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Live Music and Event Management
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Discipline Tutor: Natalie Smith

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1. Introduction

This portfolio is part of a group project and we were instructed to create a one day 'cross-media cultural live event' at the Tileyard campus in London. Straight away we got together to start firing away ideas and think of ways to make a one-day festival exciting. A WhatsApp group chat and a Google Docs folder was created to keep everything together for anyone needing any information.
In our first meetings we came up with a business name called 'District Dreams Ltd' because each event the company organises will have 'District' in the name and the number following is the first number in the post code (see appendix A for meeting minutes). For this event the name is 'District 7' as Tileyard's postcode is N7.
Within these meeting minutes Lucan mentioned a cultural event in Miami called Wynwood Walls and created a mood board on Pinterest (see appendix B). The event has South American/Latino influences from the food to the music and art. With this in mind we decided on the best date and times, which will be the last bank holiday in May on a Sunday (30th May 2021). This is because it usually is nice weather around this time of spring, and everyone likes to go out on a Sunday when it is bank holiday to spend their money and have a good time. It also helps that this event will be based on one in Miami so it will have beach vibes and performers that walk around to give it that carnival feel. But most importantly no one will be working in the offices that are on the Tileyard grounds which allows us to use the carparks for the event.

2. Team Roles

Once the ideas were solidified and the theme for the event was decided, we split ourselves into roles to make sure this event ran smoothly, from the pre-production to the execution and breakdown of the event.
The roles are as follows:

- Creative Director – We decided that Lucan Mills should take this role. What he needs to do is come up with the five W's (Who? Why? What? When? And Where?) for the festival. Since he came up with the event theme it made sense that he should be the 'ideas man'. He is in charge of the core principles of the event, what style the event follows and also the programming. As he needs to make sure everything fits the theme, he also needs to make sure the musicians and performers booked fit the theme too.
- Event Manager – Jack Smith took this job role. What he needs to do is the licensing for the event, for example the premises license. He is also in charge of the risk assessments and the health and safety of the event by making sure there are management plans created and followed strictly. This is to avoid any injuries and to let the local authorities know that the event put on will be safe.
- Site Manager – I took this job role. I am in charge of the floor plan and deciding where everything will be placed, choosing the vendors and giving them a place to set up and the staffing of the event. For example, how many security, volunteers, sound engineers and light technicians are needed. Finally, and most importantly, crowd control. As I am in charge of the site plan, I need to make sure that there are measures

put in place to control the crowds and have emergency exits in case any problems arise.

- PR and Marketing – Phil Normand was given this job role. He needs to set up the social media and come up with ideas on how to market the event. He will also find possible sponsorships and brand deals. He will create a timeline to keep on top of the marketing for the event too.
- Finance Manager – Lastly, this job role was given to Chris Gillett. He is in charge of looking at the finances and keeping track of how much everything costs and what profits are being made. The rest of the team will be feeding him information on how much their ideas and work costs and he will put it all together. He is also in charge of the ticketing/box office.

3. Staffing the Event

Other than the core team that is organising the event, I have made a list and worked out the staff needed in order for this event to fully function and be as safe as possible. Security is a vital part of the staffing as they are there to keep everyone safe and help with crowd control, so no one gets hurt. But also, to stand at the exit and entrance gates to keep track of the numbers at the event using a clicker and noting the numbers in an event logbook. Security will also be used to check ID's because the event is 18 and over only. Security will be on standby accessing the alcohol intake of individuals, before they cross the threshold into disorderly drunken behaviour when they will be forcibly removed from the venue.A good guide to follow is 'If alcohol is present [at the event] then go with one guard for every 75 guests' (Copsecuritycorp.com, 2019). Keeping this in mind, it means our event, that will hold 2000 guests, will need 27 security guards. We decided that we would have 66 stewards and volunteers overall as '101-above [attendees] = 1 steward per 30 [attendees]' (Dover.gov.uk, 2021). We are adding an extra two to work the box office. These stewards and volunteers will be used to guide the public to and from the station as well as placed around the event for any information and guidance. They will be trained with emergency procedures on directing the crowd to the nearest emergency exits and keeping everyone safe.

We decided to have two stages, one outside the 'Gallery' and one by 'Two Tribes'. There will be three sound engineers and three lighting technicians in total to handle both stages. This is so when one needs to take a break there is someone there to take over. Lastminutemusicians.com has a company that offers a PA sound system and a sound engineer included with the price. They also provide lighting and a light technician. This worked out really well because it meant we didn't have to hire a separate sound technician and the one included already knows how to use their equipment.

For bar staff it is said that 'you will need one bartender for every 100 guests' (Pobarserv.com, 2021). Using this knowledge, it means we will need 20 staff to man the bars, of which we have decided on having four. One in the 'Gallery', two in the 'Vinyl Café' and one big bar by 'Two Tribes'. To add on, we agreed to have three supervisors to be in charge of each bar and both bars in the 'Vinyl Café'.

Crew Catering is essential for everyone working the event. They will need two meals at £10 per person for each meal.

It is to be noted that all security will be given radios for communications and those working the event that need radios to stay updated. The radios will have an emergency services only channel in case of emergencies.

4. Site Plan

The Tileyard grounds consist of courtyards and carparks for the offices and buildings. There is an indoor space down the bottom as mentioned previously called 'The Gallery' which will be used as a VIP area only. This VIP area is mainly for artists and managers to relax and network if they please as they have a private bar as well.
The site maps in appendix C and D show a clear picture of where everything will be placed. The main entrance will be on Tileyard Road leading in from the main road. The box office is located just before the curve of the road to allow safe queuing for the attendees. The box office is entrance only to allow for crowd flow and no build up on either side of the box office. As you can see from appendix C and D there are portaloos stationed around the venue but there are toilets in the 'Vinyl Café' and the 'Gallery' for the VIP guests. Further down the road there is an exit and to the right of the exit is the crew catering and the carpark for the vendors and their trucks and staff. The staff will have limited parking as it is mainly for the vendors and any other trucks or vans for stage equipment.
The vendor spaces aren't specified as this will be decided either the day before or on the day, depending on where we see suitable for each different vendor. However, the Two Tribes/Havana rum bar will be situated on the top right corner closest to the Two Tribes brewery as it will be easier for those working to be able to go back and forth to get supplies if necessary.

Crowd Control

In the top right corner of appendix C, there are stairs leading to the second area for the event, and after talking with Jack (Event Manager), we decided it was best to keep this a one-way entrance for health and safety and to keep on top of crowd control.
In appendix D, the arrows only show ways to exit and this is to keep the flow of people moving in one direction. They will be directed out the back gate and round again to reach the bottom half of the event. It was agreed that we will put barriers along the roads to keep the attendees safe from road traffic.

Emergency Protocol

Jack and I agreed on the best way to evacuate the people in case of emergencies. There will be barriers placed at the top and bottom of the stairs to stop people running up and down the stairs and they will be directed to the nearest exit. At this point it will be communicated to box office to stop letting people in and direct them away from the event. There will be signage to direct people to the nearest emergency exits.

Staging

I found some good prices for outdoor stages on Outdoor Stage Hire London. The small stage package is £795 excluding VAT and has a roof. The measurements (see in appendix E) are 8 meters wide and 6 meters deep, but the usable space is different because of the roof structure. With this in mind I was able to come up with a simple stage plot design for the

different acts that the event will have during the day (see appendix F and G). The stages will be facing away from local residents and there will be noise measurements throughout the day to make sure the music is at an appropriate level without disturbing anyone outside of the event. The event will end at 10pm, which is a suitable time so the local residents won't have to worry about the event going through the night and the crowd will hopefully have dispersed by midnight.

5. Vendors

For Vendors we wanted to keep the same theme throughout, which is the Miami beach vibe, graffiti street art and south American/Latino food. We didn't want too many vendors, so I decided on five food and drink stalls with four art and clothing stalls. The standard sizing for the stalls would be 3 meters wide, 1.5-meter width and 1.57-meter height. Since there will be a branding/ sponsor deal with Cross Town Doughnuts they will definitely have a stand. There will be a Mexican food stand that will supply various foods including tacos. There will also be a vegan food stand so the event can cater to all food needs and allergies, as well as an ice cream stand with wonderful artistic desserts (See appendix H). The art stalls include two stands that will sell graffiti and street art from various artists around London. There will be a jewellery stall and a clothing stall that sells streetwear clothing from a small brand in London (see appendix H).

6. Signage

There will be different signage placed around the event and to and from the event for directions and disclaimers. It is important to make it clear that there will be flashing lights for anyone who has a medical condition, so we don't have any problems. The signs need to be big and bright, and I chose yellow at the background, so it is easy to see and read the text on (see appendix I). The warning sign is on a triangle shaped background as most warning signs are, this shows that it is important to read. The direction signs will have an arrow outline with the name of the event and how far the event is. The directions will also have fun wording to get the attendees excited, for example, '½ mile till you can party'.

7. Summary

To summarise, this event will be very exciting, and fun-filled throughout the day. I enjoyed working in a group to bring each of our ideas together to make sure that this event can be executed in the best way possible. When you think of a festival for a day you think of all the thrilling things that you can do, for example, being out in the sunny weather with all your friends listening to good music and eating good food whilst being entertained by some wonderful and beautiful people. This event is everything you would think of for a lovely bank holiday weekend in May. The location is perfect, and the event is perfect, I would love to see this come to light and bring a bit of Miami to London. What is better than that?

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9. Appendix

A) Meeting Minutes

Meeting Minutes - 27/1/21 – 1pm-1:40pm

Jack, Lucan, Chris, Phil + Sharon

- Brief talk about ideas on event themes and styles.
- Lucan mentioned Winward Walls – Art instillations, Miami Beach vibes.
- Culture clash – Bringing USA to UK and swapping when Tileyard opens in America.
- Last time Tileyard held an event with live music outside on the grounds, the council stepped in and stopped the event because of the music levels. Therefor live music has to be inside. For example, using the Gallery.
- A day of the week was discussed. Chris mentioned a Sunday.
- What are the time restrictions for events? Saturday was mentioned as Sunday is a day where not many people would attend events because of going out Friday and Saturday.
- Phil suggested a bank holiday weekend as Sunday is then a chosen day that people would normally still go out and spend their money. May Bank holiday.
- Food and drink stands would be South American/Spanish themed. E.g. tacos, Cuban sandwiches.
- Vegan and free from options available as well to cater to all food types.
- Two Tribes as an option for a beer stand as it is already on the grounds.
- Latino music – becoming more popular. E.g. artists singing in Spanish, Camilla Cabello, Ed Sheeran, Beyonce, Justin Bieber.
- Carnival Street performers and salsa dancers – Lucan knows a company that provides performers.
- Face Painters.
- Quick fire comedy can be an option to get the audience involved. 1 minute per set.
- Charity auction for the artwork available. Choose a charity that Tileyard supports.
- Time of the event depending on restrictions: 11am-11pm, 12pm-10pm, 10am-10pm.
- If the event starts in the morning an idea of first 100 people to show up get a free breakfast taco.

MEETING MINUTES

Date/Time

7TH February 2021 – 11am-12pm

Attendees: Jack Smith (JS), Lucan Mills (LM), Christian Gillett (CG) - minute taker, Sharon Manganaro (SM), Phil Normand (PN).

AGENDA:

EVENT BREAKDOWN & TASK DELEGATION

Following an initial brainstorming session between members allocating specific key duties to job titles:

- JS proposes the role of Site Manager – which entails the organisation of Floor Management, Staffing and Small venues. Event Mgmt: Licensing, Event Safety Management Plan.
- JS proposes role of Finance Manager as being responsible for Budget and Meeting Minutes, with Marketing & PR as a separate designated role covering all social media strategies.
- JS suggests LM designated as the "Ideas" man i.e. Creative Director due to his intial ideas from Meeting 1.
- Creative director would involve Programming to book artists to fit into the "Why?" aspect of the 5W's in relation to the event.
- Event Management: Licensing, Health & Safety and the Event Management Plan (EMP).
- JS asks whether crowd control would go under Floor Management. Event Manager & Site Manager will have crossover of responsibilities.
- LM designated as Creative Director (Ideas, 5W's + Programming).
- **Action Point**: PR/Marketer to look for email marketing plans, leafleting and secret artist shows.
- LM suggests reaching out to contacts for a template programming plan to work from.
- SM takes role of Site Manager: Staffing, floor plans, crowd control, small venues.

- LM asks for doughnut stand on floor plan, and £10 for 3 as potential pricing structure. Suggest adding to budget the food stalls due to their profitability at events if we run the stalls ourselves as a company.
- SM interjects to remind members of the Latin theme and should be employed by food stall choices also.
- **ACTION POINT**: JS asks LM to research the Miami/Latin themes by making a mood board through Milano or Pinterest so other members can use as a reference point.
- CG questions if Finance roll overlaps with Marketing/PR. Suggests distributing meeting minutes to different member for each meeting.
- PN chooses role of PR/Marketing.
- JS takes role as Event Manager.
- CG to write up Press Release.
- JS suggests experiential aspects for PN to include. References mobile Red Bull sponsored DJ vehicles. Could use artists programmed to do pop-up event to promote the event.
- CG reneges on PR role to save confusion, instead takes responsibility of ticketing, wristbands and box office systems.
- LM brings up topic of car parking and vehicle safety. Informs of large gated area within Tileyard estate to use for car parking. Designated to Site Manager (SM).
- SM brings up topic of the event name. LM hints at a taste of Miami being brought to Tileyard. Tileyard x Miami crossover inspired by Wynwood.
- LM asks PN to set up social media pages specifically for event once name chosen.
- Meeting concludes.

Tasks to complete for next meeting:

LM to create mood-board.

CG to write up meeting minutes and upload to Google Drive.

Team to think of event name.

Meeting Minutes - 23/03/21

22/03/2021 - 10.00-11.30

Same attendees:

AGENDA:

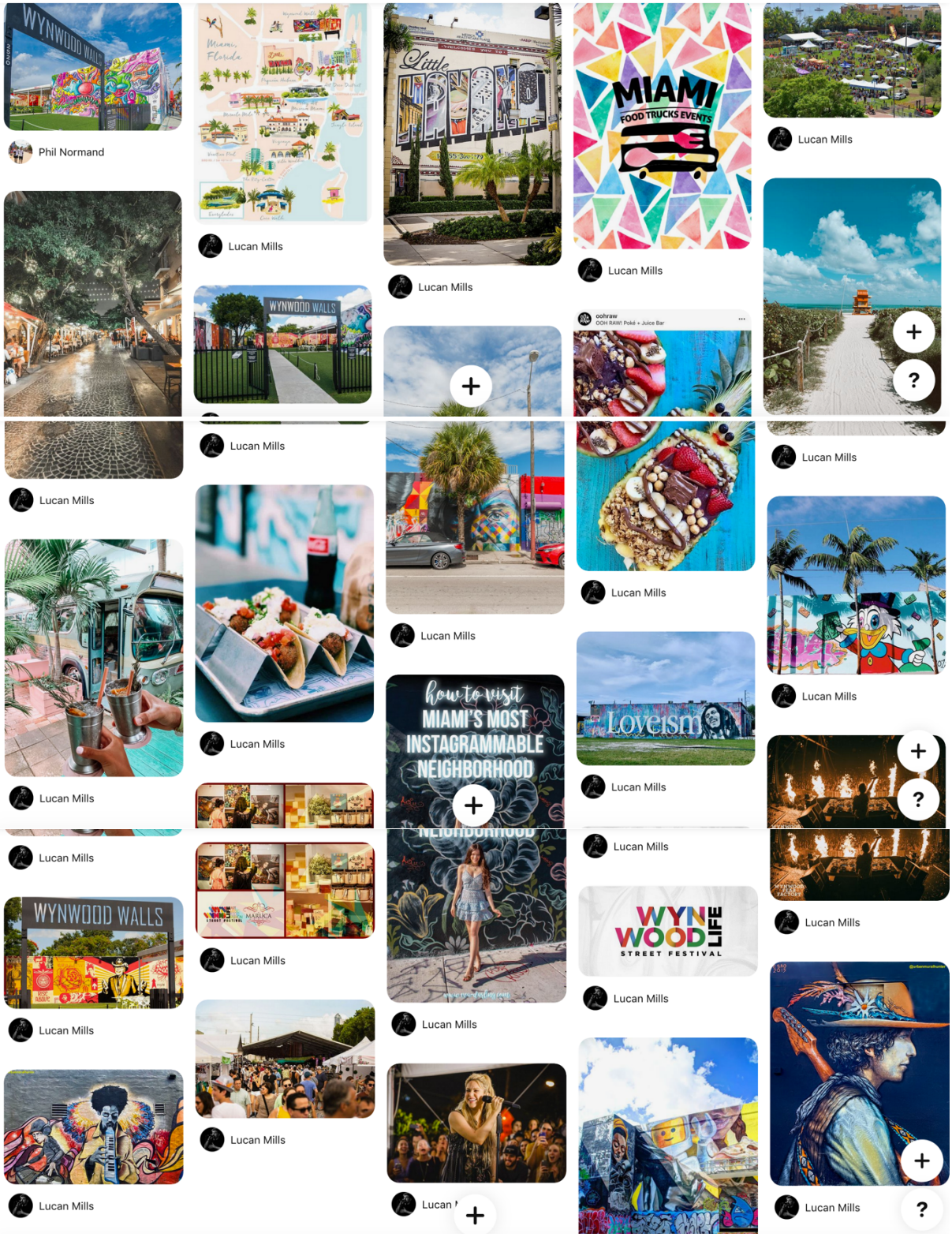
RECAP OF RESPECTIVE ROLES AND FINE-TUNING TEAM'S ASSETS.

- JS begins with talking about licensing and health safety and risk assessment.
- Group discussion about how to combine our various artefacts and who needs to communicate with who for certain information.
- LM is doing creative directing and programming. His assets are: Website draft, logo and programming for the day.
- PN is doing the flyer and LM is programming the line-up. Communication between PN and LM is important in order to get this information released on time.
- Clearing up what the roles of Creative Director.
- CG's assets are budget, ticket design, wristbands and meeting minutes for the first two meetings. PN does meeting minutes for 22/03/21. LM asks whether wristbands and ticket design comes under creative – also is box office which is CG's role. CG and LM roles cross over here. Design of flyers is an asset of PN – PN and CG liaise over the design of tickets and poster.
- PN asks JS about the experiential marketing experience at University of Leeds e.g. Red Bull truck – Peggy Gou played during the day on campus. Experiential pop-up will be carried out at Tileyard/London universities leading up to May Bank Holiday weekend – hand out flyers and gets people talking. JS advises PN pop-up should stay as local as possible because it's only a day event, not a weekend festival to save money and maximise the chance that the people experiencing the pop-up would be able to go to the actual event.
- JS advises LM to speak to Kaptin Barrett (Boomtown programmer) for further ideas on programming [week 2] – staggered between stages for the big artists. Touches on crowd control too.
- LM talks about the line-up and filling it with people from Tileyard e.g. Sigala, Ella Eyre.
- Outdoor stage at Two Tribes (second stage). The Gallery is the main stage.
- SM's assets: Site manager, floor plan, staffing, small venues, crowd control (emergency exits), VIP gallery area, security, stewards, stage plots and PA etc. JS needs to talk to SM about health and safety. Performers covered by LM. JS mentions fire breathers and flamenco dancers e.g. street performers done by LM in the creative section.
- LM tells SM the stage near where the Brewery is, should come out of the Brewery and face the car park. Sponsorship from the Brewery (PN responsible for this).

Vendors down the side of the stage and along the wall. Main stage right at the back by the Gallery. Utilise the café's two bars. Make sure both bars are open, and the Gallery can be a VIP area and VIP bar.

- LM mentions street performers roaming around. Magicians similar to the Miami vibe also dotted around the site.
- PN and SM roles overlap with the food vendors e.g. Crosstown donuts and Two Tribes. Branding and banners PN is responsible for.
- PN talks about Tileyard Music backing the event e.g. Two Tribes (separate company). PN does advertising but not talking about the merchants. SM talks about the specific stalls.
- LM covers the 5 W's but PN quotes these 5 W's for the marketing plan. Each member needs to state what the others are doing.
- JS's assets: Overall risk assessment, crowd control, main licensing – JS goes to LM about performers, SM for small venues (each of the vendors needs to bring their own risk assessment – JS creates a template form that the vendors need to fill in and JS collects them altogether.
- PN assets: Marketing strategy (5 W's), branding, timeline, Facebook event, flyer, sponsorship and brand partnership, event apps, merchandise, video footage to promote the event. JS suggests using an agency to design merchandise etc.
- CG's requests exact figures/quantities from other members for items being sold at the event. JS gives CG a cost for the licences.
- CG asks PN how many flyers will be printed off? How many Facebook ads and Instagram ads are we going to run? Dependent on the focus of digital vs physical marketing.
- LM says 2000 capacity across the whole site. CG and SM re-calculate toilet numbers accordingly with increase of capacity from 1000 to 2000 – doubling the capacity helps with ticket prices too because more money is going out.
- JS and LM talk about fire exits – emergency gates and pedestrian gate and site map.
- LM assets continued: Programming, logo (company logo created by Chris), logo for event, concept on a onesheet for the core team, mood board (PDF), overview/diagram/brainstorm, website (JS suggests a brief for the website), diagram of the team and contact details
- PN asks about primary/goals of the event. Charity? Money? Numbers? SM says to bring some new culture to North London.
- Mojo videos on apps for assets (social media) created by LM as creative director. LM also does logo and design for tickets etc. which CG would implement for box office. PN talks about the marketing of LM's content – LM needs to send out the info to the respective team members. How are LM's assets being used on social media e.g. Facebook
- LM creates teaser videos for Instagram and other socials and sends to PN for the marketing timeline. Utilising the assets in the marketing campaign.
- CG suggests that everything goes into the google drive. Different folder for each section so the team can take what they need.
- Onesheet is the overall scope created by LM.
- JS suggests each team member puts their own costing section in. Where does the money come from for the budget? Ticket sales, sponsorship? LM says Tileyard split the bar 50/50 profits. Roughly £25 per head for 2000 people – calculate from there.
- JS suggests similar to Great Escape Festival having an industry area e.g. managers – in the Gallery.
- SM is doing two site plans. Stages in one and emergency exit in another (third one for PA's).
- LM suggests using scribble maps for the site plan.
- JS asks PN about PR and getting the story/event out to people. Look at companies such as 'Your Army' to do the press release for us. Press release based on the onesheet with a few images. E.g. Your Army pay £1000 to do.

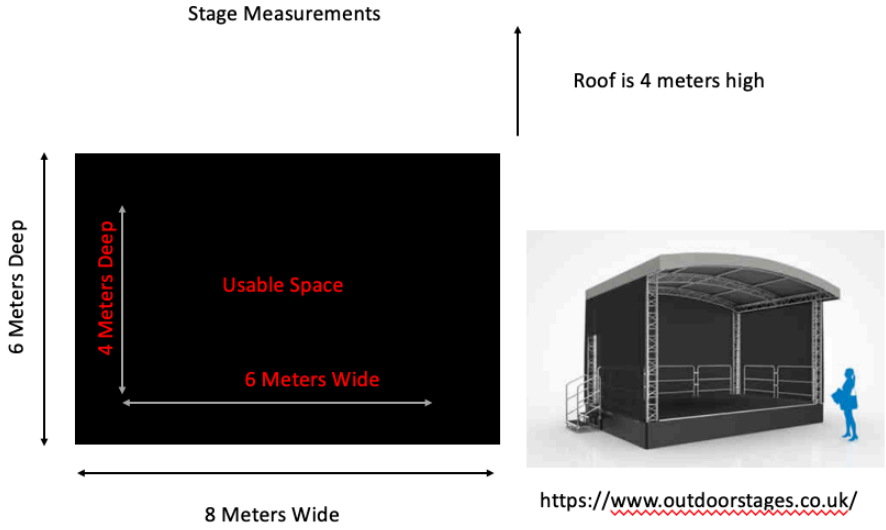
B) Pinterest mood board



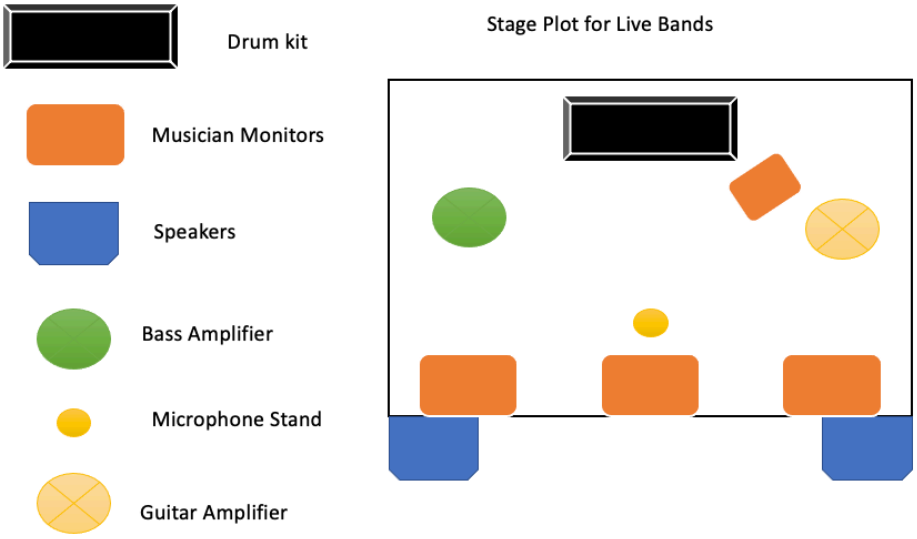
C) Site Map for Gallery

D) Site map for top half

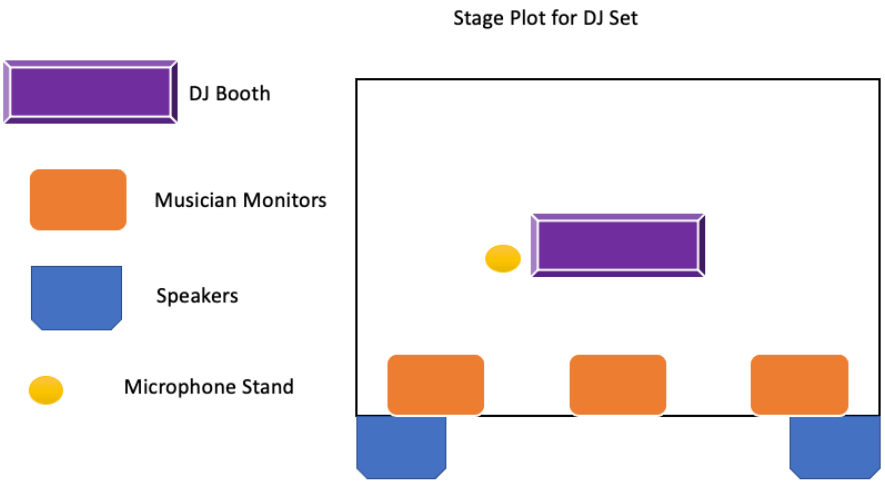
E) Stage Measurements



F) Stage Plot 1 Live Bands



G) Stage Plot 2 DJ set



H) Vendors

Vendors – 9 vendors – 4 people max in each – 36 overall

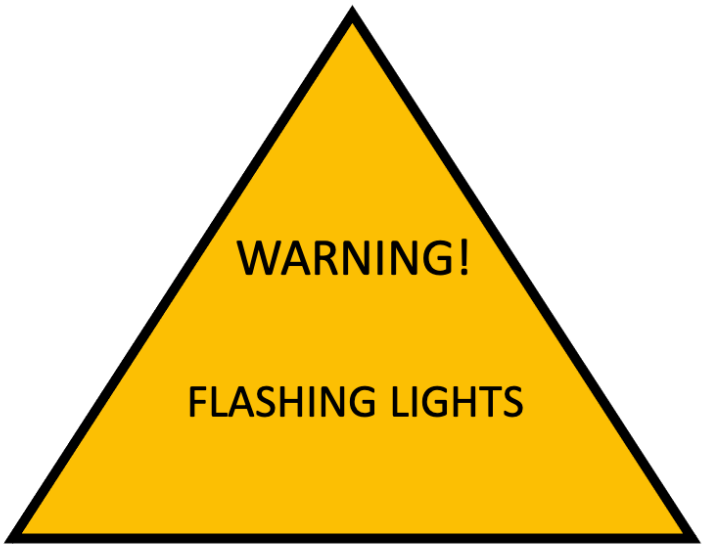
Food

Mexican food van - http://wearehonestfood.com/
Donuts - https://www.crosstowndoughnuts.com/
Vegan stand - https://www.instagram.com/thegreengrill/
Ice cream stand - http://blutopicecream.com/about-us
Cuban Coffee Stand - https://www.cubacoffee.co.uk/

Art

Graffiti art - https://www.nellyduff.com/genre/graffiti
Street art - https://printclublondon.com/themes/street-art/
Jewellery - https://www.medusa.london/about-us
Clothing - https://platypus.clothing/collections/platypus-streetwear-clothing-accessories?page=1

I) Signage


WARNING!
FLASHING LIGHTS

DISTRICT 7
STREET PARTY THIS WAY
ONLY ½ MILE TILL YOU CAN PARTY!
DISTRICT DREAMS LTD

DISTRICT 7

STREET PARTY THIS WAY

ALMOST THERE!
CAN YOU SMELL THE DOUGHNUTS YET?

DISTRICT DREAMS LTD