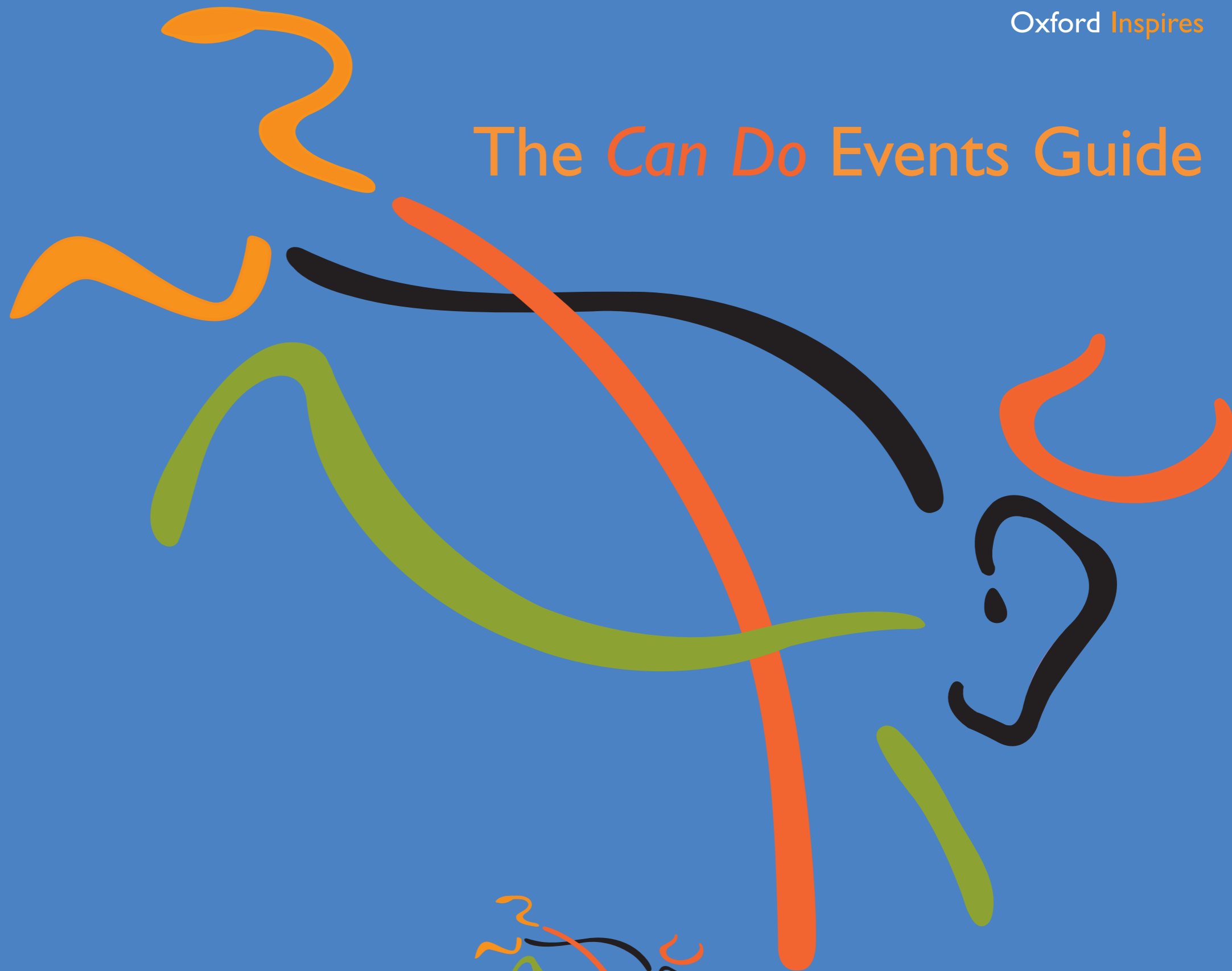


The *Can Do* Events Guide



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A handbook for organising
special events in 2007

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Please contact us for further copies of this free guide.

A regularly updated version of the guide is available on the Oxford Inspires website: www.oxfordinspires.org

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1,000 years of Oxfordshire

Oxfordshire was a late-comer among English counties, established around 1007 in the borderland between Wessex, Mercia and the Danish-settled areas to the north and east.

Malcolm Graham, Oxfordshire: the County in Colour, based on research in John Blair's Anglo-Saxon Oxfordshire

Formed in the West Saxon kingdom of Mercia in about 1007, over the last 1,000 years Oxfordshire has developed an exceptionally rich history. The most rural county in South East England, it presents a quintessentially English picture of the countryside, scattered with market towns, villages, churches and historic waterways; and it is the only county in England to boast three Areas of Outstanding Natural Beauty.

Oxfordshire has been birthplace and home to countless significant individuals – King Alfred the Great was born in Wantage, Edward the Confessor in Islip and Richard I and King John in Oxford; Hadrian IV, England's first and only Pope, was rector of the hamlet of Binsey. It has been witness to important events – repeated Viking raids, William the Conqueror crossing the river at Wallingford after victory at Hastings, the Black Death (resulting in a loss of one third of the county's population), crucial aspects of the English Civil War and the first clinical use of penicillin.

It is a land of learning, invention and production, known for Cotswold wool, Witney blankets, Woodstock gloves, Stonesfield slate, Chiltern chair legs, Banbury cakes, MGs at Abingdon and Morris cars, now BMW Minis, at Cowley. In the mid-14th century Oxfordshire was deemed the richest county in England. Home to university scholarship since the 12th century and book printing since the 15th century, Oxford has more published writers

per square mile than anywhere else in the world, and almost as many distinguished scientists. Indeed, the English language – in the form of the Oxford English Dictionary – is our most internationally famous export.

It is no surprise that feasting and festivals have consistently been part of the county's life – the medieval St Frideswide fair and the later St Giles's fair in Oxford, Michaelmas fairs at Abingdon and Banbury and a wealth of contemporary festivals. And, as Oxfordshire's millennium year, 2007 is worth celebrating with yet more special events!

USEFUL RESOURCES

- Oxfordshire Studies, Central Library, Westgate, Oxford, OX1 1DJ, tel: 01865 815749, email: oxfordshire.studies@oxfordshire.gov.uk. A catalogue search facility is available at www.oxfordshire.gov.uk/heritagesearch
- Oxfordshire Record Office, St Luke's Church, Temple Road, Cowley, Oxford, OX4 2HT, tel: 01865 398200, email: archives@oxfordshire.gov.uk
- Oxfordshire Museums Service, The Oxfordshire Museum, Fletchers House, Park Street, Woodstock, OX20 1SN, Raj Pal, County Heritage & Arts Officer, tel: 01993 814114, email: raj.pal@oxfordshire.gov.uk
- To find your local history society, search the County Council's local clubs and societies database: www.oxfordshire.gov.uk/wps/portal/publicsite/doitonline/finditonline/clubssocieties
- Oxfordshire Architectural and Historical Society, www.oahs.org.uk, 53 Radley Road, Abingdon, OX14 3PN, tel: 01235 525960, email: tony@oahs.org.uk
- Oxford Archaeology, www.oxfordarch.co.uk, Janus House, Osney Mead, Oxford, OX2 0ES, tel: 01865 263800, email: info@oxfordarch.co.uk, assists community groups
- Anglo-Saxon Oxfordshire by John Blair, Sutton Publishing, 1994
- Oxfordshire: the County in Colour by Malcolm Graham and Julian Comrie, Dovecote Press, 2003

Introducing the guide

Oxford Inspires has created *The Can Do Events Guide* to help you produce the best possible event for Oxfordshire 2007. It gives you information on the many elements that make a successful event, including the creative, fun aspects, as well as the 'musts'.

What is Oxford Inspires?

Oxford Inspires exists to develop and promote the cultural life of Oxfordshire in all its forms. That means not just the arts, but also sport, food and public engagement with science and environmental issues.

Oxford Inspires acts as a catalyst, working closely with other organisations to spark new ideas and imaginative projects that will enrich lives and encourage more people to take part in cultural activity. We place special emphasis on social inclusion and lifelong learning: the projects and consultations that form the basis of our work are designed to bring long-term benefits.

USEFUL RESOURCES

- Jacqui Ibbotson, Oxford Inspires Arts & Learning Coordinator (for advice on organisational development and producing an event), tel: 01865 810490, email: jacqui.ibbotson@oxfordinspires.org
- Liz Gresham, Oxford Inspires Administrative Manager (for general enquiries), tel: 01865 815525, email: liz.gresham@oxfordinspires.org
- Oxford Inspires Guidelines for Free Consultancy and Training Services, www.oxfordinspires.org/what-we-do-support.html
- Oxfordshire Library Service, www.libcat.oxfordshire.gov.uk provides an easy online search facility for the Library Service's full collections

Oxfordshire 2007 – a special year

In 2007 we shall be coordinating a year-long, county-wide celebration of 1,000 years of Oxfordshire. We are calling this Oxfordshire 2007.

Our aim is to get everyone in the county involved, by joining in with festivals, special events, anniversaries and competitions. 2007 will be a year to remember, building on the huge variety of festivals – more than 70 altogether – which Oxfordshire offers; creating the climate and opportunity for some exciting new events specially for Oxfordshire's own millennium year; and celebrating a number of other anniversaries unique to the county. We want 2007 to be a year of transformation for Oxfordshire.

The Oxfordshire 2007 marketing umbrella

Oxfordshire 2007 will be widely promoted by Oxford Inspires, giving 2007 events the benefit of large-scale marketing which aims to build up the profile of the year as a whole. This will include seasonal programme guides, a special Oxfordshire 2007 website with full listings details, plus news and background information on festivals and special events. The strength of the 2007 brand means that it will attract a high level of interest from national and local media, with benefits for all participants.

What else can we do for you?

Oxford Inspires provides free advice to arts, community, sports and other cultural organisations. We will be happy to help if you are thinking of planning a special event for 2007.

If your organisation is small or emerging, has formed new partnerships to produce or organise a special event, or has not yet managed to access free advice from organisations such as Arts & Business, Arts Council England, or local authority arts officers,

we can advise and support you in a number of different ways. For instance:

- Seminars, forums and special development days where you can meet other potential partners for projects and representatives from funding bodies such as Arts Council England and Arts & Business
- Advice on funding bids, marketing strategies and event planning
- An information service to link educational projects offered by cultural organisations with schools and disadvantaged groups
- Comment on written papers and proposals
- Our website includes useful links and a planning diary for events in 2007
- Oxford Inspires publications, including this guide

The guide

The Can Do Events Guide is not exhaustive. Factors such as the scale of your event and whether it takes place indoors or outside will affect how you use it. But we hope you will find it a good starting point, as well as a useful toolkit of local and national contacts and helpful tips.

Many of the publications mentioned in the Useful Resources sections are available at local libraries and the Central Library in Oxford, so check the Oxfordshire Library Service website catalogue or call before buying books. The Oxford Inspires website provides links to lots of organisations that may be able to help or collaborate with you. Throughout the guide you will find contact details for Oxford Inspires staff with relevant areas of responsibility.

What is a special event?

Any event can be made special, but Oxford Inspires defines special events in 2007 as: 'new collaborations between two or more organisations, made special by virtue of their distinctiveness and ambition, as well as their scale and quality'. Since 2007 will be a celebration of 1,000 years of Oxfordshire, we are keen to encourage special events which are about Oxfordshire in particular, are county-wide in their resonance or have a distinctly Oxfordshire flavour – as well as special events that are exceptionally inclusive or build on the county's international links. But definitions can be flexible: this guide should be as useful for festivals and other events as it is for special events.

Collaboration

We hope that each special event will be produced and promoted by organisations working in partnership, with a project director/event organiser, management group and lead organisation. All partner organisations need to be clear from the outset about the nature and extent of their expected contribution. Think about the future and sustainability of your event: it need not just be a one-off occasion for 2007.

Inspiration

We want to inspire, motivate and fuel your ambitions as an event organiser. Special events can draw people together, challenge and delight them and encourage everyone to enjoy more of what is on their doorstep. The county is rich in experienced professionals and volunteers, from festival organisers, to village societies, District, County and City officers and the team at Oxford Inspires. With excellent planning, their help and your inspiration, Oxfordshire special events will take on new meaning in 2007!

Where do I start?

The key to organising a successful event is planning. Whatever its size, an event is a complex project and is best managed by setting out a strategic and well thought-out project plan, with realistic timings. Prepare an event manual, containing all health and safety details, risk assessments, planning notes, schedules, contacts and other important information. This will be your bible and should be constantly updated.

The time factor

Never underestimate how long it takes to plan an event and don't leave anything to the last minute. You need time to gather organising and management teams and volunteers, time to raise funds, time to involve all the necessary community, council and other bodies, time to obtain permissions and licences, time to publicise and promote the event, time to be creative and time to breathe! In order to organise a successful special event for 2007 we encourage you to start planning right away.

Where to begin

Later sections of this guide deal with the major planning tasks you will need to undertake. On page 26 you will find a checklist of many of the other tasks and considerations likely to be involved in organising your events, but you will find more to add as you progress.

Having an idea is the start of the planning process. It is a universal truth that big ideas often start small – even the biggest established festivals started as modest, one-off events – so if you think you have a good idea for a special event, research it further and test it on other people. It is often useful to carry out a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. To benefit from the full embrace of Oxfordshire 2007, measure your event idea against Oxford Inspires' definition of special events on page 3.

How can you build on the heritage and cultural

richness of your own area? For advice and support for events with an arts element, your local arts officer will be a good contact.

Before you do anything else, ask yourself some basic questions – the five 'W's and two 'H's:

- What is the event about and what are you planning to do?
- Why is it happening?
- Who is it for?
- Where will it take place?
- When will it happen?
- How will it be realised?
- How much will it cost?

Where?

Choosing the right venue is very important. What is the optimal location for the event? Could you use private and public spaces not normally used for creative activities? Estimating the numbers of anticipated visitors is an essential part of determining where your event will happen, so draw up a site plan, including all front and back of house activities, to help you be realistic. If your event happens to cross local authority boundaries within or outside Oxfordshire, bear in mind that you will need to contact all the same officials in those areas as in your own.

When?

What is the best time for the event? Try to avoid clashes with similar events and work with other organisers to realise the benefits of joint planning and promotion. Oxford Inspires is organising and updating a planning diary, which will be an essential checkpoint for all event organisers. Even after choosing a particularly auspicious day for your event, you can never guarantee good weather, so don't forget to build bad weather contingency plans into your planning.

Money

Whatever the ambitions for your event, it is important to match them with your resources. Draw up a budget, manage it tightly and remember to think about all possible costs, not forgetting VAT. Financial controls and strict money-handling procedures will be essential. On page 27 you will find a useful sample budget.

USEFUL RESOURCES

- Oxford City Council, Mike Williams, Events Officer, tel: 01865 467284, email: events@oxford.gov.uk, is an invaluable contact for anyone planning outdoor events in Oxford
- Association of Councils of the Thames Valley, www.actvar.gov.uk, is the sub-regional local government association for Berkshire, Buckinghamshire and Oxfordshire. The website has details of all local authorities in these counties
- Organising an Event information sheet, Arts Council England, downloadable from www.artscouncil.org.uk/publications

Arts officers

- Cherwell District Council, Hannah Cervenka, tel: 01295 22170, email: hannah.cervenka@westoxon.gov.uk, www.cherwell-dc.gov.uk/leisure/arts.cfm
- Oxford City Council, Claire Newport, Cultural Services Manager. Claire Thompson (theatre/dance), tel: 01865 252802, email: cthompson@oxford.gov.uk
- South Oxfordshire District Council does not currently have an arts officer
- Vale of the White Horse District Council, Abigail Brown, tel: 01235 520202, email: abigail.brown@whitehorsedc.gov.uk
- West Oxfordshire District Council, Heather McCulloch, tel: 01993 861080, email: heather.mcculloch@westoxon.gov.uk

What are my objectives?

Objectives are the 'Whys' of event planning and will help you to realise your vision. Why are you putting on your event and what do you hope to achieve by doing so? Who are you doing it for? Setting objectives for your event may seem an obvious task, but is often overlooked. Only when you know why your event is happening will you be able to plan its content effectively and reach out to relevant audiences.

Objectives should be clear, precise and measurable, so that you can evaluate the event's success, and should be agreed by all partners. Never lose sight of them; in fact, it may be helpful to put up big posters in your office and carry around in your events manual a clear page on 'Why'!

2007 Objectives

Oxford Inspires' aim for Oxfordshire 2007 is to highlight all that makes Oxfordshire great, from its remarkable people, achievements and vibrant culture to its rich heritage, its lively towns and natural beauty. A major objective is to encourage sustainable cultural collaboration and inclusivity across the county. We encourage you to use this as a starting point in clarifying the objectives for your own event in 2007.

We hope that these will include celebrating 1,000 years of Oxfordshire and other anniversaries and occasions; highlighting a particular area of the arts; sharing stories and fostering community spirit; bringing people together to enjoy the county's cultural opportunities; and, not least, giving everyone a good time!

Who do I need in my team?

Management group

A special event needs capable, committed and creative leadership and even small events cannot be run by one person. It is wise to set up an organising committee or management group as a driving force. This group will establish the vision and scope of the event and every member of it should be able to make a useful contribution. For a smaller event, the people who actually take on the roles necessary to stage it may comprise the management group. For a large-scale event, the management group is likely to oversee the planning and make strategic decisions, while much of the practical work will be undertaken by an operations team. The management group should have clear terms of reference and will be enriched by including representatives of your main partner organisations and, if appropriate, the police.

Project director/event organiser

Every event needs a named project director/event organiser, who takes ultimate responsibility for orchestrating the event and ensuring that all legal and safety issues are covered. This can be an extremely challenging role, but also exciting and creative. A good event organiser needs a combination of many skills: integrity, confidence, persistence, vision, communication, strategic planning, problem solving and organisation skills, the ability to prioritise and do 20 things at once and, above all, charm and a sense of humour!

Team members

Three major roles are: chair of the management group, artistic director (where this role is not performed by the event organiser) and treasurer or resources manager. For bigger events, other roles could include: health and safety coordinator, marketing and media coordinator, fundraising coordinator, production manager, stage managers, technical crew and stewards.

Staff and volunteers

People power is your most valuable resource and well motivated people will provide the best service. So make sure that everyone is well briefed, feels involved, has a clear set of responsibilities and is capable of doing their job. If you make your team feel appreciated and thank them after the event, they are likely to want to help you again.

Even if your team includes paid staff, using volunteers at all levels is always necessary. Recruiting volunteers is an opportunity to be creative and inclusive: how can you best reach out to all corners of your community? Can you involve children and young people? Local volunteer bureaux, such as Oxfordshire Community & Voluntary Action, can provide support for working with volunteers and young people. Universities are a good source of volunteers, so speak to the volunteer officers at Oxford's two Universities about tapping into their students.

USEFUL RESOURCES

- Oxfordshire Community & Voluntary Action (OCVA), www.ocva.org.uk, The Old Court House, Floyds Row, Oxford, OX1 1SS, tel: 01865 251946, email: info@ocva.org.uk
- Banbury Council for Voluntary Service, 27 Horsefair, Banbury, OX16 0AE, tel: 01295 279515
- Oxford Brookes University STAX (Students Taking Action for Community Change), Anna Day, Volunteer Coordinator, tel: 01865 484919, email: aday@brookes.ac.uk
- Oxford University Student Union Vice-President (Charities and Communities), email: charities@ousu.org
- BBC Oxford volunteering help, Anna Jackson, CSV Action Desk producer, tel: 01865 889057, email: anna.jackson2@bbc.co.uk

How do I raise funds?

Events cost money and income-generating activities at your event itself are unlikely to result in all costs being covered, so finding sponsors and funds from other sources will be essential. The good news is that special events in 2007 promise to be ideal beneficiaries for many fund givers. Oxford Inspires is not a grant giver, but will be raising money for promoting Oxfordshire 2007 and can offer fundraising support and guidance. Remember to allow plenty of time to apply for and receive grants as, in many cases, decisions can take up to six months.

Where to start

There are many useful directories to grant givers in Oxfordshire and beyond. After consulting these, the golden rule is to try to speak to someone at a funding organisation before making an application, as they will be able to advise on whether or not your project is relevant and help you to focus your application. Often funding will depend on being able to demonstrate that you are seeking grants from a range of sources, so don't expect to rely on funds from one organisation only. Having a clear sense of what makes your event special and how it will benefit your local or wider community will help you immeasurably with fundraising.

The type of funds you might be able to access for your event break down into five areas: Lottery funding (see page 8); funding from statutory bodies, such as the Foundation for Sports and the Arts, South East England Development Agency or Sport England; trusts and foundations; local authority funding; and corporate funding. A good start to any fundraising effort is to build on your organisation's relationships with existing funders and contacts. Always remember to acknowledge all funders clearly in your publicity and at the event.

Trusts, foundations and local authority funding

As well as national trusts and foundations, there are a number of local funds. Oxfordshire County Council publishes the invaluable Guide to Funding Opportunities in Oxfordshire which details a range of grant funds available to support local groups to deliver cultural, recreational and environmental benefits and opportunities in each district. The Oxfordshire Community Fund looks for creative initiatives that will improve the quality of life for people in the county. Contact your District/City Council grants officer, as you may be able to apply for small pockets of money from the council.

Corporate funding

Events are important to corporate sponsors as opportunities to promote their brand and products, just as sponsors are necessary to events. Do you have a clear idea of how much money you would like from a sponsor and what you can offer in return? Relationship building is the key to successful fundraising from businesses. The best relationships with sponsors are always achieved by looking after their interests and exceeding their expectations; so take care of your sponsors, underpromise and overdeliver!

Use your initiative and start by looking at your immediate locality. How can you persuade local businesses to support your event, whether with cash or in-kind help? The Midcounties Co-operative is committed to returning part of its profits to its local communities, for example, through its Co-operative Community Festival Support programme. The brokering organisation Arts & Business offers support for arts organisations and is keen to promote the benefits of new partnerships between companies and the arts.

Can I apply for Lottery and Arts Council funding?

Awards for All

Awards for All England is the Lottery's small grants programme aimed at supporting local communities. It offers the most straightforward route into Lottery funding for small groups. The scope of grants was increased in April 2006, so you can now apply for any amount from £300 to £10,000.

Awards for All funds 'projects for people to take part in art, sport, heritage and community activities, as well as projects that promote education, the environment and health in the local community'. In the South East region (covering Oxfordshire) five different funding outcomes have been defined, several of which are relevant to Oxfordshire 2007 special events. For instance, projects such as community festivals are likely to be able to deliver the outcome of 'better understanding of different people, places and cultures in our local community'.

You can apply for an Awards for All grant at any time and the scheme pledges to let you know the outcome within about eight weeks. The guidelines for applicants explain clearly how to apply for a grant. While there will always be more applications than there are funds, Oxford Inspires encourages you to apply for one of these awards and can help with application advice.

Big Lottery Fund

The Big Lottery Fund is the next stage of Lottery funding, aiming to use Lottery money to make big changes to communities. Big Lottery grants can be between £10,000 and £500,000 and, because of the emphasis on tackling need, will not be relevant for most special events. However, if you are planning a large-scale event that is likely to make a sustainable community difference, you may be able to apply for money from the Reaching Communities scheme. First take a look at the funding advice for 2006/7 and then contact the Big Advice Line for guidance.

Heritage Lottery Fund

The HLF's Your Heritage programme provides grants of between £5,000 and £50,000 to support community-based heritage projects. To qualify for a grant, your event 'should conserve and enhance our diverse heritage or encourage communities to identify, look after and celebrate their heritage or both'. Many 2007 special events will help people to explore local cultures and traditions in Oxfordshire, so this funding programme may be for you. Contact the South East England office for more details.

Grants for the Arts

Grants for the Arts is Arts Council England's funding programme 'for arts activities that benefit people in England or that help artists and arts organisations from England to carry out their work'. This includes events. Grants to organisations normally range from £200 to £100,000. You can apply for a grant at any time. First look at the application guidelines on the Arts Council England's website or contact them by phone.

Please let Jacqui Ibbotson at Oxford Inspires know if you intend to apply for Your Heritage or Grants for the Arts funding, in order to avoid any overlap of applications.

USEFUL RESOURCES

- Kathelene Weiss, Oxford Inspires Director of Development (for advice on private sector fundraising), tel: 01865 816394, email: kathelene.weiss@oxfordinspires.org

Local funding

- Guide to Funding Opportunities in Oxfordshire, available in some Oxfordshire libraries and downloadable from www.oxfordshire.gov.uk > [council services](#) > [community and living](#) > [funding and grants](#)
- Oxfordshire Community Foundation, www.oxfordshire.org/grants
- Cherwell District Council, www.cherwell-dc.gov.uk/leisure/grantsandbursaries.cfm
- Oxford City Council, John Exley, Principal Grants Officer, tel: 01865 252281, email: jexley@oxford.gov.uk, www.oxford.gov.uk/council/grants.cfm
- South Oxfordshire District Council, tel: 01491 823136, email: grants@southoxon.gov.uk
- Vale of the White Horse District Council, Grants Administrator, tel: 01235 540369, email: grants@whitehorsedc.gov.uk, www.whitehorsedc.gov.uk/communitydevelopment/grantsandfunding
- West Oxfordshire District Council, www.westoxon.gov.uk/living/grants.cfm
- Midcounties Co-operative Community Festival Support, www.midcounties.coop, Community Team, tel: 01865 256272, email: communityfestivals@midcounties.coop

Organisations

- Oxfordshire Community & Voluntary Action (OCVA), www.ocva.org.uk, tel: 01865 251946, email: info@ocva.org.uk, runs useful training courses on fundraising and has a resource centre (open to the public by appointment) where you can find fundraising guides and access the online resource FunderFinder UK
- Arts & Business South East, www.aandb.org.uk, 4 Frederick Terrace, Frederick Place, Brighton, BN1 1AX, tel: 01273 738333, email: south.east@aandb.org.uk
- Arts Council England, South East, Sovereign House, Church Street, Brighton, BN1 1RA, tel: 0845 300 6200, email: enquiries@artscouncil.org.uk, www.artscouncil.org.uk/funding/gfta.php

- The Foundation for Sports and the Arts, www.thefsa.net, PO Box 20, Liverpool, L13 1HB, tel: 0151 259 5505, email: contact@thefsa.net

- South East England Development Agency, www.seeda.co.uk/work_in_the_region/funding_&_advice, Cross Lanes, Guildford, GU1 1YA, tel: 01483 484200, email: seeda@seeda.co.uk

- Sport England, funding hotline, tel: 08458 508508, email: info@sportengland.org. Online funding guidance available at www.sportengland.org/funding_guidance_finding_funding.pdf

- Sign up to www.governmentfunding.org.uk for regular government funding news and updates.

Lottery funding

- Awards for All, www.awardsforall.org.uk, 2 St James' Gate, Newcastle Upon Tyne, NE1 4BE, tel: 0845 600 2040. An application pack, including comprehensive guidelines, is available in hard copy or downloadable from www.awardsforall.org.uk/docs/awardsforall_england_guide.pdf
- Big Lottery Fund, www.biglotteryfund.org.uk, 1 Plough Place, London, EC4A 1DE, Big Advice Line: 0845 410 2030, email: opfteam@biglotteryfund.org.uk. Downloadable information available at www.biglotteryfund.org.uk/programmes/reachingcommunities
- Heritage Lottery Fund, www.hlf.org.uk, South East England office, Katie Phillips, 7 Holbein Place, London, SW1W 8NR, tel: 020 7591 6171, email: katiep@hlf.org.uk
- The National Lottery Good Causes Portal, www.lotterygoodcauses.org.uk

Directories

The following invaluable directories published by the Directory for Social Change, www.dsc.org.uk, are available for reference through Oxfordshire Library Service:

- A Guide to Major Trusts, volumes 1 and 2
- A Guide to Local Trusts in the South of England
- A Guide to Local Trusts in the Midlands
- Fundraising from Grant-making Trusts and Foundations
- The Arts Funding Guide
- The Guide to UK Company Giving

Do I need a licence?

Almost every public event or some aspect of it, no matter how small, will need to be licensed. So, before you get too embroiled in planning your event, find out more.

The Licensing Act 2003

As a result of the Licensing Act 2003, which came into force in November 2005, some forms of public entertainment which previously did not need licences, now do. The government has laid out detailed regulations to assist licensing authorities (in Oxfordshire, these are the District/City Councils). The process for making applications, while at times lengthy, should be the same in whichever area of the county you are.

At this stage, the new law has not been fully tested for event organisers. As licensing for events is a potential minefield (particularly when determining the fees involved), seek advice from your local licensing officer as soon as your organisation starts to consider holding an event. With their help, you should be able to negotiate the process smoothly and without unnecessary costs.

Types of licences

There are three main types of licence or permission relevant to event organisers. Each requires you to submit specific forms and supplementary material to your licensing authority, as well as standard fees.

Premises licences

A premises licence is needed to provide 'regulated entertainment' (see page 11). The premises can be any building or space, from a village hall to a circus tent, from a town square or rural field to a car park. Many owners of frequently-used premises, such as local councils, are now obtaining indefinite licences for their venues, so check the position when you start negotiations to use any venue. You may need to apply for an additional premises licence if your event exceeds the

boundaries of the existing licence (for instance, if the number of expected visitors is larger) or if you plan to have a beer tent.

For events taking place over a number of locations in a given area, such as a town centre or park, you can apply for a single premises licence to cover a wide variety of activities. This will involve preparing a substantial 'operating schedule' (a detailed explanation of how you will meet the licensing conditions).

The Licensing Act 2003 gives the licensing authority up to two months to process applications for Premises Licences. In most cases applications will take at least six weeks, so start the process as early as possible.

There are a number of different fees which may be payable for a premises licence, depending on the premises, the activities and the extent of your event. At first reckoning, this may add up to a rather alarming amount, but your licensing officer should be able to help make sense of the necessities.

Temporary event notices (TENs)

TENs are a flexible system of notifying the licensing authority and the police where a small, one-off event is planned but where you may not need a formal licence. You can give a TEN as long as your event does not last longer than 96 hours and no more than 500 people will be present at the same time. You will need to apply to the local council at least 10 working days before the event and pay a standard fee of £21.

Personal licences

Personal licences are needed if you want to sell alcohol at an event taking place where a premises licence is in force. Many venues will already have a premises supervisor holding a licence. If you engage professional food and beverage sellers to sell alcohol from stalls or beer tents, always check that they are licensed. The standard fee for obtaining or renewing a personal licence is £37.

When do you need a premises licence?

You will need a licence for any 'regulated entertainment' performed in front of an audience or spectators, including the following:

- Performances and rehearsals of plays
- Live and recorded music (unless it is incidental)
- Dance performances
- Any entertainment similar to live music, recorded music or dance
- Films
- Indoor sporting events

You won't need a premises licence for:

- Terrestrial, satellite and cable radio or television
- Entertainment at places of religious public worship, religious meetings or services or incidental to religious meetings or services
- Entertainment held at charitable or non-profit making garden fêtes
- Morris dancing
- Incidental or ambient music
- Entertainment on moving vehicles (although mobile stages that are parked will need a licence)

Raffles and late-night refreshments

If you plan to have a raffle at your event, make enquiries about a gambling licence. If you plan to have public refreshment for sale between the hours of 10.00pm and 5.00am, you will need a late-night refreshment licence from the council.

USEFUL RESOURCES

- Cherwell District Council, Natasha Barnes, Senior Licensing Officer, tel: 01295 221599. Cherwell's website has a comprehensive listing of fees for all licences useful for all events organisers, www.cherwell-dc.gov.uk/business/fees.cfm
- Oxford City Council, Licensing team, tel: 01865 252565, email: licensing@oxford.gov.uk; raffle licensing – Glynis Thompson, tel: 01865 252504, email: gthompson@oxford.gov.uk, www.oxford.gov.uk/business/licensing.cfm
- South Oxfordshire District Council, Claire Patts, Assistant Licensing Officer, tel: 01491 823418, email: licensing@southoxon.gov.uk, [www.southoxon.gov.uk > business > licensing](http://www.southoxon.gov.uk/business/licensing)
- Vale of the White Horse District Council, Nicola Dearling, Principal Licensing Officer, tel: 01235 540304, email: licensing.unit@whitehorsedc.gov.uk, www.whitehorsedc.gov.uk/foodandsafety/licensing
- West Oxfordshire District Council, Bill Oddie, Community Safety Office, tel: 01993 861636, email: licensing@westoxon.gov.uk, www.westoxon.gov.uk/business/licact.cfm
- The simple guide to licensing for circuses and street arts, Arts Council England, 2005, is an invaluable source of clear, detailed information and advice on licensing, useful for any type of event. Download from www.artscouncil.org.uk/publications or tel: 0845 300 6200

How do I make my event safe?

To guarantee that your audience has the best possible time, your event should take place in the safest possible surroundings. As the event organiser, it is your legal responsibility to ensure the health, safety and welfare of everyone visiting your event or working at it (paid or voluntary), including contractors and performers. You are required to take all reasonably practicable actions to ensure their safety. The development of comprehensive emergency and Child Safety procedures is essential. Extensive health and safety information can be found in many useful publications, but we recommend that the Health & Safety Executive's 'Purple Guide' is never far from your fingertips.

Safety Advisory Groups

Your local council health and safety officers will prove invaluable allies in keeping on top of all the health and safety issues you will need to consider. Some Districts will set up Safety Advisory Groups (SAGs), depending on the size of your event. Oxford has established a permanent SAG. These groups usually comprise representatives of the emergency services and transport companies and relevant council officers. They can act not only as reporting bodies, but also as extremely useful support and resource groups.

Safety issues

There are numerous safety aspects you will need to consider and council officers can provide comprehensive safety checklists. For large-scale events it may be wise to investigate employing an event health and safety consultant.

If you are planning to have a fireworks display, it is always advisable to use professional organisers. The Oxfordshire Fireworks Partnership has been set up to provide oversight of fireworks use. Remember to tell your District/City environmental health officers about your display.

Managing crowd safety is very important. Where large numbers of visitors are expected, use sufficient numbers of well-trained, observant and visibly-dressed stewards, barriers, signs, good lighting and well-planned routes, avoiding contact between people and traffic. You will need to prepare an emergency evacuation plan and think carefully about access and emergency exits for disabled people.

Food Hygiene

New food hygiene laws came into force at the start of 2006. They affect all food businesses, including caterers, primary producers (such as farmers), manufacturers, distributors and retailers. It is important to ensure that everyone involved with food handling duties is suitably trained. Check with your District Council food safety officer about relevant training. Oxford City Council, for instance, runs food hygiene courses at £80 per person which are available to everyone. The Healthy Living Initiative gives free food hygiene courses to people on a low income living in certain areas of Oxford.

First aid

For larger events, arrange for a first aid team and ambulance to be on site to provide a welfare point. NHS Ambulance Trusts and the local British Red Cross or St John Ambulance are the experts and can advise on necessary numbers of first aiders. Appropriate accident reporting procedures should also be considered. Set up a clearly-defined area for caring for lost children and remember that Child Safety guidance must be followed at all times.

Also remember to provide a free source of drinking water and sufficient numbers of well-sited toilets.

USEFUL RESOURCES

Health & Safety officers

- Cherwell District Council, Health & Safety team, tel: 01295 252535
- Oxford City Council, Health & Safety Office, tel: 01865 252253, email: safety@oxford.gov.uk. Neil Bacon, Food Safety Team Manager, tel: 01865 252480, email: nbacon@oxford.gov.uk. Mike Williams, Events Officer, tel: 01865 467284, email: events@oxford.gov.uk, can provide a useful safety inspection checklist
- South Oxfordshire District Council, Food Safety team, tel: 01491 823213, email: env.health@southoxon.gov.uk
- Vale of the White Horse District Council, Food & Safety team, tel: 01235 520202, email: food.safety@whitehorsedc.gov.uk
- West Oxfordshire District Council, Health & Safety team, tel: 01993 861000, www.westoxon.gov.uk/furtherinfo/publications.cfm for useful downloadable guidelines on Food for your Village Fete, Planning an Outdoor Event and Safe Barbecues at Public Events
- Health & Safety Executive helpline, tel: 0845 345 0055, email: hse@hse.gov.uk, www.hse.gov.uk

Food hygiene

- For more information see www.food.gov.uk/foodindustry/hygiene
- Healthy Living Initiative, Temple Cowley United Reform Church, Oxford Road, Oxford, OX4 2ES, tel: 01865 715577, email: info@eastoxford-healthyliving.org.uk

First aid

- Oxfordshire Ambulance NHS Trust, www.oxamb.nhs.uk, Ambulance Headquarters, Old Road, Oxford, OX3 7LH, tel: 01865 740100
- British Red Cross, Oxfordshire branch, Abingdon, Godfrey Smith, tel: 01235 552671, www.redcross.org.uk
- St John Ambulance, Oxfordshire branch, Bicester, contact David Wood, tel: 01869 324625, www.oxfordshire.sja.org.uk for full details of costs and for an online application form

Publications

- The event safety guide: a guide to health, safety and welfare at music and similar events, HSG 195 (known as 'The Purple Guide'), HSE Books, 1999, £20.00, www.hsebooks.com, offers systematic guidance for all events organisers
- Managing crowds safely, HSG 154, HSE Books, 2nd edition, 2000, £17.50, www.hsebooks.com, provides practical guidance to help events organisers to manage crowd safety in a systematic way
- The Guide to Safety in Sports Grounds (known as 'The Green Guide'), The Stationery Office, 4th edition, 2003, £19.95, www.tsoshop.co.uk
- Safety Guidance for Street Arts, Carnival Processions and Large-Scale Outdoor Performances, Independent Street Arts Network (ISAN), 2004, £10 + p&p from ISAN, www.streetartsnetwork.org.uk/pages/publications.htm
- Code of Practice for Outdoor Events, National Outdoor Events Association, www.noea.org.uk, tel: 020 8669 8121

Fireworks

- Oxfordshire Fireworks Partnership, tel: 0845 850 5505, [www.thamesvalley.police.uk/bcu/oxfordshire > firework partnership](http://www.thamesvalley.police.uk/bcu/oxfordshire>fireworkpartnership)
- www.oxfordshire.gov.uk > council services > fire and public safety > fire and rescue services > fire safety advice > bonfires and fireworks
- Vale of the White Horse, Environmental Protection Team, tel: 01235 520202, email: environmental.protection@whitehorsedc.gov.uk
- www.whitehorsedc.gov.uk > environment > noise pollution > fireworks includes lots of helpful information and guidelines for organising fireworks displays
- Working together on firework displays, HSG 123, HSE Books, 2nd edition, 1999, £8.95, www.hsebooks.com, provides guidance on how to organise and run an outdoor firework display safely where fireworks are to be fired by a specialist

How can the emergency services help?

The emergency services – ambulance, fire and police – will need to know about your event and are likely to be very helpful in working with you on safety and emergency procedure. Where Safety Advisory Groups (SAGs) exist, they will include representatives of the local emergency services and District/City Council emergency planning officers, who, with you, will consider all the emergency provisions needed. It is very important to prepare an emergency plan, including an evacuation procedure. Liaise with the emergency services to ensure you have the best routes in place for emergency evacuations and access for emergency vehicles.

The Fire Service is usually alerted to special events by the District/City Environmental Health Department, once you have discussed your event with the council's Health & Safety team. If you are planning to have a fireworks display, contact the Fire Service for guidance. Environmental Health will also alert local hospitals, but make sure you are aware of your nearest Accident & Emergency department.

Close liaison with the police is particularly important and your first step should be to contact the operations team at the main station in your district. Your community police officer will usually be happy to be involved, may be willing to join your committee and will certainly be a good source of useful information.

USEFUL RESOURCES

Ambulance

- Oxfordshire Ambulance NHS Trust, www.oxamb.nhs.uk, Ambulance Headquarters, Old Road, Oxford, OX3 7LH, tel: 01865 740100

Police

- Thames Valley Police, Oxfordshire Basic Command Unit, www.thamesvalley.police.uk/bcu/oxfordshire, Cherwell operations team, Banbury; South Oxfordshire operations team, Didcot; Vale of the White Horse operations team, Abingdon; West Oxfordshire operations team, Witney. Non-emergency number for all district stations, tel: 0845 850 5505
- Oxford City operations team, 01865 266207

Fire

- Oxfordshire Fire and Rescue Service, www.oxfordshire.gov.uk > council services > fire and public safety > fire and rescue service
- Cherwell Area, Banbury Fire Station, Cope Road, Banbury, OX16 7EH, tel: 01295 277122, Fire Risk Manager: Andy Marrant
- Oxford City Area, Rewley Road Fire Station, Rewley Road, Oxford, OX1 2EH, tel: 01865 242223, Fire Risk Manager: Steve Harrison
- South Area, Didcot Fire Station, The Broadway, Didcot, OX11 8RX, tel: 01235 213023, Fire Risk Manager: Francis Eckersley
- Vale Area, Abingdon Fire Station, Ock Street, Abingdon, OX14 5DH, tel: 01235 54604, Fire Risk Manager: Tony Prosser
- West Area, Witney Fire Station, Welch Way, Witney, OX8 7HH, tel: 01993 702273, Fire Risk Manager: Derek Procter

What's risk management all about?

Risk management is about knowing what the risks are; knowing the cost of each risk; knowing the chance of each risk happening; minimising the chance of risks occurring; and having a contingency plan. The important thing is not that you should avoid all high-risk activity at your event, but show that you are aware of it and put in place adequate safety measures and strategies for dealing with it.

General risks

The financial risk of organising any event should not be underestimated. If anything goes wrong, you risk damage to your reputation and the reputation of your organisation and its partners. You also risk visitors' expectations not being realised. By planning well and realistically and communicating widely, you can preclude most such risks. But always remember to consider them.

Safety risks

A hazard is anything which has the potential to cause harm to people at your event. A risk is the likelihood that harm from a hazard will be realised. It is a good idea initially to contact the health & safety officers in your District/City Council – many of them provide written guidance on assessing risk and usually they will be happy to advise you in person. Depending on the extent and complexity of your event, you may have to carry out a number of assessments of risk relating to individual activities. You will be asked for copies of these when applying for licences and insurance. Any contractors involved in your event must also carry out risk assessments, so ask to see them at an early stage.

Risk assessments

Risk assessments are essential tools for avoiding hazards and helping to make your event as safe as possible. Being observant, paying attention to detail and using common sense are the keys to a good risk assessment.

Ask yourself the simple questions, 'What if?' and 'Then what?' about every area of your event and then think about how to avoid the risks you identify. A risk could be as simple as the likelihood of tripping up an unclearly marked step or something much more major, such as firework damage or a dangerous activity. Remember to anticipate risks where they are least expected – they can occur at any stage of an event.

The five steps to risk assessment

1. Identify the hazards: look at where the activities are carried out and how they are to be organised
2. Ask yourself who might be harmed and how (including visitors, members of your team and others)
3. Evaluate the risks and decide whether your existing precautions are adequate or whether more should be done
4. Record your findings and communicate them to all concerned
5. Monitor and review your assessment regularly and revise it as necessary

USEFUL RESOURCES

- Oxford City Council, Mike Williams, Events Officer, tel: 01865 467284, email: events@oxford.gov.uk, can provide clear guidance notes on event risk assessments
- Five Steps to Risk Assessment, HSG 183, HSE Books, 1998, £6.75, www.hsebooks.com

Do I need insurance?

There are several different insurance policies you may need for your event. Public liability insurance is an absolute must for protecting you and your organising team against civil litigation. The minimum cover required for any use of public land or open spaces, as well as by most local councils, is £5 million.

USEFUL RESOURCES

- National Outdoor Events Association, www.noea.org.uk, tel: 020 8699 8121, members and products directory
- Event Insurance Services Ltd, www.events-insurance.co.uk, 20a Headlands Business Park, Ringwood, BH24 3PB, tel: 01425 470360, email: info@events-insurance.co.uk
- La Playa, www.laplaya.co.uk, contact Mark Boon, tel: 01223 578151 or Paula Hawthorne, tel: 01223 223006, email: bafa@netcom.co.uk, runs the British Arts Festival Association Insurance Scheme

If you employ staff, you should take out employers' liability insurance, as well as appropriate cover for volunteers working at your event.

If you are using contractors (such as those supplying marquees or setting up sound systems), check that they are covered by their own public liability insurance. Always ask to have a copy for your files, as well as copies of their risk assessments and safety policy. Do this for performers and suppliers of attractions, as well, and ask them for details of any special effects they intend to use.

It is advisable to have 'all risks' cover for any loaned or hired equipment – for instance, you are likely to be responsible for insuring hired portable toilets until they are collected by the contractor. It may also be worth taking out insurance against bad weather (you will have to weigh up whether it is worth paying the premium, as it can be very expensive) and cancellation insurance in case your key acts do not show up.



How can I make my event inclusive?

Oxford Inspires will be promoting the vibrant and varied culture of the county in 2007 and we encourage all event organisers to join us. We hope that special events in 2007 will build bridges between different communities through shared participation. Difference is something to be celebrated, so how can you involve as many different types of individuals and groups as possible in staging and enjoying your event?

Accessibility

Ensuring that your event is accessible for disabled visitors is essential not only for emergencies, but for their enjoyment and you should think about the needs of people with disabilities throughout the planning process. How can you make any written materials, including marketing, as accessible as possible? Be vigilant on the day about any extra assistance you and your team might give.

Diverse cultures and faiths

From the earliest days of Oxfordshire's existence the county has been home to a variety of ethnic and faith groups, from an enclave of Danes in Anglo-Saxon Oxford to the richness of the spiritual and international cultures represented in Oxford and around the county today. How can activities at your event reflect this diversity?

Children and young people

How can you involve schools, children and young people in planning and organising your event – while bearing in mind Child Safety issues and the need for rigorous Criminal Records Bureau checks? Involving children and young people can bring a wholly fresh perspective to your event, as well as providing an access point for a vast audience. As with adults, to succeed with a young audience and bring them back in years to come, make your event a fun and inspirational occasion.

Finally, don't forget to make a point of advertising the fact that your event is inclusive!

USEFUL RESOURCES

Accessibility

- Oxford City Council, Pamela Roberts, Diversity Coordinator, tel: 01865 252635, email: proberts@oxford.gov.uk. Lynne Hooper, Access Officer, tel: 01865 252531, email: lhooper@oxford.gov.uk
- ITHACA (Charity) Ltd, www.ithaca.org.uk, The Annexe, SS Mary and John School, Meadow Lane, Oxford, OX4 1TJ, tel: 01865 791668, email: admin@ithaca.org.uk, an arts organisation working with people with disabilities and older people in Oxfordshire
- Action for access: a practical resource for arts organisations by Anne Hornsby and Mind's Eye, Arts Council England, 2004/5, downloadable from www.artscouncil.org.uk/publications
- Accessible Events: A good practice guide for staff organising events in Higher Education, by the National Disability Team and TechDis, provides useful guidance on making any event accessible. Available from TechDis, tel: 01904 717 580, email: helpdesk@techdis.ac.uk, or downloadable from <http://new.techdis.ac.uk/resources/files/accessibleevents.pdf>

Diverse cultures and faiths

- A Guide to Culture and Faiths in Oxfordshire, downloadable from www.oxfordshire.gov.uk > [council services](#) > [community and living](#) > [ethnic minorities](#) > [culture and faiths in Oxfordshire](#)
- Churches Together in Oxfordshire, St Columba's URC, Alfred Street, Oxford, OX1 4EH, Bede Gerrard, County Ecumenical Officer, tel: 01865 864805/723801, email: bede.gerrard@care4free.net

Children and young people

- Stopcheck, NSPCC, www.nspcc.org.uk, tel: 020 7825 2775, a guide to safeguarding children
- Children, young people and the arts: South East regional strategy, Arts Council England, 2006, downloadable from www.artscouncil.org.uk/publications, identifies activities to be carried out to ensure that diversity and inclusion are achieved

How can I make my event environmentally friendly?

How can your event demonstrate that being green is inspirational for all? Oxford Inspires aims to challenge Oxfordshire's institutions to be more involved in, and more seriously committed to, sustainable development. We hope that all 2007 special events will take environmental issues seriously and help promote the importance of protecting the environment.

Whatever the size of your event, it will have an impact on the environment. How best can you reduce that impact? Issues to consider include:

- Rubbish reduction, reuse and disposal
- Recycling
- Wear and tear on the physical environment
- Heritage protection issues
- Access and crowd movement
- Parking
- Noise levels
- Food and drink (local, fairly traded, organic)
- Energy saving
- Water saving
- Transport pollution

Travelling to and from the event

Can you encourage visitors to arrive at your event by public transport, walking or cycling? If there is a charge for your event, can you consider tiered pricing, making the charge much less for people who don't come by car? If possible, publish a 'how to find us' guide, listing public transport services and walking directions. Where public transport is not an option, can you organise a shuttle service from the nearest railway station? Sustrans (the sustainable transport charity) has established a cycle route from Oxford to Abingdon and Didcot, and can advise on cycling routes.

Recycling

Talk to your local waste management officers for information about how to organise recycling containers around the site, such as small wheeled containers and larger 'banks'.

The effectiveness of recycling will depend upon the good will of visitors, but well-sited provision of containers with clear labelling will certainly help.

Food and drink

Can food and drinks be served in containers and with implements that are biodegradable or recycled/recyclable? Can food be locally sourced and/or organic? At smaller events, is it feasible to use tap water in jugs rather than bottled water?

Physical environment

Think about the physical environment of your event and build into your planning the need to return the area to the way it was before the event – or in better condition.

USEFUL RESOURCES

- Environmental Information Exchange, www.brookes.ac.uk/eie, tel: 01865 483299, email: pwood@brookes.ac.uk, a forum for the exchange of environmental information for small and medium sized Oxfordshire businesses
- Green Pages, Oxfordshire's Directory of Green Living, £3.50, www.oxfordgreenpages.co.uk, tel: 01865 773978, email: mail@oxfordgreenpages.co.uk
- Sustrans South East, www.sustrans.org.uk, Simon Pratt, Regional Manager, c/o Ethical Property Company, 9 Park End Street, Oxford, OX1 1HH, tel: 01865 205230, email: simonp@sustrans.org.uk
- London Sustainability Exchange publishes a Sustainable Events Toolkit, downloadable from www.lsx.org.uk/programmes/susevent_page2443.aspx
- County Waste Recycling Centres, tel: 0845 050 4550, email: waste.management@oxfordshire.gov.uk
- Sustainable Wallingford, www.sustainablewallingford.org, is a useful resource
- Friends of the Earth Oxford, www.oxfoe.co.uk, coordinator: Jackie Walkden, tel: 07981 572629, email: info@oxfoe.co.uk

How can I create a great atmosphere?

How can you build a lively feeling of festivity in your area for visitors from near and far? An emphasis on good quality and interesting food, drink and entertainment will certainly help create a wonderful atmosphere that will be remembered for a long time to come.

In a county which is home to many different cultures, your event is an opportunity to include food, music and dance drawn from diverse local communities.

Food and drink

Oxford Inspires believes that food, cooking and communal eating are essential parts of our culture. All event organisers are encouraged to highlight them in 2007. How can your event help engage everyone in an appreciation of preparing and sharing good food? Can you highlight the importance of fair trade, seasonal and local food?

How can you demonstrate the abundance of food cultures in the county and the importance of using local produce? Can you encourage your local brewery to produce a special beer for 2007, linked to your event? Could you arrange for historic food to be served? Can you link restaurants or farmers' markets to your event? Oxfordshire is the most rural county in South East England and there is much to celebrate as a county of food-growers. The Oxfordshire Food Group's guide to local suppliers is an excellent source of inspiration.

Music and dancing

Think about the spirit of inclusion – can you organise singing or dancing for all visitors? The county is overflowing with musical talent and music and dance will enhance any event, whether or not the direct focus is on performance. In the last 1,000 years, an enormous variety of musical and folk arts traditions has developed in England, and Oxfordshire's role continues to be vibrant. The county even has its own form of folk dance, the Cotswold Morris, and has long been one of

the most prominent Morris dancing counties. (Note that Morris dancing is the only form of public dance not needing a licence under the new Licensing Act!)

USEFUL RESOURCES

Music and dancing

- www.oxford-artsculture.net is a resource for arts and community organisations and includes a directory of arts/music contacts in the county, tel: 01865 484983, email: theworker@oxford-artsculture.net
- www.westoxon.gov.uk/leisures/musicdirectory.cfm is an online arts/music directory useful for the whole county. Staff will help find details of individual performers and artists, tel: 01993 861554, email: leisureandtourism@westoxon.gov.uk
- Catweazle Club, www.catweazleclub.org, email: mother@catweazleclub.org, is Oxford's performing arts club and can share details of performers
- English Folk Dance & Song Society, www.efdss.org, Cecil Sharp House, 2 Regents Park Road, London, NW1 7AY, tel: 020 7485 2206, email: info@efdss.org
- The Morris Ring (national association of men's morris and sword dance clubs), www.themorrisring.org, and the Morris Federation, www.morrisfed.org/mf/members/oxfordshire.shtml, can give contacts for local Morris and other folk dance groups
- Direct Roots 2, FolkArts England, Mrs Casey Music, 2003, is the best directory of folk, roots and related music/arts in the UK, unfortunately out of print, but there are plans for a new edition and internet directory, www.folkarts-england.org/DR/
- The British Performing Arts Yearbook 2005/6, Rhinegold, £32.95, is the complete guide to venues, performers, festivals, support organisations and services for the arts professional

USEFUL RESOURCES

Food and drink

- Eka Morgan, Oxford Inspires Food and Environment Coordinator, tel: 01865 810838 email: eka.morgan@oxfordinspires.org
- Oxfordshire Food Group, www.local-food.net/oxfordshire, tel: 01865 484116, email: localfood@brookes.ac.uk. The group's website and annual Food Guide are great resources for finding local food producers and suppliers
- Thames Valley Farmers' Market Co-operative, www.tvfm.org.uk, tel: 0870 241 4762, email: info@tvfm.org.uk
- CAMRA (Campaign for Real Ale) has local groups which can provide information on traditional beers, ciders and perries. South Oxfordshire, www.soxoncamra.org.uk; North Oxfordshire, www.northoxfordshirecamra.org.uk; Oxford City, www.oxfordcamra.org.uk; Vale of the White Horse, www.geocities.com/vowhcamra

Fair trade suppliers/retailers

- Oxfam, www.oxfam.org.uk/what_we_do/fairtrade/ft_links.htm

Marketing

Marketing is simply telling people about your event and selling the idea to them so that they will want to come to it. Marketing is not an optional extra but an integral aspect of staging any event and should be part of your initial planning. However good your event, if you leave your marketing too late it won't get the audience it deserves. It is a simple fact, but so often overlooked: without an audience you won't have an event and without marketing you won't have an audience.

The most effective marketing, whether online or traditional, is the result of a happy partnership of clarity, simplicity and creativity.

Don't forget the benefits of Oxfordshire 2007

As part of Oxfordshire 2007, your event will have the central marketing support of Oxford Inspires. Do make good use of this: keep us informed of your news and link your event, where you can, with the 2007 programme. High visibility through street banners, bus advertising, posters and other communication channels will provide strong awareness of, and interest in, the programme as a whole and your own marketing can build on this. You can use the Oxfordshire 2007 branding on your publicity material, which will help to give your project wider recognition. To find out more about how your event promotion can benefit, contact Cath Nightingale at Oxford Inspires.

Who is your audience?

Think about your audience as you plan your event. Who do you want to come – and why should they? Be sure of the benefits for your potential audience and have a clear message to express. Make sure that what you are offering matches their expectations, both in terms of programme content, timing, location and cost. Communicate your enthusiasm for your event infectiously and people will want to come!

Marketing tools

Creativity is another hallmark of successful marketing, which need not involve ambitious and expensive initiatives. How can you use traditional tools, such as posters and leaflets, to best effect, so that they are eye-catching and inspiring for your potential audience? Keep it simple, don't over complicate your message. Use attention-catching ideas, imaginatively expressed, to hook your audience. Think about what they want to hear, not what you want to tell them. It is often said that the most successful marketing is word of mouth, so can you build a team of event ambassadors to travel around your area telling people about the event?

Collaboration is a key aspect of promoting special events in 2007. Oxford Inspires can help you with advice on your marketing strategy and also put you in touch with organisers of similar events to help you discuss shared marketing initiatives.

Websites

Local authorities have tourism websites for each area of the county, as well as numerous marketing materials which they prepare and distribute, so talk to your local tourism officer about helping to promote your event. These websites, and those of other county organisations, include online events calendars to which you can add your event. Your village or town may have a website. If you have the resources, the marketing benefits of setting up your own website can be productive.

USEFUL RESOURCES

- Cath Nightingale, Oxford Inspires Marketing Director, tel: 01865 816392, email: catherine.nightingale@oxfordinspires.org
- Cherwell District Council, Tourism Officer, tel: 01295 221700, www.visit-northoxfordshire.co.uk. Events calendar: www.cherwell-dc.gov.uk/leisure/levents.cfm > [submit your own event](#)
- Oxford City Council, www.visitoxford.org. Events diary: www.oxford.gov.uk/news/events.cfm > [submit an event](#)
- South Oxfordshire District Council, tourism hotline 0845 606 6881, www.visitsouthoxfordshire.co.uk
- Vale of the White Horse District Council, Economic Development and Tourism Team, 01235 547614, email tourism@whitehorsedc.gov.uk, www.visitvale.co.uk/site/whats-on
- West Oxfordshire District Council, Tourism Team, tel: 01993 861080, email: leisureandtourism@westoxon.gov.uk, www.oxfordshirecotswolds.org. Events diary: www.oxfordshirecotswolds.org/events > [submit an event](#)
- www.oxfordarts.info is the hub for Oxfordshire arts news and listings, email: admin@oxfordarts.info
- The Oxford Trust, www.oxtrust.org.uk, has an events calendar, to which you can add any science event
- www.spired.com is the County Council's dedicated website for young people in Oxfordshire, with advice on what's on and how they can get involved in local projects

Communication is everything!

Excellent communication is essential to the wellbeing of any event: between partner organisations, with everyone involved in helping to stage the event, the local community, participants and your potential audience.

Community relations

Build good public relations by discussing your event plans at regular intervals with representatives of all community groups, local businesses and councillors. You will not only rally their support but often start to build useful advocacy and funding partnerships. Alerting all households, businesses or other organisations neighbouring your event site is a condition of being granted a licence by the local council. You will usually be asked to do this by leafleting relevant addresses at least one month before the event.

The media

Don't feel nervous about approaching journalists: remember, you hold information and they are keen to give space to good local stories. Free publicity in local newspapers and on local radio and television stations will help communicate your event to a good cross-section of your local and regional audience. Do members of your management group have existing press contacts you could use?

What makes your event special and different from other events? What message do you want to convey and why should the media cover the event? Write and send out a news release (ideally by email), follow it up with a phone call and, nearer the time, send out an update release and media invitation. Find a good photographer to take pictures at or before the event which can be used for your organisation's future publicity and for sending to press who were not able to attend. It also helps to have one designated contact available on a mobile phone to answer press queries as swiftly as possible.

Press releases

Useful guidelines on preparing press releases can be found on Pressbox's website and Cath Nightingale at Oxford Inspires will be happy to give advice. Look at the sample news release on page 23 and always try to keep your release to one page, with an attention-grabbing first paragraph. Write pithily and punchily, ideally include some good quotes, give contact details and, most importantly, clear information about when and where the event will take place.

USEFUL RESOURCES

- Cath Nightingale, Oxford Inspires Marketing Director, tel: 01865 816392, email: catherine.nightingale@oxfordinspires.org
- www.oxfordinspires.org/links-local-media.html includes details of local media
- www.thisisoxfordshire.co.uk is an online gateway to many local newspapers and includes local news and information
- BBC Oxford home page, www.bbc.co.uk/oxford
- South Oxfordshire District Council, Shona Parsons, Communications Officer, tel: 01491 823748, can advise on publicising events in her area
- www.pressbox.co.uk is an online media resource including press release writing advice
- *Getting Free Publicity: secrets of successful press relations* by Pam and Bob Austin, How To Books, 2004, £8.99

Sample press release

Oxford Inspires

Press Release – Date: 4 May 2006

‘Eat the County’ brings back the art of cooking

Eat the County will bring food producers and chefs together with children, to give them a hands-on chance to discover a love of cooking. Local chefs and local producers will be giving talks and cookery demonstrations to Burford School, as part of Oxford Inspires’ Eat the County project, to be launched in the week of 8 May 2006. Oxfordshire’s Raymond Blanc and Sophie Grigson are the joint patrons of Eat the County.

Oxford Inspires is the cultural development agency for Oxfordshire and it sees food and cooking as essential, but neglected, parts of our culture.

Eka Morgan, Food & Environment Coordinator at Oxford Inspires says: “Jamie Oliver has done wonders in raising awareness about school dinners, but we also need to encourage children to cook. There are now more and more celebrity chefs – but how many new dishes have we all learned to cook? Cooking is a vital life skill and it’s time to show children the joy of cooking.”

Eat the County is a collaboration between Oxford Inspires and Burford School. New Eat the County Cookery Clubs will be aimed at 11–12 year olds in Year 7. Fresh local produce will be delivered in a box on the day of the cookery club, and the Food Technology teacher and visiting local chef will not know what’s in the box until they open it in front of the class. They will then improvise with the food in the style of Ready, Steady, Cook. Gavin Alcock from The Fleece gastropub in Witney will be the first of six visiting chefs.

First Food Festival for Children

The project will run for a year and will lead up to the Eat the County Food Festival in July 2007, the first food festival to be aimed at children. 2007 marks ‘1,000 years of Oxfordshire’ and Oxford Inspires is coordinating a year of special events.

The school project is part-funded by money from the European Community and DEFRA, through West Oxfordshire Network. Additional funding and sponsorship is currently being sought for the festival.

Oxford Inspires is building an exciting network of chefs, restaurants, farmers, local producers, community groups and schools. Eka Morgan would like to hear about any schools, local chefs and restaurants which might like to be involved.

ENDS

Contact: Eka Morgan, Food and Environment Coordinator, Oxford Inspires

Tel: 01865 810838 Mobile: 00000 Email: eka.morgan@oxfordinspires.org

Or: Catherine Nightingale, Marketing Director, Oxford Inspires

Tel: 01865 816392 Mobile: 00000 Email: catherine.nightingale@oxfordinspires.org

Note to Editors:

1. The Eat the County project is being part-financed by the European Community West Oxfordshire Network Leader + 2000–2006 Programme and DEFRA, the Department for Environment, Food and Rural Affairs.
2. Visiting chef, Gavin Alcock from The Fleece gastro pub in Witney, will run the class at Burford School on Thursday 11 May, 3.15–5.00pm.

Roads, transport, parking, signs and banners

Roads

Many events will affect public roads in some way, whether due to extra traffic generated by visitors, parking needs or the use of highways as venues. Will road closures be necessary before, during or after your event? Will any part of the event take place on a road? Will road access be needed for a procession or carnival? Can you plan to have rolling traffic in the streets, rather than closing them off all day? Will special access be required for contractors' deliveries and collections? Where is the best access for emergency vehicles?

Oxfordshire County Council is responsible for all public highways in the county and it is useful to liaise with the Highways Department as early as possible. In Oxford you will need to contact the City Council, as well. Talk to local bus companies, as route diversions may be necessary.

Transport and parking

Can you arrange for, and encourage people to use, environmentally friendly means to reach an event? Local bus and train companies are

usually happy to discuss the possibility of laying on extra transport to an event. Many visitors will still plan to come to your event by car, so consider arrangements for parking areas if you are expecting large numbers.

Signs and banners

Road signs are important not only for giving clear directions and notice of route changes, but for promoting your event. You can request brown tourist signs advertising your event to be put up on roads around your area – there is a cost involved. The Highways Department will advise you, as will the company Isis Accord. Both the AA and RAC can help with traffic management solutions and supply road signs.

Banners over roads are good marketing tools, but there are strict rules about approved locations. See the County Council website for specific regulations. In Oxford, Oxford Inspires has launched a lamp-post banner initiative with the city council. To find out how not-for-profit cultural organisations can take advantage of this, see the information sheet on our website.

USEFUL RESOURCES

- Oxford Inspires Oxford Street Banners information sheet, www.oxfordinspires.org/what-we-do-publications.html
- Oxfordshire County Council, all highway enquiries: 0845 310 1111. You can download a number of useful fact sheets and application forms from the council's website, www.oxfordshire.gov.uk > roads and transport > highway factsheets – Banners, Signage Contractors, Temporary Traffic Regulation Orders and Road Closures, Direction Signs
- West Oxfordshire, Cherwell and Oxford City, Oxfordshire County Council Highways Department, Northern & City Area Office, Ron Groves House, 23 Oxford Road, Kidlington, OX5 2BP, tel: 01865 844300, email: northernarea@oxfordshire.gov.uk or cityarea@oxfordshire.gov.uk
- Oxford City Council Planning Department, Ramsay House, 10 St Ebbes Street, Oxford, OX1 1PT, tel: 01865 252513, email: planning@oxford.gov.uk
- South Oxfordshire and Vale of White Horse, Oxfordshire County Council Highways Department, Southern Area Office, Milton Road, Drayton, OX14 4EZ, tel: 01235 531331, email: southernarea@oxfordshire.gov.uk
- Local bus companies: Oxford Bus Company, www.oxfordbus.co.uk, tel: 01865 785400; Stagecoach, www.stagecoachbus.com/oxfordshire, tel: 01865 772250; Thames Travel, www.thames-travel.co.uk, tel: 01491 837988
- Isis Accord, www.accordplc.com, tel: 01865 383024, email: highways@accordplc.com
- AA Signs, www.theaa.com/aasigns, tel: 0800 731 7003
- RAC Signs, www.rac.co.uk/business/signage, tel: 0845 610 6466

The Importance of Evaluation

One of the best things about being an event organiser is seeing all your plans realised successfully and receiving positive feedback. Evaluation is an invaluable means of measuring performance against planned outcomes which will help you achieve this. Use it in the planning process, for keeping on track, giving a picture of the event in retrospect and helping you learn for the future. It is also something you will be required to undertake for larger funders, such as Arts Council England or Sport England, and these bodies will often supply you with specific formats and guidance for reporting.

Types of evaluation

There are two types of evaluation you will find useful. Process evaluation will assist you in improving effectiveness before and during the event. It involves constantly checking that all is going to plan and questioning whether anything can be done more effectively. Retrospective evaluation is a way to measure the event's actual performance. After the event good questions to ask are: Did everything go as planned? Were your objectives achieved? Were your team, participants and audience happy and satisfied? What could you have done differently? And what lessons did you learn for next time?

Consultation

To gain as full a picture as possible of your event, consult a wide range of people involved, verbally or via questionnaires and comment sheets. Can you get feedback from visitors, staff and volunteers, contractors, specialists, security and police, other emergency services, local authority officers, local community representatives, partners and sponsors? Financial reports will give additional information.

Start thinking about evaluation and how best to undertake it at the development stage. Build time for carrying out and writing up evaluation

into both your planning process and post-event. As the organiser, you will be accountable to your organisation and all partners, so see evaluation not as an arduous task, but a means to celebrate the best aspects of your event. Oxford Inspires will be monitoring the success of all 2007 special events, so do send us your evaluation report.

USEFUL RESOURCES

- Self-evaluation information sheet, Arts Council England, 2004, downloadable from www.artscouncil.org.uk/publications
- Partnerships for learning: a guide to evaluating arts education projects by Felicity Woolf, Arts Council England, 2005, available from www.artscouncil.org.uk/publications or as a hard copy from Marston Book Services Ltd, PO Box 269, Abingdon, OX14 4YN, tel: 01235 465500
- First steps in monitoring & evaluation, Charities Evaluation Services, www.ces-vol.org.uk > [monitoring and evaluation](#), 4 Coldbath Square, London, EC1R 5HL, tel: 020 7713 5722, email: enquiries@ces-vol.org.uk

Things to do (not all of them will apply to your event)

The idea:

- Test your idea
- Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis
- Check local history/anniversaries
- Tell Oxford Inspires and arts officers about your event
- Possibility of working with partners?
- Set objectives

Planning & timing:

- Project plan
- Organiser's manual
- Check Oxford Inspires planning diary
- Time event for right season
- Schedules

The team:

- Set up management group
- Strong leadership
- Team roles
- Volunteers
- Contact lists

The venue:

- Site plan
- Contact District/City Council
- Contact cross-border councils
- Local bye-laws
- Contact events officer (Oxford City)
- Bad weather contingency

Funding:

- Budget
- Income: Entry charge? Concessions?
- VAT
- Fundraising
- Bank account
- Cash flow chart
- Money-handling procedures

Licences:

- Estimate visitor numbers
- Contact licensing officer
- Premises licence/TEN
- Personal licence (for bar)
- Raffle licence
- Late night refreshment licence
- Timing and noise Levels

Health & safety:

- Contact health and safety officer

- Emergency procedure
- Emergency evacuation plan
- Disabled access/emergency access
- Child Safety procedure
- Free water
- Food hygiene
- Safety Advisory Group
- Safety checklist
- Hazard check
- Fire precautions
- Electrical/gas safety
- Accident/incident reporting
- Employ health & safety consultant
- Engage professional fireworks organiser
- Tell Environmental Health about fireworks

Risk management:

- Security (day/overnight?)
- Stewards
- High visibility clothing for event staff
- Steward training
- Barriers
- Signage
- Good lighting
- Well-placed routes
- First aid
- Lost children
- Fire Service
- Police
- A&E departments
- Risk assessments
- Contractors' risk assessments
- Public liability insurance
- Other insurance
- Contractors' insurance

Inclusion:

- Accessibility
- Diverse cultures/faiths
- Children and young people
- Older and disabled people

Environment:

- Recycling
- Recyclable containers for food/drink
- Alternative transport options
- Fair trade food/drink
- Local/seasonal food/drink

Atmosphere:

- Music
- Singing/dancing

- Funfair/attractions
- Performers
- Catering

Infrastructure & transport:

- Stages
- Dressing rooms
- Bars/cafes
- Sound/lighting systems
- Toilets
- Marquees
- Seating
- Passes
- Road closures
- Special access for contractors
- Contact Highways Department
- Bus companies
- Train companies
- Parking
- VIP hospitality/parking
- Road signs
- Traffic management
- Public address system
- Communication system – radios/mobiles

Booking system:

- Box Office
- Tickets
- Floats (money)
- Head count (clickers?)

Marketing & communication:

- Marketing strategy
- Oxfordshire 2007 branding
- Posters/leaflets/banners
- Distribution
- Tourism websites
- Website for your event
- Community relations
- Leaflet all neighbours
- Press contacts
- Press releases
- VIP invitations
- Photos/video
- Programmes

After the event:

- Return site to good shape
- Litter collection
- Rubbish disposal
- Banners/posters removal
- Thank yous
- Evaluation
- Funders' reports

Sample items for a budget

While you may not use all of the items on this budget checklist – indeed, you may need others – this is a useful starting point for considering what you need to include in your budget for an outdoor event. Bear in mind that some of them are likely to be more expensive than you might think!

Items for a festival concert

Staging costs

- Covered stage
- Tent for backstage
- Tent for bar
- PA system and operators
- Stage lighting
- Equipment hire

Site costs

- Power generator
- Fencing/barriers
- Signage
- Toilets
- Litter pick-up
- Vehicle hire
- Water supply/standpipes
- Site décor

Staffing costs

- Production/event manager

- Event and stage crew
- Security guards
- Radios
- Car park management
- Tabards for volunteer stewards

Marketing

- Design and print of flyer, poster, site banner
- Flyer/poster distribution
- Programmes

Miscellaneous items

- Licensing fees
- Building control application for stage
- Insurance
- Fireworks
- First aiders
- Fire safety equipment
- Tables and chairs

Other sources of information

Organisations

- Association of Festival Organisers, www.folkarts-england.org, PO Box 296, Matlock, DE4 3XU UK, tel: 01629 827014, email: info@folkarts-england.org, works for and with festival organisers, supporting live music, dance, song, arts, crafts and theatre
- Independent Street Arts Network (ISAN), www.streetartsnetwork.org.uk, 441 New Cross Road, London, SE14 6TA, tel: 020 8469 1300, email: info@streetartsnetwork.org.uk, an independent group of presenters and promoters of street arts throughout the UK working to develop the art form through networking, information sharing, collaboration, lobbying, training and advocacy
- National Outdoor Events Association, www.noea.org.uk, John Barton, General Secretary, 7 Hamilton Way, Wallington, SM6 9NJ, tel: 020 8669 8121, email: secretary@noea.org.uk
- Arts Council England, South East, www.artscouncil.org.uk, Sovereign House, Church Street, Brighton, BN1 1RA, tel: 0845 300 6200, email: enquiries@artscouncil.org.uk
- Sport England, www.sportengland.org, South East regional office, 51a Church Street, Caversham, RG4 8AX, tel: 0118 948331 or 08458 508508, publishes guidelines on managing and staging events, downloadable from their website, www.sportengland.org/funding_guidance_managing_events.pdf
- SAM's Books, www.sam-arts.demon.co.uk, tel: 01883 345011, email: books@sam-arts.co.uk, is a specialist book service for books related to all aspects of arts management

Publications

- The Event Manager's Bible: The Complete Guide to Planning and Organising a Voluntary or Public Event by Des Conway, How To Books, 2004, £14.99, available for loan from several Oxfordshire libraries
- Setting the Streets Alive: A Guide to Producing Street Arts Events. Independent Street Arts Network (ISAN), 2004, £10 + p&p from ISAN, www.streetartsnetwork.org.uk/pages/publications.htm
- Management of Event Operations by Julia Tum, Philippa Norton and J Nevan Wright, Elsevier Butterworth Heinemann, 2006, £24.99

Websites

- www.oxfordinspires.org has a host of useful information, including links to many local organisations
- www.artsfestivals.co.uk, the website of the British Arts Festivals Association, allows you to browse arts festivals in the UK, with direct links to their websites
- www.carnivalnet.org.uk, created by Arts Council England to assist the development and marketing of carnival arts; it includes information from British-based masqueraders, steel bands, costume designers, carnival events, sound systems and other carnival art forms
- www.oxfordshiregateway.co.uk, information on the county's public services and community groups. You can add your organisation to the online database free of charge
- www.communigate.co.uk/oxford, online local information and contacts for Oxfordshire