



2025

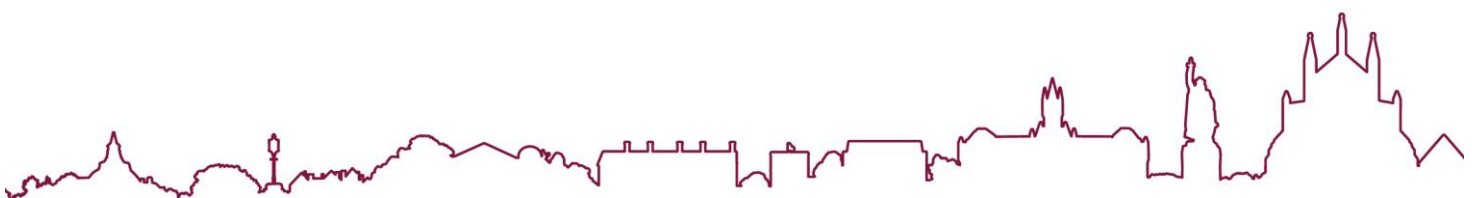
Event Planning Toolkit



Event Planning Toolkit

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Introduction

You are probably reading this as you've come up with a great idea for a local event and you're not sure where to start with planning. This toolkit, consisting of information, links, phone numbers and templates is designed to guide you through the event planning process, helping you to have a safe, legal and successful event. As regulations change from time to time, you are encouraged to follow the links and / or contact the authorities responsible for the regulations in order to get the latest information.

Choosing a date

You probably have a rough idea of when you plan to hold your event, but it's important to consider the following:

- **Other events in the area** – make sure you check out what else is happening on the same date or weekend. Sometimes it can be helpful to hold complementary events at the same time, but if your target market is the same, you could end up competing for visitors. Contact other local organisations and consult websites such as [Visit Winchester](#).
- **Season** – if your event is an all-day, outdoor event, will it be warm or dry enough? Remember to think about the organisers, volunteers and stall holders as well as the visitors.
- **School holidays** – will your target audience be away on holiday? Or do you plan to target those who are visiting on holiday? ([Check school holiday dates here](#))
- **Bank holidays** – would it help or hinder your event for it to be on a bank holiday?
- **Saturdays / Sundays** – think about the busyness of the town, parking charges, bus routes (some don't operate on Sundays – this makes it difficult for those wanting to travel your event by bus but may make it easier to close roads).

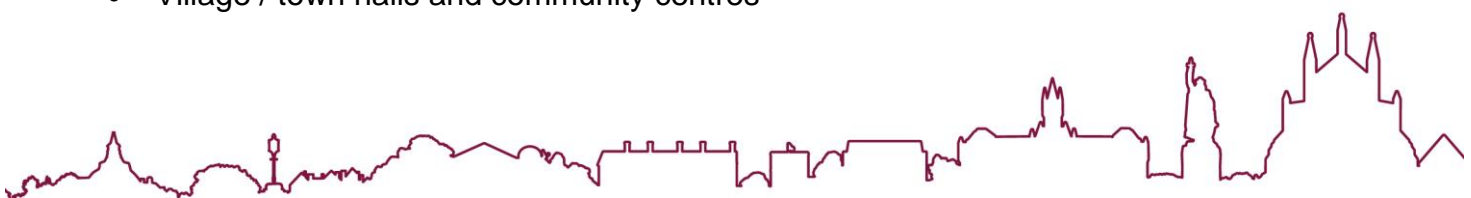
Choosing a venue

What to consider

- The nature of the event and therefore the facilities required
- The number of visitors expected
- Will the event be ticketed? If so, consider how you will manage entry
- Budget – most venues will incur a hire fee
- Who is the landowner? Will the landowner realistically give you permission?
- If parking is required, is there parking nearby?
- Are there suitable public transport options?
- Is the site / venue accessible to wheelchair users / buggies etc?
- What will happen to the site in the event of rain or extreme weather?

Venue options

- High streets, market squares
 - This option tends to be free, but if you need to close the road you will need to seek permission from Winchester City Council through a Road Closure Order application. Consider the impact on residents and businesses in the area and try to get them on board before proceeding.
- Village / town halls and community centres



- There is usually charge a fee for hiring these venues, but reductions may be available for not-for-profit community events. There is often a car park available.
- Local fields or recreation grounds
 - Contact the Parish / Town Council to find out who owns the land as you will need their permission and they may charge a fee.

Budgeting, Funding & Cash Flow

Finding the money to pay for the event should be right at the top of your list of things to do, right after working out how much it is going to cost.

Budgeting

Come up with a list of items and services which you are likely to require for your event and also a list of possible sources of revenue. (See Appendix 1 for a budget template with some typical cost and revenue items.) It is then advisable to get quotes for each one. It can be surprising how much some services cost. Don't forget that some service providers will offer a discount for not-for-profit community events, so make sure you ask. Always include a contingency of around 5-10% of the total budget.

Funding & Revenue

There are a number of ways in which you can generate funds for your event:

- **Sponsorship & advertising** – market your event as a sponsorship opportunity for local businesses. It's a good idea to put together sponsorship "packages" detailing the cost to the business and what exposure they will get (eg logo on posters, social media posts linking to their web page etc.) You may also want to offer advertising opportunities for example in a programme or on a website. Don't underestimate the value of this type of revenue.
- **Stall holder fees** – If you open your event to external stall holders; including ice cream vans, bars, refreshment stalls, food concessions etc. you will be able to charge them a pitch fee. This could either be a fixed amount or a percentage of their takings on the day, or a combination of the two.
- **Grants** – If your event is not for profit and benefits local people in some way then you may be eligible for a grant. Check with your local Parish Council as well as Winchester City Council [Community Grants](#).
- **Selling tickets** - Don't forget the risk involved with this method – you never know how many tickets you will be able to sell. If your event is outside and the weather forecast is not very good, a lack of ticket sales could leave you seriously out of pocket. You need to have a plan of how any shortfall would be covered.
- **Selling refreshments** - if you have enough volunteer power, you might like to sell refreshments at the event. If you want to sell alcohol, you will need a Temporary Event Notice (TEN) or premises licence (see below). This can be a real cash generator, however it carries the same risks as selling tickets (see above)
- **A raffle** – local businesses are usually quite willing to donate prizes so running a raffle is another inexpensive way to raise funds. If you want to sell raffle tickets in advance of your event, you will need to apply for a lottery licence (see below).

Cash flow

Be very aware that the last three methods of raising funds will only generate cash on the day or after the event (except pre-event raffle ticket sales and advance cash sales of





tickets). Try to negotiate with suppliers (entertainers etc) that you pay them after the event. This will help with your cash flow. Consider making a timeline to show when money is expected in and when payments are due out. This should highlight any cash flow issues.

Help with planning and help on the day

Planning

- Don't underestimate how much time it takes to organise an event and consider forming a committee of people who will be able to share out the different tasks.
- Make up a schedule of what tasks need to be completed by when, and assign people to take responsibility for that task.
- Organise regular meetings to check on the progress of the different tasks, monitor the budget and sort out issues as and when they arise.

Help for the day of the event

You are likely to require lots of help on the day of the event for the following tasks:

- Setting up the site (chairs, tables, decorations etc.)
- Managing entry points and checking tickets (if applicable)
- Managing road closures (if applicable)
- General stewarding (answering visitor questions, directing people in an emergency, looking for or looking after lost children etc.)
- Litter picking and bin emptying
- Packing up and clearing the site

Start recruiting volunteers to do these jobs early, several months in advance. If the budget allows, add an incentive such as free refreshments. Use all local communication channels such as parish magazines, local Facebook pages and local organisations to spread the word. List the tasks you need help with to make it easier for people to understand what is required.

Volunteer coordinator

One person should be in charge of volunteers. They will need to create a volunteer rota and ensure that stewards are all briefed before they begin, preferably in advance of the event. By briefing the stewards several days before the event, any queries can be ironed out, and no time is wasted on the event day. The volunteer coordinator must be on hand for the whole event to hand out the necessary equipment and refreshments, and to reallocate tasks if volunteers fail to show (a common problem).

Hiring Equipment

It is almost inevitable that you will need to borrow or hire some equipment to carry out your event. This could include some of the items listed below. If you are paying for the hire, you should always check that the supplier has public liability insurance to cover the item that they are loaning to you.

- **Tables & Chairs** - it is often possible to borrow these free of charge or for a modest donation from local community centres, church halls or schools. However, do remember that you will need to organise some way of transporting them from this location to the event venue. If you use a commercial hire company, make sure delivery and collection is included in the price.



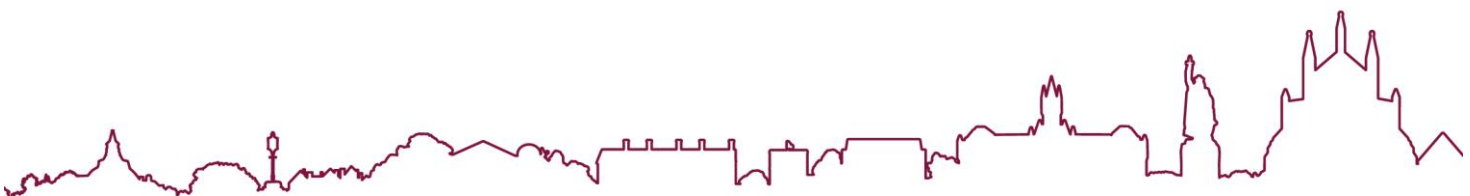


- **Toilets** - consider what existing facilities are available, the number of people who will be attending, how long a visitor is likely to be at the event and whether alcohol is being sold. Toilet hire companies can advise how many toilets you will need, but they tend to slightly overestimate it. Guidance on the required number of toilets is also available in [The Purple Guide](#).
- **Marquees** - check the hirer has adequate public liability insurance (PLI). If the site is tarmac or pegs cannot be put in the ground, weights will be needed to hold the marquee down. To find a reliable company, use the search function of the [Marquee Hire Trade Association, MUTA](#).
- **Gazebos** - if hiring from a commercial hire firm, check they have adequate PLI. If borrowing gazebos from other local organisations, check that their use is covered under your own insurance policy.
- **Stage Hire** - some schools and community halls etc have stage blocks that they can loan to you, but as with chairs and tables, check that you have some way of transporting them. If you have the budget, consider hiring a stage. If not, you could use a lorry or truck with its side down, however the access to the stage must be secure and the whole thing will need to be risk assessed and covered under your event insurance.
- **PA System** - this depends on the size of your event, but it is good practice in terms of health and safety to have a PA system through which you can make safety and emergency announcement.
- **Generators / Electrical Equipment** - you will need access to electricity if you need to use a PA or lights for example. If there is no electricity supply, a generator may be needed. Generators should be earth spiked and all electrical equipment should be installed by a competent electrician and signed off with a completion certificate proving that it has been installed safely. Generators should also be barriered off to ensure members of the public cannot gain access to the Generator.

Entertainment

Most events will include some form of entertainment such as live music.

- As with other suppliers, it's a good idea to check if entertainers have their own public liability insurance; especially if they are doing any kind of acrobatics or using equipment which could pose a danger to visitors.
- Consider contacting local choirs, schools and other organisations to see if they can come and perform. By getting local schools or choirs to perform, this will bring in a guaranteed audience in the form of their friends and families.
- For local, amateur bands, do check the quality of their playing before you invite them. Even if they don't charge you to perform, if they are poor quality, this will reflect badly on your event.
- If you are hiring entertainers to entertain children - story tellers, balloon artists etc you should ensure that they are DBS checked. If they are not, then you must insist that parents stay with their children during the activity, this is preferable in any case.
- If you will have amplified music, then you may be required to apply either for a Temporary Event Notice (TEN) or for a premises licence depending on the number of people expected at the event. Unless the music is original you may also require a Performing Rights Society (PRS) Licence. Find out more from [the PRS website](#).





- Events with amplified music should have a Noise Management Plan. This is particularly important for events taking place at night or lasting for longer than a day. This should contain measures such as:
 - Monitoring noise from the boundary of the site to check the volume is acceptable
 - Providing local residents and Parish Councils with the key information about the event (start / finish times, road closures etc. and a hotline number in case of any complaints.)
- If you intend to use lasers, strobes, special effects or drones please seek further advice on how they can be safely and legally used. This includes ensuring that the laser equipment is properly labelled, has been provided by a [competent contractor](#) and that it is being operated by trained personnel.

Stalls and other concessions

You may wish to invite stall holders or food / drink sellers to your event. If so, you should bear in mind the following:

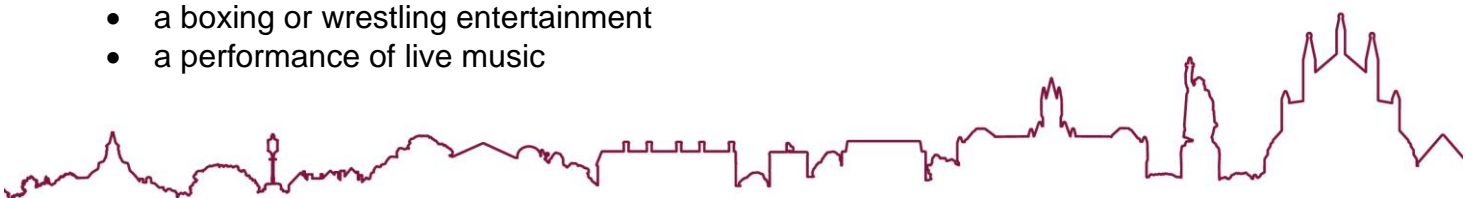
It is a good idea to ask stall holders to sign some terms and conditions for attending your event. These may cover items such as:

- The payment of a fee
- What happens if they cancel, or you cancel the event
- Their requirement to take their own rubbish home
- Their need to comply with the health and safety procedures - risk assessment, fire risk assessment etc.
- For stalls wishing to sell alcohol, it may be necessary for them to have their own TEN (please check this with WCC Licensing).
- For stalls selling food, you should check that their [Food Hygiene Rating](#) is at least 3. They should also complete and adhere to the Checklist for Mobile Caterers.
- If inviting suppliers of fun fair rides, check that they have a Declaration of Operation Compliance issued by the [Amusement Device Inspection Procedures Scheme](#) and that this certificate is still in date. There will be a reference number on this document which can be cross-checked on the ADIPS website. They will also need to have their own valid public liability insurance.
- If inviting suppliers of bouncy castles, check that their equipment is certified by [Professional Inflatable Play Association](#) (PIPA) and that they have valid public liability insurance.
- If you are having a petting zoo, no matter how small it is, there must be handwashing facilities available consisting of water and soap rather than just sanitiser.

Licences & Permissions

Any public event during which alcohol is supplied or sold, refreshments are provided after 11pm and before 5am or regulated entertainment provided, will require a licence. Regulated entertainment is defined as:

- a performance of a play
- an exhibition of a film
- an indoor sporting event
- a boxing or wrestling entertainment
- a performance of live music





- any playing of recorded music
- a performance of dance
- entertainment of a similar description

If the event is shorter than 21 days and the number of people attending the event is less than 500, event organisers can apply for a Temporary Events Notice. For larger or longer events, a premises licence will be required.

Temporary Events Notice

- The cost is £21
- You will need to apply at least 10 working days in advance of your event. Working days do not include the date of submission or the date of the event.
- If no objections are made by the Police or Environmental Health, the TEN will be acknowledged. This acknowledgement letter is the licence for your event.
- The maximum length of time for one TEN is 168 hours (or 7 days). If your event runs for longer than this, you will need a Premises Licence (see below) irrespective of the number of participants expected.
- The easiest way to apply and pay is online: [TEN application form](#).
- Remember, a TEN gives you permission to undertake the activity, only where agreement from the landowner is obtained.

Premises Licence

- Required for events where a licensable activity will take place which expect to attract more than 499 people or last longer than 168 hours
- For a premises licence for the supply of alcohol, a personal licence holder must be named as the Designated Premises Supervisor (DPS).
- The DPS is responsible for ensuring that the licensing objectives are upheld in relation to the sale of alcohol. The DPS or another responsible personal licence holder will be expected to be present for the duration of the event, whilst alcohol is being supplied.
- The fee depends on the non-domestic rateable value of the premises and goes from £100 to £635. If you don't know what the rateable value of the venue is, you can [check it using the online service](#). If you are expecting more than 5,000 people, an [additional fee](#) is added to the application fee.
- It is a requirement of a premises licence application that you put an advert with your application in the local newspaper and a public notice displayed prominently at the premises itself. The cost of the newspaper advert must be paid by the applicant is in the region of £120. Templates are available [to download](#).
- A premises licence must be applied for much further in advance of the event (as the notices must be up for a minimum of 28 days to allow for objections before the licence can be granted). It is suggested that the application be made at least 3 months in advance.
- The easiest way to apply and pay is online: [Premises application form](#).

Lottery Licence

- If you wish to sell raffle tickets **in advance** of your event you will need to apply for a lottery registration under the Gambling Act 2005.
- Providing you don't intend to raise more than £20,000 with a single raffle (or £250,000 in a year from multiple raffles) and you are a non-commercial organisation, then you can apply for a [Small Society Lottery Licence](#) from Winchester City Council.





- The licence fee is £40 in the first year and then £20 to renew annually.
- A licence is not necessary if the tickets are only sold on the day of the event so make sure you make the advance ticket sales cover the cost of the licence if you choose that route.

Road Closures / Parking Space Closures

- If you wish to close a road for an event, an application must be made to Winchester City Council
- [The application](#) will ask you questions about the road you wish to close (postcode, which section of the road etc.) as well as whether local residents / businesses etc have been consulted on the road closure. Therefore, it's better to do some preparation before applying and to have a map of the stretch road ready to send.
- There is no cost associated with one-off road closures for community events.
- In some cases, there may be a need to suspend parking bays for your event, for example to maintain access for emergency vehicles.
 - You can apply to suspend an 'on-street' parking bay here: <https://www.hants.gov.uk/transport/parking/suspensions>
 - You can apply to suspend an 'off-street' (carpark) parking bay here: parking@winchester.gov.uk

Health & Safety

When running an event, the safety of visitors and helpers should be your number one priority. It is good practice to produce an Event Management Plan (EMP) for any size of event, but for a public event for with an attendance of around 500 upwards, a copy of the EMP together with the Risk Assessment and Fire Risk Assessment should be submitted to Winchester City Council's [Safety Advisory Group](#) (SAG). The SAG comprises several council departments as well as Hampshire Constabulary and Hampshire Fire and Rescue. Members of the SAG may respond to your submission with questions or you may be asked to attend a meeting to discuss your plans with them.

Event Management Plan

The EMP sets out what your event involves and how it will be managed to ensure safety. For further information about what you should include in your EMP, please refer to our 'Event Management Guidance' Document.

<https://www.winchester.gov.uk/assets/attach/38045/Event-Management-Guidance-WCC-2024.pdf>

Risk Assessment

This document looks at all of the potential dangers posed by the event, the equipment used and the activities undertaken. Each hazard is listed, and actions are identified which will help to minimise the risk associated with that hazard. It is useful if you are able to have this document completed by someone who can look at the event objectively and has some experience of completing such documents. The risk assessment can be long, however it is critical to the safe running of the event that the contents of the document is communicated to all of those involved. The risk assessment will also be required by your insurers.

Fire Risk Assessment



Hampshire Fire and Rescue require Hampshire event planners to produce a fire risk assessment. This is very similar to the risk assessment but focuses on fire risks posed by things like barbeques, fireworks and heating devices.

First Aid & Welfare

The recommended minimum number of first aiders at small events where no special risks are considered likely is 2:1000 for the first 3000 attending. No event should have less than two first aiders. For events of 500 or more, first aid professionals should be on site at a clearly marked first aid station. Advice on the number of first aiders is available in the Purple Guide. Check that a paramedic is registered with the [Health & Care Professionals Council](#).

A supply of water must be made available for visitors – this is especially important in the event of hot weather. (If temporary pipework has to be installed for this purpose, it must be properly chlorinated and tested to BS 8551:2011).

Food Hygiene

If you intend to serve food prepared by the organising committee or volunteers at the event, you should ensure the following:

- Food preparation and serving facilities and equipment are clean and in good repair and suitably situated so as not to become contaminated (eg by pests, animals or waste)
- Adequate washing facilities are available.
- Someone is available to answer questions from visitors on food origin and ingredients (to avoid allergic reactions etc.)
- Although [food labelling](#) is not a requirement in the case of food sold for a charity or community organisation, it is a useful tool for informing visitors about possible allergens.

Waste Management

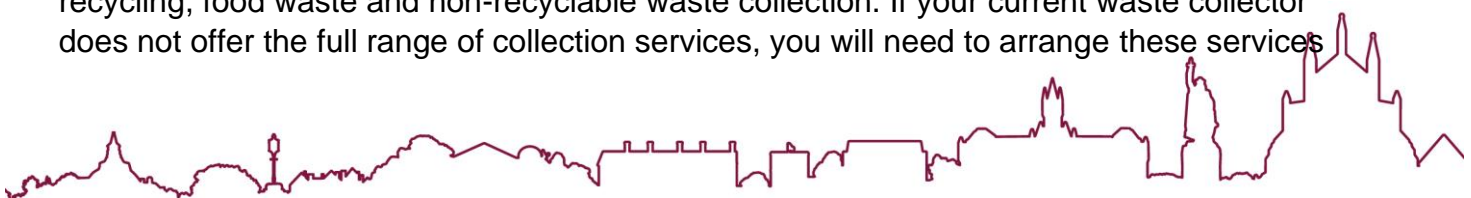
At any event, there will be rubbish of some sort. If the event involves the sale of food and drink, or indeed an area for people to eat their own food and drink, then the volume of waste will be much greater.

It is the responsibility of the event organiser to ensure that there is sufficient provision for the disposal of waste. At smaller events, this may simply involve the provision of black bags and their disposal at a local recycling centre. However, if your event involves the sale and/or consumption of food and is expected to attract more than 100 people, you will need to arrange for the loan of additional bins and bulk bins.

In March 2025 the [Simpler Recycling legislation](#) came in to effect which requires event organisers to separate the following groups of recyclable materials, ensuring that they are kept separate:

- **Glass, metal and plastic**
- **Cardboard and paper**
- **Food waste as a dedicated collection**

You should discuss the requirements with your waste collector and arrange separate dry recycling, food waste and non-recyclable waste collection. If your current waste collector does not offer the full range of collection services, you will need to arrange these services



from other providers. You must make sure that the company is [registered on the Public Register of Waste Carriers, Brokers and Dealers](#). We also encourage you to include clear signage onsite to avoid cross-contamination.

It is good practice to perform regular litter collections during your event and a thorough one at the end. Sometimes local community groups such as the scouts will volunteer to help with this so it's worth contacting them.

PA System / Radios

Even if you don't need a PA system for the purposes of the event itself (eg for music and announcements), if your site is a size which would make it impossible for someone with a megaphone to be heard across the entire site, then it is advisable to have a PA system in place for safety and emergency announcements. These could include announcements regarding a child who has lost their parents and emergency evacuation procedures. Again, it depends on the size of your site and the number of helpers, but it is a good idea to use radios for communication among the event management team and with first aiders. This will ensure that the right member of the team can be alerted quickly when an incident arises for which they are equipped to resolve.

Gas safety

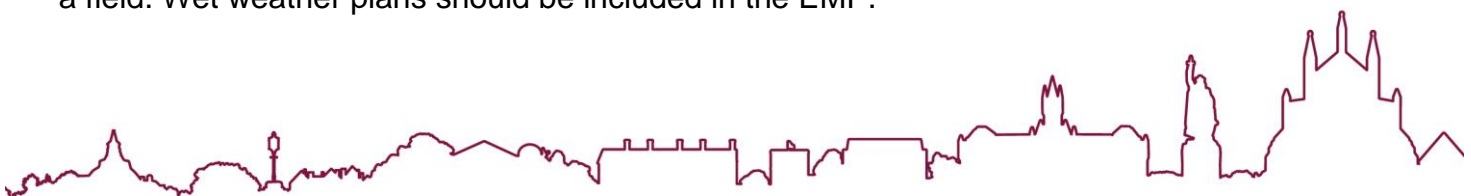
If you have traders operating at your event, they may bring gas with to use for operating a bar (CO₂), cooking (LPG) or even blowing up helium balloons. It is important that any gas containers are secured in an upright position, and that any extra containers (over the one in use and one back-up) are securely stored away from public areas. More information about gas safety can be found on the [Health & Safety Executive website](#).

Security

It is good practice to inform the local PCSO if you are holding an event. A discussion with your PCSO (as well as the submission of your EMP to the SAG) should reveal whether additional security will be necessary or not. Additional security, in the form of security guards, is likely to be required at events where alcohol is consumed in quantity and/ or valuable equipment is being used or on show. You should also consider security if event lasts longer than one day and equipment is left on site overnight. There are a number of local companies. Please check that they are approved by the Security Industry Authority (SIA).

Site plan

Start preparing your site plan early on. Start with an aerial view or map of the area and add in your event elements such as the information point, toilets and first aid point. Make sure that these 3 elements in particular are in easily accessible and obvious places. The site plan will also help you to identify, and preferably remove, possible bottle necks or pinch points, and ensure that emergency vehicles can access the site. You will also need to submit, with your EMP, a version of the site plan which shows emergency evacuation routes and muster points. Your plan must show how emergency vehicles will access and egress the site, and how pedestrians and non-emergency vehicles will be kept clear from these routes. If your event allows access to both pedestrians and vehicles, access routes should separate the two. You must consider the possibility of rain, how this would affect the site and how you will deal with it. This is of particular importance if the event takes place in a field. Wet weather plans should be included in the EMP.



Sustainability

Sustainable events aim to counteract or minimise the environmental impact they have on the planet and society.

Here there are some suggestions as to what you can do, as an event organiser, to make your event as green as possible:

- Encourage the use of local suppliers (including staffing contractors)
- Use e-tickets or ticketless facilities
- Avoid or minimise use of generators (if generators are essential, consider switching off idling generators and use of hybrid, fuel-efficient generators)
- Use energy-efficient equipment
- Provide water refill stations or access to tap water (include signage to water re-fill points)
- Use re-usable equipment / supplies over disposable equipment (if disposable equipment is required, consider supplies that are easily recycled or composted)
- Ban single use plastics
- Consider vegetarian and vegan catering options (suggested >40%)
- Promote public transport options to attendees prior to the event
- Provide information on walking and cycling routes for local attendees
- Collect travel and transport data from attendees and suppliers

Parking & traffic management

Parking

Parking is always one of the more challenging aspects of running an event. It can be difficult to find a location, close to the venue, where a large enough volume of cars can park. Please consider the following:

- Make sure the surface of any temporary car park is suitable, even in wet weather.
- Ensure there is a safe walking route from the car park to the venue, or if not, provide a bus.
- It is good practice to have stewards on hand to help with parking in large event car parks. These stewards should all wear high visibility jackets and should be briefed on how to park the cars in advance.
- Ensure there is suitable access and egress to the car park and that this is managed if necessary.
- Always make public the locations of the car parks in advance and provide adequate signage on the day.

Traffic Management

Depending on the scale of your event and the target market (locals or visitors), you might have to consider a traffic management plan as part of your Event Management Plan. The plan will include details of any road closures, diversions signs, parking locations and parking signage. Any diversions must be agreed with WCC Traffic and Transport and signage can be arranged (at a cost) through local companies. If you are closing a road, in



advance of the event, you should arrange for Advance Warning signs to be put up. It is possible to buy these signs in correx from online printing companies or local printers and put them up yourselves or you can pay one of the above companies to make and install the signs. For further information about what you should include in your TMP, please refer to our 'Event Management Guidance' Document.

<https://www.winchester.gov.uk/assets/attach/38045/Event-Management-Guidance-WCC-2024.pdf>

Insurance

It is advisable to take out public liability insurance (PLI) to cover your event. This will normally be required by the owner of the land or venue at which the event is to take place. PLI protects the organisers in the event that a visitor tries to sue them for an injury sustained at the event or loss or damage of property. Policy costs vary depending on type of the event and the number of people attending. When taking out a policy, check that it covers volunteers helping at the event (this is normally included as "Employer's Liability"). Make sure that you divulge all of the activities planned at your event to the insurance company to ensure that everything being provided by you is covered (be prepared to fill out a lengthy form). Make sure that all third parties (such as bouncy castle hire companies, marquees hirers etc., stall holders and concessions) have their own insurance as event PLI tends to exclude these.

Publicity

These days, it is possible to publicise a local community event for relatively little money by making the most of social media and PR. Here are some things you should try:

- Think about your target audience and draw up a communications plan detailing which media channels you intend to use and when.
- If appropriate for your target audience set up a Facebook page / event.
- Create a website for the event, or web pages on an existing website.
- Use your chosen Social Media channels to push people to information on the web pages. Set up a prize draw competition, picking a winner from among everyone who shares the event with someone else.
- Contact local papers, magazines and parish publications at least 3 months in advance of the event with a media release. Find out the deadlines for their last edition before the event and send another release nearer the event.
- Print flyers and distribute them around local shops, cafes, pubs and restaurants. Contact local schools to see if they will allow for the children to take a flyer home each in their book bags.
- Print posters to go up in local shops, cafes, pubs, restaurants and community centres.
- Print large vinyl banners to be put up 2-3 weeks before the event. You will need to find a location which is privately owned land (not highway) and where the volume of traffic is high.
- Register the event on the following websites:
 - <http://www.visit-hampshire.co.uk/whats-on/submit-an-event>
 - <http://www.heart.co.uk/solent/events/calendar/>
 - <http://www.wave105.com/near-you/local-events-calendar/>
 - <https://lineupnow.com/submit/?origin=www.hampshire-life.co.uk>





- <https://www.wherecanwego.com/>
- Email event details to:
 - tourism@winchester.gov.uk
 - radiosolentnews@bbc.co.uk
 - local@mumsnet.com

Selling tickets

If you plan to sell tickets for your event, you can ask a local printer to print your tickets, or there are several online platforms offering event ticketing.

- Make sure you are clear on whether children have to pay and from what age
- Consider asking local shops if they will be a ticket outlet for you, perhaps in exchange for a free ticket or two. If you make a note of how many tickets were sold at each, you know who to ask for your next event.
- Buying tickets online is getting more popular, especially as this allows people to use a credit card. You can try using an online ticket sales site such as www.eventbrite.co.uk but remember:
 - They will charge a fee for each transaction. You can choose whether this fee is charged to the customer (added on to ticket price) or paid by you (which means your income from the ticket sale is reduced by a certain percentage).
 - Cash from ticket sales is not paid into your account until after the event
- To encourage people to buy their tickets in advance (and in particular from local shops where there is no fee), you could come up with an “early bird rate”. The more tickets you can sell for cash in advance, the better your cash flow position will be and the more you reduce the risk of making a loss in the case of bad weather for example.

On the day

- Make sure that there is an overall event manager and a deputy available all day and that these people are not in charge of any tasks except overseeing the smooth running of the whole event.
- Make sure that all of those responsible for a certain aspect of the event, such as concessions, or the PA, have an up-to-date schedule to work from.
- All members of the organising team and all stewards should wear high viz jackets to distinguish them from visitors.
- Have a folder of information at the information point including all contact numbers for all suppliers.
- Either organise an official photographer, or ask local people, a photographic society perhaps, to take photos of the event.
- Have a list of things that need to be done at the end of the event - litter pick, return of any borrowed equipment etc and tick them off as they are completed.
- Try to take down any signage relating to the event either on the day itself or the next day at the latest.

Measuring Success

It is likely that your event will have several stakeholders, such as sponsors or other funders, who will want to know how well the event went. In many cases, organisations which have



awarded grants will require an “end of project report”. You as the organiser will also want some way of determining how successful the event was and whether you should repeat it in future. Success is generally judged by the ability of the event to fulfil its objectives so it’s a good idea to set some targets in advance, such as attendance figures or levels of positive feedback from visitors or others involved.

Some Ways of measuring success

- **Footfall** - if you have limited access points, consider having marshals “clicking” people as they come in. Clickers or counters can be purchased online for around £3. The figures may not be 100% accurate but will give you a good idea of attendance. If you don’t have enough volunteers to do this, try taking photos of the event site at several times during the day and make an estimate of the event’s attendance based on the number of people in the photos.
- **On-the-day Surveys** - consider having a volunteer talking to visitors and asking some specific, pre-determined questions; some multiple choice and some open-ended.
- **Online feedback** - consider putting your survey online and asking visitors to fill it in after the event by posting a link on your event website or Facebook page. You may like to offer an incentive such as a prize draw to encourage more people to fill it in.
- **Press coverage** - Make sure that you keep any press cuttings or online articles that have been published about the event.
- **Social Media / website traffic and engagement** - Make a note of the level of engagement you have received on social media and if you have created an event, the number of people who have said they are interested or going. You can also use Google Analytics to measure the traffic to your website leading up to the event.

Measuring the success of an event will depend very much on what you are trying to achieve with it, so there will be many other ways of doing it.

Event Wash-up

An event “wash-up” is a post-event meeting to discuss what went well and what could be improved for next time. It is also an opportunity for those involved to get together and pat themselves on the back. It’s an essential part of any event.

Useful Links for Event Organisers

National Guidance

<https://www.hse.gov.uk/event-safety/index.htm> Guidance on a range of topics including:

- [Broadcasting](#)
- [Crowd management](#)
- [Electrical Safety](#)
- [Fairgrounds](#)
- [Fire Safety](#)
- [Fireworks](#)





- [Inflatables](#)
- [Manual Handling](#)
- [Motorsport events](#)
- [Noise Management](#)
- [PAT Testing](#)
- [Slips, Trips and Falls](#)
- [Temporary structures](#)
- [Use of Barriers](#)
- [Violence towards staff](#)
- [Waste Management](#)
- [Working at height](#)

<https://www.thepurpleguide.co.uk/> The Purple Guide is designed to provide guidance for event organisers, suppliers, local authorities and others involved in the outdoor events industry. There is a subscription of £25 plus VAT for 12 months access to the Purple Guide. There is also a [purple guide lite](#) which is suitable for organisers of smaller events.

[Public Health pack for Mass Events](#) Guidance designed to help event organisers plan for and manage an outbreak of key infectious diseases in a mass gathering environment.

[Accessible Events Guide](#) A guide to promote good practice amongst festivals and events. The guide is also intended to complement other existing resources such as the [ISAN Access Toolkit](#).

[Street Party](#) Useful information for organisers of smaller community-based events

Local Guidance

[Events - Winchester City Council](#) Listings of events happening across Winchester District

[Events - Visit Winchester](#) Listings of events happening across Winchester District

[Community Transport](#) Information about lift sharing services, minibus hire etc across Hampshire.

[Roads and Highways in Winchester](#) Information about road use in Winchester, including applying for a road closure, walking and cycling routes and public transport information



Appendix 1: Budget Template

Income			Expenditure		
Item	Estimate	Expected	Item	Estimate	Due
Stall hire	£2,750	Date	Insurance	£400	Date
Corporate Sponsorship	£2,800		Gazebos	£1,425	
Bouncy Castle Sponsorship	£250		Loos	£500	
Face Painting Sponsorship	£300		Marquees	£1,300	
Parish Council Grant	£500		Park & Ride Bus	£260	
Raffle Ticket sales	£1,000		Publicity (Flyers, posters, banners)	£500	
Money in the bank	£1,200		First Aid	£130	
			Waste Management	£450	
			Bouncy Castle	£160	
			Chair hire	£385	
			Crafts	£75	
			Decorations	£40	
			Demo trailer	£960	
			Entertainment	£380	
			Face Painting	£275	
			Litter emptying	£50	
			PA	£250	
			Raffle Tickets	£40	
			Road Signage	£250	
			Small Society Licence	£40	
			Stilt Walkers	£300	
			Thank you gifts	£65	
			Volunteer meals	£50	
			Contingency	£500	
Total:	£8,800		Total:	£8,785	

Appendix 2: Sample terms and conditions for stall holders or concessions

Permission to use Pitch:

1 The (insert organisation name here) permits the Stall Holder to use the pitch allocated to them by _____ for the erection of a stall for the sale of goods and articles on (insert event date here) and _____ shall be entitled in its absolute discretion:-

1.1 To allocate pitches

1.2 To allow only those commodities contained in the application form to be sold from allotted stall(s). If unauthorised changes or additions are made, the Stall Holder will pay a further full pitch fee for those changes or additions

1.3 To forbid the sale of counterfeit goods. If discovered the Stall Holder licence will be terminated **immediately** with no refunds.

1.4 To consider changes to permitted commodities sold by any traders ONLY if

a) a request is received in writing in advance of the event

b) the proposed range of commodities is not being sold elsewhere on the market by any trader.

1.5 To cancel the market for any Health & Safety reasons e.g. adverse weather conditions.

The Stall Holder

2 The Stall Holder

(a) may not permit any person other than his employees to use the stall and the Stall Holder acknowledges that this Licence is personal to the Stall Holder and the parties acknowledge that nothing in this licence shall create the relationship of landlord and tenant.

(b) must not do anything at the stall or elsewhere in (insert venue / village name here) as to cause damage to any part of _____ or cause a nuisance, annoyance, disturbance, inconvenience, injury or damage to (organisation) or its licensees or other Stall Holders or the owners or occupiers of adjacent or neighbouring premises.

Pitch Fees

3 The Stall Holder must pay the Pitch Fee to (**organisation**) within (**insert number**) weeks of the date of the invoice. (All payments are to be made directly into the account specified on the invoice). If payment is not received, it will be assumed that the stall is no longer required and the pitch will be offered to another Stall Holder.

4 Any monies paid in advance:

4.1 May be refunded up to a maximum of 50% in the event of (**organisation**) cancelling the event for any reason unless the event has operated normally for a period of four hours on the day of cancellation.

4.2 Pitch fees are non-refundable in the case that the Stall Holder decides to cancel, unless a replacement Stall Holder is found acceptable to (**organisation**).

The Stall

5 A uniformed gazebo will be provided by (**organisation**) (as part of the stall fee). If the Stall Holder requires chairs or tables, these can be ordered at the time of application or the Stall Holder may bring their own.

6 The Stall Holder must not place goods beyond the boundaries of the pitch either on the ground or hanging except with the permission of (**organisation**).

7 No trader will display any literature that may cause offence.

8 The Stall Holder must take away all refuse including vegetable and food produce waste and dispose of by their own means and **not** in the refuse bins provided by the Council. Any Stall Holder found to be using the bins put out for the public will not be invited back to (**insert event name**).

9 The Stall Holder must keep:

9.1 The stall fittings and the space below the stall free from litter at all times and in good repair and condition and make good any damage or pay (**organisation**) full compensation therefor.

9.2 Floor mats in place to protect the surface of the paved and road areas where spillage may occur from the items being sold.

9.3 The aisles and access ways adjoining each stall free from refuse and litter at all times in accordance with the Fire Officers recommendation. In addition no stall must obstruct or be likely to cause obstruction to the means of escape from adjacent premises.

10 The use of generators: Anyone wishing to use a generator must make a written request to (**organisation**) at the time of their application. Permission to use a generator will be at the sole discretion of (**organisation**) and will only be granted in special circumstances to avoid unnecessary noise and risk.

11 All stall holders are required to complete a fire risk assessment of their stall activity. This is to be retained by the stall holder and brought with them on the day of the event.

Compliance with statutory and other requirements:

12 The Stall Holder must comply with all Acts of Parliament and Regulations applicable to the operation of the stall and to the Stall Holder's trade or business and any rules laid down by the Trading Standards. Any person selling food items must comply with the Food Safety and Hygiene (England) Regulations 2013 and hold a Food Hygiene Rating of 3 or above.

13 Any persons wishing to sell alcohol at the event must acquire a Temporary Events Notice from Winchester City Council prior to the event and send proof of this to (**organisation**).

14 The Stall Holder must not do anything that would breach the terms of any permission for the placing of structures in the highway under the Highways Act 1980 or cause any other person to do so.

15 Vehicles and trailers belonging to the Stall Holder are only permitted within (**insert event venue**) between the hours of ____ and ____, and ____ and ____ for the purpose of unloading and loading their commodities.

16 No vehicles are otherwise permitted in the trading area unless previously agreed with (**organisation**). Whilst unloading or loading any vehicles and trailers must not cause any obstruction, inconvenience or nuisance to the public or any other stallholder.

Insurance

15 The Stall Holder must hold a valid public liability insurance policy for claims up to £2,000,000. The Stall Holder must upload a copy of this insurance certificate at the time of application.

Compliance with directions

16 The Stall Holder shall comply with all directions of (**organisation**) which do not conflict with this licence or statutory requirement. This licence will be terminated immediately in the event of any contravention of the terms of this agreement

Appendix 3: Risk Assessment Guidance

A Risk Assessment will help you to identify safety hazards, assess risks and take measures to eliminate or reduce the risk of accidents or injury occurring.

There are 5 stages to carrying out a risk assessment as follows:

1. Identify Hazards A hazard is something with the potential to cause harm or a source of danger. Hazards could include:
 - Slipping, tripping or falling hazards
 - Electrical hazards – from lighting or sound systems or any portable electrical equipment
 - Fire hazards – think about potential sources of ignition and fuels/combustible materials that could be on site such as bottled gas or fabric used in marquees
 - Traffic/Pedestrian hazards – traffic routes and crowds
 - Machinery Hazards – moving parts of machinery e.g. generator fans
 - Structures – marquees, staging, lighting rigging, scaffolds
 - Hazards from specific demonstrations or activities – e.g. from fireworks, pyrotechnics, fairground rides, lasers, strobe lights etc.
 - Only include significant hazards and forget about the trivial.
2. Decide who could be affected
 - Employees/volunteers/stewards
 - Members of the Public
 - Contractors
3. Assess the Risk and introduce further controls to eliminate risks or reduce them. The risk is the likelihood that an accident/ injury will occur from a hazard and the severity of injury that could occur. Risks may be classified as high, medium or low, but you need to consider what controls you already have in place to stop an accident happening in your assessment of risk.

e.g. Collapse of a stage might result in many people being severely injured and it might be quite likely if the stage is put up by people who have no experience of erecting stages so you might think the risk is high. However, if you have insisted that the stage is erected by a competent person who has inspected it and you segregate the audience by rigid barriers, the risk may be low.

For each risk, decide whether it could be eliminated completely. e.g. If there are large crowds that may be forced onto the road, perhaps you could consider a road closure and remove the hazard entirely? (Remember you need permission for road closures.)

If you cannot eliminate a risk, then decide what must be done to reduce it to an acceptable level. e.g. To prevent access to a moving fan on a generator, ensure that it has a protective guard over it that cannot be easily removed. Try and re-route trailing cables. Store combustible materials away from ignition sources. Ensure people are competent and trained to do their work.

Health and Safety documents such as guides, codes of good practice, British Standards, can show you what sort of controls could be introduced to reduce risks and to comply with the law and recognised best practice.

4. Record the findings of your risk assessment. In the following pages you will find a record sheet which can be used to record your risk assessment. An example of a completed assessment is also provided to help you. Please submit a copy of your risk assessment with your application form.

5. Review and revise your Risk Assessment If the nature of the hazards or risks change during the planning of the event, the risk assessments will need to be reviewed and updated.

Appendix 5: Fire Risk Assessment Template

Event:

Date:

Venue:

Organiser:

Risk Assessment Completed by:

Risk Assessment date:

<p>Premises: Example: Marquee – 9m x 30 m tarpaulin on frame, ground floor only (supplied by Bees Marquees) to be set up with open access from both long sides. Set up from 6am. Access for general public from 10.00 am to 4.00 pm Dismantling between 4pm and 6pm.</p> <p>Maximum expected number of people in Marquee at any one time: 160 Remember to complete one of these for each premises!</p>						
<p>Ignition Sources: Examples: electrical sparks / static electricity / naked flames / hot surfaces / impact / friction / heater</p>						
<p>Fuel Sources: Examples: grass / shrubs / trees / houses / propane tanks / wood piles / decks</p>						
Hazards Identified	Who could be affected?	Risk (High, Medium, Low)	Control Measures	Action taken by (name)	Date Complete	Signed
<p>Example: Sources of ignition within the marquee, e.g. heaters, electrical equipment, and unwanted fire starting and spreading.</p>	<p>Example: Public, Staff, Stewards</p>	<p>Example: High</p>	<p>Example: Dry Powder Fire Extinguisher Clear visibility within the Marquee Stewards carrying our regular patrols Stewards all have mobile phones and the numbers of H&S coordinator and event manager and deputy on laminated cards round their necks Emergency exits signposted</p>	<p>Example: F. Bloggs</p>	<p>Date</p>	
<p>Emergency / Evacuation plan (including means of escape): Identify routes to exit the area and a fire assembly point</p>						
<p>Fire Warning System: PA System / Megaphone / Lights / Sirens</p>						
<p>Fire Fighting Equipment available: Extinguishers (type) / Sand buckets</p>						



Winchester
City Council

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