

# Events in Harrow Policy

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## Contents

<b>1</b>	<b>Introduction</b>	<b>4</b>
<b>2</b>	<b>Supporting Documentation</b>	<b>5</b>
<b>3</b>	<b>The Council's Commitment</b>	<b>5</b>
<b>4</b>	<b>Event Types</b>	<b>6</b>
4.1	<i>Purpose</i>	6
4.2	<i>Scale</i>	7
<b>5</b>	<b>Purpose</b>	<b>8</b>
<b>6</b>	<b>Location</b>	<b>8</b>
<b>7</b>	<b>Application process</b>	<b>8</b>
<b>8</b>	<b>Criteria for approval of event applications</b>	<b>9</b>
<b>9</b>	<b>Licenses</b>	<b>10</b>
<b>10</b>	<b>Approvals</b>	<b>11</b>
<b>11</b>	<b>Financial Responsibilities</b>	<b>12</b>
11.1	<i>Hire and Damage Deposit Fees</i>	12
11.2	<i>Licensing Fees</i>	12
11.3	<i>Event Delivery Associated Fees</i>	12
11.4	<i>Cancellations</i>	13
<b>12</b>	<b>Advertising Events</b>	<b>13</b>
<b>13</b>	<b>Approvals</b>	<b>13</b>
<b>14</b>	<b>Support Withdrawal by Harrow Council</b>	<b>13</b>
<b>15</b>	<b>Legislation</b>	<b>13</b>
<b>16</b>	<b>Partnership working</b>	<b>14</b>
<b>17</b>	<b>The Storing and Disclosure of Information</b>	<b>15</b>
<b>18</b>	<b>Monitoring and Review</b>	<b>15</b>
<b>19</b>	<b>Amendments to this Policy</b>	<b>15</b>

**Appendix A – Events Checklist**

**Appendix B – The Application Process and Outcomes (overview)**

**Appendix C – Action Plan**

**Appendix D – Events Application Form and Term and Conditions**

**Appendix E – Events Charges, Deposit and Damages**

**Appendix F – Event Risk Assessment Guidance Note and Example Form**

**Appendix G – Small Events Application Form and Terms and Conditions**

**Appendix H – Wedding Receptions in Parks**

# 1 Introduction

This policy aims to assist with the growth, development and management of events over the next 5 years. The council's aim is to balance the need to hold events with its obligations to residents, businesses and visitors, ensuring that these activities continue to be regarded by all as safe, lawful, successful and fair. In addition, the council wants to enhance the use of parks and open spaces by supporting community, cultural, charitable and commercial events which in turn provide cultural, social and economic benefits to the borough.

This policy sets out the key principles with which Harrow council with its key partners approach the authorisation and management of events within the borough. The principles are based on the requirements which arise from both legislation and the council's formally adopted policies. The approach is applicable to events that impact on the public realm, whether it is publicly managed streets, parks or open spaces.

The council will go through careful planning and consultation with those involved in events e.g. local residents, so that benefits from events can be maximised with minimal disruption to the specific location and the local environment, residents and the business community. The council's overall strategy is to actively facilitate events and to promote the borough as a place of business, culture and community. The vision is "To enable the delivery of a diverse events programme that creates a vibrant place to visit whilst ensuring the sustainable use of Harrow's open spaces".

**This document only applies to events that are held in parks, open spaces, council owned land and adopted highway. It does not apply to events held on private property such as night clubs, bars, restaurants, community centres and function halls.**

For the purposes of this policy an "event" is defined as any activity in Harrow's parks, open spaces or adopted highway which takes place over a limited period only, and which – whether open to the public or not – may restrict access to (all or some of) the open space, thus affecting the "normal" recreational use and quiet enjoyment of public facilities.

Until now the council has not explicitly stated what will be expected of promoters and organisers of events when operating in Harrow and how the council reaches a view on whether an event is practical or appropriate. By setting out the key principles the council aims to make the process transparent leading to more successful and efficiently planned events.

The key principles of the policy can be summarised as follows:

- Consistency of approach to events.
- Effective forward planning and management of events including maximising safety for those working and attending events.
- Effective adherence to legislation, industry best practice and council policies.
- Better understanding of roles and responsibilities of all those involved.
- Effective protection of the borough's assets with minimal disruption to the environment and wildlife.
- Enhancing the borough's reputation.

The objectives of this policy are to:

- Communicate clearly the council's events policy to those who either reside, work in or visit the Borough.
- Engage residents through inclusive and diverse events, ensuring clear and transparent events and charging policies.
- Ensure suitable use of parks and open spaces.
- Empower and assist local communities to initiate, participate and manage events.
- Enable the delivery of an events programme that creates a lively and vibrant experience by marketing outdoor event locations to raise the profile of parks and open spaces in the borough.

This policy links directly to the council's corporate objectives of:

- Making a difference for Communities – for example by promoting social engagement and a sense of community respect, belonging and identity.
- Making a difference for Local Businesses – for example, by increasing footfall (the number of people entering the event) and promoting economic wellbeing.
- Making a difference for families – for example, by facilitating events in the borough.

**It is emphasised that the organiser of an event is responsible for the safety of those attending that event. It is very important that event organisers are fully aware of their legal and health and safety responsibilities. Organisers must demonstrate an awareness of these duties throughout the planning and licensing processes including undertaking a risk assessment. Advice on risk assessments can be found at [www.hse.gov.uk](http://www.hse.gov.uk).**

**Events must comply with the regulations under the Health and Safety at Work Act 1974 which aims to secure the health and welfare of people. Organisers are advised to consult the Health and Safety Executive for further advice and guidance.**

## **2 Supporting Documentation**

This policy should be considered with reference to the documents listed below which provide clarification of the applicable procedures and protocols:

Application form

Terms and conditions

Risk Assessment

Fees and Charges

## **3 The Council's Commitment**

### **To residents and the local area**

The council will endeavour to ensure no event causes unreasonable disturbance to residents, the site and/or the public. To achieve this, the council will put conditions in place to minimise

noise and potential damage. Where damage is caused, the council will assess and carry out any repairs promptly and satisfactorily.

### **To the event organisers**

The council understands that community organisations may require support in organising events. Harrow council encourages local community involvement and will do all that it can to empower the local communities to organise and run their own events including working with community organisations and offer advice and assistance where appropriate.

The council aims to consider and process all applications within the agreed timescales. Please see the guidance that accompanies this policy.

## **4 Event Types**

Events vary by their scale, location, purpose and target audience. Through the classification of the “type of event”, hire charges, licence fees and other associated costs can be determined along with the level of planning and the appropriate notice required to plan effectively for said event.

Events are categorised by Purpose or Scale, which determines the event classifications of which are listed below.

### **4.1 Purpose**

#### **Community Event**

An event organised by the community for the community. It is free to enter/attend the event and the purpose of the event is not for the selling or promoting of a commercial product.

Community events are generally not-for-profit, but can still gain community discounts if they are fundraising through charging an entry fee to an event. These discounts will only be offered where all monies gained through entry charges, trader’s fees, caterer’s fees and any other means go directly to benefiting the community or a non-exclusive community organisation. Ultimately the decision lies with the council as to whether an event can be considered a “Community Event”.

#### **Charity/Fundraising Events – Local and National**

This includes events that are organised by not-for-profit organisations but can also include events run by commercial companies where the purpose of the event is for charitable fund raising e.g. bike rides and charity runs.

#### **Commercial Events**

Commercial events are defined as events that provide a beneficial gain to a particular individual, group, business or company, be it financial or promotional. The following list gives some examples of commercial events. Please note this list is not exhaustive.

- Corporate events
- Commercial Music, Cultural, Theatre or Comedy Concerts or festivals

- Marketing and promotional activities for profit making organisations (not charitable or fundraising)
- Funfairs and circuses
- Private events e.g. a wedding reception/private party/large picnic

An event can fall into more than one category e.g. events can be community led and be considered commercial. The final decision on the purpose of an event will rest with the council.

### **Private Event**

A private event is where a site or part of a site for the event is reserved for the sole use of the applicant and an identified audience consisting of paying attendees or guests of the applicant. Examples include private business functions, wedding receptions or parties.

Please note, some parks and open spaces must remain freely accessible to the general public throughout the duration of the private event.

Private events will be considered by the Council on an individual basis. The following factors will be balanced when considering private events:

- Income generated
- Loss of public amenity
- Potential negative impact, for example to the area, to residents

### **Special Event**

A special event consists of any licensable event to which one or more of the following apply:

- The audience/number of participants exceeds 1,000 people per day
- The event will be on site for 5 days or longer

To preserve the site and minimise disruption to residents, the council will limit the number of “special events” to a maximum of four per site, in any twelve month period. Unless otherwise agreed, at least three weeks should elapse between special events, on any one site. The criteria already mentioned in this policy will be applied.

In line with the Labour manifesto, “Making a Difference: Our Vision for Harrow: A manifesto for the People of Harrow 2014 – 2018”, the Council will designate a weekend each year where communities can have street parties and the Council will waive all fees for road closures.

## **4.2 Scale**

- Small event: 50-200 people per day
- Medium event: 201-999 people per day
- Large event: over 1,000 people per day
- Special event: over 1,000 people per day

Organisers will need to limit capacity to the agreed level accordingly.

## Special Events

Any event with attendance and staffing levels over 1,000 people will be classified as a special event. Events considered to be particularly disruptive, may be categorised as a special event, even where attendance numbers equal less than 1,000 people.

Please note that all stand-alone funfairs, circuses and council led events are also regarded as special events.

The council will take into consideration the impact of both the maximum attendance at any one time and the total footfall (the number of people entering the event) of the event. The council will also evaluate whether the total footfall or maximum attendance at any one time should be used to determine the scale of an event that spans over multiple days. The scale of an event will determine the required notice and period to be given to the council by the organiser. This will enable sufficient planning.

## 5 Purpose

The purpose of the event is one of the relevant factors to whether permission to stage an event is given to an organiser. The council reserves the right to determine the type of event deemed suitable for council owned and managed land. The final decision as to an event will rest with the Corporate Director (or Divisional Director of Commissioning Services) or Nominated Deputy.

The council **will not** give permission for events that are:

- Political rallies or organised by groups affiliated with political organisations
- Events featuring adult or offensive content
- Events organised by extremist organisations. Extremist groups here are given the same definition as provided by the Home Office.

This above list is not exhaustive.

## 6 Location

The borough's sites have been assessed according to their suitability for hosting particular types and scale of events. Some locations may only be used to host a limited number of events per year in order to protect the site/land and in the interest of minimising disruption to the local community. Specific conditions may apply to the hire of such sites. Where there is evidence that an event in a particular location has caused issues/disturbance, the number of events held in that area may be limited to protect the sites, user groups, local residents and other stakeholders. Please see Appendix H which provides further details on wedding receptions in parks.

Appendix D details the terms and conditions relating to the hire of parks and open spaces.

Please note events within parks can only take place between the hours of 8am and 11pm.

## 7 Application process

Each event will be subject to the completion of a standard application form which is contained at Appendix D. For small events, the application form contained at Appendix G should be completed. The application must be submitted **10 weeks** in advance of the event taking place.



For large or special events the application must be submitted **26 weeks** in advance. The council will only make a provisional booking of an event at a site once an accurate and complete application is received. It should be noted however that permission to use council owned and managed land for an event does not guarantee the event will take place. Comments may be sought from some or all of the following teams:

- Licensing
- Noise
- Environmental Health
- Building Control
- Planning

Harrow Council may also notify the Metropolitan Police about applications received.

The nature and content of events should reflect well on the council and local stakeholders. The council will not agree to grant permission for an event that is likely to cause offence to public taste and decency. The Corporate Director or Nominated Deputy will consider such applications on their individual merits. Full details of the application process can be found on the Harrow Council website at [www.harrow.gov.uk](http://www.harrow.gov.uk).

## **Safety**

Responsibility for safety at an event rests with the organiser but the council and its partners have a duty to ensure all relevant health and safety guidance is followed, including the preparation of full risk assessments, emergency evacuation plans and method statements. Please refer to the Health and Safety at Work Act 1974. An example risk assessment form is attached at Appendix F and guidance on the completion of a risk assessment is attached at Appendix F.

All health and safety paperwork must be submitted to the council in accordance with the application timetable requirement. It may also be a condition of approval that management plans are submitted in advance of the application timetable requirement due to their complexity. If this is the case sufficient notice will be given of any change in deadline.

Please refer to the legislation section below where legislation relevant to event organisers can be found.

NB: It is not the responsibility of the Council to inform event organisers of their legal obligations.

## **8 Criteria for approval of event applications**

The criteria below will be used to determine whether permission for an event is granted. For ease of reference the criteria has been provided as a list of questions:

- **How does the event benefit Harrow residents and communities?**

A key consideration will be whether the planned event appeals and is of interest to residents of Harrow and its communities. Events that are commercial in nature can increase the community benefit through offering discounts or free sessions for particular disadvantaged groups or schools. By the same measure any event should aim to minimise nuisance and annoyance to nearby neighbours.

- **Who is the event likely to attract?**

Is the event aimed at local residents or a wider audience? Greater weight will be placed on events that are aimed at a more local audience.

- **Does the event provide a safe and high quality experience to users?**

Events must adhere to and comply with all health and safety, building control and food hygiene conditions and provide a safe and enjoyable experience for those attending. Commercial providers of food will only be considered where the food hygiene rating is 3 or above.

- **Is the event accessible or can it be made more inclusive?**

Accessibility of events and activities will be an important consideration when assessing applications. The development and delivery of all events must facilitate access for people with disabilities and other traditionally under-represented groups. Facilities must be accessible to the mobility impaired and meet the requirements of Equality Act 2010. Where appropriate, the council may require commercial event organisers to provide British Sign Language (BSL) interpreters and accessible toilets at an event. Access conditions may be set for certain events.

- **What impact does the event have on the local environment?**

Events should be minimising their impact on the local environment in terms of noise, disturbance and waste, reducing energy consumption and be disturbance free to wildlife. The event must have minimal impact on the park and its assets.

- **Does the event support the local economy?**

Events that benefit and support local businesses and charities will be encouraged.

- **Could the event generate income for the service?**

Events can be a good way to generate additional income, which is particularly valuable in a period of reduced resources.

- **Have previous events been managed satisfactorily by the organisation?**
- **Is there any planned maintenance or improvement works that will clash with this event?**

These criteria will be used to assess the suitability and viability of the event.

## **9 Licenses**

A Premises Licence or Temporary Event Notice (TEN) will be required for an event that will include licensable activities. While small events may be covered by a TEN, for larger events an application for a premises licence must be made. Some of the borough's open spaces are already licensed. The following parks have been licensed for regulated entertainment such as live music, recorded music, plays and exhibition of films between the hours of 10.00 and 22:00 each day.

Canons Park Recreation Ground

Headstone Manor Recreation Ground

Pinner Memorial Park

Harrow Recreation Ground

Roxeth Recreation Ground

Conditions are attached to these licences including the requirement to produce a risk assessment.

A licence is required to stage any of the following forms of regulated entertainment:

- A performance of a play
- An exhibition of a film
- Boxing or wrestling entertainment
- A performance of live music
- Any playing of recorded music
- A performance of dance
- Provision of late night refreshment (11pm-5am)
- Sale of alcohol

For exemptions to the above please refer to the DCMS website, [www.culture.gov.uk](http://www.culture.gov.uk).

### **Temporary Event Notices (TEN)**

Small scale events for 50-200 people, including staff, at any one time and lasting for no more than 168 hours do not require a premises licence, providing that advance notice of the event is given to the Police and the Licensing Authority. Only the Police can object to a TEN if they believe the event is likely to undermine crime prevention. Persons wishing to hold such events must give a minimum of **10 weeks notice** to the Police and the council. Applicants are strongly recommended to contact licensing officers early in the planning of such events to discuss all relevant issues.

### **Premises Licences (time limited)**

Premises Licences apply to licensable events at which more than 200 people will be taking part in Licensable activities at any one time. Premises Licence applications are a more lengthy process than that needed for a TEN and must be made well in advance of an event. It is advised that a minimum **26 weeks notice** be given should an event require a premises Licence. It is the organiser's responsibility to ensure that sufficient time is allocated to apply for a Premises Licence in advance of the event.

## **10 Approvals**

The scale, purpose and impact of each event will be evaluated through the application process. A decision will then be taken at that time on who needs to be consulted. Consultation will take place with residents of properties immediately adjoining the park/open space, ward councillors, local community groups/Interested Parties, responsible authorities (through the Safety Advisory Group), Portfolio Holder and Corporate Director or Nominated Deputy, as appropriate.

The Safety Advisory Group (SAG) brings together all of the responsible authorities including the police, fire service and ambulance service. The impact, safety and planning of the event will be reviewed by SAG. All large scale events will be reviewed by SAG. SAG has the right to reject any event application if they believe, through consensus, that a safe event will not take place. The SAG could also recommend that the applicant apply for a separate premises licence for the event should they have concerns regarding the use of the park/open space under the council's existing premises licence.

The main objectives of the SAG are to promote high levels of health and safety at events by giving advice, to promote good practice in safety and welfare planning for events and to ensure events cause minimal adverse impact. The SAG is not responsible for granting permission for licenses for events.

It is highly recommended that a post event evaluation takes place, conducted by the organiser, to gain feedback on the event itself and to identify any event related problems. This is also the stage where the decision may be made to permit or refuse any future events taking place due to the impact of previous events, be it positive or negative.

## **11 Financial Responsibilities**

The type of event being staged will determine the level of costs. Scale is a significant factor. Costs need to be considered by the organiser at a very early stage of the planning process to ensure funds are available. With respect to staging events in council land it should be noted that all event related costs rest with the event organiser. Organisers should consider the main areas of expenditure outlined below.

Fee and charges applicable to events are detailed at Appendix E.

### **11.1 Hire and Damage Deposit Fees**

The type of event will be the key factor in determining hire and deposit fees. A site inspection will take place prior to and immediately after each event. Should any works be required, following the event, monies will be held back from the deposits as appropriate to cover costs. Should costs exceed the deposit the council will charge the remaining costs to the event organiser. All additional costs to the council resulting from the event are expected to be borne by the organiser.

All fees and charges are subject to change and will be reviewed annually. See Harrow Council's website for the current up to date rate of fees [www.harrow.gov.uk](http://www.harrow.gov.uk).

### **11.2 Licensing Fees**

All fees associated with the application for a Premises Licence or TEN will rest with and remain the responsibility of the event organiser. Current up to date fees can be found at [www.dcms.gov.uk](http://www.dcms.gov.uk).

### **11.3 Event Delivery Associated Fees**

All fees associated with the delivery of the event will rest with and remain the responsibility of the event organiser. Any costs incurred to the council resulting from an event will be charged to the organiser at the associated costs and will incur an administration fee to be determined by the Corporate Director or Nominated Deputy.

## 11.4 Cancellations

If the organiser cancels a booking, less than a month before the date of hire there will be no refund of the fee paid. Cancellations made with a month or more notice will be subject to a 50% cancellation fee.

If payment of the application fee has not been received a month prior to the event taking place or the payment has not cleared by the event date, the site will not be made available to the organiser for the planned event.

The London Borough of Harrow reserves the right to cancel events by refusing the use of the land/site, should the terms and conditions of hire, legal requirements or financial obligations not be met and/or inclement weather or other unforeseen circumstances occur. The decision for cancellation will rest with the Corporate Director or Nominated Deputy.

## 12 Advertising Events

Event organisers are not permitted to advertising an event at a council site or on council land before an event has been approved or without permission from the council. Event organisers wishing to attract the public to their event are welcome to advertise only on the sites notice boards or railings, up to seven days before the event. Those wishing to advertise more widely and for longer period before the event will need permission. In order to obtain permission the organiser must provide 14 days notice of the advertisements and a list of locations where the advertisements will be placed. All advertisements must be removed within 24 hours of an event ending. This is the responsibility of the event organiser. If the council incurs expenses related to removing advertisements, such costs will be deducted from the organiser's deposit.

The council does not allow any unauthorised advertising of events on highway structures – lamp columns, street furniture, traffic signals, safety railings, street trees etc. Under the Highway Act 1980, unauthorised advertising can result in a fine of up to £1000 per contravention.

## 13 Approvals

The applicant will be advised of any required licenses and approvals based on the detail provided in the application.

## 14 Support Withdrawal by Harrow Council

Please note that an event could be jeopardised and permission refused if the event organiser does not comply with this policy, the application requirements and the terms and conditions that accompany the application form.

Where such action is anticipated the organiser will be advised verbally as well as in writing by the council. **Please note** there may be occasions (such as national incidents) when we may need to alter or cancel your event, but will do our utmost to assist your event wherever possible.

## 15 Legislation

The Health and Safety Executive's Event Safety Guide, known as the Purple Guide sets out the information required by event organisers, contractors and employees to help them satisfy the Health and Safety at Work Act 1974 and other associated regulations.

All event organisers must conform, wherever applicable, to relevant legislation, including but not limited to:

- Health and Safety At Work Act 1974
- Data Protection Act 1998
- Equalities Act 2010
- Management of Health and Safety At Work Regulations 1999
- RIDDOR 2013
- Town and Country Planning Act 1990
- Licensing Act 2003
- Children's Act 1989
- Regulatory Reform (Fire Safety) Order 2005
- Wildlife and Countryside Act 1981

NB: It is not the responsibility of the Council to inform event organisers of their legal obligations.

### **Offences**

It is an offence to street trade at an event without a licence. Please refer to the Street Trading Policy for further information.

## **16 Partnership working**

This policy relies on strong partnership working. The council will work with the following key partners in delivering the policy. Please note that this list is not exhaustive.

- Metropolitan Police Service
- London Fire Service
- Transport for London
- Police Community Support Officers (PCSOs)
- Neighbouring councils
- Harrow Town Centre Business Improvement District (BID)
- Resident Associations
- Park User Groups
- Voluntary and Community Sector
- London Councils
- The Health and Safety Executive
- Department for Culture, Media and Sport

## **17 The Storing and Disclosure of Information**

Information collected or recorded in relation to events will be securely retained in a paper and/or electronic format for a period defined by legislation or required for future reference by the council.

Personal data held manually or as computer records will be handled in accordance with the Data Protection Act 1998 (DPA). This information will be used in accordance with the council's DPA registration. Exemptions to this include where information is disclosed to other agencies or used for another reason for the purposes of detecting or preventing crime. This will include the sharing of information between council services and with the police and other enforcement agencies. Sharing of information relating to the Crime and Disorder Act 1998 will be undertaken in accordance with the appropriate information sharing protocol.

Right of access to information held by the council will be given on request, in accordance with the Freedom of Information Act 2000 and Environmental Information regulations 2004 unless the information is already publically available (as described in the council's Publication Scheme). Some exemptions applicable to the council can be found in the Act, Regulations and the council's publication scheme.

## **18 Monitoring and Review**

This policy will be reviewed within two years of its implementation. The review will highlight successes as well as areas for improvement and the effectiveness of the policy against its objectives. Reviews will also seek to introduce where necessary any new powers granted to local authorities in relation to events. The review will include statistical information such as:

- Number of events successfully held
- Percentage of applications agreed/denied
- Diversity of events
- Health and Safety statistics

The action plan at Appendix C details key actions to be taken in the implementation of this policy.

## **19 Amendments to this Policy**

As may be necessary (for instance with the issuing of new guidance by Government), to amend this events policy. Should such amendments not deviate away from the overall spirit of the policy, they will be attached through an amendment document rather than the re-issuing of the events policy as a whole.

Any matters of legal ambiguity will be assessed by the council's legal section, prior to coming into effect.

## Appendix A – Events Checklist

A safe and trouble free event requires good planning; this is a crucial investment of your time. Generally for a large scale event, planning should start 6-9 months before the planned event date. Regular meetings are essential of the planning group and an event co-ordinator is vital.

In order to provide a safe event you – the organiser- will need to assess all the risks. To do this you will need to consider all aspects of the event. What follows are some key areas that you need to consider however this list is not exhaustive.

- The planned date and times of the event
- The event's aim and purpose/nature
- Your target audience
- Establish a working group with identified roles
- How many people will be attending the event?
- Is your event inclusive?
- Is your event open to the general public?
- Where will the event take place e.g. park, town centre, private venue?
- Will food be available?
- Will there be alcohol? What are the implications of having alcohol?
- Will there be live music? If so, consider type and noise levels?
- Are there any unusual or special activities?
- How will you communicate during the event e.g. two-way radios, mobile phones, PA for crowd announcements?
- Have similar events been organised? If so, what lessons have been learnt from these?
- Budget – what will the event cost? – Entertainment, catering, staffing, equipment, publicity, and first aid, contingency. (NB: Always obtain quotes).
- Celebrities/VIPs – consider their needs. What will the impact of them attending be? Give them clear instructions so they know what is expected of them.
- Crowd Safety – a risk assessment must be completed for the event. This is the responsibility of the organiser. Areas to cover include crowd dynamics, whether it will be dark – how will this restrict you? Stewards, communication, cordons, consider arrangements for people with disabilities and for children.
- Evacuation Procedure
- Communications – e.g. the use of radios, licence from the radio suppliers, list of radio channels being used, operational instructions.
- Contingency Plans
- Contractors



- Equipment
- Entertainment
- First Aid
- Tickets – are you selling tickets/where will they be sold/security of cash/what is the refund policy

**In the unlikely event of things going wrong you as the organiser of the event will be liable. Remember careful planning is the key to a smooth running and successful event.**

### **Useful Websites**

Industry Guide to Good Food Hygiene Practice – [www.cieh.org](http://www.cieh.org)

Managing crowds safely – [www.hsebooks.com/Books](http://www.hsebooks.com/Books)

Institute of Leisure and Amenity Management – [www.ilam.co.uk](http://www.ilam.co.uk)

5 Steps to Risk Assessment – [www.hsebooks.com/Books](http://www.hsebooks.com/Books)

Guide to Health and Safety and Welfare at music and similar events – [www.hsebooks.com/Books](http://www.hsebooks.com/Books)

## **Appendix B – The Application Process and Outcomes (overview)**

**Application** – You can apply for your event by completing the attached application form and paying the application fee. Your application is assessed against a number of internal policies, guidelines on the application form and criteria as well as any relevant legislation or other factors, to allow an “in principle” yes or no decision to be made.

**Application Rejected** – Something within your proposed event suggests that the council is unable to give permission for your event. We will let you know what the issues are and where possible suggest amendments that would allow your event to proceed.

**Application Approved** – This means there are no “in principle” issues with what you propose and detailed event planning can proceed. We will let you know what further information and actions are required and by what date. **Please note this is approval of your application only, not your actual event.** Please also note that in many cases, this second stage of planning can incur additional charges for licenses, permissions and administration time.

**No Objection Conditions Letter** – The final stage of the approval process. If we are satisfied that all the required elements are in place, we will send you a “No Objection Conditions Letter” detailing our terms and conditions.

## Appendix C – Action Plan

The Action Plan reflects actions recommended to meet identified issues. Budget implications will be confined within the Directorates finances.								
No.	Ref	Action	Dependency	Action by	Expected Outcome	Budget	Start Date	End Date
1		Put in place the infrastructure to actively promote the events policy and to focus on implementation	Availability of appropriate staff	Community Engagement Team	Events policy implemented effectively	Within existing budget	Immediate	
2		Ensure that events provision meets the aspirations of the wider community	Dependant on understanding the wider community needs in relation to events	Community Engagement Team	A diverse programme of events in place that makes the best use of resources	Income generation opportunity	Immediate	
3		Manage the environmental impacts of events	Availability of appropriate staff	Community Engagement Team	Environmental impacts reduced	Within existing budget	Immediate	
4		Further develop an events service which actively supports a wider events agenda	Availability of appropriate staff	Community Engagement Team	Effective events service in place that offers advice and guidance to organisers of events	Income generation opportunity	Immediate	