

SBTY7005
LIVE MUSIC & EVENT
MANAGEMENT

THE MIRACLE MINDFULNESS FESTIVAL

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1. Project Planning

Mission Statement

We aim to provide the community of the Borough of Tower Hamlets an event to escape from everyday stress and experience mindfulness. 'The Miracle Mindfulness Festival' organisers highly believe in transforming people's lives through mindfulness and creating an amazing experience that will start a life-long positive change.

One of our missions is to create a green and eco-friendly event. Therefore, the festival's objective is to contribute towards the Paris agreement which aim is to strengthen the global response to the threat of climate change (United Nations 2018). Furthermore, it is our goal to reduce the environmental impact of festivals and other events with our idea.

In the evening, after all the activities like yoga, pilates or meditation have finished, the festival will transform into a big concert hosting up and acts performing from various genres.

This event is aimed to strive to provide exposure and publicity to the local area. Therefore, awarded local healthy food businesses such as Pilpel, The Empress, or Easy Gourmet will be invited to sell their specialities at the festival. The theme for the food will be healthy, organic and vegan.

It is intended to provide a range of different activities to be enjoyed during the whole festival. The main target audience will be people from 18 years old upwards from the local area.

Event Outline

The festival will be held on Saturday, 17th of August 2019 and Sunday, 18th of August 2019. It will take place on the east side of Victoria Park. The park is perfectly located to be reached by public transportation. However, all attendees are encouraged to travel by bicycle to the festival since the aim is to reduce the carbon footprint.

On the first day (Saturday) the doors will be open to the public from 10:00 with the day activity starting at 11:00 and the last one ending at 18:30. During this time the following activities will be available to the attendees:

- Healthy Food and Drink Stalls
- Guest Speakers
- Yoga classes
- Meditation classes

- Mindfulness Courses

The evening programme will commence at 19:00 and ends at 23:00. The following activities will be available during this time:

- Live Music
- Food and Drink Stalls

The doors will close at 23:30.

On the second day (Sunday) the doors will be open to the public from 9:30 with the day activity starting at 10:30 and the last one ending at 18:30. During this time the following activities will be available to the attendees:

- Healthy Food and Drink Stalls
- Guest Speakers
- Live Panels with Health Bloggers
- Pilates Class
- Meditation Class
- Mindfulness Course

The evening program will start at 18:00 and will end at 22:00. The following activities will be available during this time.

- Live Music
- Food and Drink Stalls

The doors will close at 22:30.

Project planning deals with the planning of an event and with that the aim is to clarify the most important aspects of planning an event right from the start so that it is possible to go into more detail as a next step. With a bullet point such as project planning the intention behind it should be to give a quick overview of the project. Meaning that one should get a good first impression of how the event is going to look like if actually happening and further, it should be a helpful tool to clarify the 5 W's like what, when, where, who and why. In the project planning of 'The Miracle Mindfulness Festival', those questions have been answered precisely to offer the reader enough information from the beginning. It is explained about this festival is and what the meaning or rather the intention behind it is. Further, one can see where and when this festival will happen and moreover, the target group has been mentioned in the mission statement as well.

As Gani (2015) stated that proper planning and management is necessary to ensure balance in development and protection of the environment and further that "one important principle of sustainable development is to encourage true participation of the public", the goal of creating an environmentally friendly festival was clarified real quick. The importance of considering the environment at an event can no longer be avoided but there is generally much more improvement possible in the event industry and more event organisers should be engaged. In order to analyse a project plan to have a glance at the project's success, one must consider three planning aspects as requirements definition, development of technical specifications, and project management processes and procedures (Dvir et al 2003). Another way of proceeding with analysing the outcome of a project plan is to observe the macro and micro viewpoints, whereas the macro environment deals with completion and satisfaction, and the micro environment only determines the completion criterion (Lim and Mohamed 1999).

2. Staffing

2.1 Policing and Stewarding Provision

According to Dover District Council (2019), a total number of 30 stewards are required for 3000 festival visitors. Therefore, for 'The Miracle Mindfulness Festival' it is necessary to hire these many stewards in order to provide a safe event. Furthermore, according to Canterbury Festival (2018), stewards will assist with the delivery of an enjoyable and safe experience for the festival attendees and will also help to maintain a high level of customer care and provide practical assistance within the inside area and outside. The core tasks stewards have to perform are firstly helping the event managers as well as the rest of the festival team to set up the festival. They would also have to greet the audience at the entrance, check tickets and bags, and answer questions from festival visitors. The stewards will need to carry out the organisers' wishes and make sure that the participants comply with them. At the end of the night, stewards are required to route people out of the area and help clear the festival site.

Police will not be required to act as stewards for this event directly on site. However, steward personnel will have to immediately inform the police about the matter that would potentially need their attention.

2.2 Higher Security

In terms of higher security, it is necessary to hire a professional team to secure a safe environment at all times. The security company that will be hired for the event will be First Line Security Ltd (First Line Security Ltd 2019). The duties of the security guards are to ensure the safety of all the participants including staff. They will be assisting steward's personnel in implementing security measures such as checking people's bags and making sure they don't bring any dangerous equipment into the festival. They also have to look out for any potential troublemakers on site and remove those if necessary. For the event, the total number of 30 higher security staff will be needed.

The purpose of a staffing management plan should be to clarify specific project roles and additional responsibilities. So, if one looks at such a plan it should help this person to figure out their role in the team and further their responsibilities they have to take care of. This can be especially useful in a big team to keep an overview of all the tasks that have to be done. According to Appendix 1, the only four points that need to be in such a staffing plan are name, role, responsibility and contact details. Besides that in Appendix 2 one can spot that here different points like tasks are more relevant to create a plan like this compared to Appendix 1. Personally, the staffing management template (Appendix 1) overall makes more sense to use for organising such an event like 'The Miracle Mindfulness Festival' because it is understandable on the first glance plus in general more useful. However, for my utilisation, I would probably add points like who would be in one team and further who would be the team leader to clarify rapid questions. In general, such a staffing plan cannot be wrong or right as it depends on the usage for it, meaning that in different cases other plans are created. On the one hand, people could prefer the staffing plan like seen in Appendix 1 or on the other hand, people could prefer the staffing plan like the one from Appendix 2 as well. In other words, it all revolves around the utilisation and further, which specific points the creators need for an event.

Additionally, to warrant the safest event as possible a Security Management Plan should be added. There subjects such as responsibilities, functions and chain of command should be explained in more detail. Furthermore, an explanation of how to act and what to do in emergencies are mandatory in order to clarify all potential risks to the security team. A well-organised communication channel is needed for big events like 'The Miracle Mindfulness Festival'. Emergency contact numbers, as well as the contact numbers from the staff, must be written down on a sheet and then this needs to be distributed to all the people working at the site. (Sample Template 2019)

3. Marketing

3.1 Product

The offered product is a two-day festival that offers different activities like live music, yoga classes, meditation classes and more. It is incredibly important at this event that the guests have a relaxing and good time during this festival. 'The Miracle Mindfulness Festival' is unique from other events since it connects live music with mindfulness and thus attracts even more people. NICE (n.d., cited by NHS 2018) recommended mindfulness "as a way to prevent depression" and Williams (n.d., cited by NHS 2018) said that mindfulness "allows us to become more aware of the stream of thoughts and feelings that we experience". In other words, this festival should help people to relax and to be able to switch off their heads and furthermore to be able to enjoy live music.

3.2 Price

The planned price for a one day ticket is 40 pounds and the price for both days is 70 pounds. This was chosen that way because it should motivate people to directly buy the two-day tickets pass as one would save money than buying the tickets separately. Furthermore, the tickets will be sold over the online ticketing platform eventbrite.com to be able to offer e-tickets. Additionally to that, a box-office will be available at the event itself.

3.3 Place

The festival will take place in Victoria Park in London as this park is already known for festivals and is therefore basically a good festival location (Tower Hamlets n.d.). Since the intention is to address stressed people as well who wants to engage with mindfulness for a weekend, it is very obliging that the park is located in the middle of London due to the fact that in this city are so many people to be targeted with such an event.

3.4 Promotion

In order to win people for such a festival like 'The Miracle Mindfulness Festival', it has to be promoted in different ways like distributing posters and flyers or placing advertisements on several social media channels. In order to strengthen the social media activity, a hashtag will be created and furthermore, tickets can be won by posting pictures with the hashtag #TheMiracleMindfulnessFestival. This competition will take place on Instagram and Facebook to address the specific target groups, further it will be possible to win 2x10 tickets on Instagram and Facebook respectively. The biggest target group to which we want to address are people between the ages of 18 to 40.

As it can be seen in Appendix 5, the 'The Miracle Mindfulness Festival' is about nature and mindfulness through the natural background and with the design of the brain. Additionally, it shows the most important points like vegan food, yoga and pilates, live music and further

meditation as programme points. With such a poster it is important that the date is printed on it, where it will happen and in addition also what the event is called on the social media channels to be found easier. Furthermore, it is necessary to mention the sponsors at such a big event on posters and flyers but this generally depends on the agreements with the various sponsors.

3.5 Process

The festival is brought to people via social media as well as flyers and posters but the actual product is the event itself and this service is enjoyed directly by the guests on the days of the event.

3.6 People

'The Miracle Mindfulness Festival' is organised by two people and these two will hire other people like artists, yoga instructors, meditation gurus or securities for the festival itself. There is a lot of emphasis on customer satisfaction and therefore it is essential to offer a kind of customer service like the direct messaging function on different social media channels and also accessibility via e-mail. After all, it is important that the customers have the best possible time at the event. According to Giannikas et al (2018), customer orientation means that an organisation relates to the clients and further, the wishes and needs of the clients come first. Constructive feedback in general after the event or during is hoped for.

3.7 Physical Evidence

With 'The Miracle Mindfulness Festival' a creative place will be created to help people escape from the stress of everyday life and recharge their energy. Strowger et al (2018) stated that "mindfulness meditation is gaining attention for its potential to facilitate health-promoting behaviour and may address some limitations of existing interventions for physical activity". This is used to help people in general and to strengthen them psychically and physically through meditation, yoga or pilates and moreover to give them tips for using them after the festival.

Marketing is one of the most significant tools to sell products or in this case tickets for an event. Additionally, it should help to send the right message to potential customers in order to win them as clients. According to Eventbrite (2019), “event marketing begins with launching an event idea, through to persuading attendees to invite their friends or colleagues and attracting a steady pipeline of leads through channels such as email marketing, blogging and advertising” (Eventbrite 2019). Email marketing can be a helpful tool as it “was voted the single most effective tactic by event organisers” since people get addressed directly. However, people first need to register somewhere that the organisers get their email address. This is generally helpful to see the people’s interest in the event. Besides that, influencers are a great opportunity to promote an event as they have a huge range of coverage, plus it is cheaper than classical advertisements and finally more effective. With classical advertisement one has a challenge to address people with it as according to Kazmi and Batra (2008) “advertisements are everywhere - on the walls, on the back of the buses, in play grounds, on the occasion of sports events, on roadsides, in the stores, and even on aeroplanes”. The general problem with that is that, people “are being bombarded with advertisements day in and day out” and through that an “average consumer is exposed to a very large number of advertisements” Kazmi and Batra (2008). This means that is even harder to win people’s attention with a poster or a flyer, nevertheless, it is still a significant tool which should not be missed in a Marketing Campaign. In contrast to the classical advertisement, nowadays social media can be utilised for further advertisement which is essential as the world get more and more digital in lots of ways. Meaning that one can reach more people with a placed advertisement for example on Instagram than with a poster at a train station. For this reason, social media ads will be placed on Instagram and Facebook for ‘The Miracle Mindfulness Festival’.

4. Site Plan

The Site Plan 'The Miracle Mindfulness Festival' (Appendix 3) is the first draft of the site plan, which means it will be created more precisely with a professional program. Anyway, this plan should provide the first overview of the festival for people working at the festival. As demonstrated in Appendix 3 various points are included such as the backstage area on the right side severed with a blue line (barriers). Behind these barriers, the backstage area implies dressings rooms for artists, common rooms for staff as well as a catering area, a recycling area and further a control room. The black rectangle should illustrate the stage dressed to the grey space, which should be the audience area. Above and below of this area there are several food and drink stands in the colour turquoise. The green circles should present the sanitary provisions and further, the orange circles are the two entries, which directly are functioning as exits. Next to both entries two natural coloured rectangular can be seen, which should act as a storage area for bicycles. The first aid can be easily found in Appendix 3 through the red and white colour, as well as the cross on it. Besides the one first aid stand, there is the Lost and Found booth and moreover, there is the Information Point, where guest can ask for additional information to the site plan if needed. Finally, at the yellow circle, the Yoga Mat Handout Point can be traced.

According to Tawfik and Fernando (2001, cited by Huo 2017) "planning and design is a process of bringing a vision to implementation, and the effective spatial arrangement and space utilisation on a site is critical to construction projects". In other words, the site for the festival should be used in the best possible way and the optimum should be achieved in general. Different site plans will be created, which then will be needed for different groups. For example, there will be a different plan for the guests as there will be for people working backstage since the guests should not know for instance where the backstage area or more where the artists' dressing room is. Nevertheless, there will be two boards with a largely printed plan at the festival to help guests find their way around. These two boards are located at the entrances to ensure that the people can immediately get an overview of the site in order to avoid getting lost.

According to Gascoyne Development Commission (n.d.) a “site plan is a map of the event and is essential for event planning and management”, further it should be designed “easy to interpret”. Generally speaking, a site plan is fundamental to plan such an event and it should also help to visualize a festival like this in general. Furthermore, it should be useful to see if all ideas make sense or whether everything planned actually has space. Besides that, if one is designing a good construction site layout the two most important elements one should consider are cost and safety, meaning that generally reducing costs and improving site safety should be considered (Ning and Lam 2013, cited by Huo 2017). In other words, when creating a site plan one should mainly think of the general security but realistically stay with budget planning. This means that it is useless to spend unnecessary amounts of money on security, although it would certainly be possible to guarantee the same security with less money. In other words, the best possible option must be determined. However, to create an efficient site plan it is necessary to remain realistic, meaning that factors such as topography, ground conditions, access, existing infrastructure, and further details have to be taken into account in order to save time and money. (Argent 2019) Additionally, it is important that everything is planned to scale and that the site is visited early enough.

As one can see in Appendix 3 there is a lot of information included in this site plan but according to Cornwall (2018) a generator or power sources as well cables should be shown on a site plan, which is definitely missing on the ‘Miracle Mindfulness Festival’ site plan. Additionally, another thing that can not be found on the Site Plan (Appendix 3) are flags, banners, and car parks. So, if one compares Appendix 3 with Appendix 4 the difference in details can be seen on the first glance since one can clearly tell that ‘Glastonbury Festival 2014 Site Plan’ (Appendix 4) was designed to scale and Site Plan ‘The Miracle Mindfulness Festival’ (Appendix 3) was not. Moreover, Appendix 4 was created with a professional tool.

5. Event Financing

'The Miracle Mindfulness Festival' is supported by three different companies: BBC Music Introducing, Santander and The Sweaty Betty.

BBC Music Introducing has been dedicated to discovering and supporting new music and has already 190,000 registered artists (BBC 2019) and further BBC Music Introducing supports this festival with several independent artists, which means that they choose artists from their roster to perform at the festival. This will save the general organisers a lot of time and money by not having to organise any artists and moreover it is a convenient way for BBC Music Introducing to showcase their artists and generally promote themselves. Furthermore, all technical equipment will be provided by BBC Music Introducing such as speakers, microphones, mixers and more as they are well equipped and own these technical items anyway.

Another sponsor named Santander is a large retail and commercial bank based in the UK. As explained in more detail below, Santander sponsors bicycles, bicycle racks, helmets, and the necessary personnel. Since there is a general attempt to ensure that guests travel ecologically to the event, bicycles are offered at different stations, but one must register in advance. Santander is shown in this sponsor partnership as a good supporter toward the environment, which helps Santander continue to maintain a good reputation. (Santander UK 2019)

The next sponsor of 'The Miracle Mindfulness Festival' is Sweaty Betty, which designs activewear for women from women and they will support the event with their ecological yoga mats. As several yoga classes are offered at the festival, there is a yoga mat distribution area where every guest can borrow a yoga mat for free. (Sweaty Betty 2019) This should help Sweaty Betty to present their ecological yoga mat and through that win new customers.

In return, all three sponsors will have their names mentioned on all flyers, posters and social media channels and several big posters of the sponsors will be placed on the whole event site and the names will be presented on stage. Meaning that if people film artists performing one can see the sponsors in the background of the video, which is a good promotion.

As mentioned earlier, the two most important points when planning an event are safety and costs (Ning and Lam 2013, cited by Huo 2017). For this reason, a financial plan is required in addition to a budget plan to have a proper understanding. In order to create a safe and lucrative event, it is significant to carry a well-planned security management plan and a budget plan. Besides the budget plan, a further explanation of the finances is essential as compared to the section Event Financing. Here, one can see that this part is mainly about the sponsors of the event. Generally speaking, sponsors are great support when planning, for instance, an event like 'The Miracle Mindfulness Festival'. Above all, it would not be possible to realise especially this event without the sponsors. As Cornwell (2019) stated that "interest in the marketing use of sponsorship is evident", meaning that sponsors should have the possibility to work within the marketing team in order to get the best results. Furthermore, for 'The Miracle Mindfulness Festival' the sponsors will definitely work together with the organisers in a close relationship to gather all ideas. Afterward, the ideas are elaborated in detail and then the most appropriate process for such an event is discussed and then applied. In my opinion, sponsors should always be able to have a say because after all they support the event with money or/and products. In the case of this event, the sponsors would help with providing various products rather than money as it is more reasonable.

Another possibility to get support for organising an event is to have a look if the event would get possibly funded by the State Government or by Local Government Authorities. For this purpose, the Gascoyne Development Commission (n.d.) recommended that "it is important to start seeking financial support as early as possible as grant bodies often have a long turnaround time". Alternative funding could be from Individuals, Trusts or Foundations as well.

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7. Appendices

Appendix 1: Staffing Management Template

Cornwall (2018) *Event Management Template and Guidance Notes* [Online]. Available at: <https://www.cornwall.gov.uk/eventstoolkit> [Accessed: 16 March 2019].

Name	Role	Responsibility	Contact Details
	Event Manager	Overall responsibility	
	Production	All event infrastructure, ordering, delivery timings etc	
	Volunteer Coordinator	Volunteer recruitment, training and event day management	
	Steward Coordinator	Recruitment, training	

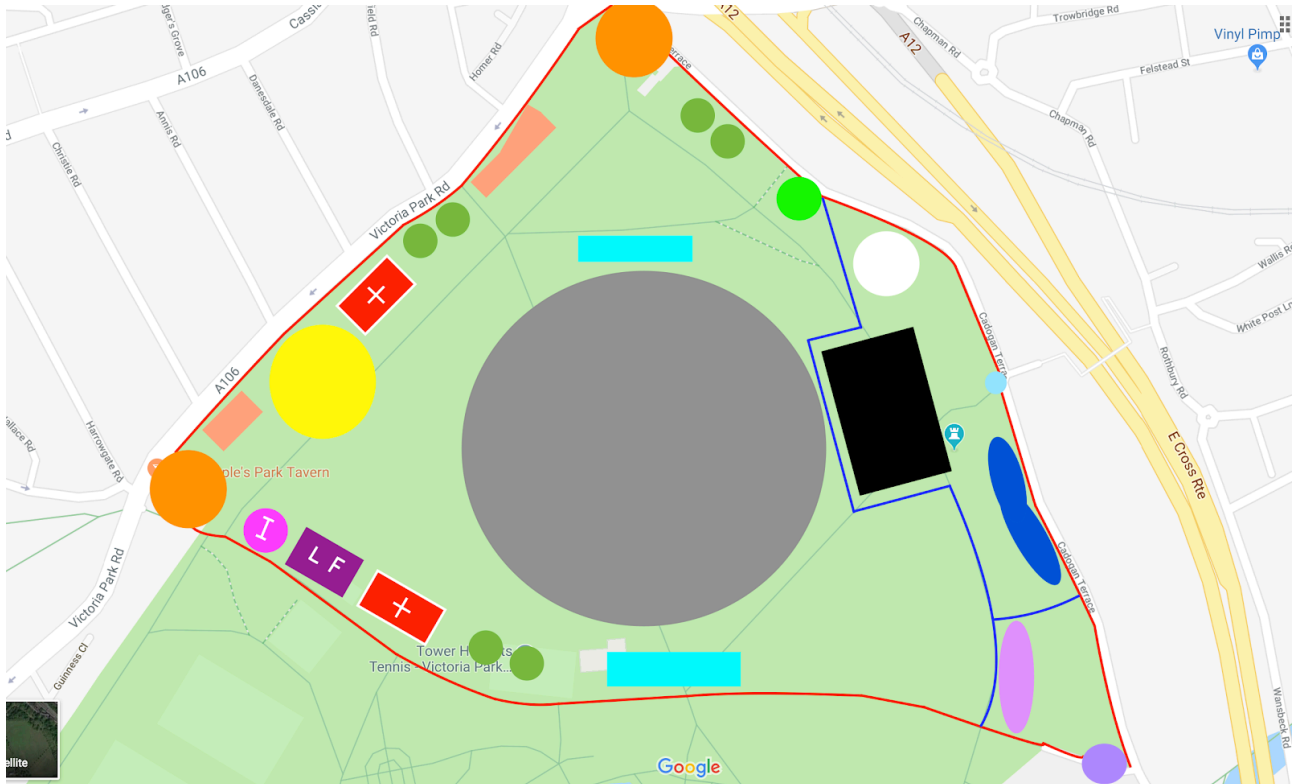
Appendix 2: Staffing Management Plan

Maryland (n.d.) *Staffing Management Plan* [Online]. Available at: <https://www.template.net/business/plan-templates/staffing-plan/> [Accessed: 16 March 2019].

Deliverable/Task	Executive Sponsor	Project Sponsor	Agency CIO	Project Manager	Procurement Officer	Project Stakeholders	DoIT
Phase 1 Initiation							
Task/Deliverable 1							
Task/Deliverable 2							
Phase 2 Concept Development							
Task/Deliverable 1							
Task/Deliverable 2							
Phase 3 Planning							
Task/Deliverable 1							
Task/Deliverable 2							
Phase 4 Requirements Analysis							
Task/Deliverable 1							
Task/Deliverable 2							

Appendix 3: Site Plan 'The Miracle Mindfulness Festival'

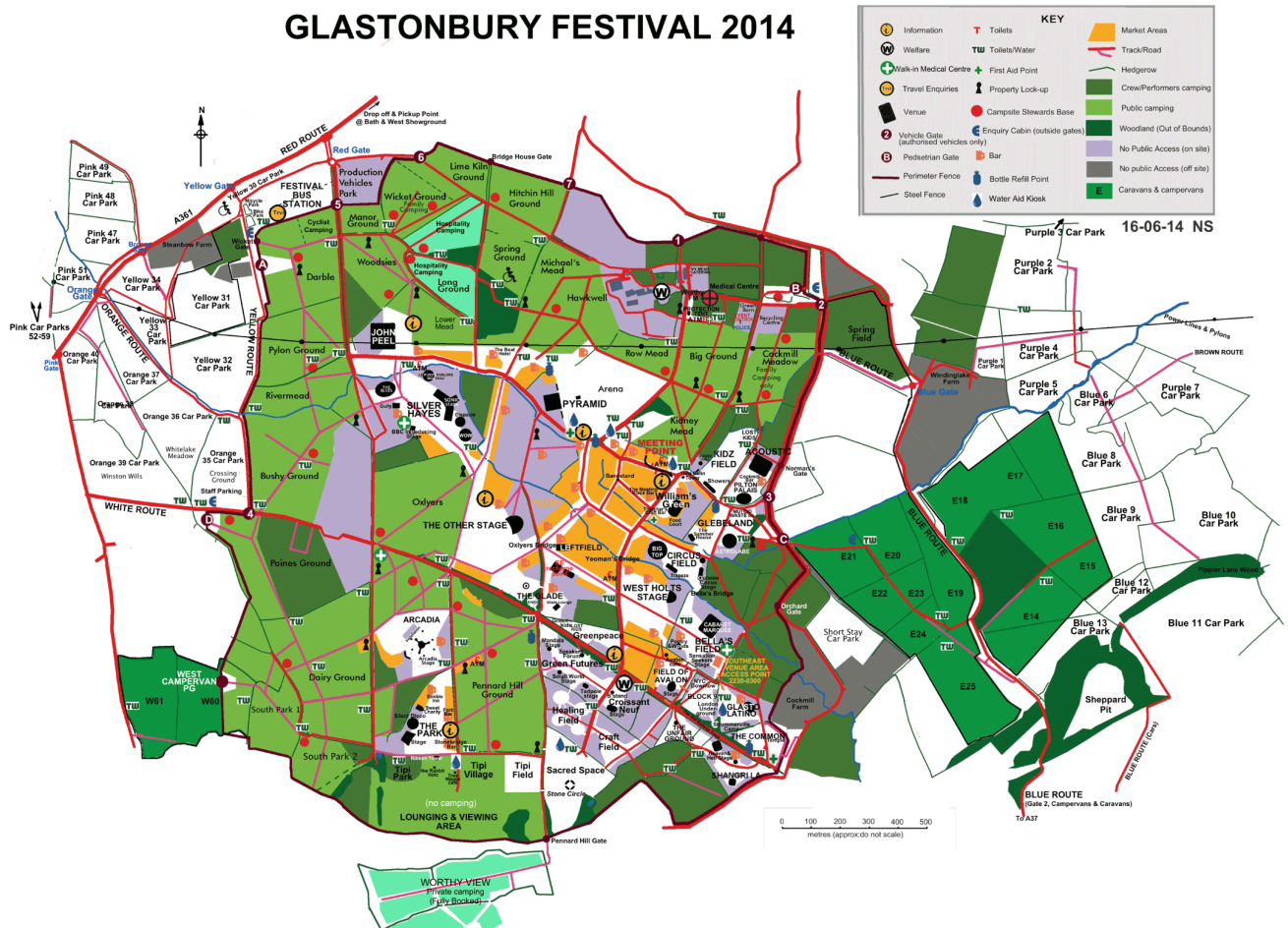
Map Data (2019) Google Maps [Online]. Available at: <https://www.google.com/maps/place/Victoria+Park/@51.5421532,-0.0340996,17z/data=!4m5!3m4!1s0x48761d18d943431d:0xe0bcb0765fbb76a!8m2!3d51.5365614!4d-0.038972> [Accessed: 6 March 2019].



Red = Barriers around Event Site	
Blue = Barriers to secure Backstage Area and Stuff Area	
Green = Emergency Entry / Exit for Ambulance, Fire Fighters	
Lavender = Artist Entry	Light Pink = Backstage Area for Artists
Blue = Control Room + Catering for Staff	Black = Stage
White = Recycling Area	Grey = Audience Area
Turquoise = Food & Drinks Stalls	Green = Toilets for M & F
Red/White = First Aid	Purple = Lost & Found
Pink = Information Point	Natural = Storage Area for Bicycles
Orange = Entry / Exit	Yellow = Yoga Mat Handout Point

Appendix 4: Glastonbury Festival 2014 Site Plan

Glastonbury Festivals (2014) Glastonbury Festival 2014 [Online]. Available at: <http://cdn.glastonburyfestivals.co.uk/wp-content/uploads/2014/03/map16june14.png> [Accessed: 16 March 2019].





Appendix 6: Additional Work for 'The Miracle Mindfulness Festival'

1. Programme of the Festival

17th of August 2019 (Saturday)	
Time	Activity
Main Stage	
11:00 - 11:30	Introduction to Day I
11:30 - 12:30	Meditation Class
13:00 - 14:00	Guest Speaker I
14:15 - 15:30	Pilates
15:45 - 17:15	Panel with People from the health industry (Bloggers, Chefs, Nutritionists, Trainers, etc.)
17:30 - 18:30	Yoga Class
19:00 - 19:30	BBC Introducing Act I
19:45 - 20:30	BBC Introducing Act II
20:45 - 21:30	BBC Introducing Act III
22:00 - 23:00	BBC Introducing Act IIII
Youth Zone	
11:00 - 20:00	Different Activities (Painting, Arts and Crafts, Games, Quizzes, Face painting, Dancing, etc.)

18th of August 2019 (Sunday)	
Time	Activity
Main Stage	
10:30 - 11:00	Introduction to Day II
11:00 - 12:00	Pilates Class
12:15 - 13:00	Mindfulness Class
13:15 - 14:15	Guest Speaker I
14:30 - 15:30	Meditation Class

15:45 - 16:20	Yoga Class
16:30 - 17:30	Guest Speaker II
18:00 - 18:30	BBC Introducing Act I
18:45 - 19:30	BBC Introducing Act II
19:45 - 20:30	BBC Introducing Act III
21:00 - 22:00	BBC Introducing Act IIII
Youth Zone	
10:30 - 20:00	Different Activities (Painting, Arts and Crafts, Games, Quizzes, Face painting, Dancing, etc.)

An event programme is a plan with all entertainment aspects and times listed for an event. The programme of an event has to state all acts and activities that are planned for all days of a festival. In general, when organising a festival it is, first and foremost, important for the event programmer to contact the relevant booking agents and see whether the acts that are wanted for the event will be available on the day(s) of the happening, according to Barrett (2019). Furthermore, once the wanted artists and other entertainment are confirmed, the programmer needs to explain to the agents what times their acts will be placed to play and why this time slot was chosen. This is because it can be the case that artists have other shows on the same day and a clash of times can occur. Therefore, the event programmer has to negotiate with the agent in order to secure the desired act for the festival. The event programmer is also responsible for the establishment and management of cost sheets, artist fees, and artist contracts as well as the collection of all technical riders, which is a document with all technical requirements such as all technical equipment an artist needs to be able to perform, as claimed by Reynolds (2013). When hosting a bigger festival with more stages it is important to put bigger acts into the programme at the same time on different stages. This is due to crowd control reasons which means that visitors will be spread out on the festival site and overcrowding of one area will be reduced.

A programmer is also responsible for the layout of the festival poster and has to think of where certain artists will be placed. Usually, headliners will be in a big font size at the top of the poster with everybody else following underneath with smaller font sizes depending on the popularity of the act and their career status. Therefore, the programmer works very closely with the graphic designer. According to Barrett (2019), when hosting techno acts it is particularly important to consider where to place those artists on the poster as techno artists can be very strict about their placement. Moreover, the programmer needs to consider whether artists that play after each other are on good personal terms and are not in any sort of conflicts. The reason for this is that any potential arguments between artists can be avoided. The programmer should always take into account to calculate in changing times for live acts and other entertainment as well when creating the schedule for the festival.

2. Team Structure

Roles and Responsibilities on the days of the festival

Role	Responsibilities	Person	Radio Frequency
Event Manager(s)	• The safety of all staff, volunteers, and attendees of the event at all times • Overall control and coordination of the festival • Assign roles and responsibilities to staff as well as manage those • Event control on the days of the festival	Franziska Uecker Chiara Vahle	Channel 1 Channel 2
Site Manager	• Represents the event manager(s) in their absence • Make sure the festival site is prepared and ready on the days • Make sure event infrastructure is delivered on time and set up as the plan shows • Liaise with traders, stall holders, concession, • Manage any sort of issue that may occur during the event relating to the site	James Ramsay	Channel 3
Stage Manager	• In charge of programming the entertainment (guest speakers, artists, Meditation/Yoga/ Pilates teachers) for the duration of the event • Liaise with all entertainment prior to the event to make sure everyone is aware what will be provided on site and what will be required in addition • Make sure the entertainment runs on time and there won't be any delays	John Mitchell	Channel 4

Steward Co-ordinator	• Organise the right amount of stewards (100) needed for the event • Organise and liaise with higher security for the whole event • Manage working hours for stewards and higher security including breaks during the set up of the event and the event itself, the delivery and the breakdown of the event • Brief stewards and higher security together with the event manager • Manage communication between stewards and higher security • Make sure stewards and higher security are in possession of their protective equipment	Sarah Graham	Channel 5
Press and PR Co-ordinator	• Coordination of all marketing and advertising for the event • Organisation of the press attendance on the day of the event	Lisa	Channel 6

Before the happening of an event, it is important to put together a team structure. This is necessary in order to know who is responsible for what and where. Therefore, the name of the person in charge as well as contact details such as telephone number and what radio frequency the person can be reached on should be stated on the team structure list. In the case, somebody is needed for a certain task the relevant person for a certain matter can be easily contacted. When organising an event it is important to list all persons involved as well as their tasks and areas they are responsible for. This will give everybody on the team an overview of who has to accomplish what. Listing the team structure is important due to the reason that every department has a coordinator. Each coordinator should be taken on board right from the beginning of the planning process and should be a part of the decision making. Each coordinator will be responsible for their own team of people. During the organisational process, it from high importance to always keep everybody updated with their individual work. A great tool to publish documents that need to be seen by all coordinators is Google Doc. Furthermore, great internal communication is also from high importance as well as regular team meetings. (Event Scotland, n.d.)

3. Licensing

Due to the reason the event is providing a different kind of entertainment such as live music, guest speakers and panels, and various classes a licence from the local council that allows public entertainment is needed. Therefore, it is necessary to first and foremost apply for a premises licence, which will allow the event to host this sort of entertainment. Furthermore, a separate licence that allows playing copyrighted and recorded music is required. Therefore, a Performing Rights Society (PRS) licence is needed. For recorded music, the festival needs a PRS licence as well as a Phonographic Performance (PPL) licence.

When organising an event, licences are very important to be calculated into the plan to protect the event and the parties involved from any legal issues. The legislation that applies in the UK is the Licensing Act 2003 which implies which licence is needed for a particular event. In general, there are three types of licenses. The Temporary Event Notice (TEN), the premises license, and the personal license. The main objectives of the Licensing Act are, first and foremost, the prevention of any sort of crime or disorder, public safety, the prevention of public nuisance, and the protection of children from harm, according to Argent (2019).

4. Crowd Management

The festival is a ticketed event which means a certain number (3000) will be sold to the public and only people in possession of a ticket are permitted to the site. This will give a good overview of the number of people attending the festival and appropriate control measures can be planned and undertaken accordingly. Stewards and higher security guards will be placed on each entrance/exit to control attendees. People will be arriving and departing to and from the event from the northwest side and the northeast side of the park.

The event site is a big open space with enough space for the anticipated capacity. The site will be secured with a fence. However, the site will be secured with a fence. In the event of an emergency, both entrances/exits are able to accommodate all 3000 people for evacuation. The area directly in front of the stage is able to easily hold all 3000 people including the number of Yoga mats to practise all exercises such as Yoga and Pilates without the risk of overcrowding. In the case of an evacuation, the escape routes available are able to accommodate 3000 people in a reasonable time. An evacuation plan is in place with stewards and higher security to manage the evacuation as well as control the crowd whenever necessary.

At the end of the festival on each day, all visitors will be exiting the site at the same time. In order to avoid extended exit time and clash of people, the emergency exit will be opened and stewards will lead the public to the nearest exit point.

For any event, it is from high importance to create an adequate crowd management strategy. First and foremost, in order to find the right strategy for each event, it is necessary for event managers and all other coordinators to educate themselves about the event and the expected audience and their sociological behaviour, according to Meeting Hand (2016). Other crucial points that have to be considered are transportation, time, parking, weather conditions, demographics and the size of the site. Another factor that has to be considered is whether the event will sell alcohol and which control measures will be taken into place in order to limit any sort of risks involving this matter. A crowd management plan has to cover everything from queuing, managing the entertainment such as acts or the flow of the crowd. When handling with people it is very important to think about health and safety and what type of hazards through a large number of people exist. According to Conwy.gov.uk (n.d.), in order to guarantee a safe environment for all participants and the highest standard of crowd safety, choosing the right amount of barriers as well as the correct barrier system is very important. This means understanding the different models and strengths, as well as the function of the barriers, is vital for event organisers. Once the right barriers for the event have been chosen the barrier system has to be built in the correct way which ensures that there won't be any risks to the event attendees.

5. Risk Assessment

EVENT NAME	The Miracle Mindfulness Festival	
EVENT DATE	17th and 18 th of August 2019	
EVENT TIMES	17th: 10:00 - 23:00 18th: 9:30 - 22:00	
EVENT ADDRESS	Victoria Park	
NAMES OF PERSONS IN CHARGE	Franziska Uecker, Chiara Vahle	
MOBILE NUMBER	+44 7426 345716	
AREAS OF ASSESSMENT – potential · ENVIRONMENT AND HEALTH · WORKING AT HEIGHT · SLIPS/TRIPS · LIFTING OPERATIONS INC. MANUAL – HANDLING · COSHH · SITE/CROWD MANAGEMENT · ELECTRICITY · VEHICLE MOVEMENT INC. LOADING & UNLOADING	PERSONS AT RISK	QUANTITY
	ATTENDEES	3000
	STAFF	220
	CONTRACTORS	
	PUBLIC to include:	
	· Visitors/Guests	
	· OAP's	
	· Children	
	· Disabled People	
ACTIVITIES COVERED · PRODUCTION · EVENT BUILD/BREAKDOWN · WORKING AT THE EVENT	NOTES:	

Risk Assessment Explanatory Notes

1. Minor injury = Abrasions, bruising, minor bumps (reddening of the skin).
2. Significant injury = Lacerations leading to blood loss, secondary bumps (leading to blistering), sprains & strains, muscle & ligament injury, minor head injuries. Acute representations of underlying conditions i.e. asthma, epilepsy, bronchitic illness, diabetes. Hyper Hypothermia.
3. Serious injury = Fractures, trauma leading to significant blood loss, head injuries leading to periods of unconsciousness. Acute representations of underlying conditions such as angina.

4. Major injury = Multiple fractures, spinal or cervical injury, multiple trauma, injury affecting respiratory system, head injuries leading to significant period of unconsciousness. Myocardial infarction, status epilepticus/asthmaticus
5. Major incident/Fatality = Single or multiple fatality or large numbers of injuries in cat 3-4.

Risk x Probability Values

Severity	Probability
1 Minor Injury	1 Unlikely
2 Significant Injury	2 Possible
3 Serious Injury	3 Highly Possible
4 Major Injury	4 Probable
5 Major Incident/Fatality	5 Certainty

Risk x Probability	1	2	3	4	5
1	1	2	3	4	5
2	2	4	6	8	10
3	3	6	9	12	15
4	4	8	12	16	20
5	5	10	15	20	25

The probability and severity rating associated with each individual hazard, is calculated before controls are put into place. Once the controls are in place, the hazard and its severity may not change, but the probability will be reduced to a maximum of 'Unlikely'.

THE RISK ASSESSMENT IS A WORKING DOCUMENT AND IS SUBJECT TO CHANGE AT ANY TIME TO ADAPT TO NEW HAZARDS PRESENTED OR CHANGES TO CONDITIONS TO HAZARDS ALREADY IDENTIFIED

Area of assessment: HEALTH AND SAFETY IN THE WORKPLACE

Hazards	Control Measures	Severity rating x Likelihood = Residual Risk S x L = R			Action required where risks are not adequately controlled and other comments
Full capacity audience expected – 3000 on the day of the event Arriving at the site from 10:00 and later departing at 23:00 (17th) Arriving at the site from 9:30 and later departing at 22:00 (18th)	Festival visitors are free to move between the area of the main stage and its activities and the food and drink stalls All attendees will have to buy a ticket before being admitted to the area in order to make sure that the site does not exceed its capacity Crowd control measures and signage will be clearly placed around the area	1	2	2	30 x Stewards will be positioned at every entrance and exit. Supported by 30 contracted security staff. Only the east side of the park will be used for the festival
Public Disorder – Audience members and staff are at risk of injury if assaulted or caught up in an incident	Trained, qualified, and uniformed security personnel of an adequate number will be hired to secure protection of festival attendees at all times. Security staff is trained to spot potential troublemakers, defuse tension and overall ensure a smooth running of the event. Security will be instructed in procedures for re-entry, queuing, searching at the entrance, crowd flow management and signs that are displayed for the visitors.	2	2	4	Control of numbers at the event No glass at the event. A list of prohibited items will be available on the promoter website The security plans will be given to the police

Hazards	Control Measures	Severity rating x Likelihood = Residual Risk S x L = R			Action required where risks are not adequately controlled and other comments
Hearing Damage – Audience and particularly event staff risk temporary or permanent damage to hearing from prolonged exposure to high sound levels	The sound pressure must never exceed 140 dB and should be an average of 107 db. Barriers will be placed around the speakers to prevent festival visitors getting too close to them. Staff has to be rotated from quiet areas to noisy areas. Performers, Guest Speakers, Instructors, staff, and contractors will be offered hearing protection	1	3	3	The audience will be provided with warnings in advance with tickets and by signage at the entrance. Staff members will be trained in noise risks.
Food Poisoning – food prepared in unhygienic conditions could cause staff and audience members to fall ill	Reputable food businesses will be hired to minimize the risk and vendors must display compliance documents and food safety certificates in their stalls. Catering company employees will be trained in food safety procedures.	1	2	2	Fridges and freezers for food storage.
Barrier failure – workers and others risk major injury if barriers collapse	Daily checks to be made on structures by a competent person Contractors to sign off certificates for their structures.	1	3	3	Suitable barriers for foreseeable loading and durability will be used.

Hazards	Control Measures	Severity rating x Likelihood = Residual Risk S x L = R			Action required where risks are not adequately controlled and other comments
Faulty Electrical equipment or installation	All electrical equipment that is used on site is tested once a year and should be maintained in a condition suitable for use outdoors and will be protected by circuit breakers as necessary. Power sources and production areas to be barred off and hidden away from the festival visitors. The set up and all electrical installations have to be undertaken by a qualified person. The certificate should be available at all times. External electrical equipment to be PAT tested.	3	1	3	As stated in the performers contract, all equipment that will be used on site has to be PAT tested. A few months before the event a reminder will be sent to the Artist Management
Gas Safety – Catering staff and others are at risk of serious injury due to gas explosions if equipment is improperly maintained	Festival organiser is responsible for the maintenance of the catering facilities at all times. It includes ensuring that gas installation and a ‘Gas Safety Register’ approved contractor has checked equipment, in the last twelve (12) months. It also has to be ensured gas equipment is suitable to be outside.	3	1	3	Compliance certificates will be displayed by vendors Make arrangements to check food vendors are complying with gas safety requirements

Hazards	Control Measures	Severity rating x Likelihood = Residual Risk S x L = R			Action required where risks are not adequately controlled and other comments
Fire Safety Risk of serious injury due to poor crowd management Crowd control in an emergency evacuation situation	An event management company will carry out a fire safety risk assessment. This will comply with the latest UK fire safety regulations as stated on the official government website: https://www.gov.uk/government/collections/fire-safety-law-and-guidance-documents-for-business A strategy for a potential emergency evacuation will be established.	3	1	3	Fire stewards responsible to check fire exits and keep those clear during performances. Event staff is trained in how to operate in the event of an emergency evacuation situation. Emergency exits are clearly marked.
Working at height – serious injury can occur if staff is falling from height	Qualified and competent persons carry out all work at all times. Risk assessments/method statements for safety systems of work have to be provided by the contractors prior to the event. Suitable ladders for heavy-duty work in good condition will be provided. Staff will be trained how to use those ladders	2	2	4	All work at height to be assessed on an individual task basis. Properly trained staff will only be able to undertake these tasks
Slips and Trips – serious injury can occur if staff and festival attendees trip; even on a level surface	Electrical cables and other trip hazards have to be cleared from the main stage and audience area. Signs have to be put up that indicate uneven grounds Excellent Housekeeping – Stewards will be trained to see things and sort things whenever necessary. All spillages have to be dealt with immediately.	1	3	3	Cleaning material and hazard sign located behind the food stalls.

Hazards	Control Measures	Severity rating x Likelihood = Residual Risk $S \times L = R$			Action required where risks are not adequately controlled and other comments
Lifting operations + Manual handling: Staff are at risk of musculoskeletal injury from application of improper lifting techniques on heavy and/or awkward objects	Stewards and staff members will be provided with manual handling training and will be shown to use manual handling aids. Aids to manual handling are available including heavy-duty trolleys and pallet trucks. Before the event risk assessments/ method statements of contractors will be checked for safe systems.	1	3	3	Only staff trained in lifting techniques will be involved in activities involving manual handling. Manual work to be assessed on an individual task basis.
Festival attendees are at risk to injure themselves when practising certain movements through Yoga and Pilates	Only certificated instructors will be hired that have a suitable education which has to be provided prior the event.	1	2	2	First aiders will be on site to assist in case of an injury.
The risk of falling ill due to an accident while people travel by bike from the train station	Only tested bicycles will be used for people travelling from and to the festival site. Helmets must be worn by each person. Staff will be trained to instruct festival visitors on how to use the bikes will guide a certain number of festival visitors in a group to and from the area. A good Traffic Management plan will be executed to prevent any unwanted incidents. This involves road control by the police.	3	2	6	First aiders will be close by in the case of an accident.

According to Murphy (2016) a risk assessment is 'a systematic examination of a task, job or process that you carry out at work for the purpose of identifying the significant hazards, the risk of someone being harmed and deciding what further control measures you must take to reduce the risk to an acceptable level.' It is, therefore, necessary to first identify the significant hazards that are involved in an event. A hazard can generally be described as anything can cause harm such as chemicals, electricity, cables, people, etc. Once the hazards are identified the risk has to be assessed. A risk is the chance, whether high or low, of somebody getting harmed by these hazards. The risk will also need an indication of how severe the harm could be in the case somebody gets injured. In order to keep the likelihood of the occurrence of hazards from happening certain control measures need to be taken into place. A risk assessment should be easily understandable for everybody reading it. Therefore, it is from high importance to present a risk assessment explanatory note in the introduction to explain everything that is involved in the risk assessment. This note should state how the residual risk can be calculated after multiplying the severity of a hazard with the probability. The result can then be looked up in the table. A bad example of a risk assessment can be seen in appendix 1, where the event used a hardly comprehensible and understandable format. There is no explanation of how the risks are being assessed as well as no information about the likelihood of the occurrence of the risk. Furthermore, it is lacking in a numerous rating which makes it difficult to classify the actual hazard.