

Portfolio 1

for the two-day music festival
“Harmony Hills Music Retreat”
at Northern Meeting Park, Inverness

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Anja Wilawitzer
ID: 23034720

Lecturer:
Robert Guterman

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1. Introduction

“Harmony Hills Music Retreat” is an enchanting and transformative two-day music festival nestled amidst the breath-taking landscapes of Inverness, Scotland, which enables its visitors to embrace the magic and harmony of music, nature, and self-discovery as they embark on a journey of connection, creativity, and collective wellbeing. The festival draws inspiration from the concept of unity in diversity and celebrates the fusion of music, art, and nature, guided by the theme of “Uniting the Elements”. Each element – Earth, Wind, Fire, Water, and Spirit – is supposed to represent a unique aspect of the festival experience, culminating in a harmonious celebration. Thus, it should be possible for the 3,000 visitors to escape the stressful everyday life and spend two days completely with themselves and their favourite music. In no other environment could this succeed more easily than in the beautiful Highlands of Scotland? Harmony Hills Music Retreat is designed to hold profound significance in the local community and the entire music festival industry, contributing positively to the local economy and attracting visitors from near and far to explore the enchanting landscapes of Inverness and its surrounding areas.

2. Strategy and Project Planning

Qualitative studies have proven that listening to music and attending music festivals can enhance various aspects of flourishing, including social well-being, purpose in life, autonomy, and personal growth. According to Packer and Ballantyne (2010, p. 178), the participants of their study on this very topic “reported feeling more positive about themselves, others, and life in general as a result of attending a music festival.” Apart from dedicated well-being activities such as meditation, yoga sessions, and the like, or the effect of the music itself, a recent article also brings other arguments such as gathering with like-minded people, spending time outdoors, and inviting people to exercise (Skiddle, 2023). The concept of the Harmony Hills Music Retreat Festival is based on these advantages and tries to create an optimal environment for the improvement of well-being with the help of a diverse music offer.

2.1. Objectives

As already indicated, Harmony Hill Music Retreat’s main goal is to create a transformative experience that nourishes the mind, body, and soul by making use of the harmonious interplay of music and nature. In detail, the most important objectives are as follows:

1. Immersive Music Experience: Harmony Hills Music Retreat’s primary goal is to curate an extraordinary music experience that transcends genres and generations. From soulful acoustic folk to pulsating beats of electronic and highly energetic rock performances, this festival will offer a diverse line-up to resonate with every music enthusiast.
2. Connection with Nature: Northern Meeting Park’s serene surroundings will create a sanctuary for attendees, fostering a deep connection with nature. The carefully selected location should help music lovers in the best possible way to escape from the stressful and fast-paced everyday life for two days.
3. Personal Growth and Mindfulness: To advocate for holistic well-being, in addition to music, there will be opportunities to truly focus on self-awareness and inner harmony through guided meditation, yoga, and possibly art sessions.
4. Eco-consciousness and Sustainability: “Harmony Hills Music Retreat” is dedicated to minimizing its environmental footprint. Through responsible waste management, eco-

friendly practices, and the promotion of sustainable, minimalistic lifestyles, a positive impact on the environment should be left.

2.2. Stakeholders

For these target groups, the festival could be of particular interest:

1. Music Enthusiasts and Eclectic Listeners:

- a. Individuals who have a passion for music and enjoy exploring diverse genres, and styles and therefore appreciate a line-up that showcases a wide range of musical talents.
- b. Demographics:
 - i. 18 to 35 years old
 - ii. Mix of both male and female attendees
 - iii. Mainly urban dwellers and students
- c. Psychographics:
 - i. Adventurous and open-minded
 - ii. Seek to broaden their musical horizons
 - iii. Are often active on social media, sharing festival experiences with friends and followers

2. Nature Lovers and Mindful Explorers:

- a. Seek a festival experience that connects them with nature and fosters a sense of mindfulness; appreciate the serene and picturesque landscapes of the Scottish Highlands and will find the festival to be an ideal escape from the urban hustle.
- b. Demographics:
 - i. 25 to 45 years old
 - ii. Mix of male and female attendees
 - iii. Includes professionals, nature enthusiasts, and those seeking a break from city life
- c. Psychographics:
 - i. Prioritize well-being, sustainability, and eco-consciousness
 - ii. Emotionally intelligent and introspective
 - iii. May engage in outdoor activities such as hiking, yoga, and nature photography

3. Families and Intergenerational Gatherings:

- a. Families and intergenerational groups seeking a unique festival experience that caters to all age groups; appreciate the opportunity to bond with loved ones in a safe and at the same time exciting and welcoming environment.
- b. Demographics:
 - i. Wide range from children (8 years and above) to seniors
 - ii. Both male and female attendees, including parents and extended family members
- c. Psychographics:
 - i. Family-oriented and community-driven
 - ii. Value shared experiences and creating lasting memories

4. Cultural and Community Enthusiasts:

- a. Includes locals from Inverness and the surrounding areas who are interested in celebrating their community's cultural heritage and supporting local talent; appreciates the strong sense of community and solidarity among attendees.
- b. Demographics:
 - i. Diverse mix of ages (from 20s to 60s)
 - ii. Both male and female attendees
 - iii. Mainly locals and residents from the Inverness area
- c. Psychographics:
 - i. Proud of their community and its cultural heritage
 - ii. Support local businesses, artists, and initiatives
 - iii. May actively participate in community activities, and volunteer efforts

Additional relevant stakeholder groups apart from festival attendees and their respective needs could also include the following:

- **Residents and community members**
 - Possible needs: early contact and involvement; serious consideration of feedback or concerns
- **Artists, performers, and Entertainers**
 - Possible needs: clear communication, logistical support, fair compensation
- **Volunteers and Staff**
 - Possible needs: proper training, appreciation, well-organized coordination

- **Local Businesses and Vendors**
- **Sponsors and Partners**
- **Emergency Services and Medical Personnel**
 - Possible needs: clear communication channels and emergency response plans
- **Media and Press**
 - Possible needs: accurate information, facilitated access
- **Environmental Organizations and Conservation Groups**

2.3. Venue and Ticketing

For the venue, it was important to find one that would meet the requirements of both a capacity for 3,000 visitors and a safe, scenic environment. Northern Meeting Park, which is a versatile venue in Inverness that caters to various events, was finally chosen. It has multiple outdoor spaces suitable for large gatherings and will be able to accommodate a festival of this size. In fact, it would theoretically be possible to admit significantly more visitors. However, since the basic idea and concept of the festival is to offer participants a relaxed and free environment and the location should also provide enough space for workshops and similar offers, it was deliberately decided not to sell more tickets or to choose a smaller location. Furthermore, there will be no festival-hosted campgrounds, but local lodging and established campgrounds should still be contacted in advance, and possibly a discount or referral system considered to best accommodate potential festival attendees.

In collaboration with the Highland Council and local authorities, the event promotes cultural exchange and appreciation for the unique heritage of the Inverness region. By showcasing local artists and artisans, Harmony Hills Music Retreat supports the thriving creative community, offering them a platform to reach a wider audience and shine on the national stage. Local businesses, from accommodation providers to vendors, stand to benefit from the influx of festivalgoers, stimulating economic growth and community engagement. In addition, the experience of “The Gathering” can be drawn on during planning, if necessary, which also appears to enjoy great popularity (Murray, 2023) but does not yet seem to fully exploit the potential of the location per se and the scenic surroundings.

Ticket Category	Suggested prize
<u>Two-Day Tickets</u>	
Early Bird (Limited time)	60£

Regular	85£
VIP	160£
<u>One-Day Tickets</u>	
Early Bird (Limited time)	35£
Regular	50£
VIP	90£
<u>Additional options</u>	
Group discounts (4+ tickets)	10-15 %
Premium workshops	25£ / workshop

Figure 1: Proposed ticket categories and the corresponding prices including additional offerings.

2.4. Staffing and organizational structure

The following table shows a rough breakdown of the necessary key positions and their broad responsibilities:

Role	Responsibilities
Festival Director	Overall vision and strategic planning for the festival.
	Final decision-making authority for major festival matters.
	Budget management and financial decision-making.
	Liaising with sponsors, partners, and stakeholders.
	Ensuring adherence to the festival's mission and values.
	Handling potential issues and conflict resolution.
	Post-event evaluation and improvement planning.
Event Coordinator	Detailed planning and execution of festival logistics and operations.
	Vendor and supplier coordination (stage, sound, lighting, etc.).
	Permit acquisition and compliance with local regulations.
	Ensuring health and safety measures are in place.
	Creating and managing the festival schedule and timeline.
	Overseeing on-site event setup and breakdown.
Marketing Manager	Development of the festival's marketing and promotion strategy.

	Managing the festival's social media presence and press agencies.
	Designing and distributing promotional materials.
	Audience engagement and customer relationship management.
Artist Liaison Manager	Negotiating and securing contracts with performers and artists.
	Managing artist logistics (travel, accommodations, etc.).
	Acting as the point of contact for artists and their teams.
	Ensuring timely communication and providing necessary information to artists.
Volunteer Coordinator	Recruitment, training, and management of festival volunteers.
	Assigning roles and shifts to volunteers during the event.
	Ensuring volunteers understand their responsibilities.
	Organizing volunteer appreciation activities.
Hospitality Manager	Arranging accommodations and amenities for artists, staff, and VIP guests.
	Managing catering services and food vendors.
	Overseeing the hospitality areas and guest services.
	Providing a high-quality experience for VIP ticket holders.
Sustainability Manager	Developing and implementing eco-conscious practices and waste management.
	Collaborating with local environmental organizations.
	Educating attendees on sustainable behaviours and initiatives.
	Monitoring and measuring the festival's environmental impact.
Construction Design Manager	Designing and planning the festival's physical layout and infrastructure.
Principal Designer and Contractor	Overseeing the construction and implementation of festival structures and installations.
Event Medical	Providing comprehensive medical services and first aid during the event.

	Coordinating with local hospitals and emergency services.
Security Contractor	Ensuring the safety and security of festival-goers and assets.
	Crowd management and access control.
	Collaborating with law enforcement for emergency response.
Audio and Noise	Overseeing sound engineering and audio setups.
	Monitoring noise levels to comply with local regulations.
Police	Ensure public safety and crowd control during the festival.
	Assisting in case of emergencies or security concerns.
Ambulance	Providing emergency medical services on-site.
	Coordinating with the festival's medical team.
Fire and Rescue Service	Ensuring fire safety compliance and emergency response planning. Conducting fire safety inspections and drills.
Venue Fire Response	Ensuring the venue's fire safety measures are in place and functional.
	Coordinating with festival organizers for emergency protocols.
Nearest Hospital	Serves as the primary hospital for emergency medical cases.
	Coordinating with the event medical team for patient transfers.

Figure 2: Rough outline of key positions as well as corresponding responsibilities for the Harmony Hills Music Retreat Festival.

Regarding hierarchies, all roles up to and including the representative for Audio and Noise are supposed to report directly to the festival director. The remaining units are external authorities with their own responsibilities and hierarchical structures. For the fulfilment of the latter external responsibilities, cooperation with Police Scotland, the Scottish Ambulance as well as fire and rescue service, and Raigmore Hospital as the closest major acute care hospital in the area would be crucial. Nevertheless, when planning, each of these roles must be filled, if possible, by individuals with the appropriate expertise. Depending on the exact program and schedule, between 150 and 300 volunteers will be needed for the two days to make the festival a success.

2.5. Programming

Since the first edition of the event is recommended to work with a stage, as is typical for the area, there should also be enough space for a “Spirit Zone”, where the workshops will be held, as well as for a Silent Disco, which also represents the fifth element “Spirit”. So the basic idea is that the main stage represents the four basic elements (visually as well as with the corresponding line-up) and the Spirit Zone as well as Silent Disco just cover the fifth.

2.5.1. Line-up selection

- Earth (Grounding and Nature): includes bands and artists who emphasize earthy and acoustic sounds, incorporating themes of nature and sustainability into their performances. Examples of better-known as well as emerging artists that might be a good fit:
 - Ben Howard
 - Fleet Foxes
 - Mumford & Sons
 - Iron & Wine
 - Harper Woods

- Water (Flow and Tranquillity): acts that create a calming and fluid atmosphere, such as ambient musicians or soothing instrumentalists. Examples of better-known as well as emerging artists that might be a good fit:
 - Ólafur Arnalds
 - Marconi Union
 - Ludivico Einaudi
 - Jóhann Jóhannsson (in memoriam)
 - Ella Grace

- Air (Ethereal and Upbeat): includes acts with uplifting and energetic music, such as indie bands or electronic DJs. Examples of better-known as well as emerging artists that might be a good fit:
 - Sigur Rós
 - Alt-J
 - Breathe
 - ODESZA
 - CHVRCHES

- Fire (Energetic and Passionate): dynamic and passionate performers, such as rock bands or fiery dancers. Examples of better-known as well as emerging artists that might be a good fit:
 - Muse
 - Rüfüs Du Sol

- Florence + The Machine
 - Hozier
 - The Ember
- Silent Disco (Spirit or Ether): harmonious space where attendees can dance to music that transcends the physical elements. Examples of better-known as well as emerging artists that might be a good fit:
 - Channel 1:
 - Bonobo
 - Tycho
 - Channel 2:
 - Emancipator
 - Rising Sun Collective

Of course, attention must also be paid to the visually appealing presentation of the element theme. Particularly unique, especially for the main stage, would be an installation that makes it possible to highlight the element that is currently being played, so to speak, with appropriate lights or otherwise.

2.5.2. Timetable

The concrete timetable depends, of course, on the availability of the artists as well as a correspondingly logical sequence of performances that includes smooth and not-too-abrupt transitions from one genre to another. However, assuming that, for example, the Main Stage is played from 3 to 11 p.m. and the Silent Disco from 10 p.m. to 2 a.m., the timetable for a festival day could look like this:

Time	Main Stage	Silent Disco
3:00 PM	Opening Ceremony	-
3:30 PM	Local Band 1	-
4:30 PM	Emerging Artist Showcase	-
5:30 PM	Indie Folk Collective	-
6:30 PM	Acoustic Nature-inspired Set	-
7:30 PM	Headlining Band 1	-
8:30 PM	Uplifting and Energetic Set	-

9:00 PM	Headlining Band 2	-
10:00 PM	Electronic Dance Party	-
11:00 PM	Main Stage closes	Channel 1: Ambient beats
		Channel 2: Uplifting Hits
Midnight	-	Channel 1: Dance Classics
		Channel 2: Chill Vibes
1:00 PM	-	Channel 1: Surprise Set
2:00 AM	-	Silent Disco Closes

Figure 3: Proposed schedule for the main stage as well as the Silent Disco on one festival day.

The timing of the workshops, in addition to the availability of the instructors, could also be thematically dependent on the individual acts on the main stage, so that the meditation and yoga sessions are accompanied by appropriate background noise and there are always enough participants.

2.6. Event Management Plan

According to the Highland Council (2023a), to hold an event of any kind on a certain premise or land, for the admission of which a fee must also be paid in most cases, you need a Public Entertainment Licence. The more detailed components needed to apply for the licence follow in the subsequent chapter. However, a crucial component is the Event Management Plan, for which the Highland Council (2023b) also provides a designated template. Please refer to *Appendix E* for the plan completed to the current state of knowledge and organization.

3. Licensing and Permits

Since a Temporary Event Notice (TEN) (GOV.UK, 2023) is not sufficient for a music festival of that size, it is, as already indicated, necessary to apply for the Highland Council's Public Entertainment Licence. In addition to the event management plan that was mentioned above, according to the Highland Council (2023a), the following components and documents are also required for the application:

- A credit or debit card
- Guidance notes
- A completed copy of the public entertainment licence – appendix
- A site plan at a scale of 1:500 (...)
- Floor plans of all buildings, including temporary structures, to which the public have access with a floor area in excess of 30 m² (...)
- Health and safety statement and risk assessment
- A copy of public liability insurance certificate (minimum £5m indemnity)
- Electrical mechanical or gas certificates (if applicable)
- Structural design certificate (if applicable)
- Event Management Plan Template (...)
- Certification pack (...)

While the Risk Assessment and the Event Management Plan are dealt with in more detail in designated (sub-)chapters, this section shall refer to the actual application for the Highland Council's (2023c) Public Entertainment Licence. For technical reasons, the online application could not be completed in full. Specifically, there are requirements for the actual application process that cannot be achieved in the course of this assignment (for example, the applicant and main organizer with residential address and telephone number in the United Kingdom). However, the following screen recordings are intended to demonstrate that the principle of the application process has been understood and, if the other requirements for the application were met, could be carried out.

Public entertainment licence

Type of licence

Licence duration *

☐ Full licence

☒ Temporary licence

Figure 4: Excerpt from the online application form for the Highland Council's Public Entertainment Licence (Type of licence) (2023c).

Public entertainment licence

Type of applicant

Please tell us about yourself *

Please note that the licence will be issued in the applicant's name.

☒ I am the applicant

☐ I am an agent representing the applicant

Type of applicant *

☒ Individual

☐ Sole trader

☐ Partnership

☐ Company

☐ Community hall

☐ Other organisation

Please select 'individual' if you do not run your own business and you are applying in your own name. If you do run your own business, or you are applying on behalf of your employer, please select the relevant business type (sole trader, partnership, company or other organisation).

Figure 5: Excerpt from the online application form for the Highland Council's Public Entertainment Licence (Type of applicant) (2023c).

Public entertainment licence

Day-to-day management

Are you the day-to-day manager? *

☒ Yes ☐ No

Figure 6: Excerpt from the online application form for the Highland Council's Public Entertainment Licence (Day-to-day management) (2023c).

Premises name

Northern Meeting Park ✓

Do the premises have a fixed address? *

☒ Yes ☐ No ✓

Premises address

Enter a postcode to search for the address *

IV35NS ✓

Choose address *

14a, Ardross Street, Inverness, IV3 5NS ✓

Did you find the address on the list above? *

☒ Yes ☐ No ✓

Are the whole premises to be used for public entertainment? *

☒ Yes ☐ No ✓

Is the applicant the owner of the premises *

☐ Yes ☒ No ✓

Is the owner of the premises a business or a person? *

☒ Business ☐ Person ✓

Name of the business *

The Highland Council ✓

Business address

Enter a postcode to search for the address *

IV3 5NX ✓

Choose address *

The Highland Council Headquarters, Glenurquhart Road, Inverness, IV3 5NX ✓

Did you find the address on the list above? *

☒ Yes ☐ No ✓

Figure 7: Excerpt from the online application form for the Highland Council's Public Entertainment Licence (Premises details) (2023c).

Where will the activity take place? *

☒ Outdoors ✓

☐ Indoors

Please specify *

☒ It is a commercial event ✓

☐ It is NOT a commercial event

Main type of entertainment or recreation to be carried on in the premises *

Concerts ✓

Will other types of public entertainment will be carried on in the premises? *

☒ Yes ☐ No ✓

Types of public entertainment or recreation to be carried on in the premises *

Discos and dances ✓

✓ Add this record

Maximum number of people to be admitted at any one time *

3000 ✓

Days and hours when the premises will be open for the public

	Days and hours of operation	Opening hours	Additional information
✕	22 June 2024	2pm to 2am	
✕	23 June 2024	2pm to 2am	

Figure 8: Excerpt from the online application form for the Highland Council's Public Entertainment Licence (Activity details) (2023c).

Additional requirements for a successful application include *Appendix A* with the completed Public Entertainment License appendix and *Appendix B*, a rough sketch of the event site. Other licences that may be relevant to the Harmony Hills Music Retreat Festival include the following:

- Premises Licence
- Food Hygiene Licence
- Noise and Entertainment Licence
- Fire Safety Certificate
- Health and Safety Compliance
- Temporary Structure Permits
- Traffic Management Plan
- Environmental Permits

4. Risk Assessment

According to The Highland Council (Civic Government (Scotland) Act, 1982, pp. 5-8), it is crucial to conduct a risk assessment with all potential hazards at the specific event to have a comprehensive safety concept available. This summary of the possible hazards that could cause harm to those present at the festival as well as possible precautions that should be taken must be as comprehensive as possible but at the same time, kept as simple as possible. A risk assessment of that kind was conducted for the Harmony Hills Music Retreat music event, and this can be viewed in more detail in *Appendix C*.

5. Marketing and Promotion

The promotional efforts for Harmony Hills Music Retreat are designed to reach diverse target audiences and build excitement, showcase the unique concept of the event, and encourage ticket sales. This will be done by relying on both social media as well as traditional media channels. The heart of the promotion lies in social media platforms, where captivating content featuring artist spotlights, behind-the-scenes sneak peeks, and workshop previews will be shared. Interactive challenges, such as the sharing of their favourite musical elements, should also encourage visitors to participate in the festival's narrative. To amplify the event's significance, press releases and exclusive interviews with artists and organizers are distributed to (local) newspapers, radio stations, and local TV channels. For an example of a possible press release for Harmony Hills Music Retreat, please refer to *Appendix D*.

The visual language of posters and flyers distributed in the region - as well as the entire branding of the event – should also be very catchy and once again emphasize the uniqueness of the elements' theme. Certain influencers and bloggers shall be invited to talk about the festival as well. Personalized email campaigns and newsletters with engaging content, the latest news, and exclusive offers should build even more anticipation and increase the urge among music enthusiasts to buy tickets. Strategically placed call-to-action phrases and buttons across all channels will lead directly to the ticketing platform of choice. The festival's user-friendly website shall serve as the primary advertising channel, providing comprehensive event information, the line-up, workshop schedules as well as ticket details.

6. Event Financing and Budgeting

In addition to ticket sales, sponsorships could prove to be an important source of revenue for Harmony Hills Music Retreat. Here, attention will be paid to a good mix of local, and globally less relevant as well as already established brands. Especially for the supply of drinks and food, cooperation would also be a good idea.

Examples of the areas from which local sponsors might come:

- Breweries
- Cafes and food trucks
- Outdoor gear stores
- Eco-friendly brands
- Wellness studios

Examples of the areas from which less local sponsors might come:

- Music streaming platforms
- Outdoor apparel brands
- Technology companies
- Travel and accommodation platforms
- Eco-tourism organizations

If there are one or more sponsorships, corresponding agreements must be concluded. In addition, they must be considered in the budget breakdown. Regarding budget and finances, a detailed cost plan must be prepared. For a rough overview, the expenses could amount to the following figures:

Category	Estimated cost (in GBP)
Venue rental	£20,000
Artist and performer fees	£100,000
Production and technical	£50,000
Stage and sound equipment rental	£30,000
Lighting and visuals	£20,000
Event staff (security, medical, etc.)	£25,000
Marketing and promotion	£15,000

Licensing and permits	£5,000
Décor and theme	£10,000
Food and beverage	£25,000
Accommodation and hospitality	£15,000
Transport and logistics	£10,000
Contingency fund	£10,000
Insurance	£5,000
Miscellaneous expenses	£5,000
Total estimated budget	£350,000

Figure 9: Rough cost breakdown for the implementation of the Harmony Hills Music Retreat Festival.

Depending on the scope for negotiation with sponsors and other partners as well as the number of tickets sold, the approximate revenues could be as follows:

Revenue source	Estimated income (in GBP)
Ticket sales (two days)	£330,000
Ticket sales (one day)	£60,000
Sponsorships and partnerships	£80,000
Food and beverage sales	£50,000
Merchandise sales	£15,000
Workshop fees	£8,000
VIP and Premium packages	£25,000
Advertising and branding deals	£12,000
Total estimated revenue	£580,000

Figure 10: Rough revenue breakdown for the implementation of the Harmony Hills Music Retreat Festival.

7. Timelines and Project Management

To successfully implement the festival, detailed and structured planning is required in addition to the necessary licences and risk assessment. Accordingly, a project plan that includes all key milestones, deadlines, and responsibilities from the beginning of the planning until after the actual event is necessary. A detailed list is not included in this portfolio, but roughly the project plan for Harmony Hills Music Retreat should contain the following points:

Milestone	Timeline
Feasibility assessment	12 to 18 months before the festival
Concept development	12 to 18 months before the festival
Secure venue and licences	12 to 18 months before the festival
Artist and performer bookings	12 to 9 months before the festival
Marketing and promotion	12 to 6 months before the festival
Sponsorship agreements	12 to 6 months before the festival
Ticket sales launch	6 to 9 months before the festival
Workshop and activity planning	6 to 9 months before the festival
Logistics and operations planning	6 to 9 months before the festival
Production and technical preparation	6 months before the festival
Finalize sponsorship activations	3 to 6 months before the festival
Final ticket sales and marketing push	3 months before the festival
Onsite set-up	1 week before the festival
Festival execution (event days)	Event days
Post-festival evaluation	1 to 2 weeks after the festival
Financial closure and reporting	1 month after the festival
Post-event thank-you and follow-up	1 month after the festival
Begin planning for the following year	1 to 2 months after the festival

Figure 11: Rough timetable including key milestones for the successful implementation of the Harmony Hills Music Retreat Festival.

8. Summary

This portfolio is the foundation for the planning and successful implementation of the Harmony Hills Music Retreat music festival in Northern Meeting Park, Inverness. While certain aspects, such as the overall event management plan, the application for the corresponding public entertainment licence, and the necessary risk assessment as well as a sketch of the site and a possible press release were presented in more detail, other components were only briefly touched upon in terms of the given task. Aspects such as the promotional plan, a budget breakdown with confirmed costs, the programming and artist booking as well as the exact deadlines and milestones would have to be worked out in more detail. The implementation of the debriefing as well as the reflection after the festival has taken place must also be considered in advance during the planning. Nevertheless, the portfolio provides an overview of as many aspects as possible that need to be considered for the successful implementation of a music festival of this size.

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THE FOLLOWING INFORMATION MUST BE PROVIDED WITH ALL APPLICATIONS**1. PLANS**

- (a) A site plan at a scale of 1-500 must be provided showing all of the relevant details listed in **guidance note 3.1**
- (b) Floor plans must be provided of all buildings including temporary structures to which the Public have access having a floor area in excess of 30m². These should be at a scale of 1-50 and show the relevant details listed in **guidance note 3.1**

2. ACCESS

(a) Is car parking provided within 45m of the Licensed Area?	YES
(b) If Yes, are disabled car parking spaces provided? These should be clearly designated and provided in a ratio of 1per 20 of the total spaces provided	YES
(c) Is the access route from the car park to the licensed area suitable for wheelchair users or ambulant disabled persons? If the surface is not level or ramped, or if the car park is more than 45m from the licensed area, then consideration should be given to permit disabled car parking nearer or within the licensed area	YES
(d) Has consideration for emergency vehicle access been incorporated into the site layout? guidance note 3.2	YES
(e) What provision has been made for Traffic Management?	Dedicated parking areas, guidance system, road closures if necessary, and experienced traffic control personnel will be deployed to ensure smooth traffic flow and pedestrian safety.

3. BUILDINGS

(a) Will the event involve the use of temporary or permanent buildings or structures (including tented Structures)?	YES
If Yes please provide the information for each building or structure on Table 1 overleaf and identify its location on the site plan	
(b) Emergency Exits – Are all the applicable requirements imposed by Guidance Note 3.3 being complied with (Provide details on Table 1)	YES
(c) Emergency Lighting – Are all the applicable requirements imposed by Guidance note 3.4 being complied with (Provide details on Table 1)	YES

TABLE 1 - DETAILS OF BUILDINGS[illegible]

4. ADDITIONAL REQUIREMENTS FOR TEMPORARY / TENTED BUILDINGS

(a) Has a Structural Engineer's design certificate been provided for temporary buildings? If yes please supply a copy (Note – Certain types of marquee i.e. those less than 30m² in floor area, may not require a structural design certificate)	YES
(b) In the absence of a Structural Design Certificate the Council will require to verify the competency of the Marquee erector. Please supply their name and address	
(c) Has the Temporary building been designed using a maximum wind loading of not less than 54m/s? If No, careful monitoring of weather conditions will require to be made and strict evacuation and dismantling procedures put in place. A written statement from the building erector must confirm the safe dismantling time.	YES
Tented Structures (see Guidance Note 3.6) Requirements Under British Standard 7837:1996)	
(d) Does the fabric meet the appropriate level of performance in its behaviour in fire?	YES
(e) Does the fabric have a valid test Certificate? (if yes please supply a copy, if No the fabric must be coated with a fire retardant material and certified as compliant)	YES

5. STADIUMS / GRANDSTANDS / STAGES etc

Are temporary raised platforms or other structures used for seating, staging, lighting, sound equipment etc. to be provided? If yes, please supply Structural Engineers Certificate	YES
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6. MEANS OF FIREFIGHTING (see Guidance Note 3.7 Means for Firefighting)

(a) Are all the applicable requirements imposed by Guidance Note 3.7 being Complied with?			YES
(b) Please list below details of fire fighting equipment available in and around the Licensed Area			
Type of Equipment	Number / Size	Location	Is Equipment Regularly Maintained
Fire Extinguishers, Fire Hoses, Fire Blankets	Fire Extinguishers: 20 units (Various sizes, as per regulations) Fire Hoses: 10 hoses (Length: 30 meters each) Fire Blankets: 5 blankets (Size: Standard)	Fire Extinguishers: Evenly distributed throughout the Licensed Area, including main stages, food stalls, and gathering points. Fire Hoses: Strategically positioned near potential fire hazard areas, such as kitchen areas and electrical installations. Fire Blankets: Easily accessible in food preparation and cooking areas.	Yes, all firefighting equipment undergoes regular maintenance checks and is serviced annually by certified fire safety professionals to ensure their proper functionality and compliance with safety standards.

7. NATURE AND QUANTITY OF ANY EXPLOSIVE OR HIGHLY FLAMMABLE MATERIALS STORED OR USED IN OR AROUND THE STRUCTURE, e.g. FUELS FOR HEATING, LIGHTING AND COOKING, FIREWORKS OR PYROTECHNICS

MATERIAL	QUANTITY	LOCATION AND USE	METHOD OF STORAGE
Propane Gas for Heating, Lighting, and Cooking; Pyrotechnics (Fireworks) for Special Performances.	Propane Gas: 500 liters (approximate) Pyrotechnics (Fireworks): 50 sets for scheduled special performances	Propane Gas: Stored in secure tanks located in designated outdoor areas for heating, lighting, and cooking purposes at food stalls and vendor booths. Pyrotechnics (Fireworks): Used during scheduled special performances in open, pre-approved areas with sufficient safety measures.	Propane Gas: Stored in specially designed and approved storage tanks in compliance with safety regulations. The tanks are located in well-ventilated areas away from ignition sources and crowd gatherings. Pyrotechnics (Fireworks): Stored in secure containers in a controlled and restricted area, managed by licensed pyrotechnics professionals. All fireworks handling adheres to strict safety protocols, with dedicated safety zones and personnel supervising their use.

8. MEANS FOR GIVING WARNING (see Guidance Note Section 3.8 Means for Giving Warning)

(a) Are all the applicable requirements imposed by Guidance Note 3.8 being Complied with?		YES
(b) What provision is made for giving warning in case of fire?	High-decibel fire alarm systems and strategically placed loudspeakers will be utilized to provide immediate and audible warnings in case of fire emergencies. Additionally, visual cues and signage will be displayed throughout the venue to ensure clear and prompt communication to all attendees.	

(c) What provision has been made for Public Address arrangements	Multiple strategically placed PA systems will be deployed throughout the event venue to ensure clear communication with attendees. Trained personnel will operate the systems, providing important event announcements, safety instructions, and updates throughout the festival.
(c) What provision is made for contacting the Emergency Services	A dedicated on-site communication centre will be established to promptly contact emergency services in case of any medical or safety-related incidents. In addition, all event staff and security personnel will be equipped with direct communication devices to ensure swift coordination with emergency services if required.

9. STEWARDS. (See Guidance Note 3.9 Stewards)

(a) Are all the applicable requirements of guidance note 3.9 being complied with	YES
(b) Number of stewards provided	25
(c) Please provide the name and Address of any company employed to provide stewards	

STEWARDS NAMES	ADDRESSES

10. SANITARY FACILITIES (see Guidance Note 3.10 Provision of Sanitary Facilities)

(a) Please confirm the number of Male, Female and disabled sanitary facilities provided	Male	Female	Disabled
	30	30	5
b) Please show the location of these facilities on the site/floor plan. Please note that on large sites there may be a need to provide these in more than one location.			

11. ELECTRICAL, MECHANICAL AND GAS SAFETY CERTIFICATES (see Guidance note 3.11)

(a) Does this application relate to premises with a fixed electrical installation?	NO
(b) Will the event require provision of a temporary electrical installation?	YES
(c) Are there any pressure vessels, lifts or other mechanical equipment used on the premises which require statutory certification?	NO
(d) are any gas appliances used at the premises?	NO
(e) Will the event involve the use of fairground rides or similar equipment?	NO
If the answer to any question in this section is yes please provide copies of the appropriate certificates as described in guidance note 3.11	

12. FIRST AID ARRANGEMENTS (guidance note 3.12)

Please provide details of First Aid arrangements	A fully equipped and professionally staffed First Aid station will be set up on-site to provide immediate medical attention and support for any medical emergencies. Trained medical personnel will be available throughout the event duration to ensure the wellbeing and safety of all attendees.
--	---

13. ENVIRONMENTAL ISSUES

Please provide details of the following where applicable:-	
(a) Person responsible for noise management	
(b) Arrangements for Water supply and Sewage disposal	
(c) Arrangements for collecting and disposing of refuse	
(d) Names and Addresses of any caterers attending the event	

14. MANAGEMENT OF HEALTH AND SAFETY (see Guidance Note 3.13)

Have all applicable requirements of guidance note 3.13 been complied with?	YES
Please enclose a copy of your written statement and risk assessment(s)	

15. INSURANCE

Has third party liability insurance giving a minimum level of indemnity of FIVE MILLION POUNDS (£5,000,000) been provided	YES
Please provide a copy of the policy	

16. SMOKING BAN

Do no Smoking Signs require to be displayed at premises	YES
Are Event Organisers, Event Staff and other appropriate person(s) aware of responsibilities / role with regard to the Smoking Ban.	YES

Appendix B



Appendix C

Event Risk Assessment Form

Event Name:	Harmony Hills Music Retreat	Date:	22 - 23 June 2024	Venue:	Northern Meeting Park, Inverness
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(1) Activity / Area of Concern ie: what is taking place as part of the event?	(2) Hazards Identified ie: what can cause harm?	(3) Persons at Risk ie: who could be harmed by the hazard?	(4) Current Risk Factor (high, medium or low) ie: determine the level of risk	(5) Actions to be Taken to Minimize each Risk ie: what action can you take to lower the level of risk	(6) New Risk Factor (high, medium or low) ie: risk factor after action taken to minimize the risk
<u>SITE</u>	<u>MANAGEMENT:-</u>				
Public Entrance / Exit	Risk of injury at public entrance / exit	Members of the public	Medium	Entrance / exit constructed to allow easy access for disabled people. Entry supervised by identifiable marshals carrying mobile radios to summon assistance from Control. First Aiders & ambulance on site. Catering outlets must be located away from entry or exit points. Number of marshals for the event = 25	Low
Emergency evacuation procedure	Fire; Terrorist attack; Storm	Members of the public	High	In the event of an emergency evacuation, the festival's comprehensive procedure ensures attendees' safety. Clear egress routes with prominent information boards lead to designated assembly points. The PA system alerts attendees, providing guidance on safe evacuation. Trained staff (designated Security Contractor) promptly contact emergency services, acting swiftly to safeguard everyone involved	Medium
First Aid	Minor injuries – insect bites, heat stroke, general accidents	Members of the public	Medium	Provide adequate First Aid cover. Number of qualified First Aiders to be present for event = 10	Low
Care of children	Lost children	Members of the public – children	High	Clearly identified "lost children" point. Identifiable marshals. PA system in place.	Medium

Toilet provision	Not enough toilets	Members of the public	Medium	Ensure enough toilets are present at site for numbers attending. Use public toilets on site and provide around 20 to 25 additional portaloos.	Low
Car Parking	Injuries caused by moving vehicles	Members of the public – especially children / competitors	Medium	Designated signed parking areas. Drive to be kept clear to allow access for emergency vehicles. Mandatory 5 mph speed limit enforced by signs. One-way traffic system in place. Car parking supervised by identifiable marshals wearing high visibility jackets carrying mobile radio to summon assistance from Control. First Aiders and ambulance on site. Specially designated area for disabled parking. Procedure must be in place and a suitable towing vehicle available to remove vehicles from site in the event of very wet ground conditions.	Low
Risk of fire	Burn or smoke injuries	Members of the public especially people with disabilities and children / staff / event participants / contractors	Medium	Fire Risk Assessment was performed and includes: - Identification of combustible materials (including LPG, diesel, helium gas, trees/shrubs, dry grass, wood, awnings/marquees, litter, vehicles, goods etc) & sources of oxygen & sources of ignition on the area being used - Procedure to make sure that the fire would be detected in a reasonable time and people warned - Make sure people including persons with disabilities who may be in the building/marquee/area can get out safely - People at risk know what to do if there is a fire - Adequate fire safety equipment according to the size/nature of the event & that it is maintained - Trained people are available to operate any fire extinguishers and marquees or other enclosed buildings/structures used for the event are included in the Fire Risk Assessment Ensure that roads/emergency exits are always kept clear; PA system available to broadcast any evacuation instructions.	Low

Very wet weather on the day	Vehicles unable to get off grass; public slip over; ground damaged	Members of the public	Medium	Parking on grass areas will be prohibited to prevent damage and ensure safe access. In case of severe lightning or dangerous weather, festival organizers may temporarily suspend or postpone sets to safeguard everyone's safety. Regular weather updates will be communicated through the festival app, information boards, and PA announcements. Adequate sheltered areas and medical stations will be available throughout the site. If conditions become hazardous, a contingency plan for temporary evacuation to designated assembly points will be activated, with clear communication via the PA system. The decision to cancel or resume activities will be made in consultation with emergency services and local authorities, prioritizing the safety of all involved.	Low
Very hot weather on the day	Heat-related illnesses during hot weather	Members of the public	Medium	Hydration reminders, shaded areas, and cooling stations will be provided. Medical teams will monitor for heat-related issues, and artist sets may be adjusted. Water refill stations will be accessible for attendee comfort. The festival team will closely monitor weather forecasts and respond promptly to any concerns to ensure everyone's well-being.	Low
Strong winds	Falling trees or debris; marquees lifting/blowing away; other flying or rolling objects	Members of the public / children / competitors / staff	High	Organiser together with their appointed person for Health & Safety to monitor weather forecasts and actual weather for the event – if strong winds or gusts are likely to exceed 30mph then event must be cancelled or postponed by the event organiser due the risks involved. Elements of the event situated as far away as practicable from trees wherever possible.	Low
Litter	Litter or other debris generated by event	(Complaints from) Members of the public Parks Division staff	Medium	Ensure that a litter pick is pre-arranged and undertaken by event organiser/volunteers immediately after the event. Borrow litter picking tools in advance from Parks if necessary. Obtain black bags at own expense. Remove bags of collected litter from site.	Low

Use of operators to provide additional services as part of the event (e.g. marquee for Silent Disco)	Various	Various	Medium	Obtain and check all operator's risk assessments and safe working practices for adequacy.	Low
Crowd management (marshals)	Pinch points; Over-crowding; Potential conflict re entry to event	Members of the public – senior citizens / children / disabled people	High	PA system in place. Appropriate number of identifiable marshals on site, with radio system. Marshals to be fully briefed prior to event. Position trained/experienced marshals wherever controlling entry to an event to mitigate potential conflict.	Medium
Public Address (PA) System	Cables catch fire or electrocute	Members of the public / staff	Medium	Check cables prior to event. Circuit breaker in place. All electrics checked by qualified electrician.	Low
	Trip over cables	Members of the public / staff	Medium	Cable covers/management system in place, no exposed cables.	Low
Moving vehicles	Injuries caused by moving vehicles	Members of the public / competitors	Medium	Vehicle movement kept to minimum. Arena isolated by barriers to keep public away from moving exhibits. Mandatory 5 mph speed limit enforced by signs and identifiable marshals carrying mobile radios to summon assistance from Control. First Aiders & ambulance on site. If possible, ensure all vehicles are on site before the event.	Low
<u>ACTIVITIES:</u>					

Catering – food / drink	Food poisoning	Members of the public	Medium	Organiser to ensure caterers are registered with their local authority re Food Hygiene Certificate etc. Food handlers must have access to hot water and soap, or if this is not possible then anti-bacterial wipes must be provided and used. Catering outlets must be located away from entry or exit points.	Low
	Allergic reaction	Members of the public – especially children	Medium	Clearly display ingredients or possible contamination by ingredients (e.g. “This product contains nut oil” etc.)	Low
	Fire	Staff / members of the public	Medium	Fire extinguishers mandatory in all catering units.	Low
Cash Collectors	Risk of theft / injury to cash collectors	Competitors / members of the public	Medium	All cash collection points to have mobile radios. Fully instructed inconspicuous persons carrying mobile radios to summon assistance if necessary to make regular collections from cash collection points. Cash to be removed to secure area for counting and subsequent banking. Police notified of event.	Low
Marquee / gazebo	Guy ropes/stakes trip hazard	Members of the public / staff	Medium	Ensure marquee company certificated and have PLI £5m cover and provide copy of their Risk Assessment to event organiser – which must include marking stakes/rope with hazard tape; ensure adequate escape routes; ensure fire safety signs and fire fighting equipment in place and that ignition source issues are addressed. Check prior to event opening all ropes secure, regularly re-check. Only competent/trained persons to erect marquee/gazebo. Access to any electricity supply if required must be connected by qualified electrician. Marquee/gazebo to be included in Fire Risk Assessment.	Low

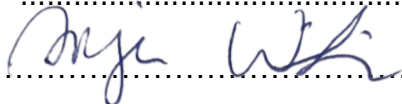
Music	Noise pollution	Local residents / Event attendees / Staff on site	Medium	Ensure full compliance with all Noise/Music conditions (CDC). Work with Environmental Protection Team (Noise Control) to ensure full compliance and prevent noise pollution. Provide to the PC & Events Manager the name of a nominated noise control person and their mobile telephone number.	Low
Bright lights, Lasers and Fireworks	Bright lights affect/distract aircraft pilots	Pilots Members of the public	Medium	Ensure that the Civil Aviation Authority's document CAP 736 "Guide for the operation of lasers, searchlights and fireworks in UK airspace" is fully complied with.	Low
Outdoor stage performances	Slip and trip hazards on stage	Performers, technicians	Medium	Regularly inspect and maintain the stage and walkways.	Low
Meditation / yoga workshops	Slips and falls on yoga mats	Workshop participants	Medium	Provide non-slip yoga mats and ensure the workshop area is flat and free from obstacles.	Low
	Overexertion and physical strain	Workshop participants	Medium	Ensure qualified instructors lead the sessions with options for various levels of experience and physical ability.	Low
	Medical emergencies during sessions	Workshop Participants, Instructors	Medium	Have trained event medical staff present and communicate emergency procedures to all participants.	Low
Grandstand area	Structural integrity, overcrowding	Attendees, staff	Medium	Regular inspection and maintenance of the grandstand's structural integrity by qualified professionals. Strict capacity management to prevent overcrowding and maintain load-bearing limits. Clear signage for entry and exit points. Trained staff to monitor crowd flow and ensure adherence to safety guidelines. Emergency response plan for rapid evacuation if necessary.	Low

Security in front of the stage	Crowd crushing or surging towards the stage	Attendees	High	Deploy trained security personnel to monitor crowd density and manage entry points.	Low
	Unauthorized access to the stage area	Attendees	Medium	Implement barriers and security checks to restrict access to authorized personnel only.	Low
	Artist attendee interactions posing security risks	Attendees	High	Provide designated meet-and-greet areas for artists and control backstage access.	Low
	Unruly behaviour and conflicts in the front-stage crowd	Attendees	High	Station security personnel at the front stage to intervene in case of disruptive behavior.	Low
	Hazardous crowd-surfing or stage diving	Attendees	Medium	Clearly communicate rules against crowd-surfing and stage diving and enforce them through security presence.	Low
Lost and found	Lost personal items	Attendees	Low	Establish a central lost and found location. Properly label and store lost items. Communicate lost and found information to attendees.	Low
Silent Disco	Trip hazards due to uneven terrain and low light conditions	Attendees, staff, DJs	Medium	Regular inspection and maintenance of the dance floor and surrounding area. Adequate lighting to minimize trip hazards. Clear signage and barriers to delineate the dance area and prevent overcrowding.	Low

I hereby confirm that I will fully comply with this Event Risk Assessment and agree to obtain all the necessary permission and licences required.

Name of person completing Risk Assessment (printed) Anja Wilawitzer

Organisation: - Position: Festival Director

Signature:  Date: 28.07.2023

Appendix D



Harmony Hills Music Retreat: Uniting Music and Nature

Milestone for the cultural landscape of Scotland. Inverness will host the inaugural edition of the “Harmony Hills Music Retreat”. The unique combination of music and nature will offer 3,000 people to break out of their stressful everyday life for two days in June.

INVERNESS/LONDON. The cultural landscape in Scotland gains a new sustainable festival this year. The “Harmony Hills Music Retreat” will be a two-day festival in Inverness (Scotland), that celebrates the fusion of music, art, and nature in the breath-taking Scottish landscapes of Northern Meeting Park. This reimagined festival, guided by the theme of “Uniting the Elements,” is set to take place on 22 and 23 June. Harmony Hills Music Retreat presents a unique opportunity for music enthusiasts to escape the hustle of everyday life and immerse themselves in an astonishing music experience. Drawing inspiration from the concept of unity in diversity, the festival aims to host 3,000 visitors on both days through the harmonious interplay of music and nature. The festival curates an immersive music experience and will unite genres and generations. From soulful acoustic folk to pulsating beats of electronic and highly energetic rock performances, Harmony Hills Music Retreat offers a diverse line-up that resonates with every open-minded music enthusiast. Beyond the music, Harmony Hills Music Retreat encourages personal growth and mindfulness. Attendees will have the opportunity to participate in guided meditation, yoga, and intuitive art sessions.

Environmental Stewardship and Community Engagement

Harmony Hills Music Retreat is committed to minimizing its environmental impact through responsible waste management, eco-friendly practices, and the promotion of sustainable, minimalistic lifestyles. The festival believes in leaving a positive imprint on the environment and setting an example for others in the music festival industry. In collaboration with the Highland Council and local authorities, this event promotes cultural exchange and appreciation for the unique heritage of the Inverness region. By showcasing local artists and artisans, Harmony Hills Music Retreat supports the thriving creative community, providing them with a platform to shine on the national stage.

Music festival reimagined

Harmony Hills Music Retreat is a unique two-day music festival that aims to unite music, nature, and self-discovery in the mesmerizing landscapes of Inverness, Scotland. With a focus on immersive music experiences, personal growth, and environmental consciousness, the festival seeks to appeal to music enthusiasts, nature lovers, mindful explorers, families, and cultural enthusiasts and present a unique opportunity to unite society and provide a shared experience.

Hard facts

Date: 22 – 23 June 2024

Location: Northern Meeting Park

Duration: Two days

Accommodation: Discounted rates at local lodging and established campgrounds

For more information about the accommodation and to purchase tickets, please visit harmonyhills.co.uk.

Inquiries & Contact:

Anja Wilawitzer

Harmony Hills Music Retreat

+43 664 123 456 789

wilawitzer@harmonyhills.co.uk

Event Management Plan

Harmony Hills Music Retreat

22-23 June 2024

Owned by: Anja Wilawitzer

Version: Version 1.0

Date Submitted: 28 July 2023

Review Date: _____

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1. Event Overview

1.1 EVENT DESCRIPTION

Harmony Hills Music Retreat is a transformative two-day music festival nestled amidst the serene landscapes of Northern Meeting Park in Inverness. The idea is to allow attendees to experience a harmonious oasis where music, nature, and creativity converge to immerse them in the melodies of diverse musical genres, performed by renowned artists and talented local musicians. Attendees can also experience soul-stirring workshops - and all this in the style of the four/five elements.

1.2 LOCATION

Northern Meeting Park is a serene venue in Inverness, Scottish Highlands, along the River Ness. Accessible from major roads A9 and A82, it offers lush greenery, multiple stages, workshops, and food vendors, creating a vibrant festival atmosphere. Close to the city center, it invites attendees to a harmonious fusion of music, nature, and community at "Harmony Hills Music Retreat". A site map of the venue can be found in the appendix of this document.

DESCRIBE THE SITE AND SOME OF THE SURROUNDING AREA

The captivating performances can be experienced at the main stage on site. In addition, there is a designated workshop and silent disco area as well as some space for diverse vendors. Essential facilities, including toilets and emergency areas, ensure comfort and safety. All of this is embedded in the enchanting setting by the River Ness.

1.3 DATES AND DURATION

"Harmony Hills Music Retreat" will take place on June 22 and 23, 2024. The build-up phase spans from June 15 to 21, focusing on site preparation, infrastructure setup, and rehearsals. The event days, June 22 and 23, will feature captivating music performances, workshops, a silent disco, and a variety of vendors. The breakdown phase occurs from June 24 to 27, involving post-event clean-up, dismantling, site restoration, and financial settlements.

1.4 ENTRANCE/EXIT POINTS

Upon arrival at "Harmony Hills Music Retreat," attendees will enter the festival site through a main entrance, where queues will be organized separately for VIP ticket holders and regular ticket holders. For those who haven't purchased tickets in advance, any remaining tickets will be available for purchase at the entrance. Similarly, upon exiting the site after the event, the process will be well-managed, allowing everyone to depart safely.

1.5 ATTENDANCE

To ensure a comfortable experience for all, we will carefully manage the number of attendees on-site at any given time, with a maximum capacity of 3000 people at any one moment. In addition to the festival-goers, there will be a dedicated team of event management personnel, including 25 staff members overseeing various aspects of the festival's operations as well as a security team of roughly 25 personnel on-site. Additionally, 10 medical professionals will be available at medical stations to provide assistance when needed. We are also excited to welcome a diverse lineup of performers with approximately 30 artists contributing to the atmosphere of the festival.

1.6 AUDIENCE PROFILE

With a focus on creating a harmonious and inclusive atmosphere, the festival fosters a sense of community and mutual respect among attendees. Well-trained security personnel are strategically positioned to address any issues swiftly and effectively, ensuring the safety and comfort of all participants. The event's emphasis on holistic wellness and transformative experiences promotes positive interactions and reduces the likelihood of confrontational behavior. The chosen target group is also not likely to cause riots of any kind.

1.7 TEMPORARY STRUCTURES & UTILITIES

There will be several temporary facilities, namely a main stage and several marquees. We will ensure the marquee company is certificated and have PLI £5m cover and provide copy of their Risk Assessment to the event organiser. For more details, please refer to the attached Risk Assessment.

1.8 THE EVENT ORGANISERS

Please detail who the event organisers are. You should also detail any relevant qualifications or experience.

CHAIN OF RESPONSIBILITY

Except for external authorities such as Police, Ambulance, Fire and Rescue Service and the Venue Fire Response, who all have their own responsibilities and hierarchical structures, all of the other roles are subject to and report directly to the Festival Director. Please refer to the table below or to the event management portfolio for further details.

1.9 ROLES AND RESPONSIBILITIES

<i>Give details of the main roles</i>	<i>Brief explanation of the responsibilities</i>
Festival Director	Overall vision and strategic planning and final decision-making authority.
Event Coordinator	Detailed planning and execution of festival logistics and operations.
Construction Design Manager	Designing and planning the festival's physical layout and infrastructure.
Security Contractor	Ensuring safety and security of attendees and assets.

1.10 CONTACTS

A complete list of relevant contact information is provided in the appendix at the end of this document.

1.11 CATERING AND HOSPITALITY

Contact details for the companies or those responsible for catering can be found in the annex to the document. The location of these catering facilities on the site can be found on the attached site map.

1.12 WELFARE PROVISION

We have partnered with reputable providers and contractors to ensure a smooth and comfortable festival experience. Adequate numbers of portable toilets will be strategically placed throughout the festival site. These facilities will be cleaned and serviced regularly to maintain hygiene standards. Water refill stations will also be available. Dedicated welfare teams will be stationed at various points to monitor the condition of facilities and address concerns properly. Professional cleaning crews will maintain the cleanliness, in case of high usage or any issues with facilities, swift arrangements will be made to replace or repair them.

1.13 LITTER/CLEANSING SERVICES/GROUNDS MAINTENANCE

Before the event, we conduct a thorough site assessment and collaborate with reputable cleaning contractors and local voluntary groups to set up waste management systems and recycling stations. During the festival, dedicated cleaning crews and volunteers ensure a tidy site, emptying waste bins regularly and monitoring high-traffic areas. After the event, post-event clean-up efforts immediately begin, responsibly disposing of waste and restoring the venue to its original state.

1.14 ENTERTAINMENT

Live music will be featured on the large main stage between 3pm and 11pm. In the Silent Disco, music will be played on two different channels between 11pm and 2am. Workshops will be held between 2pm and 7pm depending on the number of pre-registrations.

1.15 LICENSING

*The following licenses may be relevant to the Harmony Hills Music Retreat: Public Entertainment License; Premises Licence; Food Hygiene Licence; Noise and Entertainment License; Fire Safety Certificate; Health and Safety Compliance; Temporary Structure Permits; Traffic Management Plan; Environmental Permits
Reference should be made to the Appendix for more details on the Public Entertainment License application.*

1.16 NOISE MANAGEMENT

Ensure full compliance with all Noise/Music conditions (CDC). Work with Environmental Protection Team (Noise Control) to ensure full compliance and prevent noise pollution. Provide to the PC & Events Manager the name of a nominated noise control person and their mobile telephone number. For details, refer to the attached Risk Assessment.

1.17 CCTV

To enhance security measures, we have partnered with a reputable CCTV provider specializing in event surveillance. Our dedicated security team will be responsible for operating the CCTV system throughout the festival grounds. The CCTV coverage will be extensive, encompassing key entry points, stages, workshop areas, and other high-traffic zones. With high-quality cameras and real-time monitoring, the CCTV system ensures a vigilant and proactive approach to event security, enabling us to respond swiftly to any potential incidents and maintain a safe environment for all festival-goers

1.18 BRIEFING ARRANGEMENTS

Prior to the commencement of the festival, all staff members, including event management personnel, security teams, medical staff, and volunteers, will undergo comprehensive briefings on their roles and responsibilities. These briefings will take place during the build-up phase, a few days before the event begins. Detailed training sessions will be conducted, outlining their specific duties, emergency procedures, and protocols. Moreover, staff will be informed about the festival layout, key locations, and communication channels. Continuous support and communication channels will remain open throughout the event, allowing for real-time updates and guidance, ensuring everyone is well-prepared and equipped to fulfill their roles diligently, contributing to a safe and successful festival experience for all attendees.

1.19 SPECIAL PROVISIONS

"Harmony Hills Music Retreat" takes special provisions to promote sustainability and environmental consciousness. We encourage attendees to embrace eco-friendly practices, such as using reusable water bottles and recycling bins strategically placed throughout the festival site.

2. CROWD MANAGEMENT

2.1 SECURITY/STEWARDED ARRANGEMENTS

At "Harmony Hills Music Retreat," we prioritize the safety and security of all attendees, and our comprehensive security and stewarding arrangements reflect this commitment. We have engaged a reputable security and stewarding provider with a team of 100 experienced and trained marshals. These professionals can be easily identified by their distinctive uniforms and badges. Their duties encompass thorough searches at entrances to ensure a secure environment, badge checking for authorized access, rapid response to any incidents, monitoring crowd movements to prevent congestion, and efficiently directing the public as required. They are well-prepared to handle emergency evacuations and are trained in fire equipment monitoring. Communication is seamless through radio systems, ensuring swift coordination and response. Prior to the festival, all marshals undergo detailed briefings on their roles, responsibilities, and emergency protocols, ensuring a cohesive and proactive approach to maintaining a safe and enjoyable atmosphere for all festival-goers.

2.2 BARRIERS

To enhance safety and crowd management at "Harmony Hills Music Retreat," we will deploy robust barriers throughout the festival site. High-quality, sturdy crowd control barriers will be used to delineate designated areas and guide the flow of attendees. We have partnered with a reliable barrier supply and installation company renowned for their expertise in event crowd control. Approximately 500 barriers will be strategically positioned at entry points, stages, workshops, and high-traffic zones to ensure smooth crowd movements and create secure areas for performances and activities.

2.3 MANAGEMENT OF ATTENDEE NUMBERS

The number of attendees will be closely monitored and controlled through ticket sales, with a maximum capacity of 3000 tickets available for the two-day festival. Each ticket will be scanned at monitored entrances and exits to track the number of attendees present at any given time. In collaboration with our experienced security team, we will closely monitor crowd density in key areas to prevent overcrowding and maintain a comfortable environment for all participants.

3. COMMUNICATIONS

3.1 PA SYSTEM

"Harmony Hills Music Retreat" utilizes a comprehensive PA system to ensure clear communication and immersive music experiences throughout the entire festival site. Strategically placed speakers cover all key areas, including stages, workshop zones, and vendor areas, providing consistent audio quality and event updates to attendees. In areas not fully covered by the PA system, we have implemented a network of strategically positioned information boards displaying important announcements and event schedules. This ensures that even in uncovered areas, festival-goers can stay informed.

3.2 RADIO

Our dedicated team members, including event organizers, security personnel, medical staff, and key volunteers, will be equipped with handheld radios. Each group will be allocated specific radio channels to facilitate efficient and secure communication within their respective teams. This allows for real-time updates, swift responses to incidents, and seamless coordination between different areas of the festival site.

3.3 LOUD HAILERS

Loud hailers are an important communication tool at "Harmony Hills Music Retreat," especially for providing announcements and important information to festival-goers in specific areas. They will be strategically located at key points, such as entry gates, stages, and workshops, to ensure effective dissemination of messages to large groups. Trained and confident staff members, including event management personnel and selected volunteers, will be responsible for operating the loud hailers. Their expertise ensures that attendees receive important updates promptly, fostering a smooth and organized festival experience for all.

3.4 TELEPHONE

To ensure uninterrupted communication, we have established landlines at designated points throughout the festival site. In the unlikely event of mobile network difficulties, these landlines provide an alternative means of communication for essential personnel, including event organizers, medical teams, and security staff. Additionally, we have implemented a backup communication system using walkie-talkies and dedicated radio channels to maintain seamless coordination between teams even in challenging circumstances.

3.5 SIGNAGE AND PUBLIC INFORMATION

Clear and informative signage will be strategically placed throughout the festival site, directing individuals to various attractions, welfare facilities, first aid points, and designated lost children areas. Essential information, such as emergency contact numbers and event schedules, will also be prominently displayed. Signage will be used to restrict access to certain areas, ensuring public safety and adherence to specific event guidelines.

3.6 MEDIA HANDLING

"Harmony Hills Music Retreat" is expected to attract significant media attention, with opportunities for interviews and coverage across various media outlets. To effectively handle media inquiries and promote the event's vision, senior members of the event management team will be readily available to give statements. The festival's Marketing Manager will play a pivotal role in interacting with the media, articulating the festival's unique theme, goals, and significance to the local community and music industry. Additionally, the Event Director will provide insights into the overall planning and execution of the festival, emphasizing our commitment to safety and attendee experience.

4. TRAFFIC MANAGEMENT

As the event organizer, traffic management is a crucial responsibility at "Harmony Hills Music Retreat" to ensure the smooth flow of vehicles and the safety of attendees. We will liaise closely with the Highland Council's TEC services, Police Scotland, and the trunk road authority (consult with relevant local authorities to clarify whether roads around the area, including potential access roads to Northern Meeting Park, are considered trunk roads) to develop a comprehensive traffic management and parking plan. This plan will be submitted for approval by the relevant agencies/services, along with the appointed traffic management company, to ensure compliance with local regulations and best practices. While marshals will be deployed on-site to guide attendees and vehicles within the festival grounds, they will not have the authority to control/manage traffic on public roads. To facilitate eco-friendly transportation, we have arrangements in place with local public transport companies, providing convenient and sustainable transport options to and from the event. Adequate pedestrian access and pathways will also be provided to accommodate those arriving at the venue on foot, ensuring a safe and hassle-free journey for all festival-goers.

5. MEDICAL AND FIRST AID COVER

We have strategically placed multiple medical facilities throughout the festival site to ensure quick and efficient access to medical assistance. The main medical tent, staffed with qualified medical professionals, will be located near the entrance to address immediate medical needs and provide general medical support. Additionally, first aid points will be positioned at key areas to promptly address any minor injuries or medical concerns. Our detailed site plan indicates the exact placement of each medical facility, ensuring easy identification and accessibility for festival-goers and staff alike.

6. FIRE RISK ASSESSMENT

comprehensive fire risk assessment will be conducted for all festival locations, including stages, workshops, vendor areas. Potential fire risks will be thoroughly identified, such as electrical equipment, cooking facilities, and temporary structures. To mitigate these risks, fire safety measures will be strictly enforced, including the provision of fire extinguishers, fire blankets, and clear fire escape routes at all key areas. Fire drills will also be conducted regularly to ensure that staff and volunteers are well-prepared to respond swiftly in case of emergencies. We are proud to work collaboratively with Fire Scotland, who will be involved in reviewing and approving our fire risk assessment to ensure adherence to safety standards

PYROTECHNICS AND SPECIAL EFFECTS

"Harmony Hills Music Retreat" will feature captivating pyrotechnics and special effects, adding to the festival's immersive experience. To ensure the utmost safety and professionalism, we have entrusted a registered and reputable pyrotechnics company to handle these effects. The registered company will conduct thorough risk assessments and implement strict safety protocols to minimize any potential hazards associated with the use of pyrotechnics and special effects. Their expertise will guarantee a visually stunning and secure spectacle, enhancing the overall ambiance and leaving a lasting impression on our festival-goers.

7. POLICE

The Police Scotland will be actively involved in traffic management, ensuring smooth vehicle flow and pedestrian safety around the festival site. During the event, a visible police presence will be maintained to provide reassurance and swiftly respond to any potential incidents. Prior to the festival, we have provided a general notification to the Police, detailing the event's date, location, expected attendance figures, and potential impact on the local community.

8. RISK MANAGEMENT

8.1 RISK ASSESSMENTS

The comprehensive risk assessments conducted by the event organizer and contracted parties can be found in the appendix of this document. These risk assessments thoroughly outline potential hazards and their respective mitigation measures, ensuring the safety and well-being of all participants at "Harmony Hills Music Retreat." Significant issues identified during the assessments have been addressed proactively, with measures put in place to prevent or mitigate any risks. By providing transparent and thorough risk assessments, we demonstrate our commitment to maintaining a secure environment and facilitating a memorable and harmonious festival experience for everyone involved.

8.2 INCIDENT RECORDING

The event control at "Harmony Hills Music Retreat" will maintain meticulous records of all activities and incidents occurring throughout the event. A dedicated event control center will be established, equipped with modern technology and communication systems to efficiently track and record real-time information. Trained personnel will be responsible for documenting key event milestones, security updates, medical incidents, and other relevant occurrences. Additionally, a central logbook will be maintained to record significant interactions, communication, and decisions made during the event.

8.3 RIDDOR

The Reporting of Incidents, Diseases and Dangerous Occurrences Regulations (RIDDOR) require certain incidents to be reported to the Local authority Health and Safety / HSE by law. RIDDOR information will be included in the incident log.

A summary of injuries and occurrences which must be reported include:

For IMMEDIATE reporting

- Death (also to Police)
- Major Injury –
 - Amputation,
 - Fracture (except fingers and toes)
 - Loss of sight (even temporarily)
 - Penetrating eye injury
 - Injury from electric shock
 - Loss of consciousness
 - Acute illness
 - Non consensual violence (i.e. not a boxing match)
 - Injury to non employee requiring hospitalisation
 - Dangerous occurrences (major power failure, structural collapse etc)

For reporting within 15 days of occurrence

- Death of employee within 1 year of accident
- Hospitalisation of employee for more than 24 hours
- Absence from work for more than 7 days (employee or visitor)
- Incidence of a reportable disease (e.g. industrial diseases; dermatitis, asbestosis etc)

At "Harmony Hills Music Retreat," the responsibility for reporting certain incidents to the local authority health and safety, as per the RIDDOR, lies with either the designated Security contractor. In the event of a reportable incident, the responsible person will promptly notify the local authority health and safety using the quickest practical means available, such as via phone. For incidents, the responsible person will promptly submit the necessary information through the online form (2508 or 2508a) within 15 days, even if it was already reported over the phone. This stringent reporting process ensures timely and accurate reporting of incidents, allowing the local authority to take appropriate action promptly, and further emphasizes our commitment to maintaining a safe and secure environment for all attendees at the festival.

N.B. A '7 day' should be calculated as follows:

- Not the day of accident
- Includes weekend and bank holiday
- On the 8th day, if still absent, report on.
-

N.B. need mode of notification from First Aid provider to report under RIDDOR.

8.4 HEALTH AND SAFETY ENFORCING AUTHORITY

The Council's Environmental Health Service will be the enforcing health and safety authority (EA) for "Harmony Hills Music Retreat." As a commercial event of this nature, the Environmental Health Service plays a crucial role in ensuring compliance with health and safety regulations. They will conduct inspections and assessments to verify that all aspects of the festival meet the required standards and regulations. Their expertise and oversight will help ensure that appropriate health and safety measures are in place, promoting the well-being of all attendees, staff, and participants throughout the event.

8.5 INSURANCE

Our insurers provide extensive coverage for various aspects of the event, including public liability, property damage, and event cancellation. The level of cover ensures financial protection in case of accidents, property loss, or legal claims. Copies of the relevant insurance certificates can be found in the appendix of this document, providing transparency and assurance of our commitment to responsible event management.

8.6 WEATHER

Details on how to deal with weather-related difficulties - from bad weather to hot weather to strong winds - were extensively outlined in the attached Risk Assessment.

9. Incident Management

9.1 EMERGENCY PLAN

At "Harmony Hills Music Retreat," we have established formal plans to effectively handle emergency situations that may arise during the event. These plans are based on the comprehensive risk assessments conducted, which identify potential hazards and their respective mitigation measures. Each identified risk has a corresponding action plan that outlines the immediate response and steps to be taken in case of emergencies. Our dedicated team, including trained medical staff, security personnel, and event organizers, will be well-versed in these plans to ensure a swift and coordinated response.

9.2 EXTREME WEATHER

Details on how to deal with weather-related difficulties - from bad weather to hot weather to strong winds - were extensively outlined in the attached Risk Assessment.

9.3 EMERGENCY VEHICLE ACCESS

At "Harmony Hills Music Retreat," dedicated emergency vehicle access routes and rendezvous points have been carefully planned to ensure swift response in case of emergencies. The site map highlights these designated routes and points, providing clear guidance for emergency vehicles to approach Northern Meeting Park. Public routes have been kept separate from these emergency access routes to prevent congestion and allow unobstructed access for emergency vehicles. In collaboration with local authorities and emergency services, we have identified nearby public routes and locations that can be used to facilitate the smooth movement of emergency vehicles during the event.

9.4 EVENT EVACUATION PLAN

Detailed emergency evacuation plans have been outlined in the appendix, providing clear guidance on evacuation procedures, assembly points, and communication protocols. In the event of an emergency, visitors will be directed to designated assembly points located at safe distances from potential hazards. The event team and contractors are well-versed in the evacuation procedures and will assist in guiding attendees to safety. Additionally, car parks have designated routes for vehicles to facilitate a smooth exit during emergencies.

9.5 HAND-OVER PROCEDURES

In the event of a significant emergency that requires the involvement of external authorities, our event management team will promptly communicate with the relevant agencies, such as the Police, Fire Service, and Medical Response teams. We will provide all necessary information and updates to assist in their response efforts. In such situations, the event management team will work closely with the agencies to ensure a seamless transition of control, prioritizing the safety and well-being of all attendees and staff.

10. LOST CHILDREN / VULNERABLE PERSONS

Our detailed risk assessment includes specific arrangements for safeguarding and reuniting lost children or vulnerable persons with their carers, parents, or guardians. Trained staff will follow established protocols, swiftly guiding lost individuals to designated Lost & Found areas, where caring personnel will provide immediate assistance.

11. DEBRIEF AND EVENT REVIEW ARRANGEMENTS

After the conclusion of "Harmony Hills Music Retreat," a thorough debriefing process will be conducted to review the event's overall success, with a particular focus on public safety. All parties involved, including event organizers, contractors, security personnel, medical staff, and volunteers, will participate in this comprehensive review. The debriefing session will assess arrangements that worked well in ensuring public safety, identifying strengths that contributed to the event's success. It will also address any weaknesses that require improvement to enhance future events' safety and efficiency. Incidents, if any, will be carefully examined, and remedial actions will be determined to prevent similar occurrences in the future.