

SAUCE FEST

2022

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Key Information

Name: Sauce Fest

Location: Brockwell Park, Brixton, London

Date: 13th and 14th August 2022

Capacity: 3000, medium size event (by Lambeth council's standards)

Concept: A multi-stage festival that aims to showcase talent from minority/BIPOC backgrounds and provide a safe place for music exploration. The festival aims to have a majority female lineup and 95% of the acts will be people of colour.

Staging Plan: 1 main stage, two medium sized tents, one small VIP stage

Acts:

Day 1:

Main stage:

Pisces Prinny
Miso Extra
Nayana IZ
Jgrrey
Juls
Little Simz
Nia Archives

Tent 1:

Pxssy Palace Takeover

Tent 2:

Foundation FM takeover

VIP:

Voices radio takeover

Day 2:

Main stage:

Mina & Bryte
Girls Don't Sync
Tash LC
Jarreau Vandal
JME with Spooky
PinkPantheress

Tent 1:

Daytimers take over

Tent 2:

RKS/ ARIAPITA social club takeover

VIP: Hunnisuckle takeover

We have decided to give power to the creative collectives that inspired the festival by letting them curate their own line ups. They are trusted collectives who each have their own respective followings and sounds. The final program will obviously be vetted by relevant staff, but we have faith in these collectives to provide a great experience.

Appendix one shows a mock festival poster for the first announcement. The design on the initial mock is bland but will follow the same style as seen in appendix two. It is important to keep the branding unified.

Food:

A mix of food from around the world or inspired by other cuisine (I.e., fried chicken bao bun). There will be gluten free and vegan options for those who need it. We aim to find upcoming brands that cater to the international ethos of the festival.

Vendors:

We aim to have stands and stalls where Sauce Fest merchandise will be sold, and we will have interesting vendors come in to sell their services. We are thinking sunglasses and hat sellers plus tarot reading etc.

There will be multiple bars around the site and two places to buy tobacco products. No disposable vape products will be sold on site, we will aim to partner with a more sustainable vape company to sell vape/tobacco substitute products.



Site:

A mock site map and stage placement can be seen well as an ariel view of Brockwell Park.

The site is easily accessible as it is a short walk away from Brixton station and has Herne Hill station very close by. There are many buses available as well as taxis.

The Mighty Hoopla festival site map has been used as a mock of what our festival layout will



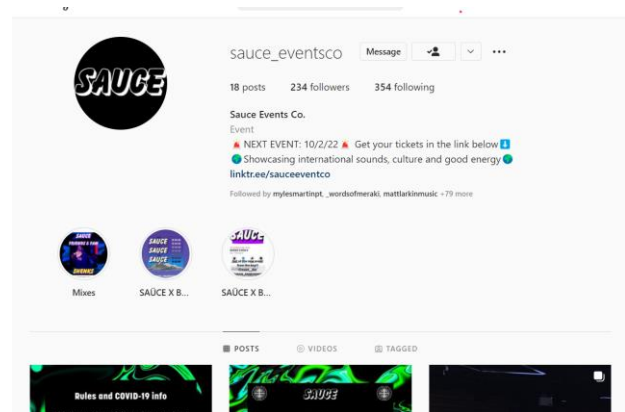
be. The various squares show where our various stages would be in relation to their site map. Various colours represent a different stage: Red is main stage, Yellow is VIP, Purple is tent 1, White is Tent two and Blue is a chill out area where the main stage will be shown on a large screen. They should be far enough to not have any clashing sound.

There will be various vendors paced around the various tents and stages.

Marketing plan

The main ways that this festival will be promoted are:

- Physical marketing: We will post promotional posters festival all around London in key places with high foot traffic. This includes soho, Shoreditch, Camden, and Brixton. The posters will be feature on the busiest streets and will feature bright colours to attract attention. Appendix 2 is a good example of the poster that we would use. The bright colour contrasts well with the black and catches your attention.
- Digital marketing: this is our main form of promotion. We aim to use the Sauce Instagram (see right) to initially announce the festival and then allow the announced acts to post shortly after. There will be targeted Instagram campaigns of various pieces of promotional material to a specific audience that we will set on Instagram.
 - Each artist and collective will get their own post as well as a list of vendors.
 - This will be a key place for us to answer questions (though DMs), post key information and attract attendees.
 - The types of digital media we will use are promotional videos (e.g., line up or countdown announcements), photos, and guest DJ mixes from artists featured on the line up
- The next way is through press. We will invite key members of press to write articles about the festival. We will give them all press passes for the day where they can go backstage and interview various artists and DJs. We aim to have journalists attend from key trendsetting publications like Mission Statement Magazine, Guap Mag, Mixmag, and Dazed. These publications are highly regarded in the creative industries so will be perfect to get word out.
- We will also have an app created that will have the line-up, site map and relevant information
 - It will be available on iOS and Android
 - Its design will feature the same colour scheme and font as promotional material.



Sauce Fest



The Sauce Fest app logo

Ticketing

We aim to sell tickets through resident advisor as it is an easy, reputable platform. It enables the easy creation of a guest list and the subsequent distribution of tickets to those on the list which makes it ideal. They will take a booking fee for each ticket.

The ticketing structure for the event will be as followed:

There will be one day tickets on sale as well as weekend tickets. There will also be an option to purchase a VIP ticket.

Tickets will be released in two tiers: standard and final release.

Ticket allocation:

Below is a breakdown of the ticket allocation for the festival. It shows how many tickets will be sold for each ticket class and how many per tier. We are going to enter local businesses and residents into a ballot to win tickets to the festival to include the local community and this has been considered.

Type	Amount	Tier 1 allocation	2 nd tier allocation
Local businesses	100	/	/
Local residents	150	/	/
Saturday (Standard)	500	250	250
Saturday (VIP)	150	75	75
Sunday (Standard)	500	250	250
Sunday (VIP)	150	75	75
Weekend (standard)	1100	550	550
Weekend (VIP)	350	175	175

Half of the tickets will be sold on the lower 1st tier and the other half will be sold at a higher price on the second tier.

Below shows the revenue made from ticket sales.

Type	1 st tier cost (£)	Revenue (£)	2 nd tier cost (£)	Revenue (£)
Local businesses	/	/	/	/
Local residents	/	/	/	/
Saturday (Standard)	35	8,750	55	13,750

Saturday (VIP)	50	3,750	75	5,625
Sunday (Standard)	30	7,500	50	12,500
Sunday (VIP)	45	3,375	75	5,625
Weekend (standard)	65	35,750	85	46,750
Weekend (VIP)	80	14,000	105	57,750
	Total	73,125	Total	142,000
			Grand Total	£215,125

Sponsors and costs

One of the key ways for us to mitigate costs will be to acquire sponsorship. Sponsorship also helps the festival seem more reputable. A table has been provided showing the sponsors we would like and what they contribute. We are expecting that alcohol will be the major cost that is reduced through sponsorship.

We aim to attract companies that have a reputation in the black and international club scenes in London as they resonate most with the ethos of Sauce Fest (Community, highlighting minority talent and internationalism).

Vendor	Type	Benefit
Smirnoff	Alcohol	Cheaper/reduced alcohol
Wray and Nephew	Alcohol	Cheaper/reduced alcohol, Extra marketing s they are a "cool" brand
Red stripe	Alcohol	Cheaper/reduced alcohol, Extra marketing s they are a "cool" brand
Ting	Soft Drink	Free/reduced price soft drinks and extra marketing as they are a cool brand
Guap Mag	Online publication	They are well regarded and do a lot of community work. Good exposure to the 'edgier' side of the creative industries
Dazed	Online publication	Also very well regarded and good exposure to creative industry people.

We think that our festival will appeal to potential sponsors due to the fact that it celebrates marginalised communities, and this will make these companies seem cooler and help them access a range of new demographics/markets. Festivals are a wonderful way for companies

to conduct experiential marketing. This has been seen in instances where certain brands have sponsored VIP sections or having their own games etc. We will offer all brands this opportunity and reach a mutually beneficial agreement.

Costs

Running a festival means incurring a lot of costs. The main costs (expected) will be:

- site hire:
- rental/assembly of stages and tents
- electricity:
- Marketing:
- drinks.

We are expecting costs to be quite high, but the purpose of this initial festival is to build relationships with suppliers, gain reputation in the festival sphere, and to boost the Sauce brand. We aim to use a sizeable percentage of our ticket revenue to go into the running of Sauce Fest

We aim to sell advertising to brands so that they can market in the festival. This should provide some relief to the costs. Other festival organisers are good companies to seek this kind of investment from as they can advertise for their festivals that are after this one. An example can be seen below.



Posters for other festivals at Download festival 2013

Key Stakeholders

There will be a range of people and entities that will have some interest in the running of this festival. A list of those key stakeholders has been provided below.

- Festival organisers: Will want everything to go smoothly to ensure profit and
- Sponsors: They will want to make sure that they get a sound return of their investment.
- Local council: Lambeth Council will want to ensure that their park is fine and that there is no damage to the surrounding area
- Police: They will be concerned with anti-social behaviour as a potential consequence of the festival
- The arts and collectives:
- Attendees:
- Suppliers:

Health and Safety, legislation, and licensing

Health and safety is a necessary part of running any event, whether it is large and small. It covers legislation and the actions needed to minimise the potential risks and hazards that may occur. This section covers the required legislation, licensing and risk assessment that will need to be followed/undertaken.

Necessary legislation to follow (Event Lambeth):

- The Purple Guide, published by the Events Industry Forum and supported by the Health and Safety Executive (HSE).
- RIDDOR 1995
- Fire Precautions Act 1975
- The Children's Act 1989
- Health and Safety at Work Act 1974
- Wildlife and Countryside Act 1981
- Public Health Acts Amendment Act 1890 Section 44
- Public Health Acts Amendment Act 1907 Section 76(1)(a) & (b)
- Animal Welfare (Licensing of Activities Involving Animals) (England) Regulations 2018 (S.I. 2018/486)
- Public Health Act 1925 Section 56
- Public Health Act 1961 Section 52, 54 & 7
- Greater London Parks and Open Spaces Act 1967
- Local Government Act 1972 Section 145
- Local Government (Miscellaneous Provisions) Act 1976 Section 19
- Greater London Council (General Powers) Act 1978 Section 12

Key Roles (Event Lambeth):

- Event Manager\Event Director: They are accountable for the festival and their responsibilities are delivering the overall event and liaising with relevant authorities..
- Site Manager: Their main responsibilities are overseeing the building of the festival site, the event operations and handling any logistical problems that may occur
- Stewards/Security Manager: They are required to deal with managing crowds, welfare of attendees and staff, and dealing with any incidents at the event.
- Health and Safety officer: This key person is responsible for the health and safety of all persons involved with the event and must be undertaken by a trained, competent person. It is sometimes required to hire a professional contractor to provide this service depending on the event. We should create and share a list of contact details for everyone involved in the event. This will be incorporated into our event management plan.

Other staff:

- Bar staff
- Stewards
- Construction workers
- Tech crew
- Security
- Medics
- Vendors
- Photographers/videographers

The staff will be split into the following teams (Each team is headed by at least one manager):

- Marketing: dealing with promotion
- Coordination: Handling suppliers and deliveries
- Construction: This deals with the build and de-rig of the festival
- Welfare: They will deal with health and safety issues and medical issues
- Support staff: this includes stewards, bar staff and attendants.

Licensing

When running events, you must apply for a license from the council otherwise the event will be held illegally. There are two types of licenses: a temporary event notice (a TEN) or a premises license

A TEN is a license that allows an event to be held where there is licensable activity, such as the sale of alcohol or live music, for under five hundred people. This obviously does not apply to Sauce Fest. A premises license is for events over five hundred where a TEN does not apply. This is the license that we would require. Lambeth council advise that at least six months be given to apply for a premises license. We would have applied for this by January 2022 at the latest to ensure that we

Risk assessment

A risk assessment has been carried out and includes most of the issues that could arise and potentially cause hazards. It has covered food welfare, medical emergencies, fire safety and security issues. It can be found in appendix 3.

Important notes:

The council have specific rules in their parks that must be followed. One major one is that glass items are prohibited. Broken glass is seen as a “nuisance and danger” to people who use the park and their pets. Lambeth council has created a list of items that are not allowed at events in their spaces. This includes weapons, illegal drugs, and petrol generators (Event Lambeth). This list can be found in their terms and conditions.

Another key rule is that free drinking water must be provided to all visitors to the site. It is usually possible to use the mains supply at a few but if that is not possible then we would have to hire water bowzers. We must also make sure that all water and relevant supplies have been ecologically/bacteriologically tested to ensure people do not fall ill. This must be done with enough time to provide an alternative. The last resort is plastic bottles should water bowzers be unavailable. This is obviously less ideal as it is damaging to the environment.

We are also required to ensure that provisions have been made for people with disabilities and that facilities are either easily accessible or they have their own toilet to use. They should also be able to access all of the amusements and vendors.

There will also be an information point where attendees can make enquiries and lost property can be dropped off.

Timeline

When the timeline was created we needed to keep another timeline in mind. Lambeth council have their own timeline for event applications, and we had to keep this in mind when developing our own. It can be seen in appendix 4. It is broken into four stages:

application and technical assessment (18 days):

community engagement (25 days):

LESAG Assessment (48 – 110 days):

Senior management approval ():

For a medium-sized event (500–4,999 people) it will take at least six months to process and get approved. We therefore started planning this with enough time to account for this.

The tasks that we had to achieve can be broken into the following groups:

9-12 months away

- Create the festival concept
- Identify target audience of the festival
- Identify the necessary team members and any people relevant to the planning process.
 - Delegate and assign roles to the event team.
 - Provide them with their own timelines to keep track of tasks
- Identify the venue
- Enquire about available dates from Lambeth Council
- Establish event goals and objectives.
- Determine the budget for the event through ticket cost analysis
- Submit application for venue and confirm
- Apply for event with council and undertake stage 1.
- Undertake stage 2 and begin communicating with the community

6 – 9 months away

- Create a guestlist and invite relevant parties
 - Make press informed about the festival
- Start promotion with a “line up TBA” post on socials
- Identify the acts that will perform and schedule them in
- Find alternatives to acts that are not available
- Needs to be confirmed ASAP
- Get ward councillor approval
- Identify ideal date to start ticket sales
- Identify suitable vendors for catering, entertainment, and necessary equipment
- Create a promotional plan for the festival and start creating necessary content
- Assign to either in-house members of the team or an external contractor
- Review key decisions with the event team or committee and any other decision-makers. Ensure that all tasks have been completed before moving on.
- Start stage 3 of Lambeth timeline
 - Apply for premises license
 - Conduct LESAG electronically

3-6 months away

- Promotional campaign underway
- Get license decision from council
- Tier 1 tickets get released
- Acts are announced and confirmed
 - Ensure that backups are identified should they be unable to perform
- Finalize vendors
- Confirm guestlist

1 - 3 months

- Confirm the program of events
- Confirm site map

- Aim to be sold out on tier 1 tickets.
- Suppliers will need to be confirmed
- Start physical promotion i.e., posters in central London and flyering
- Create an events management plan to send to council

1 month

- Finalise the VIP/guestlist once relevant parties have RSVP'd
- Ensure accommodation for artists is secured
- Ensure
- Send out information to suppliers regarding how to access the site
- Get senior management approval
- Confirm event and get relevant permits

1 week before

- Start building the stages and getting the site properly ready for the festival.
- Ensure that all members of staff are filled in on key information and documentation
- Ensure all equipment is ready and available for use
- Final push for ticket sales on social media if any remain
- Conduct sound checks and identify any issues
- Send vendors the site map and information regarding their plots
 - They start setting up and bringing in products
- Distribute press releases
- Site is handed over to us, the applicant

1 week after

- Start posting pictures and thank the attendees for coming
- Start and finish de-rigging of festival
- Site should be fully cleaned
- Site is handed back to Lambeth council

1 month after

- Release the after movie and get people excited for the following year

Reflection

The main task after the festival has taken place is assessing how it went. This can be seen from a management perspective and an attendee perspective.

The main ways to gauge success from a management perspective is by answering these questions:

- How much profit was made?
- Did any issues occur?
 - How significant were they and were they mitigated quickly?
- How many complaints were registered (from attendees and local residents)?

From an attendee perspective, the first main method of collecting their opinions will be through Instagram/ social media. We will ask users to comment on a post asking how they found the festival and identify top comments that resonate with attendees. We will also ask to share and tag us in any media that is shared from the festival which enables us to see a variety of experiences.

Following on from this, the other main way we will find out attendees' opinions is through a survey. This is an extremely straightforward way of gauging and collating everyone's opinion of the festival. We will be able to ascertain what they thought went well, went wrong, and what we could do to improve the next one. It is important to take these pieces of advice on board as we need to make it as enjoyable for festival goers as possible.

The issue with surveys is that no-one, let alone young people, want to take them so we will need to provide an incentive. The aim is to post a competition social media where you could be in with a chance to win two backstage or VIP passes to the next edition of the festival after filling in the survey. This should increase the number of responses.

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Appendices

Appendix 1

The poster is for the SAUCE FESTIVAL, held on August 13th and 14th. It features a black background with white text. The festival name 'SAUCE FESTIVAL' is at the top in a large, bold, stylized font. Below it, the dates '13TH AUGUST' and '14TH AUGUST' are centered. Each date is followed by a box containing the day of the week, the main acts, supporting acts, the venue, and the VIP experience.

**SAUCE
FESTIVAL**

13TH AUGUST

SATURDAY

JME W SPOOKY, PINKPANTHERESS
JARREAU VANDAL, GIRLS DON'T SYNC, TASH LC
DAYTIMERS CREW, ROSKA (KICKS AND SNARES)
ARIAPITA SOCIAL CLUB
VIP: HUNNISUCKLE COLLECTIVE

14TH AUGUST

SUNDAY

LITTLE SIMZ, JULS, NIA ARCHIVES
JGRREY, NAYANA IZ, MISO EXTRA
PXSSYPALACE, FOUNDATION FM
VIP: +1 RADIO TAKEOVER FT. TAYLAN ELAINE



Appendix 3

Event Safety Generic Risk assessment

This example event risk assessment is for a small music festival held on a green field site for up to a maximum of 4000 attendees.

Event Name: Sauce Festival

Date of Assessment: 11/04/2022

Version: one

Review Date:

Assessment carried out by

What are the hazards?	Who might be harmed and how?	What are you doing already?	What further action is necessary?	Action by who?	Action by when?	Done
Workplace transport	Anyone on the site Hit by a moving vehicle or crashing a vehicle on the site	Vehicle operators must have necessary training and licensing. Inspection of all work-related vehicles. Drivers to wear seatbelts High visibility clothing to be worn at night A max speed limit of 10 on site.	Implement a one-way traffic system.			
Pedestrian/ Vehicle Conflict	People could be hit on the way to the festival or in the car park.	No car park for attendees unless disabled. Staff car park and shuttle buses. Public transport encouraged. Have stewards ensuring that festival goers stay out of the roads on the way to the site.	Consider temporary speed limits on Highway. Investigate the possibility of providing a shuttle bus. Consult on transport plans with Local Police Force and County/Council Highways authority.			

Collapse of Structures	Workers and others risk potential serious damage from the collapse of structures	Stages and marquees to be erected by a competent person/contractor. Contractors must check and sign off on their construction work. Checks will be made at least once a day by a competent employee	Checking the weather forecast Ensuring there are alternatives to in case of adverse weather conditions.			
Hearing Damage	Consistent exposure to high sound levels could cause hearing damage to attendees and workers.	Staff will alternate between noisy and quiet areas. At risk employees will be identified and provided with padded earmuffs should they want them. Ear plugs provided to all members of staff and performers. We will make sure that the sound in the audience area does not go beyond 107 dB.				
		Members of the public will be restricted to a minimum of 1.5m away from the speakers depending on their power. We will warn ticket holders at the time of purchase.				

First Aid and Medical Emergencies	Workers and employees could injure themselves or become poorly. This could become more serious if there is no on-site first aid.	First aid for staff to be provided in accordance with relevant legislation. There will be two first aid points on the festival site for attendees to use should they require assistance. Try and have at least one on site ambulance. Temporary lighting provided to walkways and general areas such as toilets after dark. Marquee/tent pegs will have protective covering and will be erected by trained professionals.	We will contact the relevant NHS trust to enquire about what assistance could be provided.			
Security issues and drugs	There is the potential for trouble due to unruly behaviour, drug use and	All security staff will be SIA accredited. Crowd control should tent reach capacity. Hiring relevant security trained in festivals Drinks not sold to those who are too drunk No glass objects to be sold Bag searches Try and get drug testing, drug use is inevitable. Loop is a good, reputable service.	Contact relevant police authority for advice			
Fire Safety	If trapped, staff and others risk serious, possibly fatal injuries from smoke inhalation or burns	We are going to follow guidance from the Fire Management Plan found on http://www.communities.gov.uk/fire/safety/firesafetylaw/ ensure that all vendors have	Must make sure there are fire stewards available to ensure ease of escape/safety Ensuring that fire engines can enter the site easily should thy be required			

Barrier Failure	Could cause serious injury to staff and attendees	Checks will be done at least once a day to ensure stability Contractor must be competent and sign off once barriers are erected				
Lasers and other special effects	Both the public and staff could suffer serious injury.	This will not be used without the permission of Lambeth Council. We will be fully compliant with HSE GUIDANCE HS(G) 95.2				
Food hygiene issues and dietary requirements	Workers and the public could become ill if they eat bad food or have an allergic reaction.	We will only use the services from reputable caterers. Caterers must have signage saying whether food is vegan, vegetarian, and gluten free. We will have at least one significant food item for to cater for most dietary	Check with Environmental Health Department whether they would like a list of food traders to be submitted before the event. Invite Environmental Health Department to inspect food stalls.			
Manual Handling	Workings may develop health problems from improper heavy lifting etc.	Only let trained employees undertake these tasks Ensure all equipment needed is to a suitable standard. E.g., good, firm ladders.	Creating a manual handling guide for inexperienced staff			

Appendix 4

