, hospitality, signage production, sponsor liaison**

Have you taken into account the guest list when planning your attendance capacity and income projection? What costs will you need to meet to keep your sponsors happy?

This list is not exhaustive – thinking carefully through each and every aspect of your project and event will in advance to try to ensure there aren't too many surprise costs in the process. There will always be some unpredicted costs incurred, so when planning for an event always allocate some funds towards a contingency. This should be between 5 and 15% of your total costs depending on how confident you are.

## **3.2. Financial Support/Sponsors/Funding**

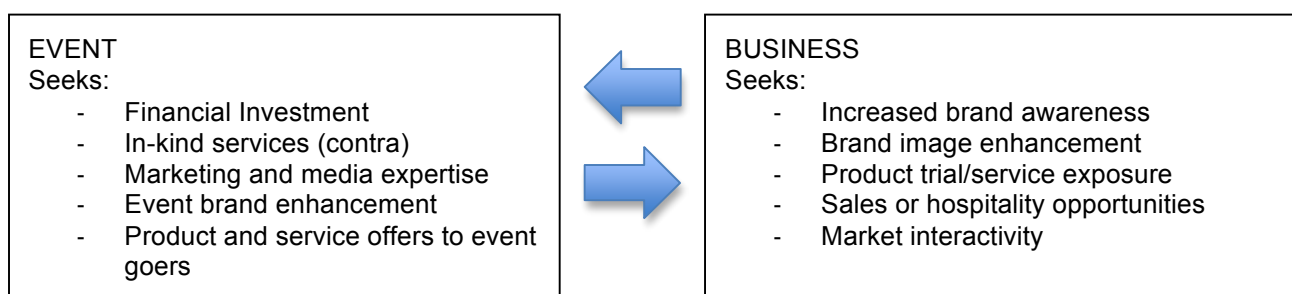
It is likely that your festival or event will not generate enough income to cover all your costs so finding funding from other sources is often necessary. This also enables events to rely less on attendance figures to balance the books, and to pay contractors in advance.

You may be able to access funding from: State Government, Trusts, Foundations, Charities, Non Government Organisations, Local government authorities, Individual Investors and Businesses.

Before you consider seeking sponsorship/funding as a revenue stream, ask consider the following questions:

- Does the event have sufficient rights or benefits that can be offered for sponsors/funders?
- Are the event stakeholders likely to approve of commercial sponsorship?
- Is the target market of the event congruent with the target market of the sponsor/funder?
- Are there some companies not suitable as sponsors?
- Does the event have resources to market and manage sponsorship?

Fig. 1 Exchange Relationship in Event Sponsorship



### 3.3 Developing the Event Sponsorship Strategy

- Profile the event audience – know your audience
- Establishing what the event can offer – advertising, prestige, ‘cool’ factor
- How can they sponsor/partner– naming rights, presenting sponsor of an area/entry/team/prize/preferred supplier
- Matching the event benefits with potential sponsors – identify brands and the relevant person to pitch to.
- Make contact, establish relationship and approach to pitch
- Preparing ‘The Pitch’

Get to know potential and existing partners, understanding their goals and introducing them to your brand’s visions and ideals. Get them excited about you, what you stand for and your future in a partnership.

Sponsors don’t have to just be a source of money – they can provide:

- Advice in their chosen field
- Contacts
- A promotional platform
- Potential guests/attendees/speakers
- Gravitas to your vision – especially in context of working with authorities and the corporate sector
- Resources (staff, office space, equipment, venues, vehicles, product etc)

Think creatively about what you need to execute all aspects of your event – from design and website, publicity and cultural connections to petrol and fencing – and then target sponsors appropriately. Resources are a currency, and in-kind sponsorship is the most relevant support you can suggest for a company. It also allows your sponsors to do what they do best, rather than you investing their money in their area of expertise. Engaging them in the execution of your event opens up a relationship that is in your best interests to nurture, monitor, evaluate and further.

### 3.4 Preparing and Presenting Sponsorship Proposals

Any proposal should broadly cover three key points:

- What is the organisation being asked to sponsor?
- What will the sponsor receive for its' sponsorship?
- What is it going to cost?

A proposal should entail:

- An overview of the event – mission, goal, history, current and past sponsors, programme/duration, artists/speakers, past or anticipated media coverage, attendance, and thorough audience profile.
- The sponsorship packages on offer and associated costs – naming rights, presenting sponsor of an area/entry/team/prize/preferred supplier
- Associated costs for various types of sponsorship package
- The strategic fit in between the proposal, the sponsor, the event
- Duration of sponsor agreement

What makes a successful proposal pitch meeting?

- Sell benefits to sponsor– not features of the event
- Research – Address the sponsors needs, not those of the event
- Minimise risk and increase added value
- Include promotional add-ons – show them all the leveraging assets you have
- Flexibility to discuss and develop at the meeting

### 3.5 Managing and Evaluating sponsor relationships

If a sponsor is keen to engage with an event, you must formalise your agreement to ensure all parties are clear on what they must invest in a relationship, and what they will receive in return. A clear contract must be completed with a timeline of services, list of responsibilities, budget and KPIs (Key Performance Indicators). KPIs are essential to this agreement – if an event has received funds in exchange for a particular service, if KPI's are not met, a sponsor has a right to demand for their investment back.

It is important to start seeking financial support as early as possible as grant bodies often have a long turnaround time. Allowing a long lead time will also allow you to accurately plan your budget with the funding you have secured. You must ensure that you keep receipts and accurate financial records if you have been awarded funding as you will be required to acquit those funds at the completion of the project.

Some grant bodies will only fund charities, or organisations registered in particular countries. Make sure you have the right legal structure in place?

## 4. INSURANCE

Managing a public event includes ensuring the safety of event organisers, volunteers, contract staff, event staff and the public. It is highly recommended, and may be mandatory, that event managers have comprehensive public liability insurance and seek legal advice as part of their risk management strategy. Insurance cover should also include property and equipment.

All your contractors must have their own insurance, and certain processes should be followed to ensure they take responsibility for their services. For example, if a contract

## 5. THE VENUE

The aim of this section is to help you formulate a comprehensive map or plan of the site. You will need to consider potential hazards, access (entering) and egress (exiting) of emergency services and audience, and other needs such as pedestrians, traffic and shelter.

### 5.1. Potential Hazards

When selecting a site, especially for an outdoor event, do a “Risk Assessment” for any potential hazards in the area. Hazards may include:

- Slip, trips and falls
- terrain – small holes that can twist ankles
- proximity to water bodies;
- wildlife/fauna including insects and snakes;
- fire potential;
- high winds;
- extremes of temperature;
- fitouts within buildings and structures;
- chemicals or fuel stored on site;
- structures
- dangerous activities
- food poisoning
- Crowd control issues
- Artist cancellation

This list is not exhaustive. The event manager must ensure that all hazards appropriate to the event have been addressed. List the identified hazards at the selected site and the action taken to minimise the risk. See Appendix C for Risk Assessment example and further reading.

### 5.2. Site Plan

A site plan is a map of the event and is essential for event planning and management. All key stakeholders can use it as part of the planning process, with consultation as to its final layout. The site plan must be easy to interpret and be

posted strategically around the site for use by patrons. The site plan can be distributed for setting up the event and is also invaluable in an emergency. Use the checklist below to determine what must be shown on the site map. Use a simple grid format and include surrounding streets and landmarks. Entrances, exits, Event Control Centre, vendor locations, first aid posts, toilets, phones, security and licensed areas should be highlighted.

### 5.3. Site Plan Checklist

- Event Control centre
- First Aid posts
- Non-alcohol areas
- Non smoking areas – around food stalls etc
- Licensed liquor consumption areas
- Picnic/quiet areas
- Entrances & exits
- Main Power/water/gas control
- Taxi & Bus stops
- Entertainment sites
- Toilets and Toilet Blocks - state whether mobile
- Stage location
- Pedestrian route including emergency egress routes
- Restricted Areas
- Liquor outlets
- Lost kids/property
- Public telephones
- Rubbish bins
- Security locations
- Seating
- Drainage pits
- Food/vendors/stalls
- Media
- Drinking water sites
- Vehicle access routes
- Emergency entrance and exit routes – always clear for emergency vehicles
- Parking
- Firefighting equipment (Extinguishers, Fire Blankets, Hose, Reels, Hydrants  
Fire Beaters)
- Information centre

### 5.4. Contingency Plan

Has a contingency plan been considered in the event say of an outside activity if it rains? To prepare your contingency plan you need to first identify all the possibilities that could occur that would have a negative impact on your event. Once these have been identified, your contingency plan should include a set of specific actions that can be implemented to reduce these anticipated negative impacts on the event if/when challenges arise. These could be: serious inclement weather, staff members being ill, artist cancellations, equipment failure, crowd control issues etc

## 6. TRAFFIC AND PEDESTRIAN MANAGEMENT

### 6.1. Traffic Management Plan

Patron access must be planned to ensure there is no disruption to neighbouring businesses or homes and to ensure clear access by emergency services and event staff.

Event organisers must make arrangements for the following:

- Adequate car parking space, including over-flow parking
- Access for people with disabilities
- Preferred access routes to the venue
- Adequate lighting
- Shuttle buses where venue/activity covers a large area

### 6.2. Road Closures

Will there be any road closures for the event? What roads will be closed for the event?

If so, the development of a traffic management plan, application to your local government authority, local Police and/or Main Roads Department, approval and advertising may be essential well in advance of your event - at least several months prior to the event. Check with your local government authority for the requirements in your town.

On lodgment of the information, Council officers will inspect the area for the proposed temporary street closure and advise the applicant if it is practical and safe to do so for the purpose of conducting the event.

All costs associated with advertising, development of the traffic management plan and staffing closures will be the responsibility of the event organizers so ensure you consider this when preparing your budget.

### 6.3. Adjoining Properties

In the interest of amenability with adjoining and/or property owners affected by the staging of your event, it is beneficial to inform them of the proposed event and activities. This may be a requirement of approval for the event.

## 7. INCIDENT MANAGEMENT PLAN

### 7.1 Incident Management Plan including First Aid Arrangements

The event must have a formal, written Incident Management Plan. The plan should be provided to all event organisers, key stakeholders, police and emergency service personnel. Local Emergency Service personnel should be contacted **at least two months prior to the event**.

The plan should be able to be used as a step-by-step instructions for everyone to work to in case of an emergency – the better briefed everyone is, an emergency can be dealt with swiftly and efficiently.

The plan should include:

- Detailed First Aid arrangements for on-site emergencies not requiring outside help; (Who are the events first aid officers? Who will provide first aid? Will the local ambulance be in attendance? Incident forms (see 5.7)
- Who is the local contact for the Police? Have they been contacted prior to the event?
- Who is the local contact for the Fire Service? Have they been contacted prior to the event?
- Who is the contact for the local Ambulance Service? Have they been contacted prior to the event?
- Who is the contact for the local Hospital? Have they been contacted prior to the event?
- Specify arrangements to request further police and other emergency services assistance
- Identify meeting points for emergency services
- Identify contact details for local ambulance service
- Include details of local hospitals
- Identify access and egress routes for the crowd in event of an evacuation
- How will communication be conducted on the day?

**Note:** In any major incident, for the purposes of the law, the venue is considered a crime scene and thus under total control of the police.

### 7.3. Incident Management Contact Details

Who will be the designated contact people for any incident?

What means of communication will you use (2 Way Radio, Mobile, Landline)

How will you describe an incident? Most Event Managers have certain codes for types of incidents to avoid unnecessary panic through overheard radio conversations (i.e. Code Brown for Fire, Code Green for Medical Emergency etc)

### 7.4. Fire Fighting Equipment

Will portable fire protection equipment be strategically located throughout the venue for initial attack of the fire by the public and/or safety officers?

### 7.5. Lost and Stolen Property / Lost Children

What arrangements have been made for lost or stolen property and lost children?  
Show location on site map.

## 7.6. Incident Reports

All incidents (injuries, fights, thefts or any incident involving the emergency services) should have a relevant incident form completed by the event manager/relevant attending staff member. This document should list contact details, description of event and include statements from those involved.

This will then act as a legal document in case of any further legal action/court proceedings/investigation and will prove a useful tool when evaluating the event. Please see Annexure 4 for a sample Incident Report Form

## 8. PUBLIC HEALTH

### 8.1. Temporary Food Stalls

The provision of a variety of high quality, affordable food at public events contributes to the comfort of patrons, reduces effects of alcohol consumption and can increase revenue. Selling food at or near liquor sale points is essential.

The event organiser is required to advise their local government authority when temporary food stalls will be utilized. Food stall operators are likely to require individual approval from their local government authority, so it is a good idea for event organisers to be aware of the requirements in their town (ie certain food safety certification, H&S provision etc)

Details of the food businesses and type of food being provided at the event is essential in your Event Plan.

### 8.2. Alcohol

If you intend selling or supplying alcohol at the event a relevant Liquor License will need to be obtained from your local authority. Each state/country/council will have different requirements so ensure you research this well in advance. Some events rely on the service of alcohol for financial success so make sure this is secured!

As event promoters, the bar is often the greatest source of income for an event (depending on the style of event). Management of a bar, however, takes a lot of resources and skill to execute professionally. Consider taking a bar partner, or an alcohol sponsor to assist you in this area if you're unable to manage to a high-standard. An empty bar can create serious customer dissatisfaction!

### 8.3. Toilets

The number of toilets to be provided will depend on a number of factors including:

- anticipated crowd numbers
- the sex of patrons (women require more facilities than men)
- if alcohol will be available
- the duration of the event.



Adequate toilet facilities should also be provided for people with disabilities.

The following suggested toilet facilities table is provided as a guide only and your local government authority should be consulted during planning.

Total Attendance	Male Facilities			Female Facilities	Hand basins	
	WC's	Urinal (Metres)	Urinals (Wall Hung)	WC's	Male	Female
1000	2	1.5	3	5	1	1
1000 – 2000	3	3	6	10	2	2
2000 - 3000	4	4.5	9	15	3	3
3000 – 4000	5	6	12	20	4	4
4000 - 5000	6	7.5	15	25	5	5

*Source: Shire of Carnarvon, Policy and Guidelines for Public Events and Outdoor Concerts*

A cleaning schedule should be established for toilets. Toilets must be cleaned, restocked with supplied regularly.

## 8.4. Water

Events must have sufficient supply of freely available, or at a nominal charge, potable water, and clear directional signage to water.

Outdoor events that expose patrons to the elements must take due care for their health and comfort. A wash basin does not constitute a drinking fountain or tap.

How will extra water be supplied to patrons on very hot days if needed?  
What is the source of water?

## 8.5. Shelter

Shelter and shaded areas should be available wherever patrons or staff and volunteers (including First Aiders) may be located for an extended period of time and where weather conditions dictate that it is required.

This may include:

- transport pick up and set down areas;
- spectator and official viewing areas;
- seated eating areas;
- pedestrian thoroughfares;
- First Aid areas and Event management centre;
- competitor and officials marshalling areas;
- entrances and ticketing areas;
- and optional area for patrons when needed.

## 8.6. Waste Management

Waste management should be considered:

What arrangements have been made for extra bins for the event?

What arrangements have been made for rubbish to be appropriately removed?

If any waste is recyclable, how can you gather that most efficiently? (ie bottle bins)

## 8.7 Noise

Events can create noise levels much higher than normal. Music amplifiers, refrigerators, generators, and crowds are all contributing factors. It is important to monitor the level of noise produced by the event to minimise disruption to local residents and businesses.

When selecting your event, and creating your site plan – work with your AV suppliers to direct noise away from any local residents, businesses, other noise sources etc

Events are required to comply with the local authority requirements and may require local government approval.

## 9. EVENT SECURITY PLAN – SECURITY AND STEWARDS

The purpose of an Event Security Plan is to:

- Help create and sustain a safe environment for Event Staff and Audience
- Protect against disruption of the event
- Protect resources and property against damage or loss

You, as the Event Organiser should create the Event Security Plan early on during the planning process, as this will affect your site build plans, budget, staff distribution and may include outside parties. Event security is such a vital part of the planning process as poor Security/Stewarding provision can result in a serious incident, or worse, fatalities.

Your security plan should consist of:

- Site Map with positions numerically marked on
- Document with details of what security will be at each positions, for what hours and what their role is (i.e. box office security, stage security etc)
- Details of Stewards positions
- Key contacts from each provider
- Plans for processes regarding evictions, bad behavior etc

An agreed plan prior to the event, planned alongside the chosen Security provider will make sure everyone is working with the same vision in mind. If an incident does happen, there is a document for all to refer to in order to determine liability of whether a) the plan was ineffective for the event (your responsibility) or b) the security provider executed the plan inefficiently (their responsibility).

The Event Security Plan should include/show the following elements:

- That it understands the nature of the clientele, the details of event and that the security provision and procedures reflect the event's need and nature.
- How the Security plan is going to be executed detailing individual roles' responsibilities and locations, emergency procedures, event specifics (timings, production schedule, site rules for audience)
- How the security team are going to be supported/included in the overall Event Production team – including meals, briefing, production schedules, chain of command, accreditation/registration
- Communication plans, equipment requirements, site maps, key contacts etc
- A site map which shows all types of staffing positions

## WHERE DO I NEED SECURITY

Look at your site, and think about what's going to happen at the event. You might be in a venue, who have their own security team, and some of this might not be necessary (who wants to go into a club with 30 police outside?!). However, if you're planning a large scale event, never underestimate or under plan your security.

These are the areas where you will need security:

- Any entrance
- Any areas of restricted access (backstage/control rooms/store rooms/ artist areas etc)
- Front of Stage (in the 'pit')
- Car Parks (people are leaving their vehicle to attend your event)
- Anywhere that money is being taken, stored or whenever money is being moved
- Perimeters of the event (if you are charging an entrance fee, by establishing a secure fenceline you are protecting your revenue)
- Any hazards (water, ditches, dark areas etc)
- Any pathways outside the event that the public might utilise in the dark (routes to car parks, accommodation)
- Bars
- Some traffic management plans
- Anywhere that any equipment, resources, alcohol is kept

This list is not exhaustive - consider all aspects of your event, and plan security for each area considering the risks.

## WHAT TYPE OF SECURITY TO UTILISE

Whether they are existing venue staff or bouncers, a privately hired security firm or the Police **your security are the face of your event**. If they are inadequate, over-zealous, impolite, aggressive, weak or unable to communicate information about your event, they can seriously affect the success and safety of the event.

Good security guards should be:

- Highly professional in the way that they respond to situations, calmly assessing and taking actions appropriately
- Have good communication skills (including being able to speak the primary language/s of your clientele)
- Well prepared – they should know relevant information for the public – timings, rules, restricted areas, public transport info etc
- Knowledgeable about dealing with the general public
- Well presented – uniform of some sort is essential – high vis is useful if an overnight event

If you do need to hire extra security, think about this checklist:

- Do their staff have a track record of behaviour as mentioned before
- If you're looking at hiring a private security firm, look at their track record. Have they done similar events before? A company who are used to managing large-scale football matches might not be great at managing security for a private wedding etc
- Talk to previous clients of your chosen security provider – what are their strengths and weaknesses?
- Due to the flexible nature of event security many firms will have casual/part-time or student staff on their payroll. It doesn't necessarily mean that they aren't good for the job, but check they are put in the right places.

Sources of potential security support:

- Professional security firms
- Police
- Local services – fire brigade, air force/cadets, community support officers – uniforms go a long way and many of these services will have experience in dealing with public order situations.
- Other local services – community liaisons, local groups, youth support officers, gang liaison teams – depending on your event and your clientele, it's good to have staff with local, specific knowledge

Once you have selected your chosen security provider, you must include them in the planning processes. They should select one (or a couple) of senior management members to be assigned to your event planning process. They should do a site-visit with you to examine the site in context of what you're planning, come to your stakeholder meetings, help you draw up your security plan and present to you a plan of execution from their side which should include staffing numbers, their transport, shift changes, internal communication procedures amongst other things. You should also discuss what costs you are liable for from the start – finding out 2 days before your event that they need you to cover their petrol costs could severely dent your budget.

## STEWARDS

Stewards are not security, and cannot replace security. Stewards are often volunteers who are there to help out at the event. When planning your security and staffing, stewards are vitally important. Whilst not trained members of the core Production team, they should know all the essential information of the event, and they can be positioned to help across site.

Roles for Stewards include:

- Car Park attendants
- Box Office Staff
- Bar staff
- Staffing information points

Stewards should never be positioned in a place where they might be in a conflict situation. Gates, front of stage, side of stage, anywhere where staff have to enforce restricted access etc is an area that can only be manned by security representatives.

## UNITING THE TEAM

So, you have your production team, possibly some volunteer stewards, some private security firm and possibly the Police. All have different past experience, expertise, standards and agendas. The most important thing you can do is train and brief the various organisations to present a united team and treat them as such. All your staff should have the following to help them do their jobs correctly – food, water, shade, shifts, uniform and event-specific knowledge.

All of your team should know how each type of staff member should respond to the following:

- The evacuation plan
- Basic event info, site layout
- The chain of command in the production team
- Any pass info (backstage passes/wristbands etc)
- How you would like them to act if someone is breaking the rules and needs to be evicted
- How you would like them to act if a specific security risk is posed
- How to they communicate with the Production Team, and how you can contact them in an emergency

Your Senior Management representatives from your security provider can help you manage a plan regarding moving and securing cash on site, but remember the following. The less people that know your plan, the better – that includes core staff. Money should never be mentioned on radio, or in conversation – establish a code phrase only relevant people should know.

## Chain Of Command

Whilst this is your event, remember that in the Police's case, you are operating in their town, region or country and they are there to uphold the law. Talk about procedures and practices with your senior management team during the planning

process and discuss chain of command on dealing with emergency procedures and issues so that in times of emergency, the focus is on dealing with the problem as a unit, rather than one party pulling rank over another.

### 9.1. Entrances, Exits and Signage

For outdoor events held in fenced or enclosed areas, adequate entry and exit points must be provided. Exits and paths of travel to exits are to be kept clear of obstructions. Specific requirements may vary according to the nature of the event. Entry, exit and assembly points should be clearly marked on your site plan.

### 9.2. Lighting and Power

Even in venues darkened for the performance, lighting should always be adequate to identify exits as well as corridors and aisles leading to them. Auxiliary battery power or generators should be installed to provide light in a power outage and to power the public address system. The latter may permit directions to be given to spectators in a power failure, thereby alleviating panic.

As many concerts are performed with only stage lighting, access to the main lighting or house lights is essential in case of an emergency. The location of the controls for these lights, and the operation of the controls, must be known to those on-site responsible for emergencies.

For outdoor events, any electrical installation needs to be certified by an electrical contractor. It is recommended that an electrician be available for the event.

Do you have emergency power & lighting? Describe emergency power and lighting systems.

### 9.3. Temporary Structures

Temporary Structures include

- a stage or platform
- a tent,
- marquee or booth
- a seating stand
- a prefabricated building

Event organisers should consult with their local government authority when temporary structures are required (stages etc). Your local authority may require your contractor/construction company to provide documentation of completion of build.

### 9.3. Fireworks and Pyrotechnics

The use of pyrotechnics and fireworks must have the approval of your local government authority and the Police.

Scheduled pyrotechnic displays should only be permitted to proceed where

conditions regarding parameters such as wind strength, wind direction, fire warnings and exclusion zones can be met.

## 10. EVENT PROMOTION AND MARKETING

Event promotion and marketing is one of the most important aspects of planning your event. You want as many people as possible to attend your event so it is important to get the information out to your target audience well in advance of your event.

You will need to consider the best and most cost effective way of advertising and promoting your event to keep with your event budget.

Marketing is, in itself, a vast area of study and further reading is recommended. See further reading notes – The ARTerial Network has an excellent Arts Marketing Toolkit available for download full of relevant information.

Essentially though, your Marketing Plan consists of three stages:

**1. Analysis and Research**  
Objectives of Campaign  
Market Research

**2. Planning**  
-Strategic Marketing Plan  
-Budgeting

**3. Action**  
- Implementing the Plan  
- Monitoring and Evaluating

### 1. Analysis and Research

Similarly to when you're creating a sponsorship proposal, the research into your audience is key to success here. Who are your audience? How do they engage with information? What forms of media do they use? Do they have access to technology? Where are they located?

What information do you need to communicate? Is it a pre-event campaign where you want to promote your relationship with a sponsor and ticket info? Is it post-event, where you want to show what happened at your event?

## 2. Planning

Now that you've worked out the information that needs to be sent out, you need to decide which medium. The type of information, the target audience and your budget will dictate this.

### Types of Media Include:

Print: Newspapers, magazines, press releases, tickets, passes, info packs, invitations, banners, posters etc

Electronic: TV, Radio, Internet (blogs, website, social media), Telephone, Electronic Signage

Outdoor: Hoardings, Billboards, Balloons etc

Transit: Cars, Cabs, Buses, Trucks, Trains, Planes

Miscellaneous: Promo events, word of mouth

You should establish which of the above is relevant to the information and target audience, and then cost it up appropriately.

## 3. Action

Establish every piece of information that you will need to tell your audience from Event Conception to post-event Evaluation. This can range from initial promotions, line-up announcements, social media updates, blog entries, billboard campaigns etc etc

Using a GANTT chart (see Annexure B) – establish a promotion schedule which outlines the dates, cost and type of media promotion you will carry out and when. This will help with ensuring you stay within your budget and the information necessary for a successful event is distributed to your target market at the right time in the lead up to your event. Get your message out early.

Monitor the success of each element of your Marketing Plan. Have your ticket sales spiked after a Billboard campaign? Have you heard word-of-mouth reports where people have seen your event in the paper?

Evaluate your plan from this feedback and monitoring to make sure you are spending your marketing budget in the right areas to access your target audience.

### 10.1. Ticketing

Whats your event capacity?

Will there be advanced ticketing or tickets purchased at the event or both?

Advanced tickets can provide: Event details, Event services, information, Entry details, Transport arrangements, publicity material, Event rules.

Plan a good ticket distribution, reconciliation and collection plan. If you have different



types of tickets, you might need to distribute them in different ways (ie different ticket sellers for VIP seats to General Admission).

## 10.2 Heath Promotion and Advertising

What information is important to at promote the event? When? Where? What times? etc

## 11. USEFUL CONTACT NUMBERS

It may be useful to have a collated list of contact details and to consider some additional contacts that may be useful on the day.

## 12. EVALUATION

At the conclusion of your event it is important to evaluate the event against the aims and objectives. This will allow you to identify and make appropriate changes, where necessary, to your event management plan to ensure the success of future event. Talk to all parties involved in the event, review Event Incident Forms and review all processes and problems encountered along the planning process to improve and streamline future event-planning.

## 13. FURTHER READING:

ARTerial Network - Arts Marketing Toolkit -  
<http://www.arterialnetwork.org/>

Events Management (3<sup>rd</sup> Edition) – Glenn Bowdin, Johnny Allen, William O’Toole, Robert Harris, Ian McDonnell.  
Publisher: Butterworth Heinemann  
(Available in Malawi National Library)

# Example Basic Event Management Plan

## 1. EVENT DETAILS

### 1.1. Event Place & Time

Name of Event: .....

Address of Event: .....

Details of Venue: .....

Details of how your event will run, including details of all activities:  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

Estimated Number of People expected to attend: .....

Date and Time Set Up Commences: .....

Date and Time Event starts or is open to the public: .....

Date and Time Event Finishes: .....

Date and Time dismantling commences and anticipation conclusion time: .....

### MULTI-DAY EVENTS ONLY TO COMPLETE THIS SECTION

Day 1 Start: .....	Finish: .....
Day 2 Start: .....	Finish: .....
Day 3 Start: .....	Finish: .....
Day 4 Start: .....	Finish: .....
Day 5 Start: .....	Finish: .....
Day 6 Start: .....	Finish: .....

**1.2. Event Manager Details:**

Event Manager:

.....

Address:

.....

Phone (Work): ..... Phone (Home): .....

Fax: ..... Email:

**Contact During Event:**

Phone: ..... Mobile: .....

**2. INSURANCE**

**2.1. Insurance Details**

*A copy of your Certificate of Currency is required to be included with this form.*

Name of Insurer:

.....

Address:

.....

Phone: ..... Fax: .....

Email:

.....

Policy Number and Expiry Date:

.....

Public Liability Value and Asset Value:

.....

**3. BUDGET (Attach Budget Here)**

**4. THE VENUE**

**4.1. Potential Hazards**

List the identified hazards at the selected site and the action taken to minimise the risk.

INSERT RISK ASSESSMENT HERE

**4.2. Site Plan – INSERT SITE PLAN HERE**

**4.3. Contingency Plan**

Things that can go wrong: Eg rain....

.....

.....

Contingency details:

.....

.....

.....  
.....

## 5. TRAFFIC AND PEDESTRIAN MANAGEMENT

### 5.1. Traffic Management Plan

Has a Traffic Management Plan been developed for this event? Guidance can be provided by Council with the development of this plan.

Do you require any roads to be closed for the event:

Is there car parking for:

Emergency Vehicles

Key Stakeholders

Disabled Patrons

General Parking

Overspill

Buses

Taxis

If yes, contact your local government authority for details on exact procedures. The following basic information will be required.

Street in which function is to be held:

.....

Section to be closed:

.....

.....

Date of proposed road closure (if any):

.....

Time: Commencement:

.....

End:

.....

### 5.3. Adjoining Properties

Have adjoining property occupants been contacted regarding the proposal of this event. YES NO

How, When and Note Any Major Concerns and How They Have Been Addressed:

.....

If the event is likely to impact in any way on these adjoining properties – e.g. noise, extra cars, road closures it is highly recommended that you contact the occupants well in advance of the event.

## 6. INCIDENT MANAGEMENT PLAN

**6.1. Event Control Centre**

Ensure the Event Control Centre is clearly marked on your Site Plan and detail where First Aid will be supplied.

Ensure exit/evacuation points and fire extinguishers are clearly marked on the site plan.

How will communication be conducted on the day of the event with event officials?  
.....  
.....

How will communication be conducted with the public? i.e. announcements on PA  
.....  
.....

How will communication be conducted in the event of an incident e.g. portable handheld radios / mobile phones ?  
.....  
.....

If required, who will request further police and other emergency services assistance?  
.....

**6.2. Incident Management Contact Details**

- First Aid Officer 1 Name.....
- Contact details.....
- First Aid Officer 2 Name.....
- Contact details.....
- Incident Officer Name.....
- Contact details.....
- Police Name.....
- Contact details.....
- Ambulance Service Name.....
- Contact Details.....
- Fire Service Name.....
- Contact details.....
- Hospital Name.....
- Contact details.....

**6.3. Fire Fighting Equipment**

Will portable fire protection equipment be strategically located throughout the venue for initial attack of the fire by the public and/or safety officers?  
Mark their location on the site map.

**6.4. Fire Danger Period**

Has a day of total fire ban or fire danger period been considered? Has a plan been submitted to the fire service? Please list Fire Management Plan here.

**6.5. Lost and Stolen Property / Lost Children**

What arrangements have been made for lost or stolen property and lost children? Attach details of procedures and show location on site map (for internal viewing only).

**6.6. Incident Reports**

All incidents are to be recorded and kept note of by Event Organiser. See attached Incident Report Form.

**7. PUBLIC HEALTH**

**7.1. List of Vendors**

Will you or other vendors at your event be selling any article of food? YES NO

List of the food businesses and type of food being provided at the event:

You will need to provide evidence of the vendor’s Council permit for the operation of their stall.

- Business/Vendor Name
- Contact Phone during event
- Type of Food
- Council Permit

**7.2. Alcohol**

Will there be alcohol at the event? If yes, will alcohol will be sold and consumed or BYO

Local council permission has given received

Has a Liquor Licence been obtained?

If no, alcohol will be prohibited.

**7.3. Toilets**

How many toilets will be provided at the event?

Male..... Female..... Disabled.....

Who will be responsible for the cleaning of toilets?

Contact details during the event:

Name:

Mobile:

**7.4. Water**

Is the location of water clearly signposted and marked on the site plan? YES NO

How will extra water be supplied to patrons on very hot days if needed? YES NO

What is the source of water?

.....

**7.5. Shelter**

Describe where shelter will be provided at the event. Mark on your site plan. Will sunscreen be available at the event? YES NO

**7.6. Waste Management**

What arrangements have you made for extra bins to be provided for the day?

.....  
.....

What arrangements have you made for the rubbish to be removed appropriately on the day?

.....  
.....

**7.7. Noise**

Describe the activities/mechanisms likely to create higher noise levels at your event.

.....  
.....  
.....  
.....

Describe how you will monitor and minimise noise levels.

.....  
.....  
.....  
.....  
.....

**8. PUBLIC SAFETY**

**8.1. Security & Crowd Control - Attach Security Management Plan here**

What type of security has been selected for the event?

.....  
.....

If a security firm has been contracted, provide details.

Name of Company:

.....

Licence Details:

.....

Key Contact:

.....

Phone/Mobile:

.....

Number of Security Personnel at Event:

.....  
Who is the police contact?

Name:

.....  
Station:

.....  
Phone:

.....  
Mobile:

.....  
Fax:

.....  
Email:

.....  
**8.2. Public Assembly**

Will you be fencing off the boundary of your event, restricting access and egress?

Note a

**8.3. Lighting and Power**

Do you have emergency power & lighting?      YES NO

Describe emergency power and lighting systems.

.....  
.....  
It is recommended that an electrician be available for the event.

Name of Certified Electrician:

.....  
Contact Details during the event: .....

Location of Lighting Control –

Mark on site plan Location of Mains Power Control – Mark on site plan

**8.4. Temporary Structures**

Will there be temporary structures :

Details:

Stages & Platforms .....

Seating .....

Marquees/Tents .....

Has a permit or permits been sought the event?

Permit Name:

.....  
Permit Number:

.....  
Permit Date:

.....  
Description of Structure:

.....  
Construction



Contractor:.....  
Contact details:.....

**8.5. Gas Cylinders**

List all vendors who will be using portable gas cylinders.

Name of Vendor.....  
No. of Cylinders.....

**8.6. Fireworks and Pyrotechnics**

Will there be fireworks and pyrotechnics at the event? YES NO

Has a permit been obtained? YES NO

Permit Number: .....

Person Responsible for Fireworks: .....

Contact Details During Event:.....

Phone:.....

Mobile:.....

Ensure restricted zones are marked on site plan

**9. EVENT PROMOTION**

**9.1. Ticketing**

Are there tickets for the event?

Will the tickets provide information about the event?

**9.2. Signage**

Detail all signage to be installed, as per the site plan, at the venue -

Phones, Entrances, No Smoking, Rules relating to alcohol consumption, Lost and Found, Public Transport pick up/set down, Security, Parking, Information, Control Centre, Exits, Toilets, Water, First aid posts, Camping Areas and Facilities

**9.3. Health Promotion**

List any messages to be promoted on the day (ie drink water, wear sunscreen)

.....  
.....  
.....  
.....

**9.4. Promotion**

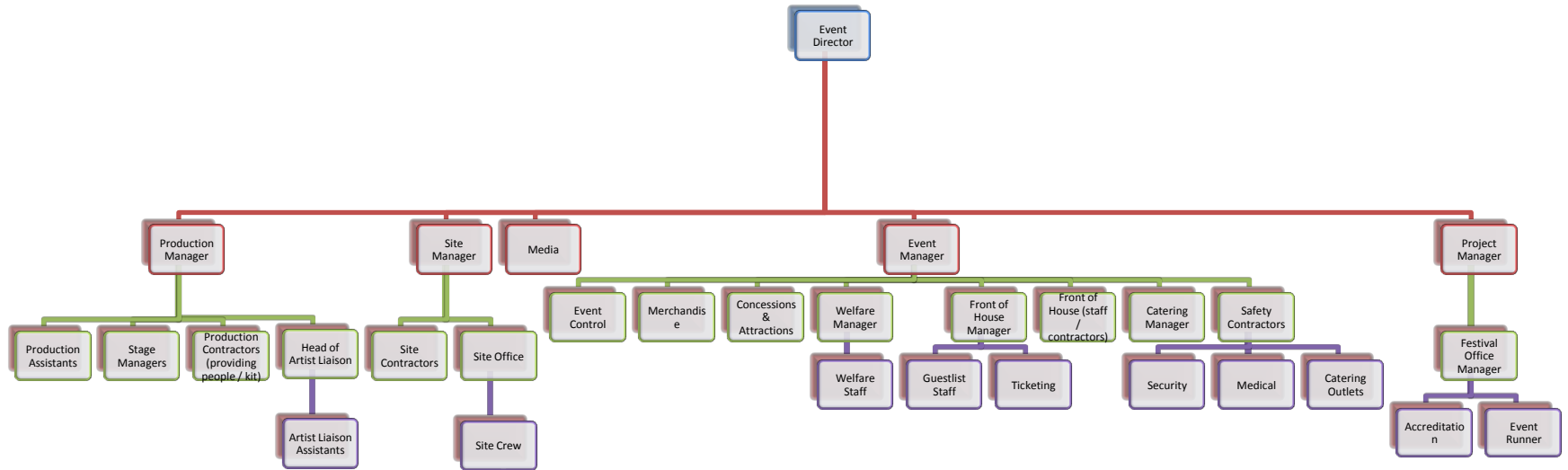
What, when and where will advertising be conducted?

**INSERT MARKETING PLAN HERE**

**10. USEFUL CONTACT NUMBERS**

.....  
.....  
.....  
.....

# Team structures



# ANNEXURE B

## Task Scheduling Example

Activity	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Appoint Steering Committee	Yellow											
Allocate roles and responsibilities	Yellow											
Establish type of event	Yellow											
Develop an Event Management Plan	Yellow	Yellow										
Book venue		Light Green										
Establish budget		Orange										
Apply for funding		Orange	Orange	Orange	Orange	Orange	Orange	Orange				
Talk to local government authority about licensing/approvals		Light Green	Light Green									
Organise Insurance				Light Green								
Book equipment - stage, marquee, portable toilets, lighting, sound equipment, etc					Light Green	Light Green	Light Green					
Book Performers, Artists, Side Shows, Vendors					Light Green	Light Green	Light Green					
Draw up site plan					Light Green							
Draw up PR and advertising schedule, design advert, advertise date of your event							Blue	Blue				
Confirm all funding in place								Orange				
Organise road closures (if required)								Light Green				
Arrange pyrotechnics and approvals (if required)								Light Green				
Review budget									Orange	Orange	Orange	Orange
Inform neighbouring properites of event									Light Green			
Contact Emergency Services required at the event									Light Green			
Apply for liquor licence									Light Green			
Confirm stall holders & permits									Light Green	Light Green		



## C. Event Risk Assessment Form

<b>Event Name:</b>		<b>Date:</b>		<b>Venue:</b>	
--------------------	--	--------------	--	---------------	--

<b>(1) Activity / Area of Concern</b>  i.e.: what is taking place as part of the event?	<b>(2) Hazards Identified</b>  i.e.: what can cause harm?	<b>(3) Persons at Risk</b>  i.e.: who could be harmed by the hazard?	<b>(4) Current Risk Factor</b> (high, medium or low) i.e.: determine the level of risk	<b>(5) Actions to be Taken to Minimize each Risk</b>  i.e.: what action can you take to lower the level of risk	<b>(6) New Risk Factor</b> (high, medium or low) i.e.: risk factor after action taken to minimize the risk

Name of person completing Risk Assessment (printed): .....

Signature: ..... Date: .....

# **Guidance for Event Risk Assessments**

## **1.1 Risk Assessment**

Please remember that organisers of events have a legal responsibility to ensure the Health, Safety and Welfare of any employees, volunteer helpers or contractors involved in arranging the event and to the public and participants attending, carrying out a detailed risk assessment should ensure this. All hazards associated with the event should be identified, the level of risk assessed and appropriate action taken to reduce these risks to an acceptable level. All events must comply with recognised safety standards and you must take all reasonable precautions to ensure the event takes place safely.

A formal record should be kept of the risk assessments. A simple guidance note and an example form are provided with this pack. Completed forms should be retained for future reference.

Where the event consists of more than one attraction e.g. a summer fete a written risk assessment may be required for each activity. In these circumstances, the enclosed risk assessment form can be photocopied.

Any contractors involved in the event should also carry out risk assessments. Where relevant, you should obtain copies of these.

## **1.2 Guidance Notes**

As the organiser of an event you have legal responsibilities to ensure the health, safety and welfare of any employees, volunteers, and contractors involved in arranging the event; and of the public and participants attending. All events must comply with recognised safety standards and you must take all reasonable precautions to ensure the event takes place safely.

The event organiser's best tool for determining potential hazards connected to their event is a risk assessment. A full risk assessment must be carried out for all events. A risk assessment needs to identify the activities, which make up an event and the hazards that are associated with each activity, together with a risk rating.

Any contractors involved in your event must also carry out risk assessments. Accordingly, if you are employing contractors/other organisations it is your duty to ensure that you obtain copies of the risk assessments.

The following guidance should aid you in carrying out your risk assessments. Please also see the example form, which provides detailed examples of some event components. The paragraph numbers below relate to the headings on the Event Risk Assessment Form for ease of reference.

## **1.3 Identifying the Activity / Area of Concern**

An activity is anything which is taking place as part of your event, i.e.: stalls, face painting, fairground rides, car boot sale, staged events, music, dancing, sports activities, fireworks, laser show, parade, marquee/tent, food, alcoholic refreshment, etc. In addition, within the activities column you must also include the provisions you must make to enable the activities to take place safely, i.e.: first aid, stewarding/security, crowd management, car parking, site fencing/barriers, fire precautions and equipment, potential major incidents, evacuation procedure (due to emergency or inclement weather), stages/marquees/temporary structures, waste collection/handling/disposal, cash collection and signage. Please note that these lists are not exhaustive.

All activities must be clearly identified on the event/site layout plan you submit.

## **1.4 Identifying the hazards**

All hazards must be identified for each activity. A hazard is something with the potential to cause harm, i.e.: slipping/tripping/falling hazards, hazards relating to fire risks or fire evacuation procedures, any chemicals/fumes/substances hazardous to health, moving parts of machinery, vehicle movement, electrical safety including use of portable electrical appliances, lifting/carrying/moving, high noise levels, poor lighting/heating/ventilation, any possible hazard from specific demonstrations/activities, crowd intensity and pinch points – i.e.: areas where there is restricted access/exit for the amount of people.

This list is not exhaustive and care should be taken to identify any other hazards associated with the specific activities within the event.

## **1.5 Identifying the persons at risk**

For each hazard identified, list all those who may be affected. Do not list individuals by name, just list groups of people, i.e.: stewards, employees, volunteers, contractors, vendors/exhibitors/performers, members of the public, people with disabilities, children/elderly people, expectant mothers and local residents. This list is not exhaustive.

## **1.6 Identifying the current risk factor**

Risk is the chance that someone will be harmed by the hazard. The extent of the risk arising from the hazards identified must be evaluated, i.e.: high, medium or low, and actions then taken to minimize the risk. You should be taking into account any information, instruction and training regarding the event and the activities involved; and compliance with legislative standards, codes of good practice and British Standards. Examples of risks and their categories are as follows:

- |               |  |
|---------------|--|
| <b>High</b>   | An inflatable bouncy castle which is not tied down being used in adverse weather conditions by young children; or a fairground chair ride without sufficient safe space around it. |
| <b>Medium</b> | Face painting being undertaken without the knowledge of children's allergies.  |
| <b>Low</b>    | A mime artist performing amongst the crowd.  |

For each risk consider whether or not it can be eliminated completely. If it cannot, then decide what must be done to reduce it to as low a risk as far as is reasonably practicable an.

### **1.7 Identifying the actions to be taken to minimize each risk**

All identified risks can be minimized by taking appropriate action. i.e.: preventing access to the hazard by enclosure/segregation, safe-working procedures, adequate

Signage/training/instruction, find a substitute for that activity/machine etc, provide welfare facilities for removal of contamination/first aid, removal of the hazard, etc. Personal Protective equipment should be considered as a last resort. This list is not exhaustive.

For the examples listed in 4 above, action taken to minimize the risk could be to secure the inflatable with guy ropes; supply sufficient barrier-ed space around the fair ride; ask parents/guardians regarding allergies; supervise the mime artist.

### **1.8 Identifying the New Risk Factor**

Once you have identified the action to be taken as per 5, insert the appropriate new High, Medium or Low risk rating.

### **1.9 Review and Revise**

Please remember that if the nature of the activities or hazards change during the planning of the event, the risk assessment will need to be reviewed and updated.

Finally, please print your name, sign and date the form.

### **1.10 Further information**

- 5 Steps to Risk Assessment: Case Studies (HSE 1998) ISBN 07176 15804



**ANNEXURE D**

**Incident Report Form**

Name of person reporting incident: \_\_\_\_\_ Person affected: \_\_\_\_\_

Address (person affected): \_\_\_\_\_ Telephone: \_\_\_\_\_

**1. Incident/Near Miss/Injury (also complete section 3 for injury)**

Exact Location: \_\_\_\_\_ Date of Incident: \_\_/\_\_/\_\_

Time: \_\_ am/pm

Reported to: \_\_\_\_\_

Name(s) of witnesses: \_\_\_\_\_

Description of incident:

\_\_\_\_\_  
\_\_\_\_\_

**2. Property/Equipment Loss/Damage**

Was there property/equipment: Lost ► Damaged ► Stolen ►

Details of property/equipment (e.g. registration no., serial no., model, building etc.)

\_\_\_\_\_  
\_\_\_\_\_

Nature & extent of damage: (Please attach any additional information if necessary):

\_\_\_\_\_  
\_\_\_\_\_

**3. Injury/Illness**

Injured person's name: \_\_\_\_\_

Address: \_\_\_\_\_ Telephone: \_\_\_\_\_

Nature of injury: \_\_\_\_\_

Cause of injury: \_\_\_\_\_

4. First Aid given (if any)

\_\_\_\_\_

Name of First Aider: \_\_\_\_\_ Phone: \_\_\_\_\_

5. Action Taken -

Describe corrective action taken: \_\_\_\_\_

By Who: \_\_\_\_\_ When: \_\_\_\_\_

Other Comments:

\_\_\_\_\_

\_\_\_\_\_

**ANNEXURE E**  
**Template budget**

<b>Project reference</b>	<b>DJ WALRUS OF TRUTH WORLD TOUR OF LILONGWE</b>
<b>Project Dates</b>	<b>April 1st to October 31st</b>
<b>Project Total</b>	<b>43686</b>
<b>Project Title</b>	<b>City of Stars 2013</b>

<b>DESCRIPTION</b>	<b>Rate GBP</b>	<b>Units</b>	<b>Qty.</b>	<b>Total GBP budget</b>	<b>Code</b>
<b>Personnel</b>					
Project director	1000.00	per month	12.00	12,000.00	PER1
Project manager	1000.00	per month	12.00	12,000.00	PER2
Project Assistant	1000.00	per month	12.00	12,000.00	PER3
Production manager	1000.00	per month	2.00	2,000.00	PER4
Production assistants	1000.00	per month	2.00	2,000.00	PER5
Marketing manager	1000.00	per month	6.00	6,000.00	PER6
Marketing assistant	1000.00	per month	6.00	6,000.00	PER7
Event Assistants	500.00	Per person	15.00	7,500.00	PER8
Bar staff	500.00	Per person	15.00	7,500.00	PER9
<b>Sub-total, Personnel</b>				<b>67,000.00</b>	
<b>Travel and accommodation</b>					
Flights - Artists	1050.00	flight	8.00	8,400.00	TR01

Accommodation and per diems - Artists	75.00	per day	35.00	2,625.00	TR02
Flights - Crew	1050.00	flight	8.00	8,400.00	TR03
Accommodation and per diems - crew	75.00	per day	35.00	2,625.00	TR04
Accommodation and expenses for journalists	75.00	per day	5.00	375.00	TR05
<b>Sub-total, Travel</b>				<b>22,425.00</b>	
<b>Production costs</b>					
Talent fees	1000.00	days	17.00	17,000.00	PR01
Equipment hire – stage	1000.00	days	4.00	4,000.00	PR02
Site dressing	1000.00	site	1.00	1,000.00	PR03
Stage construction materials	3000.00	site	1.00	3,000.00	PR04
Transport of construction materials	1000.00	site	1.00	1,000.00	PR05
Site construction materials	1000.00	site	3.00	3,000.00	PR06
site equipment hire	1000.00	event	2.00	2,000.00	PR07
Generator hire	1000.00	days	4.00	4,000.00	PR08
Transport of stage equipment	1000.00	days	10.00	10,000.00	PR09
Production of staff passes	10.00	per unit	250.00	2,500.00	PR10
Staff uniforms and t-shirts	1000.00	per shirt	3.00	3,000.00	PR11

Local transport costs for production team	175.00	per day	25.00	4,375.00	PR12
Local transport costs for crew	100.00	per day	25.00	2,500.00	PR13
Press conference costs	1000.00	per day	1.00	1,000.00	PR14
Launch event costs	1000.00	per day	2.00	2,000.00	PR15
Insurance of equipment and public liability	5000.00	per event	1.00	5,000.00	PR16
<b>Sub-total, Production costs</b>				<b>60,375.00</b>	
<b>Marketing costs</b>					
Design and printing of flyers and programmes	1.00	copies	1000.00	1,000.00	OC01
T-shirt production	3.00	per shirt	1500.00	4,500.00	OC02
Ticket printing	1.00	run	200.00	200.00	OC03
<b>Office costs</b>					OC04
Airtime and Mobile costs	10.00	per day	100.00	1,000.00	
Office rent	12.00	per month	1200.00	14,400.00	OC05
Office overheads	12.00	per month	125.00	1,500.00	OC06
Audit and tax	12.00	per month	750.00	9,000.00	OC07
Adminstration and accountancy fees	2500.00	per service	1.00	2,500.00	OC08
Bank charges	60.00	per month	12.00	720.00	OC09
Website costs	60.00	per month	12.00	720.00	OC10

Software costs	75.00	per month	12.00	900.00	OC11
Capital expenditure	55.00	per month	12.00	660.00	OC12
<b>Marketing and office costs</b>				<b>39,500.00</b>	OC13
<b>TOTAL COST</b>				<b>189,300.00</b>	
<b>Overhead rate at 7%</b> (Office overheads)				13,251.00	
					OVER
<b>Contingencies at 15%</b>				28,395.00	
					CONT
<b>TOTAL</b>				<b>230,946.00</b>	