

Breifne Comhtháite Teo., agus Forbairt Chomhtháite Mhuineacháin Teo., ag obair le céile ar son forbairt uaithe Breffni Integrated Ltd., and Monaghan Integrated Development Ltd., working together for rural development

Cavan Monaghan LEADER Gathering Development Programme

Workshop 2 Operational Plan

Operational Plan

Operational Plan Aim

The operational plan for the future development of **Festival and Event** has been set out in the Event Manual Template and Staff Briefing Pack Template. The operational programming plan has been developed to support the promoters in running the **Festival and Event** each year.

The Event Manual

The **Festival and Event** manual template is an important tool that will provide guidance and reference for all key personnel and advisors working on the **Festival and Event**. The event manual will record final decisions taken by the key personnel and advisors on all operational aspects of the event and provides a practical guide to implementation. Therefore, at the event, the key decision makers, the event team and all outside authorities all have the same information; and are familiar with roles, responsibilities and timetables. The Event Manual must continuously be referred to pre-during-post Event. The Event Manual may contain sensitive information; recipients should be confined to the key individuals (promoters) and authorities only who have contributed and agreed to important safety information that is included in the manual.

The event manual must be a streamlined and portable document, with contextual information appended to the document. The event manual is a 'how to' guide on operational aspects of the **Festival and Event** going forward.

Stewards/Staff Briefing Document

A separate Stewards/Staff briefing document template has been developed. The Stewards/Staff briefing document will provide instructions and procedures to assist event staff in their operational role. Some elements of this are included in the Event Manual.

EVENT MANUAL

Name of the Event

(Date & Time)

Contents

1	Distribution List
2	Organisational Structure
3	Contact Details of Key Personnel
4	Activities/Personnel Involved in Administrative Procedures
5	The Event- an overview
6	Budgets – Expenditure- Profit & Loss
7	Summary Advance Planning and Time Schedule
8	Insurances & Legal Compliances
9	Site Management
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13	Environmental
14	Security /Safety
15	Disabled
16	External Contractors
17	Contingency Plan
18	Lost Children
19	Child Protection Measures
20	External Event Marketing & Promotions
21	Emergencies & Protocol
22	First Aid

Appendices

- A – Risk assessment procedure (copy of risk assessment to be placed here)
- B – Staff Briefing Pack info

1 Distribution List

(This manual should be distributed in the early/mid planning stages. This provides a deadline to work to. A date should be chosen close enough to event to allow for as much current & relevant information as possible to be included but enough time to allow for recipient to read and reply. Any amendments and additions must be circulated to list before event is held. Ensure amendments are dated so that the reader knows they are looking at latest version.)

Mark copies 'draft' or 'final' as appropriate.

The following organisations must receive a copy of the Event Manual:

COMMUNITY GROUP

Promoters

Committee

Funders

TBI

Conference Director

TBI

Event Co-ordinator

TBI

Event Safety Officer

TBI

Chief Steward

First Aid Provider

Medical Provision

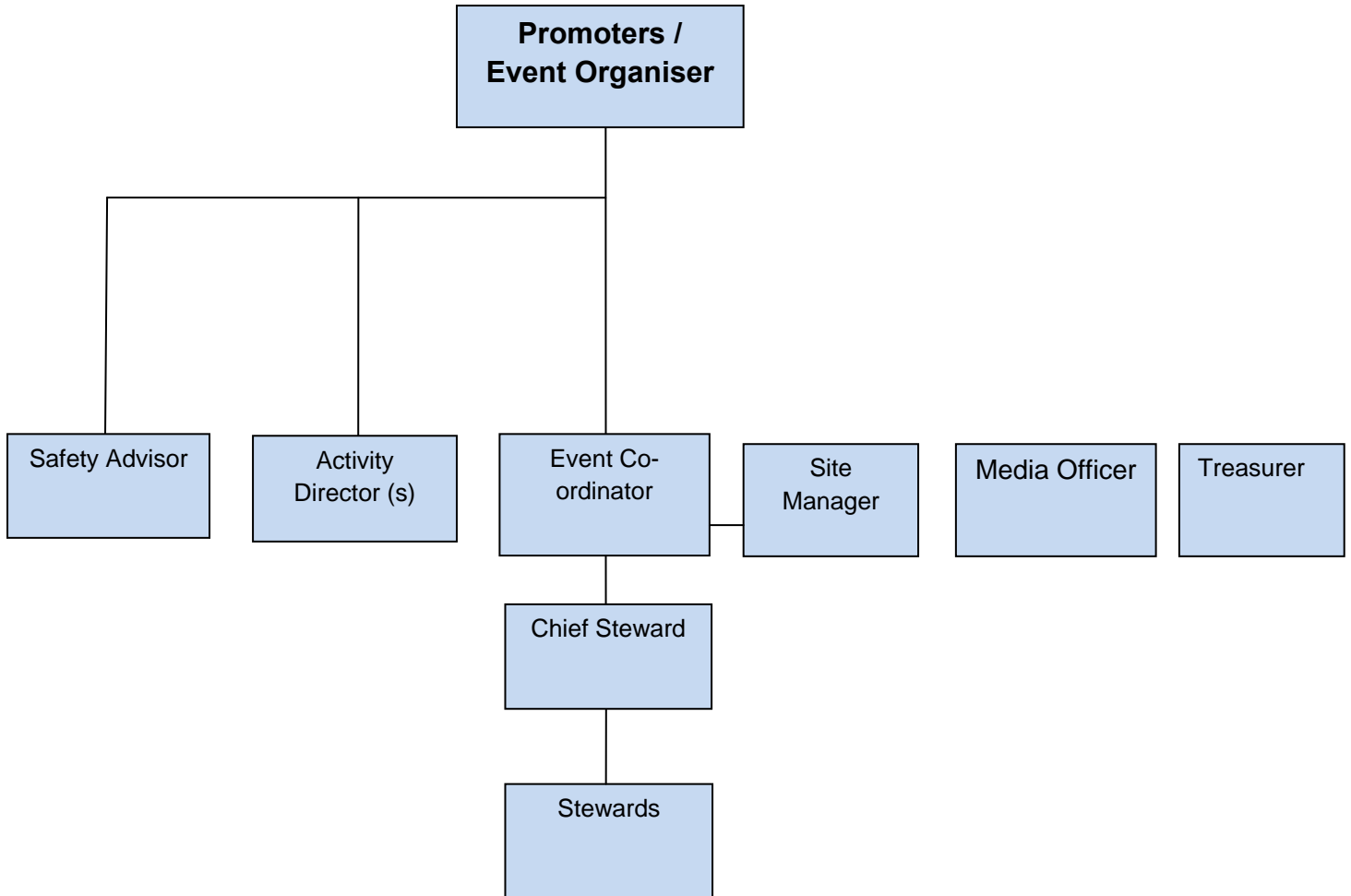
TBI

Local Garda

2 Organisational Structure

The operational event team should comprise representation from:-

- Organising Committee
- Other agencies as involved e.g. Cavan or Monaghan County Council, Safety Advisory Group, Local Gardaí etc



3 Contact Details and Location of Key Personnel On-Site

The following provides a range of examples

NAME	EVENT ROLE	LOCATION	MOBILE TEL NUMBER	RADIO CALL SIGN
TBI	Event Organiser	Should be present at each Activity Example Friday Opening Ceremony - GAA Park, Saturday – e.g. Community Centre	0000000000	1
TBI	Event Co-Coordinator	Same As Above	0000000000	1
TBI	Event Safety Adviser	On site	0000000000	1
TBI	Conference Director	Sat -	0000000000	1
TBI	Chief Steward	On site	0000000000	1
TBI	Medical Provider	Designated First aid Point	0000000000	0
TBI	Local Garda	Traffic management	0000000000	

4 Activities/Personnel Involved in Administrative Procedures

(Referenced to Workshop Project Management)

Event Organisers/ Promoters	The Event Organisers will be responsible for: <ul style="list-style-type: none"> • Insurance & Legal requirements (ref ESMP 1.1) • Carrying out risk assessment for event • Ensuring all production equipment is provided for event • Ensuring facilities and suppliers are provided for event
Event Co-ordinator	The Event Co-ordinator will be responsible for: <ul style="list-style-type: none"> • Ensuring adequate measures are in place for the safety of persons attending the event • Participate in consultations with relevant authorities, Garda, etc. • Provide site plans indicating all relevant details • Ensuring public liability cover for event is in place and copy provided to relative authority. • Ensure all contractors and suppliers carry their own insurance and have certificates available for inspection • Organising staff briefing & training before event
Event Media/PR	Event Media Officer is responsible for: <ul style="list-style-type: none"> • Organising photographer & journalist for event • Notify local radio in advance of entertainment etc. • Web site development and maintenance • Network development • Press Coverage
Event Safety Advisor	The Event Safety Advisor will be responsible for: <ul style="list-style-type: none"> • Advising the organisers in preparation of an 'Event Safety Management Plan'^{Ref ESMP} • Ensuring safety measures are monitored for the preparation of and during event • Child Protection
Chief Steward	The Chief Steward is responsible for: <ul style="list-style-type: none"> • Monitoring event and deploying stewards in areas of event that need assistance, car parking, access areas, disabled assistance, evacuation procedures
Treasurer	The Treasurer is responsible for: <ul style="list-style-type: none"> • Estimating budget for event • Applying for funding • Confirm all funding is in place • Produce final income and expenditure for event
Site Manager	The Site Manager is responsible for: <ul style="list-style-type: none"> • Preparing site – organising and co-ordinating deliveries of temporary structures, furniture and equipment required for event & suppliers

5 Event Overview

(Referenced Workshop 4 Project Description)

Detailed profile of the event

History – when it was set up – how it evolved

Activities – details of each activity; how many to attend; arrangements to deal with crowds – marquee etc. when it occurs any special arrangements e.g. transport; catering; start and finish time each activity;

6 Budgets – Expenditure Profit & Loss

(Insert Information following completion of Revenue Modelling Workshop)

- *Income targets*
- *Budgets*
- *Actual expenditure & Income*

7 Summary Advance Planning & Time Schedule (Insert Information following completion of Action Planning Workshop)

Timescales

Tasks

Personnel

Complete/Incomplete – Date and Time associated with completion of Task

8 Insurance & Legal Compliances

Event organisers should ensure and are compliant with the requirements of:

- The Safety, Health & Welfare at Work Act, 2005
- The Fire Safety in Places of Assembly (Ease of Escape) Regulations 1995
- The Fire Services Act, 1981 and 2003
- Licensing of Indoor events Act, 2003
- Intoxicating liquor/licensing of premises (Event Safety Management Plan(ESMP) Introduction page 1)
- Data Protection Act 1998
- Disability Discrimination Act 1995

The event organisers should ensure that Public Liability insurance is in place to cover event. **Copy of Certificate to be held in Event Manual**

The Risk Assessment & the ESMP should be completed well in advance of the event. The event organiser assisted by the event safety adviser should prepare risk assessment (Appendix A).

Copy of Risk Assessment to be held in Event Manual.

9 Site Management

Site & Venue plans should be obtained to show the physical layout of the sites. The site plans should show:

- Points of access & egress – mark all points for emergency services, disabled access etc.

- Parking spaces for first aid providers, caterers, disabled drivers & officials
- Audience areas – seated and standing
- Temporary structures – marquee for crowd management
- Shuttle bus drop off and pick up points
- First aid, toilet facilities etc.
- Existing site features i.e. homestead

Contact & apply **ANY THIRD PARTY** for full access to **THEIR GROUNDS** for duration of the **Festival and Event**.

- *(Ref: 5.1 Temporary Structures/Installations (E.S.M.P)¹ - Details of the design and structural calculations should be submitted to structural engineer in advance of event. Structure should be erected day before by competent contractor. This structure to be inspected and verified by Structural Engineer day before event.*

There should be a thorough assessment of the existing and anticipated surface conditions as ideally **any additional structures e.g. Marquee** should be installed on hard ground surface, if this is not possible there should be a safe and sturdy base structure to be put in place.

- The contractor (**those whom equipment it has been leased from**) should provide a minimum of €5million Public Liability Insurance & Risk Assessment.
- The contractor's method of statement for safe installation, dismantling and removal of temporary structure should be forwarded to the promoters for approval and a copy held in the event manual.

Catering provision to be provided by a certified caterer and comply with Food & Safety standards.

- Copy of Food & Hygiene certificates to be held in the event manual.
- There should be an isolated area provided for hot cooking equipment
- Caterer should have access to hot and cold hand washing facilities
- There should be a properly equipped first aid box

Generators should be provided for equipment power at **NAME OUTDOOR EVENTS**

- Event co-ordinator to organise access and delivery of equipment to site
- All cabling should be secured to prevent risk of trips and falls

Tables, Chairs and other equipment to be sourced? Weeks before event. They should be and provided, for participants at the workshop.

Present details of all other requirements and when they are being sourced and delivered.

Details of heating Systems. The organisers should ensure thermostats are working properly.

Details on room, venue -layout has been arranged as required

10 Registration Management

- Details of Registration & Ticketing procedure
- Details on advance bookings.
- Attendee numbers etc
- Registration/ Ticketing point should be set up in venue entrance, with clearly visible banners & posters:
- Provision for stationery box – pens, marker pens, scissors, tape, blue-tac, paper, post-its etc. – as well as last minute registration forms.
- Large Display board should be suitably placed at entrance detailing programme of events, running order etc.
- Attendees should be provided with pass and any other requirements e.g. **conference pack or tokens.**
- There should be provision for meet and greet arrangements for **speakers, bands, VIPs Press etc.** and any technical requirements notified in advance
- Detail - Technical support available.
- Adequate information signage should be displayed **e.g.**
 - Visible signs for catering, toilet facilities
 - Key Junctions & access points into the **town/village/venue** should be well signposted & visible.
 - Provision should be made for appropriate & clear signage to **other venues associated with the Festival & Event**
 - Event Organisers/co-ordinator to ensure appropriate permissions have been sought from relevant authority, and organise where, when & who will erect the required signs & banners.

11 Internal Communications Management

Details of Microphone & amplifiers, sound systems etc.

Details of Audio visual equipment e.g. (Data projector, Screen, remote control and associated cabling, and set up in **LOCATION before the event**)

- Equipment should be checked in advance to allow for any faults to be rectified or new equipment set up.

Two way radios should be sourced in advance of event and be issued to key personnel:

- Event Co-ordinator
 - Event Organisers
 - Course Director
 - Chief Steward & assisting stewards
 - Emergency provider
-
- Frequencies should not clash – Allocate one channel on system for emergency providers and other channel for event key personnel.

Key Personnel should have contact numbers list keyed into their mobile phones.

Event co-ordinator to provide training and guidance to all staff on how to use radio equipment. (this should be provided at Staff briefing meeting day before event)

NAME	EVENT ROLE	MOBILE TEL NUMBER	RADIO CALL SIGN
TBI	Event Organiser		
TBI	Event Co-Coordinator		
TBI	Event Safety Adviser		
TBI	Conference Director		
TBI	Chief Steward		
TBI	Medical Provider		
TBI	Garda		
TBI	Caterer		
TBI	Marquee Provider		
TBI	Coach Driver/Provider		

12 Car Parking & Traffic Management Plan

Negotiate with Local Garda & brief on potential traffic problems –

Event organisers to identify and outline in site plan

For delivery of temporary structure - the event organiser must direct vehicles to relevant drop off points, and organise times for access.

Vehicle access points – Entrance; drop off and pick up points; – designate spaces for Guests/VIPs / Press, disabled drivers, first aid provision. Access to these areas is strictly restricted to Gardai, Event co-ordinator & designated stewards.

Registered coach company - details is coaches are required

Disabled parking spaces should be allocated **at all venues please provide Details**

13 Environmental

Sanitary facilities –There should be clear signage

PORTLOO The event organiser should organise access, delivery & removal after event of portalo unit.

- **Full toilet facilities should available at e.g. Community Centre and have full disabled access. Ref -ESMP**

Litter & Waste – The caterer/stalls etc. is be responsible for the clean up after the Festival & Event.

- **Refuse & Recyclable are provided at?.¹Ref: - ESMP**
- The event organisers should ensure facilities are left clean and tidy post event

14 Security/Safety

Registration location – cash box- security measures should be in place for safe storage overnight/weekend – lodgement arrangements made.

Stewards should wear their Hi-Viz vests and have name badges.

Name badges should be available to identify key personnel: staff and promoters.

Passes should be available and issued to attendees.

15 Disabled

Disability Discrimination Act 1995 applies with regard to:

- Sanitary accommodation for people with special needs
- Considering access to venues (lifts & ramps) and toilets

Disabled toilet facilities and other facilities outlined e.g. **Community Centre**¹ ESMP

- Details of disabled access outlined
- There should be a clear signage in e.g. **community centre** indicating disabled facilities.

16 External Contractors

Details of all external contractors must be included in the event manual.

17 Contingency Plan

Detail here severe weather conditions that may lead to cancellation of event and how this will be managed. E.g. Thunderstorms.

18 Lost Children

Event Safety Advisor to include here full details of your lost child procedure including responsible personnel.

If a child goes missing during a [*insert name of activity*] session, [*insert name of organization*] will apply the following procedure:

Ensure that all other children continue to be supervised appropriately while a search for the child concerned is carried out.

Organize the remaining available responsible adults to conduct a search of the surrounding area allocating each individual to a specific area. Request all those searching report back within a short time, dependent on the size of the area being searched and the child's age and level of development.

If the child cannot be found after a good search of the immediate surroundings, contact the child's parents to advise them of the concern and reassure them that everything is being done to locate the child.

Make a note of the circumstances in which the child has gone missing and where he/she was last seen and prepare a detailed physical description of the child, to include their hair and eye colour, approximate height and build and clothing he/she was wearing, as this will be required by the Garda .

Report the concern to the Garda if the search is unsuccessful and no later than 30 minutes after the initial missing person report if the search is ongoing.

Follow Garda guidance if further action is recommended and maintain close contact with the Garda

Report the incident to the designated safeguarding officer.

Ensure that you inform all adults involved including the parents, searchers and Garda if at any stage the child is located.

19 Child Protection Measures

The **Event Safety Advisor** is responsible for the Child Protection Policy.

There should be a lost children designated point at the event and a written procedure to follow when a child is lost. (**See section 11.0 above**).

Photography - Signage making parents aware that there will be a photographer on site that will be taking photographs of the event for publication in local newspapers etc. If anyone has an objection to their child being photographed should make it known to the photographer and the Event Coordinator that they do not wish their child to be included in photographs.

Alcohol - Signage making all aware that alcohol is being served at the Festival and Event and will not be served to under-18 year olds.

The child protection policy should be signed and dated by the **Event Safety Advisor** and a copy kept on file.

20 External Event Communication

(Reference Workshop - Marketing and Communications Plan)

21 Emergencies & Protocol

(Reference Workshop - Event Safety Management Plan)

Ref:¹ 'Event Safety Management Plan – 7.0 Emergency arrangements'

Copy to be inserted into event manual plan

(ENCLOSE HERE - A SITE MAP WITH EMERGENCY ACCESS POINTS CLEARLY MARKED)

22 First Aid

Medical Provision should be available to everyone working on or attending an event.

This should be discussed with local medical providers well in advance of Festival & Event.

A First Aid point should be identified and included in the event safety management plan

THIS EVENT MANUAL SHOULD BE AVAILABLE FOR INSPECTION BY THE FUNDERS, CAVAN OR MONAGHAN COUNTY COUNCIL OR THE EMERGENCY SERVICES AT ALL TIMES DURING THE EVENT.

APPENDIX A

RISK ASSESSMENT PROCEDURE

The responsibility for the preparation of the risk assessment lies with the event organiser. The aim of a risk assessment is to identify those risks, posed at the site, to members of the public, participants and employees and to set out the means by which the risks may be eliminated or minimised.

It will be necessary to visit the site or venue to identify specific hazards. Hazards being anything with the potential to cause harm e.g. a dangerous item or substance, condition, situation or activity. Risk is the likelihood of realisation and extent of a hazard. In a risk assessment, risk should reflect both the likelihood that harm will occur and its severity.

In considering risk assessment the following areas will need consideration:

The Event:

- Location;
- Time;
- Nature;
- Duration.

The Venue:

- Capacity and crowd movement;
- Site location/design;
- Access/egress including emergency access/egress;
- Evacuation routes;
- Support facilities e.g. power supplies, WC's;
- Parking, transport.

Persons Attending:

- Profile.

Site Construction:

Temporary Structures

Attention should be given to any temporary structures used for the Event that if it fails is likely to harm directly or indirectly members of the public.

A competent registered company must be contracted to supply and erect any temporary structure e.g. marquee, stage etc. The company must provide the event organiser with a signing off certificate. Therefore, the safety of the

construction and erection of the structure is the responsibility of the contractor not the event organiser.

Other Considerations:

- Communications;
- First Aid/Welfare;
- Signage.

The following areas should be considered for their impact on any risk assessment:

- Landscape of site;
- Crowd movements;
- Vehicular movements prior, during and after event;
- Trip hazards;
- Electrical risk;
- Fire;
- Evacuation of site; and
- Litter/refuse.

NOTE: The above list is not exhaustive; it is merely representative of types of potential areas of risk and is intended to stimulate consideration of all aspects that may impact on the event.

APPENDIX B

Staff Briefing Pack Template

Contents

- 1 Additional Copies Contact list
- 2 Staff and Roles
- 3 Event Staff Contact details
- 4 Programme of Event and Running Order
- 5 Venue Location Maps
- 6 Facilities Locations
- 7 Accident Report Form
- 8 Procedures, Practices and Regulations
- 9 Emergency procedures
- 10 Site Plans

1 Additional Copies Contact List

Event Organiser: Contact: Location:

Event Co-ordinator: Contact: Location:

Event Safety Advisor: Contact: Location:

Chief Steward: Contact: Location:

2 Staff and Roles

<p>Event Co-ordinator</p>	<p>The Event Co-ordinator will be responsible for:</p> <ul style="list-style-type: none"> • Ensuring adequate measures are in place for the safety of persons attending the event. • Participate in consultations with relevant authorities, Gardai, etc. • Appoint a Chief Steward and ensure sufficient number of stewards present to manage event (ESMP) • Provide site plans indicating all relevant details. • Ensuring public liability cover for event is in place and copy provided to relative authority. Ensure all contractors and suppliers carry their own insurance and have certificates available for inspection. • Documenting and taking photographs in reporting of accidents/unsafe incidents (ESMP) • <i>Organising staff briefing & training before event.</i>
<p>Event Safety Advisor</p>	<p>The event safety advisor will be responsible for:</p> <ul style="list-style-type: none"> • Advising the organisers in preparation of an 'Event Safety Management Plan'. • Ensuring safety measures are monitored for the preparation of and during event. • Child Protection
<p>Chief Steward</p>	<p>Is responsible for:</p> <ul style="list-style-type: none"> • Monitoring event and deploying stewards in areas of event that need assistance, car parking, access areas, disabled assistance, evacuation procedures

3 Event Staff Contact Details

NAME	EVENT ROLE	MOBILE TEL NUMBER	RADIO CALL SIGN
TBI	Event Organiser		
TBI	Event Co-Coordinator		
TBI	Event Safety Adviser		
TBI	Conference Director		
TBI	Chief Steward		
TBI	Medical Provider		
TBI	Garda		
TBI	Caterer		
TBI	Marquee Provider		
TBI	Coach Driver/Provider		

4 Programme of Event and Running Order

<<insert copy here>>

5 Venue Location Maps

<<insert location maps, venue layouts and where events are taking place here>>

6 Facilities Locations

<<insert locations of all facilities here e.g. Toilets, first aid, refreshments etc>>

7 ACCIDENT REPORT FORM

Ref: ESMP Appendix A - insert copy

8 STEWARD/VOLUNTEER BRIEFING NOTE

All stewards should carry this briefing note with them. The operational Stewarding Details for personnel are listed below:

- 1. Name Festival and Event** is a Family Event. The event runs from (insert date of event)
2. All stewards will wear HI-VIZ vests and name badges.
3. Two way radio's will be issued to maintain contact through the Event Co-ordinator and Chief Steward.
4. A staff briefing carried out by the Event Co-ordinator will take place for all stewards on (Day before Event)

This briefing will include:

- A copy of the detailed site plan indicating location of First Aid Facilities, Toilet Facilities, Evacuation routes, designated parking and emergency access points.
- Guidance on emergency management procedures and emergency situation.

All stewards will be given these briefing notes on the (day before) and asked to set aside a few minutes to familiarise themselves with the procedures.

5. Remember – safety is your responsibility. Read and understand the instructions contained within this briefing pack.

6. Vehicle Access - limited parking is available for guest speakers, medical provision and disabled drivers.

Template for Stewarding personnel

Steward	Location	Day	Time	Radio Call	Remarks
Steward 1				TBI	
Steward 2				TBI	Car Parking access for designated drivers

9 Emergency Procedures

Ref: ESMP – 7.0 Emergency Procedures

<<insert copy here>>

10 Site Plans

<<insert copy here>>

