

Glasgow's Community Events Guide 2007



CONTENTS

PAGE NO.

1.	Introduction	4
2.	Planning an Event	5
	2.1 Developing an Event Plan	5
	2.2 Roles and Responsibilities	5
	2.3 Timeline	5
	2.4 Budget	5
	2.5 Contingency Planning	6
3.	Fundraising	7
	3.1 Funding Bodies or Funding Assistance	7
	3.2 Sponsorship and Advertising	8
	3.3 General Fundraising	8
	3.4 Trusts and Foundations	8
	3.5 Concessions	9
4.	Event Venue	10
	4.1 Selecting a Venue	10
	4.2 Procession or Parade	12
	4.3 Site Plan/Diagram	12
5.	Event Programme	13
	5.1 General Information	13
	5.2 Legal Checklist	14
6.	Health and Safety Advice	15
7.	Risk Assessment	16
8.	Event Licensing and Insurance	17
	8.1 Licensing	17
	8.2 Insurance	19
9.	Emergency Services, Medical and First Aid	21
	9.1 Strathclyde Police	21
	9.2 Strathclyde Fire & Rescue	22
	9.3 Medical and First Aid Services	22
10.	Marketing	24
11.	Event Manual	26

12.	Event Evaluation Methods	28
	12.1 Evaluation Tools	28
	12.2 Event De-Brief	28
13.	Other General Information	29
	13.1 Event Kit	29
	13.2 Signage	30
	13.3 Branding	30
	13.4 Volunteers and Stewards	30
	13.5 Accreditation	30
	13.6 Radios and Communication	31
	13.7 Lost Person Procedures	31
	13.8 Reuniting Procedures	33
	13.9 Decoration	33
	13.10 Glasgow City Council Contacts	33
14.	Other Event Planning and Reference Tools	35
15.	Appendices	37
	15.1 Sample Timeline	37
	15.2 Sample Event Budget	38
	15.3 Sample Event Questionnaire	40
	15.4 Sample Personnel and Vehicle Accreditation	41
	15.5 Sample Project Management Schematic	43

1. Introduction

Glasgow's Community Events Guide has been developed as a reference tool for use in Glasgow by individuals and organisations planning small and medium sized community events.

The Guide is intended to assist you if you are planning to organise an event in your local community, whether outdoors or indoors. Even the smallest event can take a lot of time to plan, so remember, don't be too ambitious the first time. Be realistic about what you and your organisation can achieve within your budget and human resources and within the timescale that you have.

Well-managed community events are an important part of our cultural calendar. They assist in the development of community pride and spirit, they bring people together in an atmosphere of fun and celebration, and they attract visitors. Conversely, a badly planned event can have a negative impact on the local community and on local businesses (especially those who have supported the event) by attracting negative publicity.

This Guide has been developed to give you an idea of what is involved in planning, organising and realising a safe and successful event, and how to manage the process effectively. Whilst by no means exhaustive, it is hoped that this guide will be of use as a practical checklist and as a source of ideas.

This is the first edition of Glasgow's Community Events Guide and it will be reviewed and republished annually based on the feedback and comments received. Any comments should be sent to Cultural and Leisure Services Events, 20 Trongate, Glasgow G1 5ES or by email to events@cls.glasgow.gov.uk.

This Guide is provided by Glasgow City Council for information only and reliance upon its terms is entirely at your own risk.

Glasgow City Council makes no warranties, representations or undertakings about:

- (a) Any of the content of this Guide (including, without limitation, the quality, accuracy, completeness or fitness for any particular purpose of such content); or
- (b) Any content of any other guide or information booklet referred to in this Guide.

Under no circumstances will Glasgow City Council be liable for any of the following losses or damage (whether such losses were foreseen, foreseeable, known or otherwise):

- (a) Loss of revenue or anticipated profits;
- (b) Loss of business;
- (c) Loss of opportunity;
- (d) Loss of goodwill or injury to reputation;
- (e) Losses suffered by third parties; or
- (f) Any indirect, consequential, special or exemplary damages arising from the use of this Guide regardless of the form of action.

2. Planning an Event

2.1 Developing an Event Plan

When you are first planning your event you should think about the following points:

- **Who** is the event targeted at, e.g. local residents, local businesses, people from outside the area? What age groups do you want to attract to your event?
- **Why** do you want to organise an event and what kind of event do you want to organise? Is it to raise money for a community group or cause? Is it to raise awareness of a particular issue? Ask yourself what the aim of the event is. What do you want to happen as a result of having the event? What do you want to achieve?
- **Where** will the event take place, a local park, a hall or a community centre or a number of venues?
- **When** is the best time and date for the event? It may be important that it doesn't clash with other similar local events, major events or public/religious holidays.
- **How** are you going to deliver the event? What do you believe is crucial to the success of the event, and how do you ensure that this happens? Are there dedicated staff or volunteers?
- **What** will the final event be to meet your objectives?

2.2 Roles and Responsibilities

Create a Roles and Responsibilities list for tasks and jobs relating to the organisation of the event. Different areas of the event organisation can be assigned to different individuals, for example, one person could organise the event programme, whilst another could take care of licensing and health and safety issues. Keep in mind that although it is helpful to divide up the work, the event also needs to be co-ordinated by one person or a very active (and small) committee or steering group to maintain an overview. Also, however they are allocated, the roles and responsibilities of all members of the organising committee should be clearly defined and put in writing from the outset, making sure there are no gaps or overlaps. It may be useful to create an 'event schematic' that shows us in simple terms who is responsible for what and how individuals and groups contribute to the event planning process (see 15.5 on page 43).

2.3 Timeline

It is important that you set a timeline for tasks leading up to the event (see 15.1 on page 37). This will allow you to set out all the tasks and therefore meet deadlines on time.

2.4 Budget

Draw up a draft event budget with all known possible income and expenditure (see 15.2 on page 38). Questions to ask yourself about the draft budget are as follows:

- Do you plan to make a profit from the event?
- How will you avoid a deficit?
- Will there be a fundraising drive?
- Will you be applying for a grant or grants?
- Do you have any 'in-kind' contributions that could be included in your budget (e.g. are you being provided with any products or additional staff at no extra cost)?

Your costs, depending on the size and type of the event, may include the following:

- Cost of venue
- Event Day Staff
- Stewarding and Overnight Security
- Marketing (adverts, posters etc.)
- Performers
- Catering
- Licenses
- Infrastructure (toilets, marquees, stalls, etc.)
- Staging, Lighting, Sound System
- Insurances
- Medical, Ambulance and First Aid services
- Decorations (drapes, dressings, balloons, flowers, etc.)
- Contingency

Once you have drawn up and agreed your projected budget then you will need to develop a system where the budget can continually be reviewed. The Treasurer, if you have one, or Project Manager should keep an accurate record of income, expenditure and the general accounts. It would be helpful if a budget report could be made by the Treasurer or Project Manager at every steering group meeting.

In terms of the budget it would also be prudent to ask for written quotes from all suppliers and obtain at least 3 quotes on high value items.

2.5 Contingency Planning

As well as having a contingency in your budget (part of budget allocated for emergencies or unforeseen expenses), it is important to have a contingency plan – ask yourself ‘what if...’. You will not be able to anticipate everything but if you think through as many potential problems as possible early on and plan for them then they will be easier to deal with if they do occur. Anticipated problems may include the following:

Planning Stage

- Not reaching funding or sponsorship targets
- Clashes with other events with similar target audience

Delivery Stage

- Inclement weather conditions
- Overcrowding in marquees
- Fire
- A ‘no show’ by performers or performers being delayed

Your contingency plan should also include details of the procedures that will be followed if cancellation of the event becomes necessary and who should be notified of the cancellation (and in what order). The same applies for ‘event stop’ procedures; careful consideration has to go into how an ‘event stop’ would be managed, i.e. who or what group of people is finally responsible for the decision and who should then be notified. These procedures should be considered and communicated to the Emergency Services well before the event.

Ultimately, **good planning** and **good communication** are key to ensuring the success of an event.

3. Fundraising

There are many ways of raising funds for a community event other than charging an entrance fee; here are just some of them.

3.1 Funding Bodies or Funding Assistance

National Lottery 'Awards for All'	T: 0845 600 2040 W: www.awardsforall.org.uk	<i>Awards for All</i> provide funding of between £500 and £10,000 to local communities, and have a simple application process. Their website provides all the information you need to apply.
Scottish Arts Council (SAC)	Scottish Arts Council 12 Manor Place Edinburgh EH3 7DD T: 0131 226 6051 F: 0131 225 9833 E: help.desk@scottisharts.org.uk W: www.scottisharts.org.uk	The Scottish Arts Council is the lead body for the funding, development and advocacy of the arts in Scotland. Look under 'Arts and Communities' on their website for further information about grants for community events and projects.
Glasgow City Council Arts Development	Arts Development Cultural and Leisure Services 20 Trongate Glasgow G1 5ES T: 0141 287 9835 F: 0141 287 8909 E: arts.development@cls.glasgow.gov.uk W: www.glasgow.gov.uk	The Arts Development Team supports the development of arts and cultural activity in the city through supporting individual artists, performers and arts organisations and through actively encouraging access and participation in the arts among the widest possible range of people. Funding information is available on the Glasgow City Council website.
Glasgow City Council Leisure Grants	Sport & Events Cultural and Leisure Services 20 Trongate Glasgow G1 5ES T: 0141 287 5508 F: 0141 287 3558 W: www.activeglasgow.com	Sports Development provide grant aid funding to Glasgow based clubs and voluntary organisations involved in the development of community sport and sport across the city. Eligible areas of funding include: community and major events, coaching education and training and talented sports performers.
Glasgow Council for the Voluntary Sector	Glasgow Council for the Voluntary Sector 11 Queen's Crescent Glasgow G4 9AS T: 0141 332 2444 F: 0141 332 0175 E: membership@gcvs.org.uk W: www.gcvs.org.uk	GCVS host Funding Advice surgeries to allow groups to make use of <i>Funderfinder for Groups in Need</i> and <i>Trustfunding</i> , two systems which can help identify funding.
Arts & Business	Arts & Business Scotland 6 Randolph Crescent Edinburgh EH3 7TH T: 0131 220 2499 F: 0131 220 2296 E: scotland@aandb.org.uk W: www.aandb.org.uk	A & B Scotland delivers a range of services to encourage partnerships between business and the arts at both corporate and individual level. Find out if A & B Scotland can help you and your project and about their 'New Partners' scheme on their website.

3.2 Sponsorship and Advertising

Another possible source of funding is **local businesses**. They may be happy to sponsor your event either with money or by providing products or services (the latter is known as 'in-kind'). You could also try to raise funds by asking local businesses to put an advert in your event leaflet or programme. Before sending in a letter of request, it's worth making the effort to find out the name of the person who deals with such requests and addressing the letter to that person. Keep the letter brief, with some information about the event, its purpose and the assistance sought (and also include any publicity evidence if the event has taken place in previous years). Bear in mind that larger companies receive several requests for assistance every week and tend to allocate a budget on an annual basis or even on a longer term basis. Time has to be allowed for the potential sponsor to plan and respond. Give as much notice of the event as possible, ideally at least 6 months.

Potential sponsors have to be targeted carefully – if the event is for children, for example, it would be best to approach companies who have children as their target market.

What's in it for the sponsor(s)? They are likely to view an event as a **marketing opportunity**, so decide in advance **what could be offered** so that both parties benefit – as previously mentioned, it may be an advert in the event programme; a publicity banner at the venue; branding opportunities – for example, the sponsor's logo on participants' T-shirts; a mention in the opening/closing speeches; radio/TV/press coverage of the event; or a representative from the sponsoring company presenting prizes.

3.3 General Fundraising

Funds can also be raised through raffles, 'bring and buy sales', face painting, etc. Just remember that to run a raffle where you will be selling tickets to members of the public, you will need to register your organisation under the Lottery & Amusements Act, which will initially cost £35.00 for registration (2006 fee) and thereafter will cost £17.50 annually for renewal. This will allow you to run raffles, tombolas and other fundraising activities. For more information on this you can contact:

Glasgow City Council
Licensing Section
Chief Executive Department
235 George Street
Glasgow
G2 1DU
T: 0141 287 4468

3.4 Trusts and Foundations

Many Trusts and Foundations exist throughout Scotland and the UK that award money for a variety of activities and organisations. Your local library should have a list of these, or alternatively you can look on the internet under www.acf.org.uk where there is an A-Z list of trusts throughout the UK as well as information on how to apply. Remember that you will normally have to apply for funding at least 4 to 6 months before your event takes place, depending on the fund that you are applying to.

3.5 Concessions

What is a concession? A concession can be any of the following:

- Catering Units
- Fairground Attractions
- Trade and craft stalls
- Sale of Alcoholic Drinks
- Ice Cream Sellers
- Balloon Sellers

Concessions are a good way of generating further revenue for your event. The steering committee can agree a fixed fee for each of these items or alternatively a percentage of takings for smaller companies or individual traders or crafters. Charges for concessions vary greatly from event to event, just make sure that you set your fees at a realistic rate; concessionaires have to cover their overheads before making a profit, if your fee is too high then they won't come on board. If you are unsure of what you should charge then negotiate a fee that both you and the concessionaire are comfortable with. You can perhaps research other events that are similar in size and audience to your planned event and find out how much they charge for concessions.

If you do go down this route in order to raise more funds then you must be aware that a licence (or licenses) will be needed. There are several different types of licenses that you may have to apply for, depending on what you want to include in your event, however the onus is on you, as the organiser, to apply for and hold the correct licenses for your proposed activities (see Section 8.1 for further information on licence requirements). A wide range of concession options, and their contact details, can be found in *Glasgow's Events Directory*.

4. Event Venue

4.1 Selecting a Venue

If you are planning an event and do not have a venue in mind then you should begin by researching what is available to you in your area. The following points may be helpful when considering an indoor venue:

- **Locality** – is it in the proper location for the event that you want to hold and for your intended audience?
- **Capacity** – how many people do you think will attend your event? What kind of event is it, a small intimate indoor concert or a large outdoor festival? Be realistic, but remember that through good marketing you may be able to attract a large audience to your event.
- **Hire Cost** – compare costs as venue fees can vary greatly.
- **Facilities** – if you require stage lighting or a sound system for your event then check to see if the indoor venue has its own equipment. Often it is cheaper to hire a venue with these facilities than to choose one where you have to hire the equipment independently. This is because transport costs and additional time are required for an outside company to set up this equipment. Some venues will provide lighting and sound equipment as part of the hire fee but in other venues these facilities may be provided at an additional cost to the basic hire charge. Therefore, you should ask for a detailed costing from the venue operators based on what your requirements will be. Be aware that technicians used to operate the aforementioned equipment may also be an additional cost. Remember, when choosing an outdoor venue almost all facilities will need to be hired in.
- **Facilities for people or groups with additional needs** – Is there disabled access to the venue and space for wheelchairs? Is there an induction loop for people who are hearing impaired?
- **Parking (existing and temporary)** – look at what kind of parking facilities are available at the venue and whether there will be enough parking spaces for your intended audience? Are there adequate accessible parking facilities or 'blue badge' parking. Accessible Parking is a general term for parking facilities reserved for cars driven by or carrying disabled people. The Blue Badge scheme applies to 'on-street' parking and includes free use of parking metered bays and pay and display bays as well as some exemptions from limits on parking times. You may also have to consider bus/coach parking facilities.
- **Decoration** – you may want to decorate the venue space for your event, just make sure that you receive permission from the venue operators before doing this and make sure that your decorations comply with all fire and safety regulations.
- **Event set up** – do you need any additional equipment or items such as tables and chairs? Or maybe display boards for information? Make sure you know what you need and ask the venue if they can provide these items, if not then you will have to look at hiring or borrowing them for your event.

In Glasgow there are a number of indoor and outdoor event spaces to choose from. However, you should make sure your chosen venue is convenient for your target audience and it should also be within easy reach of public transport links.

It is very important to choose venues that are fully accessible to all members of the public where possible. For example, does the venue provide suitable access for older and/or disabled people? Is the venue accessible by taxi straight to the door? Is there wheelchair access at the main entrance or a nearby entrance? This should also be taken into account when choosing and designing the site for an outdoor event. Addressing access issues in the planning stages of a project is the key to ensuring that people with additional needs will be able to fully participate in your event.

Also, keep in mind that the larger the event, the fewer the number of venues that will be able to accommodate you. To get the venue of your choice and to avoid any disappointment, the venue should be booked as far in advance as possible. This applies to indoor and outdoor venues.

Based on your final venue selection and its capacity, you may need to consider issuing free or paid-for tickets to your event. Should you ticket your event it is a good idea to list the conditions of entry on the reverse of the ticket (e.g. no alcohol allowed at the event, no glass allowed on site etc). Careful consideration should be given to setting the price of tickets, and the marketing plan will need to reflect the need to sell most or all of the tickets.

If you are intending to use a local park or public space then it will be necessary for you to obtain a 'Permission to Use' letter from the custodian of the space, which is normally Glasgow City Council Land Services. The main outdoor event spaces in Glasgow are the City's parks, including Glasgow Green, Bellahouston Park and George Square. Contact details for Land Services are as follows:

Land Services
Glasgow City Council
Richmond Exchange
20 Cadogan Street
Glasgow
G2 7AD
T: 0141 287 6776

You will also have to think about the outdoor infrastructure for the event. The following are examples of equipment and facilities that you may need depending on the size and scale of your planned activities:

- Marquees
- Stalls for Traders and Exhibiting
- Portable Toilets
- Stage and Performance Areas
- Electricity and Lighting
- Accommodation Units (e.g. portable cabins)
- Eurobins – large capacity event bins (see section 13.10 for contact details)
- Catering (for event staff and public)
- Parking
- Access (to set up and dismantle event)
- First Aid Facilities
- Lost Person Station
- Tables and Chairs
- Signage and Branding
- Decorations and Special Effects
- Barriers and Fencing
- Communications System

Land Services Events have a large stock of infrastructure and equipment to hire (such as marquees, barriers and mobile stages) and can be contacted at the number above. For other suppliers you can search online, check the Yellow Pages or refer to Glasgow's Events Directory.

4.2 Procession or Parade

If you are planning to organise a procession or parade then you will have to complete and submit a 'Notice of proposal to hold a public procession in the City of Glasgow' form. You should also notify Glasgow City Council's Chief Executive Department Committee Services (0141 287 4109) in the first instance as well as the appropriate Division of Strathclyde Police at least 28 days prior to the anticipated date of the event (for more information on Strathclyde Police Divisions please refer to Section 9.1). New legislation comes into effect from 1st April 2007; please see 'Review of marches and parades in Scotland - guidance for Scottish local authorities' at www.scotland.gov.uk/publications for more detailed information.

4.3 Site Plan/Diagram

Whether your event is outdoors or indoors, you will need to produce a site plan. This is a plan of the event space, which should be to scale, showing the layout of the event. This can be done entirely by hand, however, it is best to 'overlay' the event infrastructure onto an existing park or venue plan.

As a rule of thumb, plans should include exits and entrances, emergency exits, main roads and car parks, stages, marquees, barriers, fencing, catering units, trade stands, first aid area, event control, lost person station, performers changing etc.

5. Event Programme

5.1 General Information

When considering your event programme you will have to think about the following points:

- Who is the event for? To programme effectively, you should spend some time finding out who your audience will be, what interest groups they represent and what part of the day they are most likely to attend. For example, are you planning the event only for local people or would you like people from outside the local area to attend? Is your event for a special interest group (if you are planning an event for a special interest group then it would be best to consult the group beforehand on their needs and desires)?
- Even within your local area there is bound to be a diverse community in terms of age, interests, needs, cultural background, ethnicity, etc. Therefore, the programme should reflect this and should be planned in such a way as to be attractive to the different individuals and groups you want to attend.
- There are several ways of sourcing performers and workshop providers for your event; you can visit other events and festivals and approach any performers that may be suitable for your event, approach dance schools or music societies by finding their contact details in the Yellow Pages or online. You could also ask community halls whether they have any dance or music groups that practice in their building. Glasgow City Council's Arts Development Team has produced a booklet of arts organisations called the Spare a Minute Directory. This Directory has a list of organisations that might be able to supply you with workshops or performances for your event. You could also look in the Yellow Pages under 'entertainment agencies' or check Glasgow's Events Directory.
- Look at the different cultural groups within your community (such as indigenous Scottish, English, Welsh, Irish, Chinese, Indian, Pakistani, Polish, African, Caribbean, Hispanic, etc.) and identify social groups or community projects where you may be able to source performers who perform traditional music and dance, again you could look online for these organisations. At the event you could develop appreciation of their performances by getting the compère to talk about the history, significance or custom of a particular dance or display.
- Programming the right acts and presenting them in the most effective way is crucial to your event. Your choice of acts should be shaped by the objectives and the budget for your event. If you have an event theme then this could play a large part in determining the type of performances you choose.
- As well as performance times, time should be allocated for 'changeovers', where equipment may have to be moved or musicians may want to tune up and prepare themselves. Ask the performers how much changeover time they require at the beginning and end of their act, and if they will need assistance with their equipment set-up. Recorded music can be used at changeovers or alternatively the compère could entertain the audience. Depending on the scale of your entertainment, it may be worth employing a Stage Manager.
- Make up a technical specification form for your performers that they can fill in with all the details of equipment they will need for their performance. For example, one group may only need playback facilities such as a CD or tape, whilst another group may need microphones and stands. For most events (unless indoors) you may have to hire

a stage, sound system and possibly stage lighting. You may also have to hire an engineer from the suppliers to operate these systems. Make sure that these engineers have a copy of all the performers' technical specifications well in advance of the event. Please refer to section 8.1 with regards to using a Raised Structure (e.g. a stage) at an event.

- Make sure that you confirm all the performances and workshops in writing. Whilst a contract is not normally necessary for a community event, the participants will need to know exactly what time they should turn up, what time they will be performing, written confirmation of the agreed fee, who they should ask for on the day and who they should invoice. If you have this all down in writing then it will avoid any confusion or uncertainty later.
- 'Riders' (refreshments and/or food for the performers) may be required depending on the agreement that you make with your entertainment providers.
- Depending on the size of your event, it may be useful to hold a meeting that all the performers, the stage manager and sound/lighting engineers attend. Performers can be asked to fill in a stage layout diagram, showing where they want to stand and their technical specification form will detail the equipment they are bringing or will require. This will allow the sound engineer to discuss the performers' needs before the event, to spot any potential difficulties and to identify a list of equipment they will need to operate the stage. It also allows the stage manager and sound/lighting engineer time to identify exactly what their job will involve before the day

5.2 Legal Checklist

You should put a contract in place if you are employing, for example, artists, performers, musicians or any other body external to your organisation. This does not need to be a lengthy document and can take the form of a letter but it should include reference to the following fundamental points:

1. What services you wish them to undertake.
2. When the services are to be provided and for how long.
3. How much you are paying them.
4. When they will be paid, including whether or not any payments will be made in stages.
5. If there are key people providing the services and the services cannot be provided without them, then they should be named in the letter.
6. The levels and types of insurance that they must have in place.
7. State your right to terminate and withhold payment if they fail to provide the services in accordance with your instructions.
8. Who the contact person is in your organisation and their full contact details.
9. Ensure that contractors, and others who contribute to the event, have suitable competencies, appropriate to the services they will be required to provide.

6. Health and Safety Advice

When developing a Health and Safety plan it may be advisable to contact the Council and speak to a Health and Safety Officer. An officer may be able to give you advice on what you should include in your plan and also, depending on the scale of the event, how extensive your plan should be.

In general, you should look at all your planned activities for possible health and safety problems for participants, organisers and attendees. Step back and consider the (reasonable) possibilities, and plan to prevent or manage them.

If you are having an indoor event then you should confirm that the venue has its own Health and Safety guidelines, its own stewarding system and its own evacuation procedures, therefore you will be able to make use of these and tailor them to your event. However if you are running an outdoor event then the following points may have to be considered:

- Do you need stewarding and/or security at the event (including overnight security)?
- Will you need First Aid personnel at the event?
- Is the event taking place close to a body of water or a busy road?
- Special planning and attention will also be required when organising an event that involves fireworks or other special effects.
- Ensure that all electrical equipment at the event will have Portable Appliance Test (PAT) certificates.
- Ensure that all relevant inspection certificates for plant, machinery and equipment are provided, for example gas equipment (e.g. cooking equipment), lifting equipment (e.g. fork lift trucks), pressure systems (e.g. compressors), and amusement devices (e.g. childrens rides). Certification for inspection of any temporary electrical installation will also be required.
- Ensure that you get risk assessments and insurance certificates from all your suppliers.
- Ensure that all food safety requirements are met e.g. facilities, trained staff, HACCP (food safety management system).
- Ensure that all food handlers have proper hand washing facilities.
- Ensure that all caterers hold Public Liability Insurance and Employer's Liability Insurance (if they have employees).
- Arrange for de-littering of the site, private operators can be used to do this or it could be done by the event organisers themselves. You can also arrange for Eurobins (large capacity event bins) to be delivered to an outdoor venue (these are available from GCC Environmental Protection Services, Cleansing Section – see page 34).
- Ensure that you have adequate toilet provision on site for the public, suppliers and staff.
- You will have to consider a staff welfare plan (catering, toilets, breaks, drinking water, etc).
- Vehicle movement across the site should be minimised and where vehicle access is necessary the speed limit should be restricted to 5 miles per hour.
- There should be dedicated routes across the event site for emergency services to access in the case of an incident

You will be required to develop a risk assessment for your event, please refer to Section 7 for further information.

7. Risk Assessment

A risk assessment is a document to record your appraisal of what potential hazards there may be to people and staff at your event. You then need to consider what control measures that you can put in place to prevent any harm occurring. If you cannot prevent harm occurring completely, you will then need to consider how you can reduce the likelihood and/or the severity of the risk.

Consider if you can:

- Get rid of the hazard altogether?
- If not, how can I control the risks so that harm is unlikely?

When controlling risks, apply the principles below in the following order if possible:

- Try a less risky option (e.g. switch to using a less hazardous chemical)
- Prevent access to the hazard (e.g. by guarding)
- Organise work to reduce exposure to the hazard (e.g. put barriers between pedestrians and traffic)
- Issue personal protective equipment (e.g. clothing, footwear, goggles etc)
- Provide welfare facilities (e.g. First Aid and washing facilities for removal of contamination)

When developing a risk assessment for your event, you will have to think about potential risks and how they can be minimised.

To develop a risk assessment, or understand more about its purpose, please refer to the Health and Safety Executive's (HSE) 'Five Steps to Risk Assessment' (reference number INDG163REV2). To obtain a copy of this document, please do one of the following:

1) Go to www.hsebooks.com and click on 'Free Leaflets' then search under the letter 'F' (located in page 9 of this section of the website at the time of going to print) for 'Five Steps to Risk Assessment'. You will then be able to view and download the document free of charge.

2) Telephone the HSE Books Department on 01787 881 165 and request a hard copy (a charge will be applied for this service)

3) Telephone the Cultural and Leisure Services Events Team on 0141 302 2845 who will arrange to email or post a copy to you.

If you study this document you will get an idea of the kind of potential hazards that you should be considering, such as trip hazards, broken glass, fire, extreme weather, etc.

8. Event Licensing and Insurance

8.1 Licensing

The legal delivery of an event may require a licence; hence advice should be sought from the Council's Licensing Section. The following types of licence may be required and applications for such licences must be lodged with the Licensing Section as soon as possible but not less than 10 weeks prior to the event. It is also worth noting that attendance at the Licensing Court will be required as part of the application process for the majority of these licences.

A **temporary public entertainment licence** is required for the use of premises as a place of public entertainment where, on payment of money, members of the public are admitted to or may use facilities for the purposes of entertainment or recreation.

If the event has for example carnival rides where the public pay to use such rides then a temporary public entertainment licence is required. Each application must be accompanied by 6 sets of scaled plans detailing the area to be licensed and the layout of items within that area including stalls, emergency exits etc. Reports will be sought from the Chief Constable of Strathclyde Police, Strathclyde Fire & Rescue, Environmental Protection Services (Building Control & Public Safety and Environmental Health). The local Councillor and Community Council will also be consulted on the application and upon receipt of these reports and comments you will be called before a Licensing and Regulatory Committee to discuss the application. This Committee will be responsible for the granting of the application and imposing any conditions on the licence. One of the conditions which may be imposed is that any relevant public liability insurance and safety certificates are produced to the Licensing Section by a specified date.

The Council has decided that a temporary public entertainment licence is not be required for gala days, fetes and other outdoor events of a similar kind, church halls or school halls. The absence of a temporary public entertainment licence for these types of events does not negate the requirement to have public liability insurance or safety certificates.

A **market operator's licence** is required for carrying on a private market i.e. a market carried out by any person, other than a Local Authority, at which goods are offered by more than one seller for sale by retail to the public. This includes car boot sales

A market operator's licence is not required for carrying on functions held by charitable, religious, youth, recreational, community, political or similar organisations, i.e. all monies raised must go to these organisations, including entry fees and money from the sale of any goods.

Again, plans are required and reports sought as mentioned with temporary public entertainment licensing above.

A **street trader's licence** is required by a person whether on his own account or as an employee. Street trading means hawking, selling or exposing for sale any article; or offering to carry out any service for money in a public place.

This type of licence is usually required by individual traders at an event where there is no temporary public entertainment or market operator's licence in force. Again reports are sought and consultations made as with the temporary public entertainment licences. A scaled plan of the event and location is required and this would be provided to the Licensing Section. If you intend to trade on private ground a letter of consent from the owner of the ground giving consent for you to do so must accompany the application.

If you propose to trade in food for consumption by the public, a Certificate of Compliance is also required when submitting the application. This can be obtained from the Director of Environmental Protection Services (Environmental Health) upon payment of the appropriate fee and subject to the inspection of the vehicle/kiosk/stall to be used.

A site inspection will normally take place on the morning of the event and the licence will only be issued if all arrangements required by the conditions of the licence are met.

Please note that where public liability insurance and safety certificates are required but not produced then the event or item may not proceed. Not being familiar with licensing rules and regulations is not regarded as an adequate excuse for your event operating without the appropriate licences. Any event can be stopped by the authorities for general health and safety reasons.

For further information please contact:

Licensing Section
Glasgow City Council
Chief Executive Department
235 George Street
Glasgow
G1 1QZ
T: 0141 287 5182 or 4468
W: www.glasgow.gov.uk/en/Business/Licences

If you are proposing to sell or supply alcohol at your event in premises which are not licensed then you will be required to apply to the Licensing Board for an **Occasional Licence** or an **Occasional Permission**.

An Occasional Licence must be applied for by the holder of an existing public house, hotel, restaurant or an off-sales licence. If granted, it may authorise the applicant to sell or supply alcoholic liquor in the premises to which the application relates during such period (not exceeding 14 days) and between such hours as specified in the Licence. The Licensing Board may attach conditions to the granting of the Occasional Licence, for example, it may be specified that alcohol must not be sold in glass containers. An Occasional Licence may also be granted to a registered club for an event held outside the club premises if the event arises from or relates to the functions of the club.

An Occasional Permission is appropriate for an event to be held outside licensed premises by a voluntary organisation. The event must arise from or relate to the activities of the voluntary organisation. No more than four Occasional Permissions may be granted to the same organisation in any 12 month period. An Occasional Permission may be granted subject to a condition relating to the type of alcoholic liquor which may be sold under the permission, or to other conditions.

An application for either an Occasional Licence or an Occasional Permission must be lodged with the Clerk to the Licensing Board, together with the appropriate fee, no later than 21 clear days before the date of the event. In both types of application a report will be sought from the Chief Constable of Strathclyde Police in order to assist the Licensing Board in determining whether or not to grant the Occasional Licence or Permission.

For further information please contact:-

City of Glasgow Licensing Board
235 George Street
Glasgow
G1 1QZ
Tel: 0141 287 4468
Web: www.glasgow.gov.uk/en/Business/Licences/Liquor

An application for the **Erection of a Raised Structure**, in terms of **Section 89** of the Civic Government (Scotland) Act 1982, should be obtained from Building Control Licensing if you are planning to erect a temporary structure, such as a stage, tiered seating or an accessible viewing platform.

For more information contact:

Building Control Licensing
Environmental Protection Services
Glasgow City Council
T: 0141 287 5537
F: 0141 287 7073
E: building.control@eps.glasgow.gov.uk

8.2 Insurance

As mentioned previously, all Health and Safety guidelines should be followed with regard to the organisation of your event, however, even if you believe that you have covered all eventualities, there is still a chance that something could go wrong. One method of transferring the cost of possible risks is event insurance. Noted below are a sample of policies which are available to be taken out via insurance companies/brokers.

Employers' Liability

This is a compulsory insurance which all employers must have in place to cover them against claims by employees who are injured at work. This policy can usually be extended to include volunteers, temporary employees, etc.

This would be utilised where a party brings or threatens a claim against you for financial compensation due to injury or other loss caused to them during the policy period arising out of and in connection with their employment with you.

This party would be any person who is either:

- under a contract of employment
- supplied, hired or borrowed
- working under a Work Experience Scheme
- working as a voluntary helper

There will be an indemnity limit for any one incident in the policy period in respect of legal liability to pay claims for death, bodily injury or disease sustained by any person in the categories noted above.

Public Liability

This insurance would cover a situation where a member of the public brings or threatens a claim for financial compensation due to accidental death or bodily injury or other loss caused to them by any person undertaking activities on behalf of the event organiser.

Indemnity limits vary from around £250,000 to millions of pounds for any one accident. There is no limit to the number or value of claims in respect of legal liability to pay claims which may happen in the course of the event organiser's business for;

- accidental death, injury or illness sustained by any person other than an employee
- accidental loss of or damage to property not belonging to you or in your custody or control

Products Liability

If products are sold or distributed by the event organiser this type of insurance is designed to cover the event organiser from the threat that they will be sued if a product sold causes accidental injury or death to a member of the public or damages their property.

Indemnity limits vary but the total amount covers one policy year in respect of legal liability to pay claims for accidental injury, loss or damage as described in Public Liability above caused by Products sold, treated, repaired, serviced, tested or supplied by you.

General Points

It may be that your organisation already holds Public Liability Insurance cover. In this case, you should contact your insurer/broker to ask if your policy covers the event you intend to organise.

If your event involves the hire of bouncy castles or inflatable devices, you should request details of the provider's Public Liability policy and ensure that they will provide supervision on the day.

If you are hiring in equipment for an event, it is important to read the hire documents in full. When signing the documentation, you may be agreeing to provide a completely new item in the event that the hire equipment is damaged or stolen. The cost of these new items could prove to be expensive.

It is also important to check that anyone operating 'hired-in' equipment is appropriately trained and that they are insured to operate the equipment. Alternatively, if you are hiring in equipment with the intention that staff/volunteers will operate it, proper training should be provided by the hire company and you should check with your insurer that appropriate cover is in place.

If the event you organise expands over a number of years and becomes a major event, you may wish to source information on curtailment and abandonment cover which can be taken out to cover the cancellation of an event due to a number of circumstances, including bad weather or the non-appearance of a well-known entertainer. Cover for cancellation due to bad weather must be taken out well in advance of the event; it is not possible to take out cover a few days before when you are aware of a bad weather forecast.

9. Emergency Services, Medical and First Aid

It is common practice when organising an event to inform the local emergency services. Depending on the size of the event and whether it is outdoors or indoors, sometimes it is only necessary to contact Strathclyde Police. However, if you are planning a larger event, which will take place outdoors, you may have to contact not only Strathclyde Police but also Strathclyde Fire & Rescue, NHS Greater Glasgow and Clyde, Scottish Ambulance Service and First Aid organisations. It can be helpful for larger events to hold regular 'Event Planning' meetings that involve representatives of the emergency services where issues can be discussed.

Depending on the scale of the event, you may have to consider the following:

- Seek advice from your local Fire Prevention Officer on how many fire extinguishers/blankets will be needed for the event.
- Establish the location of an Emergency Rendezvous Point (ERP) with the emergency services
- Ensure that there is suitable emergency access and egress and a turning point for fire vehicles.
- Include emergency contact numbers in the event manual for all services.
- Establish a location for First Aid services (such as a portable cabin or dedicated room).
- Ask the Road Policing Unit for advice on parking issues and traffic management (there may be ample parking in and around the venue).
- Seek advice from the Police on the level of stewarding that will be required based on projected audience figures. You can then contact a stewarding company and solicit a quote.

9.1 Strathclyde Police

Strathclyde Police will want to know the numbers expected to attend the event; stewarding proposals and information about any activity which may require additional security considerations. Entrance gates, car parking provision, traffic flow and pick up points for taxis and private cars should all be decided with the advice of the Police to reduce the risk of traffic congestion.

Strathclyde Police is divided into Divisions. Formerly referred to by a single letter of the alphabet, each has been renamed to help you more accurately identify the areas they serve. The relevant new Divisional names are listed below for your information. Strathclyde Police Headquarters are based at Pitt Street in Glasgow City Centre. You should ask for 'Operational Planning' when contacting the police. A number is given with each division, which is for the divisional headquarters, if you explain to the officer in charge of operational planning where your event will be taking place they may refer you to a local station, depending on the size and nature of the event. Contact details are below:

Strathclyde Police Division Information for Glasgow

'A'	Glasgow Central and West Division	0141 532 3002
'C'	Glasgow North and East Dunbartonshire Division	0141 532 3000
'E'	Glasgow East Division	0141 532 4684
'G'	Glasgow South and East Renfrewshire Division	0141 532 5420
	Road Policing Unit, Helen Street	0141 532 6442

9.2 Strathclyde Fire & Rescue

Strathclyde Fire & Rescue is divided into 4 main 'Commands' that cover the whole of the Strathclyde area; Central Command, East Command, North Command and West Command. If you are looking for advice on fire safety at your event then you should contact the numbers below or alternatively call the Community Safety Freephone Helpline. If you are considering fireworks or catering at your event then it will be necessary for you to contact Strathclyde Fire & Rescue.

Central Command Headquarters
123 Port Dundas Road
Glasgow G4 0ES
T: 0141 302 3333
F: 0141 302 3279

Community Safety Freephone Helpline
T: 0800 0731 999

9.3 Medical & First Aid Services

NHS Greater Glasgow & Clyde

Medical and First Aid services can be arranged directly through NHS Greater Glasgow & Clyde. It is important to keep in mind that no event should have less than two qualified First Aid personnel present at all times. Contact details are as follows:

Civil Contingencies Planning Unit
NHS Greater Glasgow & Clyde
Dalian House
350 St Vincent Street
Glasgow
G3 8YZ
T: 0141 201 4444
F: 0141 201 4401

British Red Cross

The British Red Cross can provide First Aid services at your event if requested. There will be a charge for these services. The British Red Cross can be contacted as follows:

British Red Cross
West Central and South West Scotland
4 Nasmyth Place
Hillington
Glasgow
G52 4PR
T: 0141 891 4000
F: 0141 891 4099

St Andrew's Ambulance Association

The St. Andrew's Ambulance Association can provide your event with First Aid cover. Again, there will be a charge for these services. The Scottish Headquarters contact details are as follows:

St. Andrew's Ambulance Association
Unit 3
100 Elder Park Street
Govan
Glasgow
G51 3TR
T: 0141 445 4546
E: glasgowexec@firstaidclass.org.uk

10. Marketing

It is always helpful to get as much information out there about your event as possible and the following promotional tools will help to do this:

- Leaflets
- Posters
- Adverts in local magazines or newspapers
- Adverts on Radio or TV
- Press Releases
- Information on the internet
- Direct Mail
- Pricing Offer (e.g. 'two for one offer')

Things to consider in relation to the above promotional tools:

- Posters and leaflets are a powerful marketing tool for community events and can be produced fairly inexpensively. How many will you need? Who's going to design and print them? Is it possible for you design and print them 'in-house'? For example, photocopied onto coloured paper or card? If not, then you can contact local photocopy or printing shops in your area to ask for a quote. These businesses can be found in the Yellow Pages.
- How much will this cost? Can you get a charity discount? You might try and get your local printer to sponsor your event by placing their business logo on all printed materials in return for their reduced cost/free services.
- Consider carefully where you will distribute the posters and leaflets, who are your target groups? Also, how you will distribute your publicity materials to these target groups. You can use volunteers or alternatively hire a company that will do this for you. Again you will be able to find this type of company in the Yellow Pages, under "Circular and Sample Distributors".
- A simple press release should include – what, who, why, where, when as well as event contact details. You could put together a simple 'press release' for the event and send this to local newspapers and radio stations. They may feature the event in their 'What's On' spot or, even better – write an article on your upcoming event. A good colourful photo with your press release may help attract publicity. You should send your press release out about 6 weeks before the event. If you do not have all of your programme details confirmed at this point then make sure you send a more detailed press release closer to the event.
- Try to get free editorial copy in a local paper by drawing attention to any interesting aspects of the event in the press release that will be considered "newsworthy", such as a local celebrity attending.
- Consider the suitability of your promotional tools to your target audience, the design should be attractive to this intended audience and the promotional tools should be accessible to this audience (e.g. if your event is targeting an older audience then it would be pointless to have advertising in a magazine that is primarily read by young people).
- Get the information across clearly. Make sure that you highlight any special attractions in your publicity, mention who/what the event is for, date and time, venue and basic directions to it as well as event contact information (telephone number, web address, email address etc.) for more information or tickets.

- Get someone to 'proof read' your marketing material before it goes to print. Errors can be problematic, e.g. the wrong date printed.
- Posters should be put on official sites only and not 'fly posted'. For information on putting your posters up on official sites contact Non-Stop Advertising Limited on 0141 632 6992. This company uses vacant retail, construction and utility sites and have planning consent from Glasgow City Council.
- Event promotion should, where possible, utilise a range of media and not rely solely on printed materials. For example, the internet and community radio stations are powerful tools that can be used to market your event. There are also specialist media options such as 'VIP on Air', which is a radio station that targets visually impaired people.
- You may be able to promote your event on www.glasgow.gov.uk and www.seeglasgow.com as both websites have online facilities for event organisers to enter details about their forthcoming event. The information is vetted and details that are logged are then put on a 'What's On' section.

11. Event Manual

What is an Event Manual?

An Event Manual is a document that provides a summary of information for each aspect of your event for the benefit of those involved in the organisation of the event. This includes the event programme, all technical details, safety and emergency plans, details of performers taking part etc.

It also details the positioning of services and information such as event management personnel, emergency routes, schedule of performances, and the cover which is provided by the Police, Stewards and other emergency services. Essentially, an Event Manual puts all the information that you and others will need to manage the event together in one document.

Why have an Event Manual?

This document is normally distributed to everyone involved in the event, such as the staff, stewards, emergency services and local council officers (if applicable). Your Event Manual will be invaluable particularly if you are organising an outdoor event, as you will have all the necessary contact details if a supplier or a performer does not turn up on time. It will also be a handy reference tool on the day for anyone who is unclear about any particular aspect of the event.

Content of your Manual

The following information is a guide to what you might include in your Event Manual:

1. Event Information

A list of activities and performances you have at the event, including times and locations.

You should also detail the objective and purpose of the manual at the beginning, so that everyone understands the importance of reading the Event Manual before the event takes place.

Your completed Event Manual should be distributed to all personnel about 2 weeks prior to the event, to allow people to read through the contents and make any relevant changes and/or additions. Changes made after distribution should be sent to all personnel who received the Manual. Changes should be forwarded on a different colour of paper to highlight that it is an updated section.

2. Key Contact List

A list of all personnel involved together with a contact number.

3. Area of Responsibility

A list of all personnel and what they are responsible for example:

<u>Area of Responsibility</u>	<u>Responsible</u>
Main Stage	A. Smith
First Aid	B. Jones
Community Marquee	C. McDuff
Parking	D. Brady

4. Communications Plan

A list of designated personnel with radios and the channels they can be contacted on or if using mobile phones, the person's name and mobile number.

5. Venue/Site Rules

A list of rules for all event personnel, for example, the time vehicles should leave the event site before the event, details of who to notify if there is an accident etc.

6. Site Plan

A plan showing the entire layout of the event, whether indoor or outdoor (more details in Section 4.5).

7. Technical Data Sheets

A list of equipment you have, when it is being delivered and picked up, who the supplier is and a contact number for the supplier.

8. Security Arrangements

Which company is supplying overnight and daytime security if required, at what time and details of their areas of responsibility.

9. Event Stewarding Arrangements

A list of steward positions, what they are stewarding, at what times etc.

10. Accreditation

A list of event passes distributed, detailing all types, what access the pass grants etc. E.g. Staff Car Parking, Backstage Crew etc. (see Section 13.5 for more information).

11. Sanitation Arrangements

Number of toilets, where they are positioned, accessible toilets, baby changing, etc.

12. Waste & De-littering Arrangements

A list of staff responsible for cleansing and at what times.

13. Evacuation Procedures

A plan detailing what should happen in an emergency, what will the lines of communication be, who will make the decision to evacuate and who else will be consulted. How will you address the attendees if you require them to leave the venue? How do you alert your staff of a problem without alarming the public?

14. Emergency Rendezvous Point (ERP)

If advised by the emergency services, the ERP is where all emergency services should meet in the event of an emergency.

15. Details of Emergency Personnel and Equipment

Details of the number of First Aid personnel you have on site and where they are positioned.

16. Lost Person Procedures

Details of what happens if a child or person is lost, where they are taken to, what staff will look after them and how you will locate their parents, guardians, friends etc. (further details in section 13.7).

17. Reuniting Procedures

You may consider having a procedure that allows people to be reunited with friends and family (further details in Section 13.8). This is different to the Lost Person Procedure.

18. Risk Assessment

A document detailing any risks you have on site that could cause harm to staff or members of the public. This assessment should show how you have controlled the risk.

12. Event Evaluation Methods

12.1 Evaluation Tools

Different evaluation methods can be used to assess whether the event has met your aims and objectives. Event questionnaires are for assessing whether your target audience was satisfied with the results, and also to gather opinions from event participants (such as stall holders, performers, workshop providers, etc.). This questionnaire can be made available at the event and a box provided to put the completed questionnaire in. Alternatively, if you have some volunteers you could ask them to go around and ask attendees the questions on the form. This means that opinions can be sought from people who are unable to fill in the questionnaires themselves, such as mothers who have children with them, people who do not speak English as a first language and are perhaps unsure of their written English or people who are unable to write.

Keep a record of newspaper clippings for your event and make sure that you take plenty of photos and that someone videos performances and activities.

Positive feedback from audiences and participants and favourable newspaper articles could be used to encourage funding bodies and sponsors to consider future events that you organise, therefore make sure you collate all this important material.

Please see appendix 15.3 for a sample event questionnaire. This is not an exhaustive list of questions, however these are questions you may wish to ask attendees.

12.2 Event De-Brief

If your organisation is ever going to run any other event, a 'debrief' meeting is very helpful and best arranged only a few days after the event. The aim of this meeting is to analyse the planning and organisation of the event as well as what happened on the day. Bring together your event steering group or committee and look at which aspects of the event worked well and which didn't. Feedback should also be invited from other parties involved, such as the emergency services. This information will be helpful in planning your next event and will hopefully help you to avoid problems that may have been encountered with your first event.

13. Other General Information

13.1 Event Kit

Whether your event is indoors or outdoors, there are small tasks that you may have to perform before the event is underway, such as putting up event decorations or signage, taping down trip hazards, etc. Therefore, you should make sure that you make up a box of essentials to take to the event. This list may include the following:

Item Type	Item Description	(✓)
Tools		
	Large scissors	
	Hammer	
	Screwdrivers and screws	
	Tacks and small nails	
	Staple gun and staples	
Stationery		
	Paper	
	Envelopes	
	Pens and pencils (marker pens will come in especially handy if there is any additional signage that you need on the day)	
Tape		
	Clear sticky	
	Masking	
	Sticky Hazard (red & white striped)	
	Non-sticky hazard (red & white striped)	
	Strong industrial tape	
Communication		
	Loudhailers	
	Radio sign in/sign out sheet (if applicable)	
	Spare mobile phones, batteries and chargers	
Refreshments		
	Tea	
	Coffee	
	Long life milk	
	Polystyrene cups	
	Spoons	
	Sugar	
Miscellaneous		
	String	
	Cable ties (<i>which you can buy at any DIY store</i>)	
	Key fobs	
	Glue	
	A long tape measure (<i>or measuring wheel if you can get your hands on one</i>)	
	Calculator	
	Safety pins	
	Bin bags	
	Lap top / files (if applicable)	
	Maps and site plans	
	Accreditation and parking passes	
	Petty Cash	

There are other things that you may want to add to your list; however these items should cover a lot of eventualities.

13.2 Signage

Signage is an extremely important part of event planning and can cover the following:

- Getting to the venue, by foot car or public transport
- Making your way around an event
- Highlighting important components of event (e.g. 'Main Stage')
- Advising on location of facilities (toilets, café, etc.)
- Advising on the location of First Aid
- Advising on location of exits and emergency exits in event venue

You may also need signage to indicate parking areas. Most printing companies can produce signage on white fluted board for a reasonable price. You will be able to find companies in the Glasgow's Events Directory and the Yellow Pages under 'signage'.

13.3 Branding

Branding can be an important aspect of your event and can be used to promote your organisation, event, sponsor or supporter and can be displayed via banners, flags, t-shirts, accreditation (see 13.5 below) etc. Give careful consideration to where you position your branding on site, for example, entrances, exits and perimeter fencing are all good options to consider. For Health and Safety reasons, try to fix your branding to permanent fencing and structures and use wind permeable materials if at all possible.

13.4 Volunteers and Stewards

Volunteers and stewards should be briefed in advance as to the duties expected of them and should be provided with a written checklist of these; plus an Event Manual, which will include instructions on procedures for dealing with emergencies, lost persons, lost property etc. The Event Manual will also contain information on the chain of command at the event and who should be their first point of contact.

It is helpful for volunteers and stewards to be easily identifiable to the public. Professional stewarding companies normally have uniforms for their staff and high visibility t-shirts could be provided for volunteers.

13.5 Accreditation

For most events, whether indoors or outdoors, you will need a pass system (accreditation system) to allow staff, performers and suppliers to come and go through stewarding and security systems. This system can be fairly simple or extremely complicated, depending on your needs and could include designations such as: Access All Areas, Performer, Trader, Staff, etc. A sample of an accreditation sheet, which is normally included in the Event Manual has been appended to this Guide. Your passes can be laminated and include a communication list on the back. If you have a logo for your organisation then it would be best to include this on the pass, as this will make it more difficult for anyone to copy them. Personnel passes are normally worn around the neck on a lanyard on the event day and vehicle passes displayed on the dashboard of official vehicles.

13.6 Radios and Communications

If two-way radios are being used then make sure that, a) users are shown in advance how to operate them, b) the radios are tested, and c) that any spare batteries are fully charged. You can find companies that hire out radios in Glasgow's Events Directory and also in the Yellow Pages under "Radio Communications Equipment".

If two-way radios are not being used then an alternative option is to utilise mobile phones.

13.7 Lost Person Procedures

It is inevitable that at events with large audiences people will become separated from their family or friends. It is important to have a procedure in place to deal with such situations.

The emphasis on these procedures should be on lost children or vulnerable adults. However, it is good practice to also have a procedure for adult friends or family that wish to be reunited at an event, e.g. a fun run. This is a separate concern and is discussed in the next section of this Guide.

We will focus on two separate circumstances within this procedure:

A) Lost Person – Location Unknown: Persons who have become separated from their family/friends/guardian/carer and their whereabouts is unknown

B) Lost Person – Safe and Found: This is when lost persons have presented themselves to an event official as being lost or separated from their family/friends/guardian/carer.

The latter is clearly of less concern as the lost person is able to be transferred to a safe environment. For the first circumstance, this requires a systematic approach to ensuring they are swiftly located and reunited with their family/friends/guardian/carer.

There should be pre-arranged facilities at an event to deal with these issues. You should consider the following:

Lost Person Station

- All events should have a 'Lost Person Station' clearly marked on site at the event and on any publicity materials that are produced.
- The Station should be sheltered, preferably indoors and have hot and cold water available.
- The Station should be staffed at all times and also have a communications system to speak to other event staff, e.g. radios, mobile phones etc.
- You should consider having a public address (PA) system to make announcements to the event audience.
- The Station should have some toys, games or colouring books to keep any lost children occupied until they are reunited.
- The Station should have a log sheet to take down details of any activity or issues at the event.

Staffing

- There should be a minimum of two members of staff at all times in the Station.
- The staff should be 'Disclosure Scotland' checked. For full details on the purpose of 'Disclosure Scotland' and how to apply, visit www.disclosurescotland.co.uk or telephone 0870 609 6006.
- Lost Person Station staff should be easily identifiable with a uniform and name badge.

This section will now detail the differences between the two separate circumstances mentioned above.

A. Lost Person – Location Unknown

This is when a lost person has been reported to an event official or the Lost Person Station by family/friends/guardian/carer and their whereabouts is unknown. A procedure should now commence that aims to swiftly locate the lost person. You should consider the following points:

- Obtain a detailed description of the person and the exact location where they were last seen.
- The Lost Person staff should instruct an immediate search of the event venue by all stewards and officials. This message would be circulated via the event communication system. If the child is deemed old enough (e.g. 8 years old and above) then a message should be issued over the PA system to say, for example; 'would (name) please make themselves known to an event steward or staff member'.
- Take the family/friends/guardian/carer to the Lost Person Station if not there already and remain with them (offer a hot drink, give constant reassurance etc.).
- Deploy stewards and event officials to cover the main exits to prevent the lost person leaving the venue.
- If the lost person is not found within a pre-agreed time (e.g. 20 minutes) then contact the Police who will then take control of the situation. If the lost person is a young child, it may be appropriate to advise the Police immediately. This can be discussed and agreed with the Police at the event planning stage.

B. Lost Person – Safe and Found

This is when a lost person has presented themselves to an event official or the Lost Person Station as being lost or separated from their family/friends/guardian/carer. A procedure should now commence that aims to swiftly reunite this lost person with who they came to the event with and you should consider the following points:

- Check the immediate vicinity for family/friends/guardian/carer.
- If the lost person is a child, reduce yourself to their height when talking with them.
- If not already there, take the lost person to the Lost Person Station.
- Keep the lost person calm and reassure them that they will be reunited soon. Do not offer the lost person, unless they are an adult, any food or drink other than water in case they have a medical condition. If the lost person is a child offer them a toy to play with.
- Get their name, age and the name of the key person or group that they came to the event with. If possible, get a contact number of this person or group.

- Write down a description of the person (sex, age, clothing etc.) for putting out over the event PA system. Never give out the Lost Person's name over the PA system.
- Use the event communications system to contact stewards and officials to look out for the lost person's family/friends/guardian/carer who may be distressed.
- Make sure that the lost person clearly knows the person who has come to collect them. If in doubt ask for verification that they are who they say they are.
- Staff should never leave the Station with a lost person to go and look for the family/friends/guardian/carer.
- If the lost person is not reunited within an agreed time (e.g. 30 minutes) then contact the Police who will then take control of the situation.

Glasgow City Council's Play Service can provide trained staff for a Lost Person Station. There is usually a small fee and this will of course depend on the size of the event and number of staff required. If you would like to discuss an event with the Play Service you can call the team on 0141 287 5987.

13.8 Reuniting Procedures

Depending on the nature of your event, you may wish to consider a procedure that reunites friends and families where there are no welfare concerns. This type of procedure is most common at busy and mass participation events, in particular fun runs. It is important to reiterate that this is a completely separate issue to that of a lost person. Persons requiring reuniting are not in any danger and their welfare is not at risk (i.e. it is usually adults wishing to meet each other during or after an event).

There are a number of methods that can be applied to assist with this issue, including:

- A 'Meeting Point' located in a central part of the event venue and advertised on all marketing material etc.
- A 'Reunion Zone' where, using signage with letters of the alphabet on, friends and family can wait to meet (this is a good method for a medium or large fun run).
- A 'Reunion Station' which would be a designated office that could take messages or make announcements over a PA system.

13.9 Decoration

You can brighten up your event with banners behind the stage and on fencing and with colourful flags or bunting around the site. Another way to decorate your site would be to put flowers on the stages and potted trees for the side of stages and hospitality tents. These items can be purchased or hired from all good florists. You could also have volunteers make decoration from crepe paper, fabric or coloured card. Just make sure that if you are organising an outdoor event that you choose a waterproof option. All indoor décor should be fireproof, therefore choose your materials carefully or treat them with a fireproofing spray. Decorations can also be based around the theme of your event.

13.10 Glasgow City Council Contacts

1) Cultural and Leisure Services Events

For supplier advice and information related to this Guide and Glasgow's Events Directory.

T: 0141 302 2845

F: 0141 287 0967

E: events@cls.glasgow.gov.uk

2) Land Services Events

Permission to use for public outdoor venues and equipment hire information, e.g. marquees, barriers, accessible viewing platforms. Park Rangers can also be contacted through Land Services Events. If your event requires road closures then Land Services Events will also assist.

T: 0141 287 6776

F: 0141 287 9059

E: land@glasgow.gov.uk

3) Building Control, Environmental Protection Services

For advice on temporary structures (e.g. stages and accessible viewing platforms) and capacities for event venues.

T: 0141 287 5703

F: 0141 287 5588

E: building.control@eps.glasgow.gov.uk

4) Food Safety and Health & Safety, Environmental Protection Services

EPS can provide advice on a number of environmental areas including health & safety, food safety, noise issues etc.

T: 0141 287 6539

F: 0141 287 8101

E: healthandsafety@eps.glasgow.gov.uk
or food.safety@eps.glasgow.gov.uk

5) Cleansing Services, Environmental Protection Services

For advice on hiring special high capacity event bins as well as street cleaning etc.

T: 0141 287 9700

F: 0141 287 9710

E: cleansing@eps.glasgow.gov.uk

6) Play Service, Cultural and Leisure Services

Can provide staff for Lost Person Station as well as Games sessions (traditional, parachute, physical etc.), Arts and Crafts and Circus Skills workshops. Play Services can also offer Face Painting. A minimum of 7 days notice are required for all bookings.

T: 0141 287 5987

7) Chief Executive Department

To seek permission for a procession or parade.

T: 0141 287 4109

E: committee.services@ced.glasgow.gov.uk

8) Glasgow Flowers

For event decorations such as floral displays, potted trees and bouquets.

T: 0141 287 5918

W: www.glasgow.gov.uk/flowers

For more contacts please refer to Glasgow's Events Directory.

14 Other Event Planning and Reference Tools

Glasgow's Events Directory

This directory provides a comprehensive list of venues, individuals, organisations and suppliers used by events professionals in Glasgow. To obtain a copy please contact:

Events Team
Cultural and Leisure Services
4th Floor
20 Trongate
Glasgow
G1 5ES
T: 0141 302 2845
F: 0141 287 0967
E: events@cls.glasgow.gov.uk

Spare a Minute - Glasgow's Arts Directory

This directory provides a comprehensive list of arts contacts in Glasgow and Scotland. To purchase this book, at a cost of £5.00, please contact:

Arts Development Section
Cultural and Leisure Services
3rd Floor
20 Trongate
Glasgow
G1 5ES
T: 0141 287 9835
F: 0141 287 8909

The Event Safety Guide (1999) (ISBN/Stock Code: 0717624536)

This is a guide to health, safety and welfare at music and similar events. To purchase this book, at a cost of £20.00, please contact:

HSE Books,
PO Box 1999,
Sudbury,
Suffolk
CO10 2WA.
T: 01787 881165

Or order online at www.hsebooks.com and enter the ISBN/stock code.

The White Book

This is a directory for the UK event production industry. The White Book is a comprehensive source of specialist event contacts across the UK. To purchase this book, at a cost of £90.00, please contact:

The White Book
Bank House
23 Warwick Road
Coventry
CV1 2EW

T: 024 7657 1175
F: 024 7657 1172
E: therese_roberts@mrn.co.uk
W: www.whitebook.co.uk

Events Management - A Practical Guide

This guide has been produced to assist with the effective management of events across Scotland. To purchase this book, please contact:

EventScotland
5th Floor
Ocean Point One
94 Ocean Drive
Edinburgh
EH6 6JH

Tel: 0131 472 2313
Email: admin@eventscotland.org
Or visit: www.eventscotland.org

15. Appendices

15.1 Sample Timeline

Date	Duties/Tasks/Deadlines	Responsible Individual/Group	✓ when completed
12 months to 9 months ahead	Form Steering Group and arrange first meeting.	Project Manager (PM)	
	Research funding bodies and source applications.	PM	
	Allocation of roles and responsibilities.	Steering Group (SG)	
	Research venue options.	PM	
	Process and submit funding applications.	PM	
	Research potential sponsors.	PM	
	Develop stalls application form.	PM	
	Select venue.	PM	
	Agree organisational structure, including any sub-groups.	SG	
	Put together projected budget for Steering Group.	PM	
6 months ahead	Decide on venue.	SG	
	Commence site plan.	PM	
	Development of programme format in consultation with Project Manager.	SG	
	Based on programme ideas, source performers/workshop providers/etc.	PM	
	Contact suppliers for any additional infrastructure needed, get 3 quotes.	PM	
	Contact relevant emergency services	PM	
	Submission of Temporary Public Entertainment Licence Application with fee (if applicable).	PM	
4 months ahead	Book infrastructure (tables/chairs/lighting/PA/etc). Send confirmation letters to performers/workshop providers/etc.	PM	
	Decide on lighting (and decoration) of event in consultation with Project Manager.	SG	
	Design posters and fliers (if your budget is reasonable, have them designed by a professional).	PM	
	Submit application for Liqueur Licence with fee (if applicable).	PM	
2 months ahead	Have posters and fliers printed or photocopied (budget dependent). Design event tickets or have them designed and printed or photocopied.	PM	
	Send out first press release and information to the community.	PM	

15.2 Sample Budget (usually a Microsoft Excel document)

INCOME				
Source	Description	Income	When Rec'd	Notes
GCC Grant	Funding	£0.00		
Concessions	Food Stalls	£0.00		
Sponsorship	ABC Ltd.	£0.00		
Other	Ticket Income	£0.00		
Total		£0.00		
EXPENDITURE				
Area	Description	Expenditure	When Paid	Notes
Administration	Petty Cash	£0.00		
Administration	Photocopying	£0.00		
Administration	Folders & Envelopes	£0.00		
Administration	Postage	£0.00		
		£0.00		
Communications	Radio hire	£0.00		
		£0.00		
Marketing	Posters and Flyers	£0.00		
Marketing	Brochures, Programmes etc	£0.00		
		£0.00		
Medical	First Aid Cover	£0.00		
		£0.00		
Production	Staff	£0.00		
Production	Stage Hire	£0.00		
Production	Stage Lighting	£0.00		
Production	PA Hire	£0.00		
		£0.00		
Programme	Act One	£0.00		
Programme	Act Two	£0.00		
Programme	Workshop One	£0.00		
Stewarding	Contract Stewards	£0.00		
Security	24-hour Security	£0.00		
		£0.00		
Site & Venue	Marquees	£0.00		
Site & Venue	Generators	£0.00		
Site & Venue	Cabins	£0.00		
Site & Venue	Temp Public Entertainment Licence	£0.00		
Site & Venue	De-Littering / Cleansing	£0.00		
		£0.00		
Human Resources	Electricians	£0.00		
Human Resources	Joiners	£0.00		
		£0.00		

Contingency		£0.00		
		£0.00		
SUB TOTALS				
Administration		£0.00		
Communications		£0.00		
Marketing		£0.00		
Medical		£0.00		
Production		£0.00		
Programme		£0.00		
Security		£0.00		
Site & Venue		£0.00		
Human Resources		£0.00		
Contingency		£0.00		
	Total Expenditure	£0.00		
	Total Income	£0.00		
	Variance	£0.00		

15.3 Sample Event Questionnaire

1. Which age category do you fall within? (Please Circle)

Under 18 18-25 26-40 41-60 Over 60

2. What is the first part of your postcode? (e.g. G42): _____

3. What is your employment status? (Please Circle)

Employed Unemployed Student Other

4. Are you aware of the sponsor's name? (Please Circle)

Yes No

5. How would you describe yourself? (Please Circle)

White Mixed Race Asian Black Other

6. By what means did you travel to the event? (Please Circle)

Car Bus Train Subway On foot

7. How would you rate the event overall? (Please Circle)

Very enjoyable Fairly Enjoyable Not enjoyable Don't know

8. What did you enjoy most about the event and why? (Please Circle)

Outdoor sport and play Children's performance tent Bouncy castles Other

9. What did you enjoy least about the event and why? (Please Circle)

Outdoor sport and play Children's performance tent Bouncy castles Other

10. How important do you think this event is to your local community? (Please Circle)

Very important Fairly important Of little/no importance Don't know

11. Do you think (Event Name) has had a positive impact, negative impact or no impact on the image of your local community? (Please Circle)

Positive Impact Negative Impact No Impact Can't Say

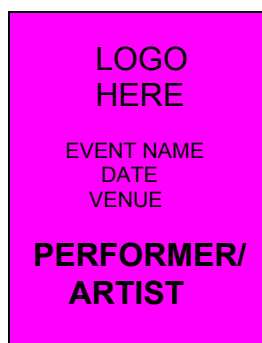
12. Are you Registered Disabled? (Please Circle)

Yes No

Thank you for completing the questionnaire

15.4 Sample Personnel and Vehicle Accreditation

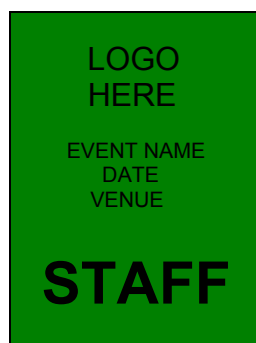
PERSONNEL PASSES (WORN AROUND THE NECK)



PERFORMER/
ARTIST
LAMINATE PASS

Access
allowed to:

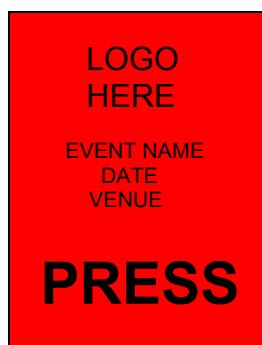
Site
Backstage



STAFF
LAMINATE PASS

Access
allowed to:

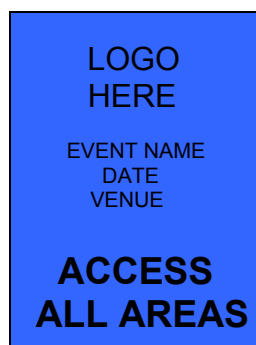
Site



PRESS
LAMINATE PASS

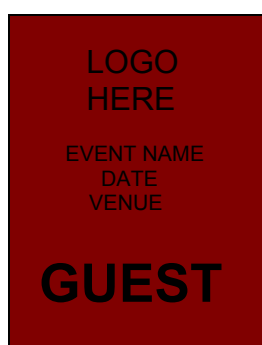
Access
allowed to:

Site



ACCESS ALL
AREAS
LAMINATE PASS

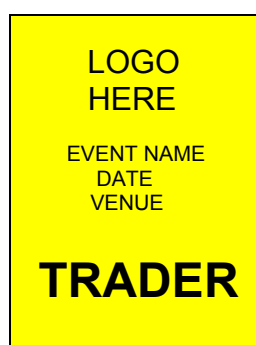
Access
allowed to:
Site
Backstage
All Other
Areas



GUEST
LAMINATE PASS

Access
allowed to:

Site
Guest Area



TRADER
LAMINATE PASS

Access
allowed to:

Site

You can include a sheet like this in your Event Manual and provide some of the stewards with a laminated version of the sheet (and the vehicle pass sheet too) as a reference tool on the day. The information beside the passes is for security and steward information only and should not be included on the front of the pass. Passes are normally between A6 and A7 size and holes can be punched in them to attach a lanyard (clip with a length of cord attached). You could also think about printing your communications list on the back.

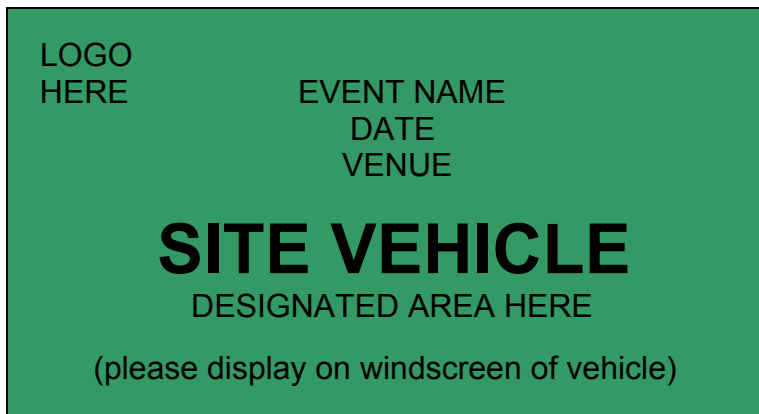
VEHICLE PASSES

(DISPLAYED IN CAR)



STAFF PARKING VEHICLE PASS

Parking in...(designated area here)
Overflow parking on...(designated area here)



SITE VEHICLE VEHICLE PASS

Parking in...(designated area here)
No access after...(time here)
No vehicle movement on site after...(time here)



GUEST PARKING PASS

Parking in... (designated area here)

15.5 Sample of Project Management Schematic

Event Name and Date
Project Management
Schematic

