



WE DISCOVER, WE GROW

**Girlguiding**

# Event Coordinators' guide to large-scale events

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## Introduction

Delivering a large-scale event is like putting together a jigsaw puzzle - it takes all the different parts to come together to create the finished piece.

This guidance has been developed to support you with the planning and delivery of large-scale events. It will take you through everything that you need to consider in easy-to-digest chapters, and includes links to essential forms and useful resources, helpful tips and fun quotes from those who have been there and done it!

### Why organise a large-scale event?

Perhaps there is a special occasion to celebrate? Or perhaps you wish to give the girls a chance to try activities that might not work as well with smaller numbers? Large-scale events are great fun for all involved and also give girls a chance to make new friends with girls from other sections.

For adults, delivering a large-scale event can be immensely rewarding. It's an opportunity to be part of a special occasion, develop skills, work as a team, and get to know others you may not have met before from your District, Division, County or Country/Region. You can see people in completely different roles, for example, have you ever wondered what your Chief Commissioner is like at directing traffic?

Events have many variables - size, purpose, location, audience, duration and so on - so this guidance is designed to be adapted to your unique event's needs rather than be a 'one-size-fits-all' prescription. However, there are some golden rules that you should keep in mind for delivering a successful event.

**Planning** - don't underestimate the need to plan thoroughly in advance, whether the event is one-day, overnight or residential.

**Teamwork** - it takes a team effort and lots of different skills to deliver a successful event. Don't try to do everything yourself!

**Communication** - keeping everyone informed is vital to ensure the smooth running of an event.

**Size matters** - the bigger the event, the bigger everything else will be. You'll need to upscale your planning time, teams and resources accordingly.

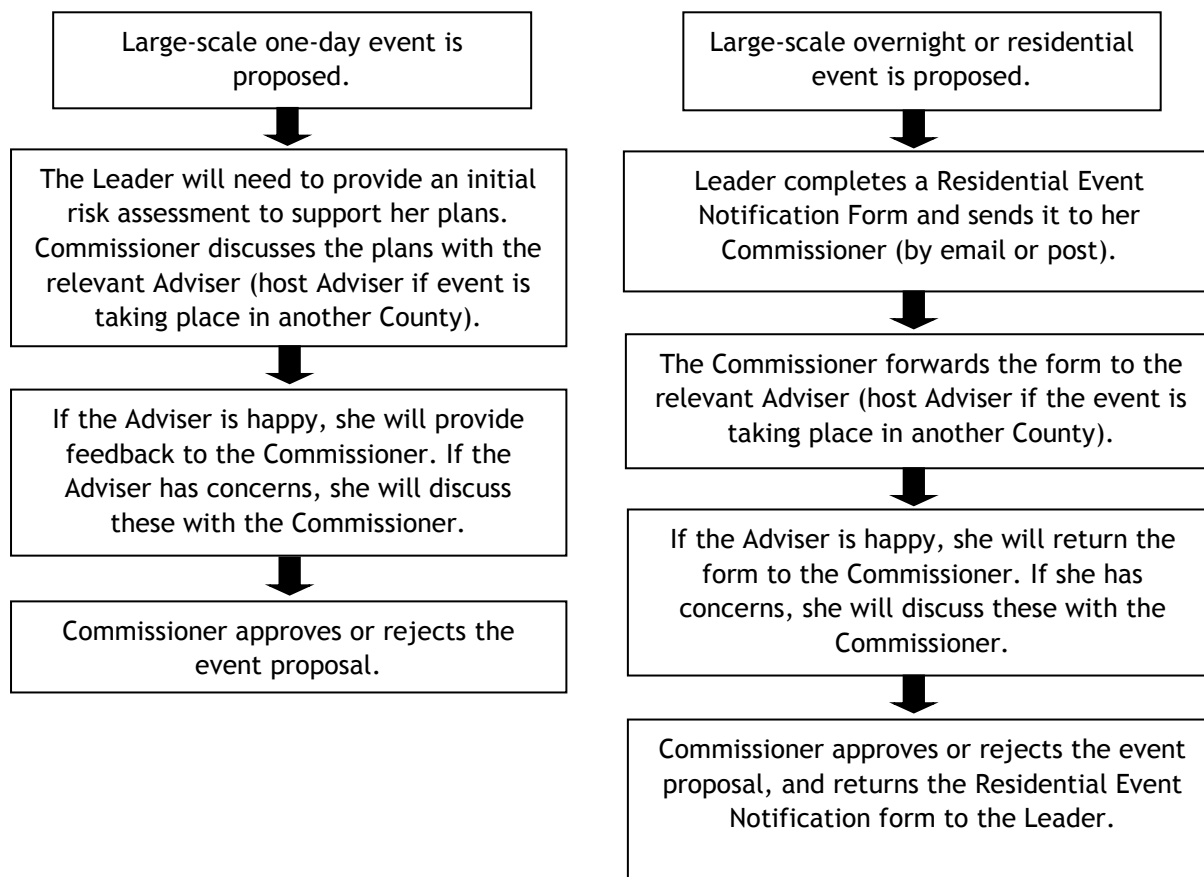
**Wow factor** - a successful event can make a huge impression, so it should have a strong concept, clear aims and objectives, and a programme to really shout about!

We have covered all these elements and much more in detail in each chapter. We hope you will find the guidance fun and informative, and that it will help you and your Event Team on your way to large-scale success!

# 1 Start-up

The decision to approve an event proposal rests with the appropriate Commissioner, for example a County Commissioner if it is a County event or a District Commissioner if it is a District event. They must assess its purpose and feasibility and then give either their approval for the event to go ahead or reject it. The Commissioner is also responsible for appointing an Event Coordinator (if the event proposal is approved) and providing support (though much of this support may be delegated to an Adviser).

## Organisation process flowcharts



## Initial discussion with the Commissioner

### Concept

A strong, well-thought-out concept can give the event the wow factor that will appeal to participants and encourage volunteers to get involved. An event that is relevant to today's girls, or has a significant meaning for Girlguiding (such as Centenary Celebrations), will generate more interest.

Whatever the theme of the event, it should include elements of the section programme and [Five Essentials](#), which are:

- working together in small groups
- encouraging self-government and decision-making
- a balanced and varied programme
- caring for the individual
- sharing a commitment to a common standard.

If you have been asked to coordinate an event, find out what the concept is from the Commissioner and ask her what the aims and objectives of the event are. This will give you strong direction that will be valuable when appointing your Event Team. This information can also be put into a document to form a project brief, which you can use as a reference point throughout the planning.

### **Scope**

You need to identify exactly what the event will deliver. Events are characterised by deadlines and restrictions on resources (budget, personnel, time etc), so it's important to know what is required. Delivering beyond the scope is the most common cause of overspending and delays.

- What is the theme of the event?
- What are the aims and objectives?
- How big is the event?
- How many participants/sections will be involved?
- What resources will be required?

### **Reporting routes**

With the Commissioner, agree who will be responsible for approving the event plans, who you should report to and how frequently. Please note that the decision to cancel the event, if it is no longer feasible, will rest with the Commissioner.

### **Budget**

Discuss the budget parameters with your Commissioner. You'll need to know how much money has been set aside for the event, or if it will be completely self-funding. You will also need to agree how you are going to organise and manage the finances. It is good practice to appoint a Treasurer to support this aspect of the event.

Please refer to Chapter 11 **Finance and legal** (page 43) for more information about budgets.

### **Learn from experience**

Find out if there are any reports or evaluations from previous large-scale events that you can refer to. They may contain valuable learning points that can be applied to your event. However, you'll need to filter out the information that's relevant - for example, an event that took place two years ago might have a brilliant planning timetable you can use, but the financial information may be out-dated.

### **Appointing an Event Team**

Your Commissioner does not necessarily need to be involved with recruiting the Event Team. Identify what tasks need to be undertaken and then use it to draw up a list of Team Leader roles to delegate these responsibilities to. Remember to include tasks to cover both the planning and delivery stages. This will also involve writing clear role descriptions so that volunteers know what is expected of them and what their responsibilities are. The size of the Event Team will vary depending on the event and activities taking place.

Please refer to Chapter 6 **Event Team and roles** (page 19) for further guidance.

## 2 Planning

Thorough planning is crucial for an event to run smoothly. Planning is what will enable you to control the event and respond calmly to any incidents that arise. An event plan should be a live document that you review regularly to make sure things are on track, adjust if necessary, and it should be available for all members of the Planning Team (roles are discussed in more detail later in Chapter 6 **Event Team and roles**, page 19) to view.

### Day(s) and time

When deciding on the day(s) and time of your large-scale event, the following factors can help determine your choice.

- School holidays.
- Limitations of public transport, for example weekends and public holidays.
- Other events taking place.
- Seasonal factors.
- Venue availability and cost.
- Availability of hired services and/or activities.

### Scale

The scale of the event will have an impact on the amount of planning time required - the larger and more complex an event is, the more there will be to plan. It may help to talk to others who have organised successful events of a similar scale for tips and advice.

When planning a one-day event, there will be an added dimension of pressure to 'get it right first time' as you'll only have one day to impress - you won't have time overnight to tweak your plans and smooth over issues that have cropped up during the day.

### Timescale

There are no exact rules about how long you must plan for an event, but as a sensible guide we recommend a minimum planning time of 12 months for a large-scale event of up to 400 participants, and up to two years for larger (400+ participants), more complex events, or events that will involve international participants.

**Tip**  
Planning can take more time than you might think - remember that Leaders can be busy, so may miss deadlines for submitting things like fees and forms. Also take into account that delays may occur if information is being relayed from County to District.

For a helpful guide, see the Example Planning Timetables on pages 8 and 9.

### Tracking tasks

Identify all the tasks that need to be completed in order to deliver the event, and devise a way of tracking them. It is likely that you'll end up with separate task lists for different aspects of the event, but you should also have some way of mapping them along a central timeline so that you can see how they fit together. Some tasks may be dependent on others being completed first, or there may be external constraints to adhere to, such as placing orders, and delivery times.

Some people find it helpful to work visually, for example using a yearly wall planner and colour-coded stickers (red = recruitment, blue = registration open/close etc). Wall planners are good for viewing tasks 'at a glance', and ticking them off.

Excel spreadsheets are a flexible and easy-to-share way of tracking tasks and storing information. You can open separate worksheets for different information such as participant lists, budget, timeline etc. Naming and colouring the worksheet tabs can help your team find what they need.

If you do use a spreadsheet to track tasks, agree with your team who will be responsible for making updates to avoid confusion. You can use a password-protection function to set editing or read-only permissions on the documents.

## Event life-cycle

It is not just the event itself that you should plan for - but the whole process of before, during and after the event. Below is a summary of the tasks involved at each stage of the event life-cycle - the chapters in this resource will explore them in detail.

### Before the event

- Scoping out all the tasks involved.
- Organising resources and recruiting a team.
- Making bookings, orders and negotiating contracts.
- Confirming the venue layout.
- Promoting the event.
- Gathering data.

### Getting ready for the event

Things inevitably become hectic in the days leading up to the event as excitement mounts and last-minute tasks and checks are completed. You may receive queries from parents, Leaders or volunteers. Be prepared, stay calm, and remember that you have done all you can at this point.

### During the event

- Having a detailed programme of activities (daily/hourly).
- Distributing a rota for volunteer tasks and delivering briefings at start or end of the day.
- Coordinating resources and the team.
- Responding to situations as they arise.
- Maintenance of the venue.

### After the event

- Clearing the venue.
- Evaluating the event.
- Making final payments and putting the accounts in order.
- Reporting back to your Commissioner.
- Thanking everyone who helped.

## Review your plans

Before the final details are put in place, review your event plans and ask the following questions.

- Is it suitable for all the age groups attending?
- Is it suitable for the numbers attending?
- Is it suitable for people with additional needs or special requirements?
- Does it meet the original aims and objectives?
- Does it allow girls enough freedom, while still being safe?

Finally, show your final plans to your Commissioner for permission to go ahead.

## Additional needs

Make sure participants who have additional needs are aware of the facilities available, for example wheelchair access and hearing-aid loops, and be aware that some participants may need to bring a guide dog or a carer.

### Tip

It is worth doing a little research to find out where you can hire such equipment at short notice, in case someone arrives with needs you were unaware of.

You will need to inform people if there are going to be any elements at the event where precautions need to be taken, such as strobe lighting.

**Tip**  
Pushing a wheelchair over outdoor terrain such as grass can be hard work for a carer. Hiring a motorised scooter can ensure a better experience for everyone.

You can refer to the [Members with additional needs](#) area of the website for more information.

## Example planning timetables

12-month countdown to an event	
12 months before	Agree the concept and budget with your Commissioner. Carry out an initial risk assessment. Book the venue. Appoint the Planning Team. Make provisional bookings for activities. Explore sponsorship possibilities.
9 months before	Publicise the event. Make decisions on the venue layout, format of activities, marquees, site services etc. Make provisional bookings for activities, transport, site services, equipment etc. Recruit Team Leaders and sub-teams. Contact the local council and emergency services. Review the budget.
6 months before	Confirm all provisional bookings and book instructors. Update risk assessments including the proposed activities. Identify emergency procedures. Agree booklets, badges and other merchandise. Inform participants of activity choices. Review the budget.
3 months before	Confirm the merchandise and security arrangements. Put together a wet-weather plan. Organise a site visit for Team Leaders. Collect final payments. Review the budget.
4 weeks before	Confirm participant numbers for catering (if applicable).
2 weeks before	Check that all bookings and services are in place.
1-2 days before	Set up the venue.
Event	Manage the event.
Soon after	Evaluate the event, put the final accounts in order and send out thank yous.



Two-year countdown to an event	
18-24 months before	Agree the concept and budget with your Commissioner. Carry out initial risk assessment. Book the venue. Appoint the Planning Team. Explore sponsorship possibilities. Initiate a PR plan. Identify a theme and logo.
12-18 months before	Publicise the event. Invite international participants (if applicable). Make decisions on the venue layout, format of activities, marquees, site services etc. Recruit Team Leaders and sub-teams. Contact the local council and emergency services. Review the budget.
9 months before	Make provisional bookings for activities, transport, site services, equipment etc. Update risk assessments including the proposed activities. Identify suitable instructors, inform participants of activity choices. Organise insurance. Invite VIPs. Review the budget.
6 months before	Confirm all provisional bookings, book instructors. Update risk assessments. Agree booklets, badges and other merchandise. Keep in touch with participants. Identify emergency procedures. Collect final payments. Review the budget.
3 months before	Confirm merchandise and security arrangements. Put together a wet-weather plan. Organise a site visit for Team Leaders.
4 weeks before	Confirm participant numbers for catering (if applicable).
2 weeks before	Check that all bookings and services are in place.
1-2 days before	Set up the venue.
Event	Manage the event.
Soon after	Evaluate the event, put the final accounts in order and send out thank yous.

## Planning checklist

### Start-up

- Event concept agreed with Commissioner.
- Aims and objectives agreed with Commissioner.
- Reporting routes and timescales agreed with Commissioner.
- Budget parameters agreed with Commissioner.
- Planning Team recruited.
- Learning taken from previous events.

### Scoping out the event

- Minimum and maximum number of participants decided upon.
- Sections to be involved decided.
- Day(s) and times of event determined.
- Potential venues researched.
- Number of people required to deliver the event (including external contractors and activity providers) and special skills needed identified.
- Event budget written.
- Local units consulted about their ideas for the event.
- Fundraising needs established and person identified to organise this.

### Planning Team

- Vision for the event shared with the Planning Team.
- System for communicating with the Planning Team agreed.
- Reporting timescales and communication routes agreed with the Planning Team.
- Local Public Relations Adviser contacted.
- Sub-teams recruited.

### Systems

- System for tracking tasks set up.
- System for monitoring income and expenditure set up.
- System for claiming expenses agreed.
- System for keeping records set up.
- Methods for storing and sharing data agreed.
- System for bookings set up.
- Entry fee determined.
- Refund policy determined.
- Cancellations policy determined.
- Plan for producing documents required by venue and local council set up.
- System for contacting suppliers and venue agreed.
- System for paying suppliers and venue set up.

### Planning

- Layout of the venue prepared.
- Review of facilities, utilities and resources already available at the venue carried out.
- Programme and activities planned.
- Provisions for people with additional needs arranged.
- Equipment, services and activities booked.
- Contracts in place.
- Relevant insurance, licences, qualifications and certificates checked.
- Emergency services, local council and environmental health informed of event.
- Publicity and marketing plans arranged.
- Communication system with units set up to keep Leaders informed.

- Communication made with neighbours.
- Communications system for marshals, volunteers and sub-teams determined.
- Systems reviewed to ensure data protection requirements are being upheld.
- First aid provision arranged.
- Site services arranged.
- Safety and security arranged.
- Catering services arranged.
- Transport and logistics arranged.
- Number of people required to deliver the event (including external service providers) reviewed and recruitment undertaken.

### Emergency planning

- Venue fire procedures and evacuation plans checked.
- Risk assessments completed by the appropriate Team Leaders.
- Contingency plans agreed in the event that activities need to be changed.
- Evacuation plan established.
- Emergency plan established.
- Walkthrough of the venue undertaken.

### Getting ready to deliver the event

- Event timetable prepared and shared.
- Final checklists for units prepared and shared.
- Event packs, with information and maps, produced.
- Registration systems established.
- Lost person/property points established.
- System for handling cash and valuables on the day agreed.
- System for identifying marshals, volunteers and teams established.
- Traffic movement around/on site planned.
- Marshals, volunteers and teams briefed and prepared.

### Closing down the event

- Plan for clearing the site agreed, and team arranged to take responsibility.
- Marshals, volunteers and teams de-briefed.
- Final expenses and invoices processed and a budget sheet produced.
- Evaluations planned.
- Thank yous prepared.

### Useful resource

[Members with additional needs guidance](http://www.girlguiding.org.uk) (www.girlguiding.org.uk > Members' area > Running your unit > Members with additional needs > Guidance)

## 3 Planning for the unexpected

No matter how thorough your event plans are, some aspects will be beyond your control. It is vital that you plan for emergency scenarios, no matter how unlikely they are to occur, and ensure the Event Team know how to respond. Planning will also enable you to have the flexibility and react efficiently if you need to adjust your programme at short notice.

### Emergency services and local council

You should inform the local emergency services if you are planning a large-scale event. This includes the coastguard if appropriate. Provide them with the following details.

- Name of the event.
- Location of the event.
- Date and duration of the event.
- Number of participants and ages involved.
- The activities that are taking place.
- Contact details (provide at least two main contacts).

By informing the emergency services early on in the planning stages, you will give them an opportunity to arrange for any support they may wish to provide. For example, the police may increase their patrols in the area, or help with traffic management and signage.

It is also essential to notify the local council as they may need to create an emergency plan to respond to the impact on the local community and activities.

#### Tip

Ask the local council and emergency services what requirements they need you to satisfy (make sure you have them in writing). These requirements can then be added to any supplier contracts you enter into, if they are relevant to the service or goods they are supplying.

### Contingency plans

Contingency plans are about making provisions in case your master plan is threatened. Consider the following.

**Finances** - what will happen if the budget is exceeded or take-up is low? Do you have some contingency in the budget to allow for this?

**Weather** - how will adverse weather (too hot or too wet) affect the event? Could it affect site access? Do you have a wet-weather plan? Do you have some indoor activities organised for if the outdoor activities are cancelled?

**Personnel** - how will you manage if your volunteers fail to turn up? Have you recruited enough volunteers to cope if some drop out?

**Supplies** - have you considered an alternative if a supplier fails to deliver?

**Venue** - how would you deal with a loss of venue or change of facilities?

**Records** - do you have back-up copies of data anywhere if original copies are lost?

**Poor take-up** - what will you do if the event is heavily under-subscribed?

### Emergency plans

An emergency plan makes note of all the possible worst-case scenarios and courses of action to be taken in the unlikely event of emergencies occurring. You may need to recruit a Critical Incident Manager for very large

events to be responsible for emergency planning before, and incident management during, the event. Emergencies are defined as:

- a serious accident or death
- a natural disaster, for example a flood
- an outbreak of infectious illness
- fire
- missing persons
- unforeseen circumstances, for example a public transport strike
- break-down of essential services, for example faulty toilets or a power failure.

## Evacuation plans

The emergency plan must include an evacuation plan in case of fire, flood, or another situation where participants are required to leave the site quickly. It should include an evacuation point, fire and emergency drills, and a list of everyone's responsibilities in an emergency.

Check if the venue has its own evacuation plan. Talk through it with them and define your responsibilities.

You must also consider people with additional needs. How will you evacuate wheelchair users? Will you need to assign chaperones to assist participants with visual impairments? It will help to discuss this with the venue and the participants concerned.

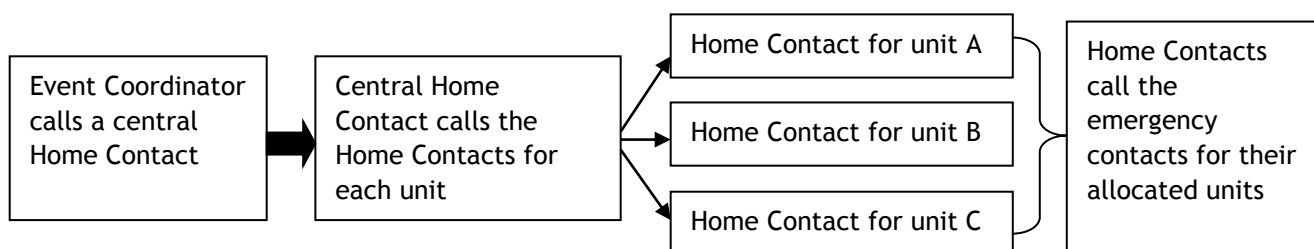
All participants will need to be aware of what the evacuation plan is, including exit points, assembly points and roll call, and what the procedure is for returning to the venue. You can brief participants at the start of the event - providing copies of the evacuation plan (and floor plans if available).

**Tip**  
Prepare two evacuation boxes each containing torches, high-visibility jackets, a spare fully charged mobile phone, other practical items, and a copy of the evacuation plan. Keep the boxes at different ends of the site, so that you will always be able to access one in case of fire.

## Home Contact system

Set up a Home Contact system for the event. A Home Contact is the first point of call if plans change, or an accident or emergency occurs.

**Tip**  
For a large-scale event, there could potentially be hundreds of numbers to call, so consider a cascade system (see below).



The role of the Home Contact is to support the Event Team during emergencies by liaising with the participants' emergency contacts and the Commissioner and/or Adviser. The Home Contact must:

- be contactable at any time during the event
- have full details of the event (including locations, travel arrangements, routes, schedules, activities and expected return time)

- have the names of all participants and their emergency contact telephone numbers - the Contact List and Emergency Details report in the Level Management area of Go! can provide this information for units
- have details of the home and host Commissioners, and for residential events, the home and host Advisers.

If an accident or emergency occurs, someone at the event will be responsible for initiating emergency or rescue procedures, and providing the Home Contact with details of the accident or emergency, including the names of the participant(s) requiring assistance and the action taken.

The Home Contact then, depending on the situation:

- informs the emergency contacts of the participant(s) involved
- if appropriate, notifies the host Commissioner or Adviser of the accident or emergency
- contacts the home Commissioner or her nominee, giving names and telephone numbers of next of kin
- maintains communication to ensure the relevant people are kept informed.

Ensure a copy of all the participants' emergency contacts is also available at the event. The data will need to be stored securely in accordance with data protection legislation. The Home Contact must shred all personal data after the event.

## Handling media interest

If you are approached by the media regarding an incident, don't respond - take their details and advise them that someone will call them back. Contact the Girlguiding press team on 020 7834 6242 (an out-of-hours number is given when the answer phone is switched on).

For more information please see advice from the Girlguiding Press Office on [dealing with a crisis](#).

## Codes

Set up a system of codes when planning your event communications to discreetly alert the team of any emergency, or to trigger the evacuation plan. It could be numbers or code words, but keep them simple and make sure the members of the team understand when and how to use them.

## Registers

At least two people should hold a master list of people present on the day. This will enable you to check that all participants, volunteers, visitors etc are accounted for. For very large events, you may find it more manageable to have separate registers for sub-teams, and appoint a person to be responsible for taking a roll-call for smaller groups.

## Extreme weather

Provide participants with information about what to wear and what to bring with them if extreme weather is anticipated. Consider the following.

- Sun cream and sun hats if the forecast is hot.
- Waterproof or windproof clothing, footwear and bags if it is wet and windy.
- Hats, gloves, scarves and warm socks if it is very cold.
- The welfare of volunteers who might be stood outdoors for long periods, and ensure they are provided with regular breaks and refreshments.

*'After a lengthy, heavy bout of rain there was some flooding around the site. Late in the evening two groups needed to be found a dry place to sleep. A hall was opened, people arrived to help move sleeping bags and the coffee-shop team arrived to provide hot chocolate and biscuits for all!'* **Caroline Norden, Division Outdoor Activities Adviser**

## Lost persons

Establish a location where girls who become separated from friends can be reunited, and tell them where it is. An information point can be an ideal place if you have one, as whoever is manning the information point can

inform you that the young person is found and supervise them while they wait. Plan a procedure to be followed in case a young person is reported lost. You will need to make decisions on the following.

- Who will you inform? Will you have a search team?
- How will you communicate details of the lost person to the search team? How will you communicate success if you find the person? Using coded messages can be a discreet way to avoid causing panic among participants.
- How will the search be coordinated? Will you split your search team up and agree a start and finish point to re-group?

If the child still cannot be found, you will need to plan the next steps to be taken. At what point, and how, will you alert other participants, police and parents to the situation? You can seek advice from the police beforehand to help you plan how to manage a scenario like this.

*'At a Fusion event, the hub where units checked in was also a designated meeting point for lost children. There were two Brownies who were so absorbed in watching a show that they didn't notice their unit move on. The Leader was frantic, but reassured to have a fixed point to return to, and knowing her Brownies knew where to go or would be returned there by event staff. She went back to check periodically, and eventually the Brownies returned.'* Harriet Raey, South West Outdoor Activities Adviser

## Walkthrough

Before the event, have a detailed walkthrough of the event site with all the Team Leaders. This will enable you to ensure you have not missed anything and to check the following.

- Does the evacuation plan work?
- How long does it take to get from the site to the evacuation point?
- Are the walkways clear and accessible for everyone?
- If you are erecting signage, are they clear and accurate ie in the right places?
- If you are providing maps, are they clear and accurate?
- Will you need to have marshals present around the site to direct people?

At the end of the walkthrough, ask for feedback from the team and ensure you have allowed enough time before the event to make any corrections or adjustments.

## Useful resource

[Dealing with a crisis](http://www.girlguiding.org.uk) (www.girlguiding.org.uk > Members' area > Resource library > PRA resources > Dealing with a crisis)

## 4 Risk

Offering girls the opportunity to take part in events will always involve risks. Managing risk is about using a common-sense approach to strike a balance between offering an exciting range of activities and taking sensible precautions against hazards.

### Tip

For large events it is advisable to appoint a person to the role of Critical Incident Manager, to coordinate the risk assessments, emergency plans and processes for handling health and safety issues.

### Risk assessments

In order to minimise risk, you need to know what the risks are by conducting a risk assessment. There **must be** one risk assessment carried out for the event as whole (this can be completed by you) and risk assessments for each sub-section, for example activities, site services etc.

Each Team Leader is responsible for carrying out a risk assessment and managing the risk within their remit. The venue should have its own general risk assessment and fire procedures which you should ask to see.

**For overnight/residential events** - a risk assessment must be included with the [Residential Event Notification form](#), which is submitted to the Commissioner at the approval stage.

**For one-day events** - a risk assessment will need to be completed and submitted to the Commissioner for checking at the approval stage.

You can find out about Girlguiding's [Risk assessment policy](#) in *The Guiding Manual*.

### Risk assessment form

The Girlguiding risk assessment form can be downloaded from the [Risk assessment and accidents](#) section of *The Guiding Manual*. An example is provided in the Appendices of this resource (Appendix 1, page 69). A risk assessment is a live document which should be reviewed and updated as necessary. It should be available for all members of the Planning Team to see. The form records the following.

- **Hazard** - note what the hazard is (a hazard is a potential source of harm).
- **Who is affected?** - note who will be affected by the hazard, for example girls, visitors etc.
- **What controls are in place?** - state what has been done to minimise the hazard, for example erecting a warning sign, or better still removing the hazard altogether if possible.
- **Risk level** - do you consider the risk to be low (L), medium (M) or high (H)? The aim of a risk assessment is to reduce the risk level as much as you can.
- **Are further controls necessary?** - note any additional measures that could be taken to minimise the risk further.
- **Action by and date** - state who has taken action to minimise the risk and when.
- **Review by and date** - state who will review the risk and when. The risks should be reviewed on each day of the event.

### Useful resources

- The [Residential Event Notification form](#) (www.girlguiding.org.uk > Members' area > Running your unit > Forms and templates > Activity consent forms > Residential events forms > Residential Notification form)
- [Risk assessment policy](#) (www.girlguiding.org.uk > Members' area > Guiding Manual > Policies > Safety and safeguarding > Risk assessment)
- [Risk assessment and accidents](#) (www.girlguiding.org.uk > Members' area > Guiding Manual > Policies > Safety and safeguarding > Risk assessment > Risk assessment system > Risk assessment and accidents)



## 5 Event types and ratios

The type of event you are planning will determine how many adults are required, and how many (if any) of the relevant Going Away With Licence holders are required. The type of licence required will depend on the type of event - you can find out more information about the Going Away With Scheme in the [Going Away](#) section of the website.

### One-day large-scale events

A licence is **not** required for a one-day event, but you will need to adhere to the adult-to-girl ratios (see the table of ratios on page 18). One-day events can be attended by all sections.

### Overnight large-scale events

For large-scale overnight events, you will need to have the correct ratio of Going Away With Licence holders (Modules 1-4) at the event, as well as following the adult-to-girl ratios.

A [Residential Event Notification form](#) will need to be completed and given to the Commissioner **before** approval for the event is given.

**Overnight events can be attended by all sections, however if Rainbows are involved the total number of Rainbows in attendance should not exceed 30.**

#### Residential large-scale events

For large-scale events lasting two nights or more, you will need to have the correct ratio of relevant Going Away With Licence holders at the event, as well as following the adult-to-girl ratios. The type of licence depends on the event, for example, you will need:

- Module 5 if you are organising catering
- Module 6 if you are coordinating a programme of activities
- Module 7 if you are organising the care and maintenance of facilities at the venue
- Module 8 if you are organising the care and maintenance of camping equipment.

A Residential Event Notification form will need to be completed and given to the Commissioner **before** approval for the event is given.

Residential events can be attended by Brownies, Guides and The Senior Section.

### Joint events with The Scout Association

You can find helpful guidance in the [Joint activities with The Scout Association](#) section of *The Guiding Manual*.

### Joint events with other organisations

The responsibility for approving joint events rests with the Girlguiding Commissioner and their equivalent role holder at the other organisation. If you have been appointed to organise a joint event, find out from your Commissioner exactly what agreement has been made with the other party.

A committee should be set up with representatives from each organisation. Planning a joint event has complexities and advantages. Bringing together budgets and resources can enable you to provide a richer experience for all involved, but it also requires more effort and time in planning as you'll need to agree how finances, tasks and resources will be shared. There will be implications for all aspects of the event, from the programme planning to branding, and post-event considerations such as how any surplus income will be divided.

There may be differences in the rules and regulations, for example your adult-to-child ratios may be different to those of the other organisation. A pragmatic approach will be required so that both organisations can operate within their own requirements.

## Events involving more than one section

Inviting different sections to an event is a great way to enable girls to mix socially and to encourage transitions to the next section. However, you will need to ensure the programme is suitable for all those attending and that the adult-to-child ratios for each section are followed. Seek input from the units attending and relevant section Advisers to ensure your plans are suitable.

### Ratios for large-scale events

Section	One-day		Overnight		Residential	
	Licence holder: child	Adult: child	Licence holder: child	Adult: child	Licence holder: child	Adult: child
Rainbows	Not required	1:5	1:30*	1:4	Not applicable	Not applicable
Brownies	Not required	1:8	1:50	1:6	1:50	1:6
Guides	Not required	1:12	1:50	1:12	1:50	1:12
The Senior Section	Not required	A minimum of three adults must be present.	1:50	A minimum of three adults must be present.	1:50	A minimum of three adults must be present.

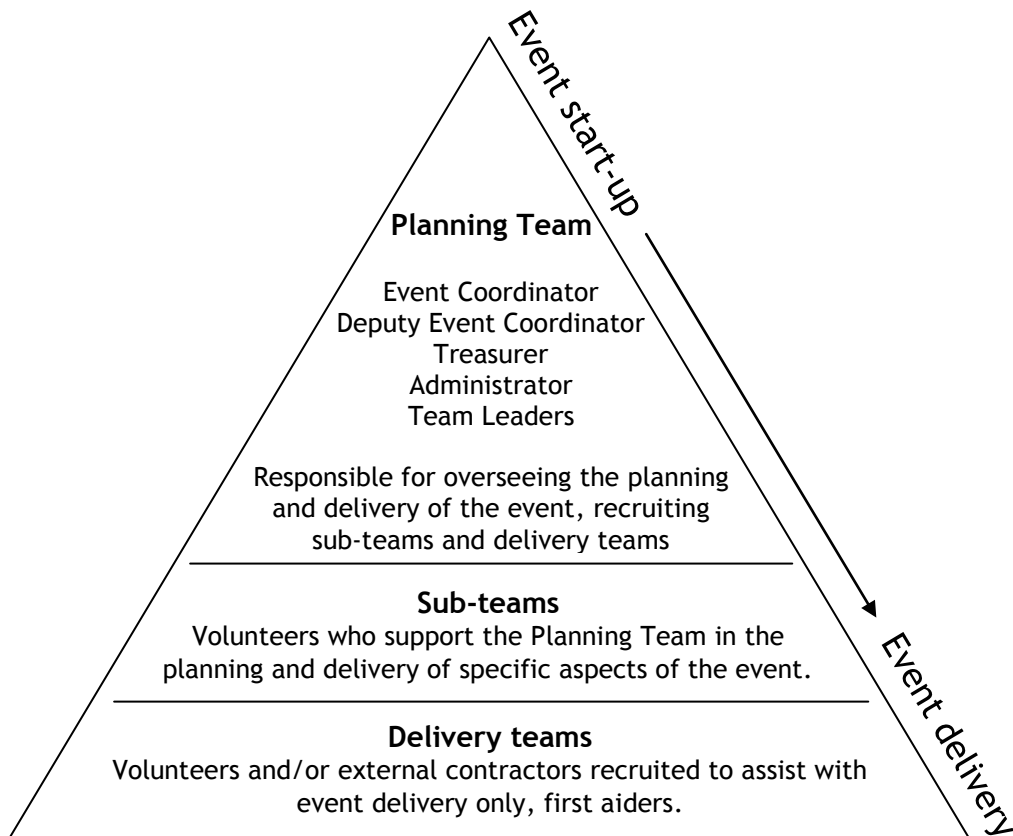
\* If Rainbows are attending a sleepover, the total number of Rainbows should not exceed 30.

### Useful resources

- [Going Away](http://www.girlguiding.org.uk) (www.girlguiding.org.uk > Members' area > Building your skills > Going away)
- [Residential Event Notification form](#) (www.girlguiding.org.uk > Members' area > Resource library > Forms > Forms for events and activities > Residential Notification form)
- [Joint activities with The Scout Association](#) (www.girlguiding.org.uk > Members' area > Guiding Manual > Activities > Additional information > Joint activities with The Scout Association)

## 6 Event Team and roles

'Event Team' refers to all those involved in planning and delivering the event. The Event Team will consist of a Planning Team who are appointed at the beginning of the event planning, sub-teams who support specific areas of planning and delivery, and delivery teams who provide additional assistance for the duration of the event only (see diagram below). The scale of the event will influence the size of the Event Team and the roles involved. This chapter is a guide to the roles and teams you may need to appoint.



### Licence holders

**One-day events** - there is no licence-holder requirement. The team can be appointed based on relevant event skills and experience.

**Overnight events** - you will need to have the correct ratio of Going Away With Licence holders to girls at the event. See Chapter 5 **Event types and ratios** (page 17).

**Residential events (lasting two nights or more)** - you will need to have the correct ratio of relevant Going Away With Licence holders to girls at the event. The Event Coordinator does not necessarily have to be a licence holder.

### Roles

#### Event Coordinator

**Report to:** Commissioner(s)

**Responsible for:** Team Leaders and Deputy Event Coordinator

#### Responsibilities

- Manage the event.
- Appoint and chair a Planning Team.
- Delegate tasks to the Planning Team - coordinate and monitor their input.

- Communicate with the Commissioner and manage communication with Unit Leaders on behalf of the Planning Team.
- Book the venue and agree terms and conditions.
- Coordinate the documentation required by the venue and local council to demonstrate adequate plans are in place.
- Ensure risk assessments are completed.

### **Planning Team**

The Planning Team is formed at the beginning of event planning and includes you (as the Event Coordinator), your Deputy, the Treasurer, the Administrator and the Team Leaders who will organise and deliver different aspects of the event. Identify what tasks need to be achieved and draw up role descriptions for your Planning Team. The role descriptions should make the expectations and the time commitments clear. Consider if job-sharing is an option.

Consider advertising locally and try to appoint at least two members aged under 26.

You should also appoint someone to handle disclosures of health and/or safeguarding issues at the event. This could be your Health and Well-being Team Leader.

### **Deputy Event Coordinator**

**Report to:** Event Coordinator

**Responsible for:** [Event Coordinator to confirm]

#### **Responsibilities**

- Deputise for the Event Coordinator (tasks to be decided by the Event Coordinator).

### **Administrator**

**Report to:** Event Coordinator

**Responsible for:** Event administration

#### **Responsibilities**

- Take and circulate notes at each Planning Team meeting.
- Maintain contact lists for the Planning Team and key personnel, including emergency contact lists.
- Set up and manage systems for bookings.
- Set up and manage filing systems.
- Work closely with the Treasurer to process invoices, expenses and payments.
- Undertake any other administration tasks as required by the Event Coordinator.

### **Treasurer**

**Report to:** Event Coordinator

**Responsible for:** Financial processes

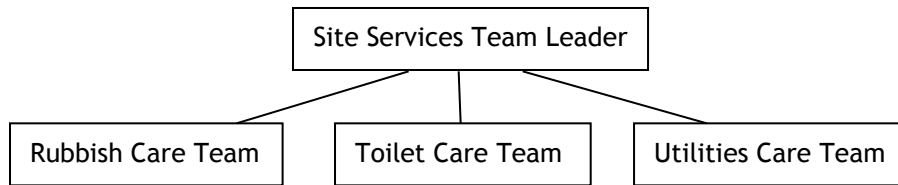
#### **Responsibilities**

- Set up an accounts and financial controls system for the event.
- Review the draft budget, seek input from Team Leaders and agree it with the Event Coordinator.
- Recommend a participant cost for the event.
- Decide on event staff cost.
- Monitor income and expenditure against the budget, and highlight areas of concern to the Event Coordinator.
- Supply summary accounts as required by the Event Coordinator and Commissioner.
- Ensure all expense claims and invoices are dealt with punctually.
- Other financial tasks as required by the Event Coordinator.

### **Team Leaders and sub-teams**

Team Leaders will have responsibility for different aspects of the event, and for assembling a sub-team of volunteers to help deliver the tasks.

## Example



Appoint people who have relevant experience and have managed teams before. Discuss with the Team Leaders how many members are required in each sub-team, what roles need to be filled, and what skills are needed. When recruiting, consider advertising locally and to members of The Senior Section and to Guides where appropriate.

### Tip

When recruiting, list the tasks and the time commitment involved. Give opportunities for long-term and short-term commitments. You should always seek references, evidence of qualifications and/or experience and recommendations from people you trust.

Some examples of Team Leader roles are provided below. It is good practice to appoint a Team Leader for each aspect of the event or sub-team (please note that we have not listed them all here).

### Programme Team Leader

**Report to:** Event Coordinator

**Responsible for:** Programme sub-team

### Responsibilities

- Consult on and develop a programme that meets the objectives of the event.
- Develop a sub-team of volunteers to deliver the programme during the event.
- Coordinate activities, supplies and liaise with activity providers.
- Ensure restrictions to participation (age, height, numbers, weather etc) are complied with.
- Ensure instructors comply with Girlguiding requirements, such as safeguarding, and hold the appropriate qualifications.
- Liaise with the other Team Leaders to keep them informed of programme arrangements and how they link with other aspects of the event.
- Maintain documentation of all programme arrangements, bookings, decisions and enquiries.
- Ensure risk assessments for the programme activities are completed.
- Provide input to the draft budget and, once approved, comply with it.
- Ensure the team are aware of the expense claim process and that expenses are submitted in a timely manner.

*'Programme Team Leaders often have to think outside the box. At one summer event, we had tobogganing in the snow! How? We asked a snow dome company to deliver ten tonnes of fake snow. It gave international participants a chance to try something they had never experienced before.'* Karen Tricker, Guiding Development Committee Vice Chair

### Site Services Team Leader

**Report to:** Event Coordinator

**Responsible for:** Site services sub-team

### Responsibilities

- Arrange and coordinate the facilities required for the event including toilets, temporary structures, washing facilities, rubbish disposal, utilities etc.
- Ensure suppliers comply with the regulations and requirements of the local council, and collate the relevant licences and documentation.

- Liaise with the other Team Leaders to keep them informed of site service arrangements and how they link with other aspects of the event.
- Maintain documentation of all site service arrangements, bookings, decisions and enquiries.
- Ensure risk assessments for site services are completed.
- Provide input to the draft budget and, once approved, comply with it.
- Ensure the team are aware of the expense claim process and that expenses are submitted in a timely manner.

### **Public Relations (PR) Team Leader**

**Report to:** Event Coordinator

**Responsible for:** PR sub-team

#### **Responsibilities**

- Liaise with the local Public Relations Adviser to discuss a PR strategy for the event.
- Ensure the look and feel of the event complements the event concept, and use Girlguiding branding where possible.
- Contribute to the design of flyers and other distributed marketing material.
- Organise the provision of information about Girlguiding to non-members.
- Organise event souvenirs and merchandise, and their sale and distribution.
- Identify and liaise with sponsors.
- Advise on and invite celebrity guests.
- Liaise with the other Team Leaders to keep them informed of PR arrangements and how they link with other aspects of the event.
- Maintain documentation of all PR arrangements, bookings, decisions and enquiries.
- Ensure risk assessments for PR activities are completed.
- Provide input to the draft budget and, once approved, comply with it.
- Ensure the team are aware of the expense claim process and that expenses are submitted in a timely manner.

### **Health and Well-being Team Leader**

**Report to:** Event Coordinator

**Responsible for:** Health and well-being sub-team, first aiders

#### **Responsibilities**

- Plan health, first aid and well-being support for all participants, including pastoral care.
- Contribute to emergency planning in case of medical emergencies.
- Handle disclosures of health and/or safeguarding issues.
- Liaise with local hospitals and medical facilities such as urgent care centres.
- Liaise with the other Team Leaders to keep them informed of health and well-being arrangements and how they link with other aspects of the event.
- Maintain documentation of all health and well-being arrangements and enquiries.
- Ensure risk assessments for health and well-being services are completed.
- Provide input to the draft budget and, once approved, comply with it.
- Ensure the team are aware of the expense claim process and that expenses are submitted in a timely manner.

### **Delivery teams**

Additional volunteers will be needed during the event to ensure it runs smoothly. You could potentially have hundreds of volunteers during the event, doing energetic tasks such as marshalling, meeting and greeting, running errands, manual handling etc.

Plans for how many volunteers are needed, who will manage them and how, should be considered well in advance of the event.

Ensure volunteers are adequately trained (if appropriate) for their roles. They should be briefed on safety and security procedures, understand the event communication system and know who to report to if they need assistance or if an emergency occurs. A means of identifying delivery personnel will need to be set up, for example matching neckerchiefs or jackets.

## Recruitment

Volunteers can be recruited by word of mouth, advertising in local units, guiding or scouting magazines and/or newsletters, social media, or by invitation. You could target Guides and members of The Senior Section if appropriate.

When to recruit depends on when the volunteers are needed. It is good to get commitments from people in advance (remember that disclosure and reference checks can take up to three months to complete), but if you recruit early you must follow it up with regular communications so that people don't lose interest.

When drawing up your volunteer roles make the expectations clear, consider the skills required and the time commitment involved. Set up an application process and decide how you will interview volunteers and obtain references.

If a volunteer is unsuitable for the role they have applied for, gently explain the reasons why and suggest other roles they might be suitable for.

## Physical fitness

*'I didn't realise I had to walk around so much - I should've asked for a 'sitting' job!' Volunteer*

Some roles will require a level of physical fitness, so you'll need to make it clear to volunteers what the role involves. For example, will there be a lot of walking around the venue? Do you expect them to do any manual handling? A physical fitness questionnaire can help you assess a person's fitness for a role (see the example on page 25).

## New to events

Where possible, try to give people who lack experience, but who are enthusiastic, an opportunity to get involved and learn the ropes. Everyone has to start somewhere!

## Working with others

Don't feel like your Event Team has to deliver everything. Using external service providers can bring expertise to the event and make your roles much easier. You can authorise Team Leaders to contact providers as necessary, but agree which Team Leaders will have responsibilities for contacting which providers to avoid duplication.

You may hear service providers, people or businesses referred to in the following terms.

**Suppliers** - a supplier is someone whose business is to supply a service or product.

**Contractors** - a contractor is a person or company that undertakes a contract to provide materials or services to do a job.

**Sponsors** - a sponsor is a person or organisation that provides funds or support for a project or activity.

**Partners** - a partner is a person or organisation that shares in the undertaking of the event, and will share the risks and rewards.

## Tips when finding suppliers

1. You can find out about good suppliers either by using those successfully employed at previous events, or doing research on the internet. Seek recommendations from people you trust. It is worth spending a little time on this.
2. Try to get at least three quotes, especially for large expenses. Ask for samples if you can. Obtain references and recommendations.
3. Check that the goods and/or services that the company is providing meet your needs and requirements.

4. Check exactly what the quote includes, such as VAT, delivery charges, minimum order rates, fuel surcharges and any other hidden fees.

5. Don't underestimate your power to negotiate - be cheeky! Some companies offer discounts to charities - don't declare how much you have to spend. Try to bring the quote down by saying you have less money in the budget. If they won't reduce the price, see if you can get anything else included for free.

Once you have gathered all the information, you can make a decision. Please refer to Chapter 8 **Contracts** (page 31) for further details about contracts.

*'Building good relationships with suppliers early on can pay dividends later. At a Centenary Camp I had 51 flagpoles to erect, but the ground was so hard I had to hire a manual hole-borer. When this didn't work I asked the suppliers for a mechanical one. We had it for longer than agreed, but the supplier didn't charge for each day we had it.'* **Rebecca Cook, Deputy International Commissioner**



## Example physical fitness questionnaire

Please answer the questions below (circle 'Yes' or 'No')\*

- |   |          |
|---|----------|
| 1. Have you ever sought medical advice for a heart condition?                       | Yes / No |
| 2. Do you experience chest pains?   | Yes / No |
| 3. Do you lose your balance because of dizziness or do you ever lose consciousness? | Yes / No |
| 4. Do you have a bone or joint problem?   | Yes / No |
| 5. Do you have high or low blood pressure?  | Yes / No |
| 6. Are you pregnant?  | Yes / No |
| 7. Are you diabetic?  | Yes / No |
| 8. Are you asthmatic?   | Yes / No |
| 9. Have you had an injury in the last six months?                                   | Yes / No |
| 10. Do you know of any reason why you should not increase your physical activity?   | Yes / No |
| 11. Do you have mobility issues?  | Yes / No |

If you have answered 'yes' to any of the above the questions, please provide details below.

.....  
.....  
.....

\* This information will be kept for the event records only, and will be used to help us to recruit you to an appropriate role.

I understand that this information will be shared with the Event Coordinator/Team Leader/first aider.

Signed .....

Name (please print) .....

Date .....

## 7 Venue booking

This chapter will help you when searching for event venues. It can be used flexibly and does not cover absolutely everything you need to think about, so please adapt and interpret the content to suit the event you are organising. At the end of the chapter there is a venue contract checklist (page 29) to help you review the venue contract.

### General hints and tips

1. Don't tell the venue sales staff how much money you have in the budget, unless they quote a higher figure, in which case you can try saying 'but I only have £x in my budget. Can you help?' Girlguiding is a charity and sometimes venues will offer us reduced rates.
2. Get as many of your questions as possible answered during your visit to the venue. If the venue contact will not reduce the rate, try to negotiate for additional facilities to be included. Make a note of anything that they are unable to answer on the spot and follow up in an email or letter shortly afterwards.
3. Always check what is included in the price and ensure that this is written into the contract. Refer to Chapter 8 Contracts for more information (page 31).
4. Always make comparisons with other venues and be open to ideas. Try to visit your prospective venues within a short time (same day if possible) - it makes comparing them a lot easier.
5. Bring a digital camera and take photos to help you remember the venue. Draw a rough plan of the site and annotate it, marking where the photos were taken.
6. Check for restrictions, for example the venue is closed on Sundays.

**Tip**  
Check that you have sole usage of the venue. *'I once booked a swimming pool for some activities and did not realise the other half of the pool was booked out by another group - at the time I thought we'd have the whole pool to ourselves.'* Karen Tricker, Guiding Development Committee Vice Chair

### Cost

Work out the maximum amount that you are willing to spend on the venue, and be realistic. Remember, it is not compulsory to spend the full amount that you have allocated. You can always spend it on something else.

Consider any additional costs, for example if you need to dress the venue with party decorations. The venue may be able to recommend suppliers and services.

Check if VAT is included in the quote before you agree. At 20 per cent extra, it could have a big impact on the cost.

Try negotiating with the venue contact even if they have quoted an amount which is in budget - you have nothing to lose. Be confident with your demands - after all, we are a charity!

Remember that commercial properties exist to make a profit and have to at least cover their costs, so don't be too disappointed if they are unable to offer you a free venue or a booking at a reduced rate.

### Size/capacity

Discuss the capacity of the venue and how you wish to use the space - you will need more space per person if you are planning activities (venue contacts will often quote capacity in terms of seating arrangements). When visiting the venue, visualise what activities will take place in each area to determine if there is adequate space.

If you are using external activity providers and time permits, visit the venue with them to confirm they are happy with the space allocated for their activity.

## Layout

Draw a plan of the venue and try several layouts to decide where each activity or service should go. Discuss your ideas with the Planning Team and emergency services.

You should mark all the entrances, exits and vehicle access points on the plan. If you are hiring large pieces of equipment and temporary structures, such as marquees or sound systems, consider how much space they will take up.

Whether the event is taking place indoors or outdoors will have a bearing on the layout. Does it suit your requirements? Write down a list of your requirements and think flexibly about how you intend to use the space.

**Outdoor considerations** - what is the topography like? Are there slopes, uneven ground, hedgerows, ponds and streams?

**Indoor considerations** - what are the rooms like and what activities are they suitable for? Will you be sharing the space with any other businesses, for example a conference centre?

## Transport links

Think about the transport links to the venue. Don't rule out places that aren't central if they have good links.

Consider transport timetables and ensure that people can travel home after your event. Consider the travelling time for participants and the Event Team, especially if your event starts early or finishes late, is on a Sunday or on a school or public holiday.

## Venue access and opening

Will the venue remain open to the public (for example, a large museum or park)? This does not have to pose a problem but should be discussed early on.

At what times can you get access to the venue? Include the time needed to set up and clear away. How long do you think that you will need?

Is the venue child-friendly? If you think that it isn't, is there anything that you can do to make it more so?

## Noise

Events can generate noise - large numbers of people, activities, entertainments etc - so check that the venue is happy with your plans.

## Parking provision

Make sure there are adequate parking facilities and check what time they are available. If the event is for one day only it is likely that everyone will arrive at a similar time and will also leave together, so think carefully about start and finish times.

Is there coach parking or a drop-off point nearby? Who will manage the parking of coaches? You can find further information about parking, arrivals and departures in Chapter 18 **Transport and logistics** (page 62).

## Venue staff

Are they helpful? This can make a big difference to the planning of your event. Are they used to dealing with lots of children? It is not necessarily a problem if not, but it should be something that you consider carefully in your planning. Explore this in your discussions with the venue contact.

## Disabled access

Is the venue fully accessible? Consider a wide range of disabilities, not just wheelchair access. Look out for stair access including banisters, disabled toilets, uneven flooring, disabled parking, hearing-aid loops and emergency exits and procedures.

Consider what your event will involve, for example you may need to allow additional time for people using lifts or ramps to move between areas due to the location of these facilities

## Contracts

Read the contract carefully and pick out any points that you are not comfortable with, or that you don't fully understand. Note in particular the cost of cancellation.

Check the payment schedule. Can it be renegotiated to your advantage? For example, can you delay a large payment until some income has been received?

The venue contract checklist (page 29) may be used to direct your team to any points that you had difficulty with. Always get a second opinion.

Don't sign immediately. Sleep on it for a day or two - you may have more questions.

Check that you are able to use the rooms/area required - don't assume. Try to make sure a detailed description is included in the contract.

## Insurance

Girlguiding has £30million public liability insurance for guiding events. Check with the venue contact whether they will need to see our insurance certification. Details of Girlguiding insurance policies are available in *The Guiding Manual*.

## Security

Can the venue be made secure before, during and after the event, particularly if equipment is being left on-site?

## Health, first aid and safety

Is the venue safe for both adults and children? Is first aid provision provided by the venue? If not, your Planning Team will need to organise first aid cover.

Look at its fire and emergency plans, and ask the venue staff if you can take a look at their standard risk assessment to make sure that you are aware of anything unusual. During a venue visit, look out for potential risks to health or safety. Consider the ease of evacuation in an emergency.

## Contingency plans

Are there any circumstances that would make the venue inaccessible or unsuitable such as wet or windy weather? Can you plan your event with this venue so that these circumstances do not jeopardise your event?

## Catering

Some venues have strict policies about who supplies the food. If you are planning to have food at your event, you will need to check:

- if the girls can bring their own packed food
- if you need to use a caterer or whether your team can prepare the food on-site.

## Merchandise

Would you like to sell merchandise at the event? If so, check the following.

- Are you allowed to?
- If you are, will the venue request a commission? Can you negotiate?
- Do you need a Trader's Licence?
- Are you allowed to advertise sponsors and traders at the venue?

## Facilities

Consider what equipment and facilities you will need, such as tables and chairs. Find out if the venue will provide these and at what cost, or if you need to hire them from an outside supplier.

Do you require any audio-visual equipment? Check what, if any, equipment is provided in-house and if you have to pay extra to use it. Are any technical staff members provided as part of the venue hire charge?

Think about what you would like to use and how it can be made available. Remember to consider power supply options in outdoor venues.

The venue may be able to provide contacts and recommendations for services and equipment you need to hire in, such as technical staff, security teams, equipment or cleaning teams.

## Venue contract checklist

Venue name	
Venue address	
Venue contact name	
Contact telephone number	
Contact email address	
Date agreement needed by	

Points to consider	Tick as appropriate	Notes
Are the contracting parties correctly described and identified?	Yes No/need help <input type="checkbox"/> <input type="checkbox"/>	
Are the dates and venue facilities correctly listed and described? Include your time for setting up/clearing the venue.	Yes No/need help <input type="checkbox"/> <input type="checkbox"/>	

Does the contract describe and conform to your expectations or pre-contract discussions?	Yes No/need help <input type="checkbox"/> <input type="checkbox"/>	
Do you understand all parts of the contract?	Yes No/need help <input type="checkbox"/> <input type="checkbox"/>	
Is there anything in the contract to suggest the other party has misunderstood your requirements or situation?	No Yes/need help <input type="checkbox"/> <input type="checkbox"/>	
Are all risks inherent in the contract adequately covered?	Yes No/need help <input type="checkbox"/> <input type="checkbox"/>	
Does notice have to be given to end the contract? If so, what is it? Are there penalty clauses?	No Yes/need help <input type="checkbox"/> <input type="checkbox"/>	
Do you understand the cancellation policy?	Yes No/need help <input type="checkbox"/> <input type="checkbox"/>	
Do you have a copy of the payment schedule?	Yes No/need help <input type="checkbox"/> <input type="checkbox"/>	
Do you have any other problems with the contract? If yes, make a note of what they are.	No Yes/need help <input type="checkbox"/> <input type="checkbox"/>	

## 8 Contracts

This chapter will help you when entering into important and sizeable contracts with suppliers and other third parties for events or celebrations.

It's important when entering into contracts to ensure both parties are clear about exactly what has been agreed to avoid problems later on, and that the contract does not expose the organisation to excessive financial or other risk.

### Terms and conditions

When seeking to enter into a contract with a supplier it is essential to ask the supplier for their terms and conditions, and to make sure you have read and fully understood them before signing.

Although it is best to start with the supplier's own terms, it is important to acknowledge that the supplier's terms have been primarily designed to protect the supplier's interests. A few organisations do seek to be even-handed in their approach, but the supplier's terms are often biased and you will need to ask for clauses that protect your interests to be included. This can seem daunting, but most suppliers will find it hard to refuse reasonable changes, particularly if they are trying to win your business.

### Make sure you understand the contract

Some standard terms have been added to and amended over the years to the point that they become unintelligible. Don't be embarrassed to say that you do not understand a clause. If the supplier explains the clause to you in terms you do not understand, it is reasonable to ask them to restate the clause in a way you do understand.

### Include what is important to you

Often suppliers will make assurances during meetings and phone calls with you to win your business. But when it comes to signing the agreement, the specific things that have made you choose them above their competitors may not be included in the contract. If something is not included in the contract then the supplier is not obliged to provide it - it cannot be enforced if the supplier fails to live up to their word. Again, most suppliers will be happy to uphold the promises that they have made, either verbally or in writing, to you beforehand.

### Check the supplier exists legally

Make sure the supplier that you are contracting with actually exists legally and is not insolvent or at a risk of imminent insolvency. Suppliers who are limited companies have a company number and registered office that can be checked on the Companies House website at [www.companieshouse.gov.uk](http://www.companieshouse.gov.uk).

You can verify information on the company's solvency and for £1 you can download the supplier's latest accounts so that you can see how financially stable they are.

If the contract is with an individual, then their address and normal landline telephone number should be checked. Care should be taken when contracting with foreign-based companies by ascertaining that, at the very least, they have a UK-registered subsidiary and/or trading address.

If the contract is an important one and the supplier you are contracting with either does not exist or does not have any financial substance, then the contract with them will not be worth the paper it is written on.

### Important clauses to look out for

#### Public liability, indemnity and insurance clauses

Girlguiding has a public liability insurance policy that covers the activities and buildings of all guiding organisations in the UK up to a limit of £30million. This [insurance policy](#) will cover **only** foreseeable direct losses arising from death, personal injury and damage to buildings incurred as a result of the negligence of guiding volunteers. A certificate can be obtained from *The Guiding Manual* insurance webpages. Contracts often include indemnity clauses that go far beyond this and ask you, the customer, to indemnify them against losses such as

'consequential', 'economic', 'goodwill' and other terms that imply that they are not directly foreseeable. For example, if a building is damaged, it is reasonable to expect that the insurance will pay for the repair to the building and any increased cost of working or loss of revenue the supplier incurs while the building is being repaired. The insurance will not pay for any consequential loss that cannot be reasonably foreseen. This will only be tested by a judge in a court, but if you end up becoming contractually liable for a loss for which you are not insured, it could end up wiping out all your reserves and more. It is therefore of the utmost importance to refuse indemnities that include anything other than directly foreseeable losses arising out of personal injury, death and damage to buildings. Suppliers will find this request difficult to refuse because you will probably be able to observe that their liability is limited in all respects (other than death and personal injury) to the value of the contract price. Why should you expose yourself to unquantifiable financial risk when they do not?

### **Time sensitivities**

A lot of standard terms and conditions maintain that, in carrying out the provision of goods or services, time is *not* of the essence. This means that you will still need to pay the supplier, even if he misses the anticipated date for delivery. These terms are very much in the supplier's interests, but could be disastrous for you!

If the contract is linked to the date when an event is happening, the value of the goods (if delivered late) could well be zero. Where this is the case, you should make it clear in the contract that they will not be paid unless they produce on time and in the quantity ordered. Again, before the contract has been signed, the supplier will have difficulty in refusing to change this term in order to keep your business.

### **Payment**

You should find out how long you are given to pay from the time you receive the bill, and payment should always be dependent on invoices being issued. Most businesses give themselves the right to charge interest on any payments that are late and the interest rate charged may vary between suppliers. Check that they have stated what the interest is.

### **Penalties and unexpected costs**

There may be penalties for failing to do certain things that the contract requires. These are often referred to as 'damages' or 'liquidated damages'. It is important to understand what penalties may be imposed and under what circumstances.

Where time is sensitive, the supplier's failure to provide the goods or services on the agreed date and time will entitle you to levy penalties, for example, at a daily rate until delivery, but care should be taken to specify the penalty.

You should also be aware of issues that are not explicitly covered in the contract, but which may represent an additional risk or cost. For example, failure to give the necessary notice before the contract end date may mean that the contract is automatically renewed. Accordingly, if there is such a clause in the contract, notice of termination should be given within the prescribed time limits.

#### **Tip**

Discussions may need to be had between the venue and supplier, to agree cover for damages. For example, heavy equipment hired into the venue could potentially damage the floor, but you will not want to have to pick up the bill!



## Variation

Any variation of the contract must be agreed between you and the supplier and set out in writing. It should be clearly stated in the contract that no variation of the contractual terms is valid unless agreed between the parties, set out in writing and signed by both parties in addition to the contract.

## Substitution

*'I ordered 1,000 chicken pieces for an event and the supplier sent 250 whole chickens, assuming I would joint them all!'* Karen Tricker, Guiding Development Committee Vice Chair

Often suppliers will have, as part of their standard contractual terms, a right to substitute goods of a similar nature or specification if the goods ordered are not available or cannot be sourced within the timescales agreed. If the goods are bespoke, you should insist on the right of substitution being removed from the contract. Where, for example, the goods are perishable and can be easily replaced, substitution is often a sensible clause and should be retained. Where there is a right of substitution, ensure that substitute goods are of equivalent quality and value to the original goods ordered.

## Assignment

Suppliers often insist on a contractual term entitling them to assign their rights and obligations under the contract to a third party. Commonly this occurs with larger organisations where the contract is assigned to a subsidiary organisation. If at all possible, avoid the supplier's right to assign its duties and obligations under the contract. If the supplier insists on a right of assignment for business or operational efficacy reasons, request that the right of assignment is conditional upon your consent - that is, no assignment is permissible without your written consent. This allows you time to investigate the financial viability of the proposed assignee and its ability to perform the contract.

## Exclusivity

Where the supplier is to manufacture or produce bespoke products, ensure that these will be made exclusively for you and that the supplier is prohibited from supplying those goods to other third parties. If you wish those products to be supplied to, for example, other Guiding/Scouting organisations, insist on the right of exclusivity being subject to modification at your discretion. The supplier should be willing to extend the limit of the exclusivity term as this will mean more business/sales, but if there is an outright refusal to do so, this will not prevent you from supplying other Guiding/Scouting organisations. This is, of course, provided that there is no corresponding obligation on you that forbids you to transfer the bespoke goods to other parties.

## Cancellation

Ensure that you can cancel the contract, in the event that the supplier is not doing what they promised. Contracts will often deal with this under the heading 'termination' or 'cancellation.' In most cases the supplier's right to get out of a contract will be greater than yours and you should therefore attempt to negotiate terms to make sure that these rights are also available to you.

## Notices

The address and contact details of each party should be specified in the contract and given as the address and contact details to which any notices to be served under the contract are sent. For example, in the case of a limited company, this should be the company's registered office address. Also, ensure that if facsimile transmissions are permissible, this is specified in the contract, together with the appropriate fax numbers.

## Governing law and jurisdiction

Insist on the contract being governed by and construed in all respects in accordance with English law only, and that in the event of any disputes, the parties submit to the exclusive jurisdiction of the English courts. Otherwise, there is a risk that any disputes arising from the contract could (and in the case of multinational companies, probably will) end up being adjudicated in foreign jurisdictions.

## Contract checklist

Name of contract	Date agreement needed by

Questions to consider	Circle as appropriate
Are the contracting parties correctly described and identified?	Yes No/need help
Is the work to be carried out adequately described and does it conform to your expectations or pre-contract discussions?	Yes No/need help
Is the consideration clearly mentioned in the contract?	Yes No/need help
Do you understand all parts of the contract?	Yes No/need help
Does the other party have the same understanding of the contract as you?	Yes No/need help
Are all risks inherent in the contract adequately covered?	Yes No/need help
Does the contract have an end date?	No Yes/need help
Does notice have to be given to end the contract?	No Yes/need help
Do you have any other problems with the contract? If Yes, note your queries in box below	No Yes/need help
Queries	

## Useful resources

- [www.companieshouse.gov.uk](http://www.companieshouse.gov.uk)
- [www.girlguiding.org.uk](http://www.girlguiding.org.uk) > Members' area > Guiding Manual > Policies > Safety and safeguarding > Insurance and emergencies > Insurance policy)

## 9 Administration

Organising events can create a lot of processes, data and paperwork, so it is essential to plan administrative support to enable the event to run smoothly.

### Booking process

Agree which member of the Planning Team will be responsible for sending booking information and receiving bookings. When deciding upon the process, consider the following questions.

- How will the event details be advertised?
- Do you need to create a booking form?
- Do you need to set up an event enquiry line?
- What options will you give people to book and pay? Will they need to pay a deposit on booking or pay in full?
- When will bookings open and close?
- If the event is over-subscribed, will you set up a waiting list?
- If the event is under-subscribed or people drop out, will you extend the booking deadline and re-advertise?

You'll also need to have a method of tracking the bookings - an Excel spreadsheet is an effective way to do this.

You can find information about payments and tickets in Chapter 11 **Finance and legal** (page 43).

### Record-keeping

Set up a system of record-keeping for the forms and documents you will accumulate. You can set up a system for either paper or electronic format documents, or a combination of the two. They'll need to be detailed enough to enable a deputy to take over in an emergency, and contain just enough information to deliver a successful event. The following tips are examples of good practice.

- Decide on a central storage area - where will the records be kept and by whom?
- Label all records and files clearly (agree a logical format, for example with a title and date).
- If you have electronic files, back them up regularly on a disc or memory stick (and label).
- If you can, scan paper documents and store them electronically.
- Use a password-protect function on electronic files to keep them secure.
- Appoint a 'back-up' person to have access and responsibility.

### Document sharing

Consider how the Planning Team can access shared documents such as event plans, calendars and meeting notes. You could set up a closed email group or open a closed group on Google Groups, Facebook, Yahoo or similar.

### Forms required by others

Find out what documents the venue and local council need from you, and when. Make the Planning Team aware of the timelines and any input you need from them.

### Forms and certificates for large-scale events

Document type	What is it/who is it for?	Where should it be kept?	Further information
Safety and safeguarding policy agreement form	Adults taking part in guiding activities must agree to abide by the Girlguiding Safety and Safeguarding Policy.	Event records	Refer to the <a href="#">Criminal record disclosures for adults at events</a> section of <i>The Guiding Manual</i> .
Risk Assessment	This form needs to be completed by the Event	Event records	Refer to the <a href="#">Risk assessment and</a>

form	Coordinator and/or relevant member of the Planning Team.		<a href="#">accidents</a> section of <i>The Guiding Manual</i> .
Residential Event Notification form	This form needs to be completed for events that include an overnight stay.	Submit the form to the Commissioner <b>before</b> the plans are approved.	Refer to the <a href="#">Forms for events and activities</a> section of the website.
Health Information form	This form needs to be completed by event participants.	First aider	
Information and Consent for Event/Activity form	This form needs to be completed by parents of event participants under the age of 18.	Event records	
Insurance certificates	Take copies of any insurance documents that are required for an activity, for example proof of vehicle insurance if hiring transport.	Event records	Refer to the <a href="#">Insurance</a> section of <i>The Guiding Manual</i> .
Criminal record disclosure. <b>Please note that these can take up to three months to complete.</b>	Activity instructors and other adults require a criminal record disclosure. Activity providers are responsible for organising their own checks and providing evidence in the form of written confirmation.	Event records	Refer to the <a href="#">Criminal record disclosures for adults at events</a> section of <i>The Guiding Manual</i> .
Instructor qualifications	Some activities require a qualified instructor. Ask for a copy of the certificate.	Event records	Refer to the <a href="#">A to Z of activities</a> section of <i>The Guiding Manual</i> .
Contract agreements and invoices	These should be kept by the Treasurer.	Event records	

#### In case of accident/incident

Notification of Accident/Incident form	A record of any accident or incident that results in medical intervention. It is good practice to take some copies to the event.	Inform your Commissioner and return the form to Volunteer Support, Girlguiding Headquarters.	Refer to the <a href="#">Forms</a> section of the website.
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## Data protection

Organising events involves gathering confidential data, such as personal details. Unless you have the person's permission, you may not share any personal information with a third party.

If you have stored data electronically, ensure the documents are password protected and only accessible by authorised members of the Planning Team. If the data is on paper, avoid carrying it around and keep what you need to deliver the event.

During the event you'll need to bring some confidential data with you, such as emergency contact lists. Ensure it is kept in a secure place. A locked room or car boot is ideal.

There is further information about [data protection](#) in *The Guiding Manual*.

## Registration on the day

During the event you'll need to have a registration system. At peak times, registration desks can become demanding and busy areas, so ensure you have a team in place to cope with the influx of people, and early and/or late arrivals. The following tips will help you.

- Share the load among the team by registering participants alphabetically.
- Have separate desks for signing in, collecting passes and/or packs - this will help to move the participants along in an orderly manner.
- Ensure the team have event information handy so they can respond calmly if they are asked lots of questions by Leaders or parents.
- Think about how coats and bags will be looked after - will they need to be checked in? If so, you will need a method of identifying them, such as numbered tags.

## Lost property

Establish a location for lost property to be handed in and stored, and set up a system for logging it. You'll need to decide how long to keep lost property before disposing of the items, and inform participants of the deadline for collection.

## Cash and valuables

During the event you may need a small sum of money (to use for change) and if so, a way of recording cash in/out. For events that are longer than one day, plan how you will store cash and valuables securely overnight. Check if the venue has a lockable car boot, room or safe, or use a lockable cash tin.

### Tip

There are obvious security issues around storing and moving large sums of money around the site, and transferring cash to the bank. You may wish to take out insurance. Discuss it with the Treasurer and contact a bank or bureau de change office for advice.

## Archiving

After the event, make sure documents are archived for future use. They can be stored on paper or electronically, and should include:

- planning records, including notes of all meetings
- correspondence
- contracts and agreements
- forms
- financial records.

Please refer to the [Record-keeping](#) section of *The Guiding Manual* for further guidelines on retention periods for records.

## Useful resources

- [Criminal record disclosures for adults at events](#) (www.girlguiding.org.uk > Members' area > Guiding Manual > Activities > Additional information > Activity and Residential Disclosure Information > Criminal Record Disclosures for adults at events)
- [Risk assessment and accidents](#) (www.girlguiding.org.uk > Members' area > Guiding Manual > Policies > Safety and safeguarding > Risk assessment > Risk assessment system > Risk assessment and accidents)
- [Forms for events and activities](#) (www.girlguiding.org.uk > Members' area > Resource library > Forms > Forms for events and activities)
- [Insurance policy](#) (www.girlguiding.org.uk > Members' area > Guiding Manual > Policies > Safety and safeguarding > Insurance and emergencies > Insurance policy)
- [A to Z of activities](#) (www.girlguiding.org.uk > Members' area > Guiding Manual > Activities > A to Z of activities)
- [Forms](#) (www.girlguiding.org.uk > Members' area > Forms)
- [Data protection](#) (www.girlguiding.org.uk > Members' area > Guiding Manual > Policies > Data protection)
- [Record-keeping](#) (www.girlguiding.org.uk > Members' area > Guiding Manual > Supporting info > Record-keeping)

# 10 Communication

Anyone who has delivered a large-scale event will tell you that good communication is one of the most important ingredients for success. When many people are involved with an event (which could run into hundreds or even thousands), it's necessary to devise a plan for managing communications.

## Communications plan

With the Planning Team, agree a communications plan. This should take into consideration the groups of people involved, what they need to know and when, and who within the team is going to be responsible for liaising with them. Remember that communications will also be coming into the team, so it's a good idea to decide who will be the main point(s) of contact for the event - you may want to have a separate contact for specific areas such as booking queries.

## Planning Team

For the team to function effectively, good communication is vital. Create a contact list and ensure each member of the team has a copy - it should include their preferred methods of contact and the best time to contact them. You should also have a list of emergency contact details for each member.

Discuss other methods of keeping in touch, such as email, and agree how and when it will be used. For example, you could devise a system whereby urgent emails will be flagged up, and other emails are marked 'for information only' or 'requires action'.

### Tip

You could set up new email addresses for the team for the duration of the event, rather than using personal accounts.

Other methods of communication include:

- text messaging
- Skyping
- online document sharing
- social network sites.

These methods will only work if the team members have access to the technology and have the know-how, so only use them if everyone is comfortable to do so.

## Team meetings

Time together is important for building the team, but it can be difficult to get everyone together at the same time due to other commitments. It may be wise to arrange them at key stages in the planning. If so, agree frequency, dates and times well in advance so that the team members can ensure availability.

Remember to issue agendas before the meeting, take notes during the meetings to record decisions and actions, and then distribute them afterwards to every team member as minutes.

Team Leaders should be encouraged to meet with their own teams to discuss their specific input to the event, and feed this back to the Event Coordinator (agree together how you want updates to be communicated, how often and in how much detail - you may only require a brief summary).

### Tip

It is better to put dates in the diary and cancel them than to plan too few and regret it later.

## Leaders

**'Why should I do extra tasks? I've paid to attend - I want to do activities with my girls.' Unit Leader**

Be clear with Leaders about their responsibilities for the event. For example, are they expected to supervise their own girls during event activities, or only drop off/collect the girls? Do you want them to help deliver all or part of the event? What can they commit to?

Letting Leaders know in advance will give them the chance to prepare, ask questions and discuss concerns they might have. Remember, it should be a fun experience for them too!

The [Taking Girls to Large-scale Events](#) resource provides Leaders with tips for success.

## Units

Give the units you are inviting plenty of notice about the event so they can plan to attend. You can share information with them at regular intervals as the plans progress (if you give them dates, ensure you stick to them). Useful information for units includes the following.

- How to book.
- Where the event is being held (provide a map and postcode for satnavs).
- Details of access to the venue.
- Costs and deadlines for payments.
- What public transport is available?
- Parking and drop off/collection arrangements.
- What activities they will be doing.
- If they need to bring their own food and drink.
- What they are required to wear.
- What forms to fill in?

But don't provide so much information that you spoil any surprises!

When collecting contact and/or personal details for those attending the event, it is best to liaise with one person (this could be the Unit Leader) who can gather it all together for you. Decide how you will communicate.

## Liaising with parents/carers

Leaders will often be the point of contact for parents, so they will need to be informed of the event details. Parents may have lots of questions, especially if their daughter is going away for the first time, so ensure the Unit Leaders are well prepared for this.

Letters are a good way to communicate with parents as you can include lots of information about the event, payment details and returnable items such as consent forms, booking slips, deposits, and health questionnaires.

Organise a parents' meeting to give them further information - be sure to give them an opportunity to ask questions and meet the person planning the event. Consider the following when preparing for the meeting.

- Prepare a kit list and bring items that might be unfamiliar, such as bedding rolls, along to show. There are example kit lists in the *Going Away With Guiding* resource (order code 6045).
- Be ready for difficult questions. If you are unable to answer a question at the meeting, be honest, make a note of it, find out and get back to them later.
- Produce notes for parents to take away about practical details such as the event location, access, travel plans, sleeping arrangements (if the event is overnight) and contact details.
- Advise them of your policies and ground rules, for example how you plan to deal with bad behaviour, smoking, drinking, mobile phones, safety, and the presence of male participants at the event.
- You could arrange for a charter to be prepared - behaviour expectations set by the girls - and have this available for parents to look at.
- Display photos and memorabilia of previous events to show how much fun it is and how their girls will benefit.



Some parents may wish to speak with you afterwards, so plan in some time for this. It may be helpful if members of your Planning Team can attend the meeting with you to field any specific questions, for example about catering or first aid. It may also be appropriate to invite older girls attending the event to sit in on the meeting.

## Neighbours

*'It is important to ensure that you communicate with those who are near the event site - you never know when this could be really helpful or surprising! Poacher (the International Scout and Guide camp in Lincolnshire) is held next to RAF Scampton. There was one occasion when the emergency alarms went off in the middle of the night. As an apology the next day the Red Arrows put on a special display just for the camp!'* **Caroline Norden, Division Outdoor Activities Adviser**

Neighbours include people who live, work or have livestock adjacent to the venue. An event can have a big impact on a community (noise, increased traffic etc), so take positive action to build good relationships with them. Consider sending letters, holding a meeting or posting notices in the areas likely to be affected. Talking to the local community can help identify problems early on and find ways to resolve them. It can also provide an opportunity for them to offer to help, as well as for you to promote guiding!

You can drop a note into local residential properties a week before a large-scale event to inform residents of when the event is taking place, and to warn them of the impact on local traffic, and noise for example, from music or fireworks. If there will be noise at the event, consider if you can keep it to a minimum or hold the noisy activity at a sensible time of day.

## During the event

There are several methods to maintain communication during the event itself.

**Noticeboards** - these can be a good way to keep participants informed of activities and non-emergency updates during the event, for example weather forecasts. They could be updated each morning.

**Mobile phones** - these are an effective way to communicate on a one-to-one basis, but only if the network has a signal at the venue.

### Tip

Remember that you cannot control how participants will use their mobile phones, especially in an emergency. *'One girl was missing home and decided to call her dad while in a state of upset, asking him to come and get her. The Leader was unaware of the call and that the dad was on his way. He travelled a very long way, and when he arrived the girl had completely forgotten what she was upset about.'* **Karen Tricker, Guiding Development Committee Vice Chair**

**Shortwave radio** - this is the best way to communicate when there are several teams involved. Radios can be set up with different channels for different teams. They can reach multiple operators or be used to make one-to-one contact. Have an agreed emergency channel for Team Leaders to tune into if an emergency code is given.

**Public address (PA) system** - if the venue has a PA system it can be very useful for making general announcements to everyone.

**Social networks** - if you think participants are likely to access sites like Twitter, Facebook, Flickr or blogging sites, use it to your advantage. Social networking can provide great publicity for an event! Remember that many social networking sites have minimum age requirements for joining and you should refer to Girlguiding's [A Safe Cyberspace](#) resource for further information about online safety.

## Complaints

You may receive complaints about the event, for whatever reason, so consider how you will handle them. For example, you could nominate someone with resilience, tact and diplomacy skills as a point of contact. Here are some tips for handling complaints.

- Previous experience is helpful - what experiences do you and other members of the Planning Team have of dealing with complaints and angry/upset people?
- Devise a procedure for tackling any issues that the person receiving the complaint is unable to deal with themselves.
- Consider what support will be available if a member of the team becomes upset by a complaint or isn't sure how to respond.

## Useful resources

- [Taking Girls to Large-scale Events](http://www.girlguiding.org.uk) (www.girlguiding.org.uk > Members' area > Resource library > Unit Leader resources > Taking girls to large-scale events)
- [A Safe Cyberspace](http://www.girlguiding.org.uk) (www.girlguiding.org.uk > Members' area > What's happening? > Our online community > Guidelines > Online safety guidelines)

# 11 Finance and legal

There is a lot of expertise available to help you get the event finances and legalities in order - perhaps you know a District Treasurer, an experienced Event Coordinator, or a financial professional whose knowledge you can tap into? You can also find helpful information about Girlguiding [insurance policies](#) in *The Guiding Manual*.

## Event budget

Once a budget has been set for the event, you can begin to plan your costs in more detail. A budget is easier to manage if divided into smaller sections, for example a budget for the venue, a budget for site services etc. There is an Example Budget Planner in the **Appendices** section of this resource (Appendix 2, page 70).

An Excel spreadsheet is a good way to keep track of money in and out. You can use formulae to add/subtract and open separate worksheets for different aspects of the budget.

**Sub-sections** - allocate each section an amount to spend, for example site services, catering, PR, entertainment etc. Ensure each Planning Team Leader is aware of what they have been allocated in the budget.

**Itemise** - itemise as much as you can. You may know the exact costs for some items, but if not make a sensible estimate.

**Administrative costs** - small, occasional costs like photocopying, postage, ink cartridges and phone calls can all add up, so don't forget to include them in the budget.

**Expenses** - agree what can be claimed on expenses.

**VAT** - remember to include VAT costs.

**Contingency** - add up to ten per cent extra of the event budget to cover unforeseen expenses, and if you are asking participants to pay to attend, budget for a 70 per cent attendance.

## Bank account

Decide if you need to set up a bank account for the event. In **no circumstances** should a personal account be used. Please refer to the [Helpful information about finance](#) section of *The Guiding Manual*.

## Expenses

Decide what the event volunteers can claim on expenses. Who can claim and what can they claim for? Remember to include your own expenses and the costs incurred for planning the event, including travel to planning meetings. Continue to monitor expenses throughout the planning.

**Accommodation** - agree how much you can pay for overnight accommodation if the situation arises.

**Cars** - agree a mileage rate, or cover fuel costs, for people travelling by car.

**Public transport** - agree how much of public transport costs you can cover.

**Taxis** - decide in what circumstances you are happy for people to take a taxi.

**Chaperones** - when involving girls in the planning, allow money for chaperone expenses.

Set up a process for collecting written expenses claims and receipts, and nominate two people to authorise expenses. You could nominate different people with different sign-off limits.

You'll also need to consider how you will reimburse the claims - by petty cash, cheque or BACS payment? Some volunteers may need their expenses upfront.

**Tip**

Don't wait until after the event to gather in all the expenses. Expenses should be claimed as you go, so that you can keep track of spending and make adjustments if required, rather than receive a huge bill at the end.

**Monitoring expenditure**

Agree who will be allowed to authorise expenditure and up to what amount. Ordering supplies will be easier if Team Leaders are given permission to make purchases for their own aspect of the event, but it is sensible to agree limits.

Review your expenditure on a regular basis. If you are allocating budgets to Team Leaders you'll need to agree with them how they should report back to you, and who will be responsible for taking action if areas of concern are highlighted.

Find out what resources are available for free, for example you could approach a District Treasurer for their financial expertise, or use resources left over from previous events if appropriate, such as merchandise - just make sure the branding is up to date on Girlguiding products.

**Fundraising**

You might want to try fundraising to boost your budget and raise awareness of the event. It needn't be complicated - get local units involved in organising coffee mornings, cake sales or raffles.

Seeking sponsorship from businesses that complement the event can be another way to raise funds or obtain freebies. Sponsors will usually ask to have their branding featured at the event - it should not pose a problem, but liaise with your PR Team Leader.

See the [Fundraising Advice Centre](#) area of the website for more ideas.

**Tip**

Don't rely on sponsorship when drawing up the budget - this is a nice extra.

**Entry fees**

Are you going to charge people to attend the event? If so, consider what you are providing is worth. If you charge too much it may put people off, but if you charge too little you may not be able to cover your costs!

**Tip**

Don't plan for payments from units/participants to be submitted at the end of school holidays.

**Tickets**

If you are producing tickets for the event, decide:

- how and where you will sell them
- how you will collect payment
- who will process the information and collect data
- what information will be provided on/with the ticket.

If you are not planning to produce tickets, consider how you will handle attendance and payment.

**Income**

Consider what to do with any surplus cash left over after the event. Make a statement about income distribution on printed material you send out beforehand, for example '*any surplus money from this event will be used for the benefit of Girlguiding Town/District*'. If the event has been financed by the District/Division/County it is likely that any leftover funds should go back to them.

## Payments on the day

Will money be exchanged on the day? If so, you'll need to decide how - will you have a petty cash float, hire chip and PIN terminals (to take card payments) for the event, or both? Let participants know in advance.

## Concessions and payment plans

Decide if you are going to allow any concessions and if so, for whom? Payment plans over a period of time can be an effective way to enable families on low incomes to send their girls to events, especially residential events where the costs can be higher. You will need to be clear about who will be eligible and how the payment plans will work.

## Refunds and reservations

Determine your refund and reservation policies and state them when advertising the event. You can safeguard against losses by setting a cut-off date or a refund scale over a period of time, with the percentage refunded decreasing the closer it gets to the event, or have non-refundable deposits.

## Cancellation policy

It is essential that you plan for the unlikely scenario of the event being cancelled. If it is cancelled for whatever reason, you'll have to reimburse everybody who has paid to attend. Consider the following questions to help you understand the impact of cancelling the event.

- What suppliers have you already paid or are contractually obliged to pay?
- Is there an alternative, such as changing the date or venue of the event?
- Have you checked the cancellation policy of the event venue? Will they refund you if it is they who cancel the event? Are you still obliged to pay if it is you who cancels the event? Note that different venues will have different policies.
- What extreme weather conditions could lead to a cancellation of the event?

**Remember that any decision to cancel the event will ultimately be the responsibility of the Commissioner.**

## Paying suppliers

You should find out how long you are given to pay from the time you receive the bill, and payment should always be subject to invoices being issued. Most businesses give themselves the right to charge interest on any payments that are late and the interest rate charged may vary between suppliers. See Chapter 8 **Contracts** for more information about working with suppliers (page 31).

## Insurance

Girlguiding provides several insurance policies for the protection of its members. These cover all members and other persons associated with Girlguiding while taking part in guiding. Members do not have to be in guiding wear for the policy cover to operate, but must adhere to any rules or policies associated with the activity; otherwise any claim may be invalidated.

Please note that any additional liability you agree to by signing a contract is not covered by the existing Public Liability Policy. You will also need to check that equipment supplied by either volunteers or contractors is covered by their insurance; that any hired equipment left at the venue is insured and secure; and that any activity instructors are insured for the work they are undertaking.

## Useful resources

- [Helpful information about finance](http://www.girlguiding.org.uk) (www.girlguiding.org.uk > Members' area > Guiding Manual > Supporting info > Helpful information about finance)
- [Fundraising Advice Centre](http://www.girlguiding.org.uk) (www.girlguiding.org.uk > Members' area > Running your unit > Funding and fundraising > Fundraising Advice Centre)
- [Insurance policies](http://www.girlguiding.org.uk) (www.girlguiding.org.uk > Members' area > Guiding Manual > Policies > Safety and safeguarding > Insurance and emergencies > Insurance policy)

## 12 Programme

An exciting programme of activities is what will give your event the wow factor! Large-scale events are a great opportunity to try out things that can't be done in the meeting place, make new friends, and create memories to cherish forever.

### Consult

Invite local units to give feedback and ideas about activities and entertainment. Girls are often the best people to tell you what their peers will enjoy. You can then consider the feasibility of each idea, taking into account safety, cost and suitability for the age and numbers attending.

### Activities

To help you decide what activities to provide, consider the following questions.

- Do they cover the [Five Essentials](#)?
- Are they possible within the venue?
- Are they suitable for the age group attending?
- Are they suitable for the numbers attending?
- Could they be affected by weather? If so, do you have an alternative lined up?
- Can they be afforded within the budget?
- Have you involved girls in the planning so you can give them what they want?

Please refer to the [A to Z of activities](#) in *The Guiding Manual* for requirements, regulations and qualifications required for all activities.

### Age-appropriate

Consider how the girls will join in with activities and make sure the programme is suitable for all the section(s) attending.

**Rainbows** may be staying away from home for the first time, so include familiar songs, games and activities from the unit to help them settle in. Keep activities short and include lots of toilet, drinks and snack breaks. They are young children in a new environment, so be flexible - they may take longer to complete tasks, or get tired easily.

**Brownies** enjoy a vast amount of activities so give them the opportunity to try lots of things. Keep a box of activities handy in case some finish early and want something else to do. If you are involving the girls in simple chores during the event, like washing-up, remember that they may not do this at home and so it may take them a long time.

**Guides** appreciate some freedom, so build a little free time into the programme such as allowing them to choose between activities and relaxing in tents or a chill-out area.

**The Senior Section** members require flexibility. Consider asking them if they would like to come for all or part of the event, and ask about their preferred timings. If the event is overnight, they may want to go to bed or get up at different times to your expectations. You'll also need to decide what your policy will be on alcohol for participants over the age of 18.

### Flexibility and inclusivity

Participants may have varying levels of experience and ability, especially if you are inviting girls from different sections. The programme should provide a framework for the event, rather than a strict timetable, and you may find your plans need to be tweaked. Flexibility will help you respond to changes on the day, for example if the girls finish an activity early, or they find it very challenging and need a break, or if it is rained off. Have some back-up activities handy.

Girlguiding is an inclusive organisation, and welcomes all girls irrespective of faith, race, culture, disability or sexual orientation. Take all reasonable steps to ensure the programme is inclusive and talk to the activity providers about individual needs.

## Music, entertainment and live acts

If you are planning to have music played live or via a public address (PA) system, ask the venue if they have the correct licences. See the [Music licensing](#) section of the website for more information.

If you hire music or other entertainment acts, the venue will be regarded as a workplace and therefore noise regulations will apply. The volume will need to remain at a safe level and people kept a safe distance from loudspeakers. Carrying out decibel readings will measure the volume. Please take a look at [www.soundadvice.info](http://www.soundadvice.info) for guidance.

If you're not experienced in working with technical equipment, make a list of what you want to do at the event and ask your venue contact for advice.

## Audio-visual (AV) equipment

The venue may have AV equipment available for you to use, so check what they have before hiring any equipment. Remember that hired electrical equipment should have a PAT (portable appliance test) certificate provided by the supplier, and it is strongly recommended that suppliers formally inspect and test equipment before each hire.

## Films

See guidance about playing films at events in the [Film licensing](#) section of *The Guiding Manual*.

## Fireworks and fire

Firework displays are great fun and can look fantastic, but there are of course dangers involved. *The Guiding Manual* provides advice about [fireworks, campfires, bonfires and sparklers](#), and the local fire brigade will also be able to provide advice if you discuss your plans with them.

## Useful resources

- [Five Essentials](#) (www.girlguiding.org.uk > Members' area > Guiding Manual > Who we are)
- [A to Z of activities](#) (www.girlguiding.org.uk > Members' area > Guiding Manual > Activities > A to Z of activities)
- [Music licensing](#) (www.girlguiding.org.uk > Members' area > Guiding Manual > Finance and insurance > Music licensing)
- [www.soundadvice.info](http://www.soundadvice.info)
- [Film licensing](#) (www.girlguiding.org.uk > Members' area > Guiding Manual > Additional information > Film licensing)
- [Fireworks, campfires, bonfires and sparklers](#) (www.girlguiding.org.uk > Members' area > Guiding Manual > Additional information)

## 13 PR

You've got a fantastic event coming up - how do you let everyone know about it? Publicity can be the success or failure of an event. Get in touch with your local Public Relations Adviser (PRA) and set up a PR team. You can also contact the local Adviser to discuss your plans - their details can be obtained from your Commissioner. They will be able to give you advice and assistance about the best way to publicise and market the event and communicate with the media.

### Image

What image of the event do you want to portray? Fun, adventure, friendship? Think about the theme of the event, the activities and the sections attending. If the event has an outdoor theme, you'll want to include images of girls enjoying outdoor activities.

Girlguiding as a charity has an image to promote too. We want to appear professional and trustworthy. This must be reflected in our marketing and how we present ourselves to others.

### Branding

Consider how you will use Girlguiding branding to give the event a strong identity, make it feel special and for publicity purposes. The [Online Print Centre](#) allows you to order and personalise materials using a free logo generator.

If the event is sponsored by or in partnership with another organisation, they are likely to want their branding included on your materials. Please refer to the [Our brand](#) section of the website for advice and contact details in case you have any questions or require further support.

### Event packs and freebies

If you are preparing packs or goodie bags for the event, what will be included? A combination of information and freebies is fairly standard. Girlguiding merchandise can be ordered through the [Online Shop](#) - remember to check delivery and despatch dates.

If you are planning to order in items and get them customised, for example printing on bags and t-shirts, this could add extra time to the order. You'll need to liaise with the printing company in advance to check their timescales. Girlguiding branding must be correct, so double-check the artwork before confirming the order - mistakes can be costly!

#### Tip

Consider how much space will be taken up in a Leader's house with pre-event deliveries and how you will get them to the event. Large quantities of event-branded cups, bags and badges might take up a whole room and will not be too popular with their family if they can't get through the front door!

### Merchandising and sales

Most large events will require some sales outlets - participants will bring spending money and expect there to be souvenirs and refreshments to buy. Sales outlets generate income and heighten the event experience. You could include the following.

- Tuck shops - a must at any guiding event!
- Souvenirs and gifts - think about what's fashionable and relevant to the potential buyers (girls, adults, members, non-members etc).
- Practical equipment such as camping kit, batteries, rain capes, sunglasses.
- Refreshments - tea/coffee, ice cream, snacks, soft drinks.
- Postcards and stamps.
- Guiding wear.
- Supermarket (if provisions will be needed for an event of long duration).



If you are going to sell merchandise, consider what you want from the suppliers in terms of income, percentage of profit, or set pitch fee. Also, consider what you will do with unsold stock.

#### Tip

Within the PR team, appoint someone to coordinate the ordering of merchandise and liaising with suppliers. Coordinating the merchandise can be a large task, so you may need a sub-team to deal with it.

*'Think carefully about the items you sell. Blowers and rattles sound great until thousands of girls use them at the same time...all day and all night...over and over again!'* **Caroline Norden, Division Outdoor Activities Adviser**

## Community relations

You can build good community relations by using local suppliers wherever possible and contacting the local press. Do you want reporters from the local press to be there on the day to cover the event? If so, agree a date, time and contact.

#### Tip

Giving something back to the community, such as contributing to a local charity, can help to promote guiding.

## Promotion

There are so many ways to promote your event. What message do you want to get across, and how? Make a list of all the options and how they might be used to tell people about the event. Consider the following.

**Photography** - photographs can be a good way to promote an event. Please refer to our [photography guidelines](#) for advice.

**Local press and national media** - prepare a press release telling local newspapers, radio and TV stations about the event. If you are invited to speak, rehearse what you want to say beforehand - think about the key messages and information you want to get across. You can refer to our [Working with the media](#) webpage for advice. If you have any communication with national media you must inform the Girlguiding press office (email [pressoffice@girlguiding.org.uk](mailto:pressoffice@girlguiding.org.uk)).

**Social media** - social media works best if the message is short and punchy. But be careful and **use a closed group or forum** - you won't want hundreds of uninvited guests arriving. You can refer to our [Social media](#) webpage for advice.

**Activities** - get girls involved in activities such as making posters and invitations. Why not hold a competition? They will be able to promote the event to their peers from a girl's perspective.

## Audience

Consider the audience you want to appeal to when writing promotional material. Girls will want to know about all the fun activities on offer at the event, while parents may be more concerned about safety and if it's affordable. Ask someone to proofread any written material before you send it out.

## Useful resources

- [Online Print Centre](http://www.girlguiding.org.uk/opc) (www.girlguiding.org.uk/opc)
- [Our brand](http://www.girlguiding.org.uk) (www.girlguiding.org.uk > Members' area > Resource library > Our brand)
- [Girlguiding Online Shop](http://www.girlguidingshop.co.uk) (www.girlguidingshop.co.uk)
- [Photography guidelines](#) (www.girlguiding.org.uk > Members' area > Resource library > PRA resources > PR and marketing guidelines > Photography guidelines)
- [Working with the media](#) (www.girlguiding.org.uk > Members' area > Resource library > PRA resources > Working with the media)
- [Social media](#) (www.girlguiding.org.uk > Members' area > What's happening? > Our online community > Social media)

## 14 Site services

Site services may not be the most glamorous aspects of an event, but you'd certainly miss these essentials if they weren't there. Site services provide all the basic facilities that will keep the site clean, safe and comfortable.

You'll need to have full information about the event in order to plan and arrange site services, including:

- number of participants
- size of the site
- site location and boundaries
- duration of the event
- what services the venue is providing already.

### Toilets

Girlguiding's *Going Away With Guiding* resource advises one toilet to ten users, but this may not be feasible if the event attendance runs into thousands. A ratio of approximately one toilet to every 100 participants should be sufficient. Check if the venue already has toilets and decide if you need to supplement them with hired portable toilets (you can talk to toilet-hire companies for more information about ratios). You'll also need to ensure there is disabled access, and avoid providing unisex toilets where possible. If you are hiring toilets, make sure there is adequate insurance to cover damage, and site access for a long-wheelbase delivery trailer. Decide on a suitable location for them and mark the areas clearly.

**Tip**  
Plan carefully so that lunchtime doesn't occur at the same time a sewage pump van is driving around the site.

A toilet care team may be needed to conduct checks, replace toilet rolls and manage queues.

### Washing facilities

Hand-washing facilities should be provided with the toilets. This means ensuring there is soap if you have access to warm running water, or providing antibacterial wipes or gels. If the event runs overnight or longer, check what washing facilities are available at the venue. You may need to hire wash tents or portable shower units, and plan how you will manage queues. It may be a good idea to set a five-minute time limit for shower use, and allocate time slots in the morning and evening for groups of participants to use them.

*'Girls love to be clean (supposedly) so ensuring there are good washing facilities is very important. When it goes well it becomes a talking point - as at the Guide Centenary Camp in 2010. Despite all the water having to be brought on to the site, the showers were amazing! Always hot, always clean, rarely a queue - they were even one Leader's "mountain top moment!"'* **Caroline Norden, Division Outdoor Activities Adviser**

### Sanitary products

Ensure there is provision for the disposal of sanitary items by checking what provisions the venue or toilet-hire company have available. There are companies that deal with sanitary waste independent of toilet hire. Some girls may experience their first period while away from home, so this will need to be handled sensitively and supportively. Have a supply of sanitary products in case a girl has come to the event unprepared.

### Rubbish and recycling

Don't underestimate the amount of rubbish and waste an event with large numbers of people can generate. Containing and clearing it is vital for everyone's health and enjoyment.

Types of rubbish and waste	Risks
Food, packaging and containers, waste water, clinical, sewage, remains of camp fires and fireworks.	Trips, fire, injuries, infection, insects and vermin.

Make sure the venue has clearly marked rubbish deposit areas and if at all possible, provide recycling facilities. The local council may be able to help you with this. Find out what arrangements the venue has for rubbish collection and confirm if you are required to remove your own rubbish. If so, you'll need to consider how. Will you set up a rubbish care team to clear away sacks, put out more, and sort items for recycling? Will you hire in contractors to do all or part of the job?

It may seem a bit daunting, but you can seek advice from authorities. Talk to local water authorities about collection of sewage and waste water, and to the local environmental health team about medical waste. If using contractors, find out their plan for the collection of waste.

## Utilities

Check what utilities are already available at the venue - does it have a mains supply of gas, water and electricity? Or will you need to supply your own?

## Electricity

Things to consider when planning your electricity supply needs.

- Is there a mains supply? Do you need to hire generators?
- What electrical equipment will be used at the event and what is the output voltage - 240v, 110v? Is it a single or three-phase supply?
- How many generators will you need and where will they be located (remember that generators must have safety fencing around them)?
- How will the generators be installed, serviced and maintained during the event? **Only qualified electricians should install and maintain supplies.**
- Where will sockets be located?
- Do the sockets meet the voltage requirements?
- Will the cables be buried or fixed from poles at height?
- How will you conserve power usage to minimise cost and noise and/or light pollution?

## Electrical equipment

List all of the activities and areas that will be using electricity and assess each one for risk. Electrical equipment should be weather-protected, tested and in good condition. All externally hired, portable electrical equipment should have a PAT (portable appliance test) certificate, and it is strongly recommended that suppliers inspect and test equipment before each hire.

## Cables

Cables can be run overhead, be buried in the ground, or contained in a fenced-off area. It is possible to use a combination of all three. If the cables are buried, mark the area clearly to avoid accidental damage from activities or contractors carrying out work.

## Charging points

The Event Team (and the majority of participants) are likely to have mobile phones so consider providing charging points - not only for participants' convenience, but for the effectiveness of communications during the event. Charging points will increase electrical output, so encourage participants to fully charge their items before bringing them to the event.

## Lighting

Lighting is important for safety and security if the event is taking place overnight or during the hours of darkness. Providing lighting on walkways can prevent accidents, such as trips and falls. But try not to have too much light as it will disturb sleep and make the site look like a Christmas tree!

### Tip

Consider organising portable lighting in case you need to evacuate at night.

## Water

Things to consider when planning your water supply needs.

- What water is required for the event - for washing and cleaning only? Drinking? Activities?
- How will water be conserved to minimise cost and environmental damage?
- Do you need a running supply, for example a mains supply?

Check what water supply the venue already has. If there is a mains supply, you'll need to check if it is safe to drink or is suitable for washing only, as you may need to boil it or add sterilising tablets.

If you need to bring water supplies in - for example tankers or bowsers - you'll need to consider how that will be distributed throughout the site. Discuss your needs and get advice from companies that supply water.

## Taps

Screw taps are reliant on the participants turning them off properly to stop the flow - which can lead to leaks, slip hazards or soggy ground - if they don't. Self-closing taps, which only allow water out when pressed, are a more effective option for saving water and costs. If hiring your water supply, try to get tankers with self-closing taps if you can.

## Drinking water

It is essential to provide drinking water and there should be several water points around the venue. If a mains supply is not available, army water bowsers or water tankers may be an option, or buy in bottles (consider how these will be disposed of/recycled). Decide if you will provide cups or ask participants to bring their own cups or bottles. For one-day events it may be sufficient for participants to bring their own drinking water, however if there is a risk of dehydration - for example during hot weather or energetic activities - extra water should be available.

## Water testing and maintenance

The local water authority or Environmental Health Officer may want to carry out a water test, and you may feel it is wise to arrange for the water to be tested as part of your duty of care. The local water authority will be able to advise on testing services.

### Tip

Allow time for testing throughout the event. The installation and maintenance of a water supply should be carried out by competent people or qualified plumbers.

Be aware of the effects on water pressure that a large event can have on local neighbourhood if everyone uses it at once.

## Gas

It is likely that bottled gas will be needed, for example for cooking, especially if the event is longer than one day. Things to consider when planning gas supply needs are as follows.

- How many gas bottles and what type are needed?
- Who will manage the storage and distribution of gas?

- Will a stock of gas bottles be kept on site for sale, for example to campers and caterers?
- Will participants be permitted to bring their own gas bottles?
- Where will the gas be safely stored out of harm's way? It should be fenced in and kept in a cool environment.

## Gas equipment

Gas appliances may be brought on to the site by mobile vendors or campers, depending on your event. Gas appliances should be tested and approved by a qualified person before they are brought on site. Inform campers and mobile vendors in advance. A test within six months of the event should be sufficient. More guidance about camping can be found in the *Going Away With Guiding* resource.

If your event involves the use of gas, paraffin or petrol stoves, plan how this will be managed. Advice to Unit Leaders would be to ensure they know how to use stoves beforehand.

Ensure restrictions on barbecues and open fires are well publicised.

Fuel containers need to be marked clearly and stored securely in a cool place, and matches should be stored away from the fuel. **The local fire brigade will be able to provide advice about the safe storage of gas and other flammable products.**

## Tents, marquees and accommodation

For a camp, you need enough tents and marquees to accommodate everyone in wet weather. Each person needs at least half a square metre to sit on the ground, and more space should be allocated for sitting on chairs. The structure of a camp needs to be agreed early in the planning.

Site access for supplier vehicles and emergency services needs to be considered when planning the layout - you may be hiring marquees, in which case the suppliers will need to know the access and exit points and where the marquee(s) is to be placed.

If the event uses both indoor and outdoor spaces, consider what could happen in adverse weather - will everyone rush to congregate indoors? This could create a fire risk, so have a plan for managing movement in and out of doors. You may decide to supplement indoor space with a 'wet-weather' marquee to prevent overcrowding.

## Deliveries and site access

You will need to ensure a safe and adequate means of site access for supplier vehicles and emergency services, so make sure you know the site boundaries, access and exit points and communicate them clearly.

Be aware of despatch and delivery times and use common sense when organising the delivery of any hired equipment - if you have several suppliers, you won't want them all to arrive at once, nor will you want participants wandering about while suppliers are working. Remember to check that goods coming into the site are exactly what you ordered.

See Chapter 18 **Transport and logistics** for more guidance (page 62).

## Safe storage

Hazardous equipment such as gas, electricity and cleaning products need to be kept out of reach of children and unauthorised persons, so check that there is somewhere safe and secure at the venue where they can be stored. Agree with the Planning Team who will be responsible for managing safe storage and during the event.

# 15 Safety and security

Large events attract a lot of attention. Large groups of girls and young women may arouse curiosity from members of the public. Events can also become vulnerable to anti-social behaviour, vandalism and theft. To ensure your event is safe and enjoyable, you'll need to plan safety and security measures.

## Site security

The venue should be a secure space to prevent unauthorised people getting in and young participants getting out. Check what security arrangements already exist at the venue and decide if you need to provide extra measures. Consider the following questions.

- What are your site boundaries and how are they defined?
- Who will your key holder(s) be, if appropriate?
- Is the event held outdoors and do you need to hire security fencing?
- Is the event overnight and do you need night security such as patrols or watch towers?
- Do you have a security team in place? Depending on the size and ability of your team, you may need to hire external security staff.
- How will the security team be identified?
- How will the security team communicate?

The local police can be a good source of advice about security.

## Safeguarding and child protection

Child protection is obviously a factor at guiding events. Girlguiding operates a [Safety and Safeguarding Policy](#) which you can find in *The Guiding Manual*. Please check this when planning your event to ensure the necessary forms and checks are completed.

Adults involved in the event will need to have a criminal record disclosure check and agree to abide by the Girlguiding Safety and Safeguarding policy. Activity instructors should provide evidence of a criminal record disclosure check, and contractors should not have unsupervised access to girls.

## Identification

You'll need a method for identifying people, so consider having event passes, hand stamps for admissions or wristbands. Girls should not, however, have badges displaying their names or personal details. A system for booking people in and out of the site is also good practice and will prevent unauthorised visitors.

Temporary visitors such as suppliers, or participants coming for part of the event, should have access only for the agreed period of time. Know who is coming, when and for how long. Make sure visitor passes are handed back in when the person leaves. This will also help you monitor the number of people on site in case of evacuation in an emergency.

## Visitors

Decide what your policy will be for visitors. What if parents or members of the local community want to drop by? Your decision must take into consideration the safety and security of the event. You may have visiting photographers, reporters, or Environmental Health Officers, so make sure they can be clearly identified (for example, issue a visitor pass), and are met by an agreed contact.

## General public

Will the venue be open to the public, for example if it is taking place in a park? If so, ensure participants are aware of this and respect that there may be walkers, joggers, dogs and families sharing the space. Placing notices of the event in the area, in advance, is a good idea.

You may receive interest from curious passers-by, or perhaps the event looks like a lot of fun to a young family who may ask to join in, so decide how you will deal with this. It might be a good idea to prepare some information about guiding to hand out.

## Movement around the site

A venue visit will help you get an idea of how participants will move around the site.

Key areas such as emergency exits, toilets, water points, first aid stations and activities should be clearly marked - do you need to provide signage, maps and/or lighting to help participants find their way?

## Entrances and exits

Entrances and exits should be clearly signposted and take into consideration the needs of disabled participants. You may decide to have separate entrance/exit points for pedestrians and vehicles.

Before participants enter the venue check that emergency exits are unlocked, escape routes are clear, emergency lighting works and PA systems can be heard clearly.

## Marshals

Marshals with a firm, but friendly manner can help control the movement of participants during the event. The number of marshals required will depend on the size and layout of the event, and how many 'vulnerable' points there are around the venue, for example exit and access points, car parks, junctions and site boundaries etc.

### Tip

Ensure marshals understand their role - having a high-visibility jacket does not make them all-powerful!

Consider how you will support your marshals and make the day enjoyable for them, as they may be on their feet for long periods of time. We have provided some tips in Chapter 16 **Health and well-being** (page 57). Other things to consider include the following.

- How will they be identified? A high-visibility vest or jacket, or event T-shirt?
- Are they fully prepared for the event? Send them their duty roster and the event programme in advance, and organise a briefing at the start of each day.
- Provide adequate training beforehand, such as practising evacuation drills or how to use a two-way radio.
- Plan how they will communicate with their Team Leader and each other, for example two-way radios and any codes you have put in place to flag up problems.

## Night patrols

If the event is taking place overnight, a night patrol can help everyone to feel safer and deter trespassers. If planning a night patrol, ensure they are adequately kitted out, for example with torches, have short shifts, and work in pairs.

## Personal protective equipment (PPE)

The Personal Protective Equipment at Work Regulations 1992 relate to safety in the workplace, so it is the responsibility of the company you hire services from to ensure personnel are properly kitted out for their work. However, it is worth considering if your volunteers will require protective clothing such as high-visibility vests or jackets, hard hats or gloves. Your risk assessment will identify any hazards. You can buy PPE from most hardware stores and it should have a 'CE' marking. Other types of PPE would include rubber gloves for toilet cleaning, aprons and hairnets for catering etc.

## Crowds and capacity

Check the capacity of the venue as this will have a direct bearing on your attendance figures. Capacity is determined by the space available and the number of emergency exits at the venue.

If you are dividing the venue into separate areas for different activities, plan the allocation of participants carefully. Overcrowding is both dangerous and uncomfortable, but most activities will have number restrictions that you will need to follow - divide participants into groups to take turns visiting different areas of the site.

## Barriers and fencing

Barriers can provide physical security and prevent crowd build-up. Assess whether you need barriers at your event - for example, are there areas that are likely to attract large gatherings such as a stage and live entertainment act? Whether or not you require perimeter fencing really depends on the location and type of event. Fencing can range in height, type and strength. A stake-and-tape system or line of marshalling may suffice for smaller outdoor events.

There are many types of barriers and fencing for different purposes, such as A-frame, straight or convex barriers. You can seek advice and expertise for your event from barrier hire companies.

## Temporary structures

If you have temporary structures at the event, for example stages or watch towers, ensure they are erected and dismantled by competent suppliers. Fire exits and access points should be clearly marked, and there should be disabled access.

## Confiscated items

Consider where you might safely store confiscated items such as alcohol, drugs or weapons, and how you will dispose of them.

### Tip

Take advice from police before the event about what to do if illegal substances are found.

## Fire safety

Check with the venue what fire procedures and precautions they have in place. Review the activities you have planned and consider any fire risks involved (risks should be identified in your risk assessment).

If the venue has fire extinguishers, check that they are within their expiration date. Arrange for volunteers to receive training on fire safety.

Fire breaks (adequate space between tents) should be in place if the event is a camp, the *Going Away With Guiding* resource and *The Guiding Manual* can provide more information about fire safety.

You can also contact the local fire brigade for advice.

## Legislation

You might hear about legislation relating to health and safety and worry that you'll have heaps of complicated regulations to comply with. However, these regulations relate to health and safety in the workplace - which means that it is the responsibility of the venue, or of any business you hire contractors/services from, to ensure the regulations are adhered to. The Health and Safety Executive ([www.hse.gov.uk](http://www.hse.gov.uk)) is an excellent source of information.

## Useful resources

- [Safety and Safeguarding Policy](http://www.girlguiding.org.uk) (www.girlguiding.org.uk > Members' area > Guiding Manual > Policies > Safety and Safeguarding Policy)
- [www.hse.gov.uk](http://www.hse.gov.uk)



## 16 Health and well-being

Provision of care for participants' health and well-being at the event is essential if you want to keep everyone happy and healthy. Adequate first aid, hygiene and refreshment facilities will add to everyone's comfort and enjoyment, and reduce the risk of illness.

Health and well-being should also include pastoral care - offering help and caring for others, listening, and looking after the social and personal well-being of participants. It can encompass a wide variety of issues including social and moral education, behaviour management and emotional support.

The *Health Matters* (order code 6454) resource is available from Girlguiding shops and the online shop and provides advice on managing common illnesses and health matters.

### Disclosures

The Team Leader responsible for event health and well-being will usually be the person appointed to handle disclosures of health issues and/or safeguarding concerns. You can find information about safeguarding in the [Safeguarding the membership](#) section of *The Guiding Manual*.

### First aid

Decide on the first aid provision you need for the size and type of event. The first aiders are responsible for health matters and must hold suitable and valid first aid qualifications, such as either:

- 1st Response
- or first aid at work
- or be a healthcare professional who has undertaken valid first aid training.

The first aider's responsibilities (with the Event Coordinator) include:

- checking if there is first aid provision at the venue
- setting up a first aid area
- providing first aid kits and ensuring they are adequately stocked for the duration of the event
- collecting and holding health information forms
- contributing to the emergency procedures planning
- ensuring medication is stored and administered correctly
- recording any treatment given during the event.

Other things to do include the following.

- Familiarise yourself with the location of the nearest doctor's surgery or Urgent Care Centre and the quickest route to the local Accident and Emergency department.
- Check if you can get a mobile phone signal at the venue and know where the nearest telephones are.
- Find out where the nearest dentists and pharmacies are.
- Consult with local surgeries and Urgent Care Centres about their capacity and opening times.

[St John Ambulance](#) and the [British Red Cross](#) are good sources of advice and information. You can also seek advice from the local authority.

### Hygiene

Practising a high standard of hygiene will prevent outbreaks of illness. This can be achieved by:

- providing good hand-washing facilities (and showers if the event is overnight or longer)
- implementing a satisfactory rubbish disposal system
- clearing animal droppings and grass cuttings before the event, if the event is outdoors.

There is further information about washing facilities and rubbish disposal in Chapter 14 **Site services** (page 50).

## Male volunteers

If a first aider is male there should always be a female adult present when females are being treated. A female adult should always deal with issues relating to personal hygiene.

## Well-being of girls

Some of the following issues may arise at an event, especially if the event is overnight or residential. Some of them can be managed by Leaders.

**Homesickness** - some girls may feel homesick, especially if the event is overnight or longer. Tiredness, or contact with home, can make homesickness worse. A short nap or distraction, such as a task with a Leader, can help. Advise parents to avoid telling their daughter how much they miss them during a phone call home.

**Bed-wetting** - if the event is overnight, bring spare bedding in case bed-wetting or sickness occurs. Parents will hopefully have given prior warning in confidence. Handle bed-wetting with sensitivity.

**Menstruation** - a change of routine can cause a girl to have her first period. Bring spare sanitary products and handle the situation with sensitivity.

**Personal hygiene** - unfamiliar routines and facilities to the ones at home may cause girls to avoid washing. Provide tactful encouragement.

**Bullying** - bullying can become evident during events. Remind girls of the Promise and the ground rules. You could prepare some discussion topics in case girls need to be reminded of what constitutes bullying and how their behaviour affects others.

**Self-harm and eating disorders** - spending more time with the girls than at a unit meeting can cause issues such as these to come to light. A girl or parent may even have disclosed such issues to you before the event. Handle the situation with sensitivity. Take the girl to hospital if there is an immediate danger to her health.

## Well-being of volunteers

Helping to deliver an event is hard work - your volunteers might have travelled a long way, had an early start, and will be on their feet all day. Ensure they have refreshment breaks (provide a quiet area if you can) and that they are prepared for all weather conditions. Other tips include:

- setting up a duty roster so that no marshal is stuck in one place for the whole event
- allowing time at the end of each day to debrief and give marshals the opportunity to share feedback and offload any stress, and thank them for their efforts
- planning rest and refreshment breaks throughout the day - if you have marshals stationed at remote points or stood in hot weather, you may want to appoint someone to deliver water and snacks to them.

## Behaviour

Information about codes of conduct and appropriate behaviour can be found in the [Safeguarding the membership policy](#) section of *The Guiding Manual*. Before the event, you could invite girls to come up with their own codes of conduct and display them at the event. Remember that standards of behaviour apply to the adults too.

## Sex and relationships

Overnight and residential events can raise issues related to sex and relationships. The [Let's Talk](#) guidelines are a helpful source of information, and we recommend that you read them before going away.

## Alcohol and cigarettes

Decide what your policies will be on alcohol and cigarettes for adult volunteers, and members of The Senior Section who are old enough to drink or smoke. Also consider how you will handle the situation if you find underage drinking taking place - teenagers away from home often like to test the boundaries. Please note that there must always be adults capable of taking charge during an emergency, and capable of driving.

## Useful resources

- [Safeguarding the membership](#) (www.girlguiding.org.uk > Members' area > Guiding Manual > Policies > Safety and Safeguarding > Safeguarding the membership)
- [www.sja.org.uk](http://www.sja.org.uk)
- [www.redcross.org.uk](http://www.redcross.org.uk)
- [Let's Talk](#) (www.girlguiding.org.uk > Members' area > Running your unit > Safety > Let's Talk)

# 17 Catering

If your event is for one day only, asking participants to bring their own packed lunch may be sufficient. It is certainly more cost-effective. For longer events, you'll need to plan how you are going to feed a large number of people.

Decide if you will be hiring caterers or catering the event yourself. Licence holders who have completed Module 5 of the Going Away With Scheme are qualified to organise catering. External caterers will need to have an environmental health licence, and appropriate qualifications and food hygiene training (ask to see these documents). You will need to provide the caterer with:

- the number of participants to cater for
- any special dietary requirements
- a budget
- a brief based on the event programme, for example do you want them to cook world foods?
- times that participants will be on site for meals.

## Tip

A very large event may need to be catered for in smaller stages, for example catering by unit, section, or organising multiple sittings for each mealtime.

You could set up a priority system for volunteers or performers so that they don't get held up in queues.

## Cooking and cleaning facilities

What cooking facilities are already available at the venue? Will you need to hire cooking equipment, and if so what supplies of power and water will be needed? Consider how you will clean dishes and cutlery - are there facilities to do so? If using disposable tableware, remember that there will be increased waste.

## Tip

Check that the venue is happy for you to organise your own caterers. Sometimes venues will be more flexible and amenable to this if you explain that the caterers are qualified and experienced.

## Food supplies

Depending on the scale and duration of the event, you'll need to decide how participants will obtain food supplies. It may be worth asking local shops if they would be willing to deliver basic supplies such as bread and milk, to the venue. You can also discuss with the venue how previous events have been supplied, as they may have some helpful suggestions and recommendations.

## Tip

You could have a 'pop-up' supermarket, stocked with pre-ordered food that the supermarket delivers to avoid people leaving the site. Use local suppliers where possible.

## Hiring in other food and drink providers

Will you hire in fast food options such as burger vans, ice-cream vans and mobile coffee shops? If so, think about opening times in relation to activity times, proximity to other facilities, waste disposal and safety around equipment such as generators. You'll also need to negotiate how income will be shared, and make a written agreement. Food suppliers will also need to be registered with the local environmental health office.

## Tip

Subcontract the supply of ice cream - if the ice cream melts in hot weather, it's not your problem!

## Staff/volunteers' bar

It is worth considering providing a bar for adults at overnight and residential events. You will need to apply to the local authority as local licensing laws apply, as do age restrictions, and the bar will have to be staffed by a licensee. Include soft drinks and an area where older teenagers (16-18 years old) can drink non-alcoholic drinks.

### Tip

Provide wristbands to identify that the participant is old enough to drink.

## 18 Transport and logistics

Large-scale events can generate a lot of traffic - groups of people arriving or departing, suppliers making deliveries or contractors carrying out services etc. For safety reasons, you'll need to plan carefully how traffic on site will be managed. If the venue hosts other large-scale events, it is worth asking if they have a system that has worked before that you can use/adapt for your event.

### Traffic and movement of traffic on site

Traffic routes into and around the site need careful consideration - where on the site will vehicles be going? What route will they take to get to their intended destination and back out again? Will you need to provide passing points? Cordons can be erected to distinguish between traffic and traffic-free zones. Marshals with a firm, but friendly manner can also help to control these areas and direct traffic on site - ensuring that access points and driveways are clear of obstructions.

For the safety and enjoyment of participants, set times and zones where no traffic is allowed, and stick to them. Set a speed limit for vehicles on the site. Keep it low - five to ten miles per hour is sensible and safe.

Find out in advance what traffic is expected before, during and after the event, and allocate time slots to ensure the site doesn't become congested. For example, service vehicles such as septic tank pumps may need access to the site at regular intervals, coaches at drop-off and pick-up times only and suppliers for one-off deliveries. Coordinate it so that they aren't all on site at the same time.

### Arrivals and departures

Devising a plan for arrivals and departures will help avoid congestion and minimise pressure on the Event Team. The more people you have coming, the more attention you'll need to pay to this aspect of the event.

Staggering arrival and departure times will make the flow of people in/out easier to manage, and you may need to be flexible, for example allowing late arrivals/early departures for people travelling long distances.

Decide where the entrance will be - will there be more than one? People arriving by car or public transport may be approaching the venue from different directions, and they'll need to know where to go. Setting up signage or assigning marshals to direct people on arrival will help avoid confusion and make the welcome warmer.

Consider what the instructions will be for parents to drop off and collect their girls. Will you designate a pick-up point for parents/Leaders?

### Unique features

Remember that some road features can be problematic for vehicles such as coaches, vans or heavy goods vehicles (HGVs). Are there any bridges near or at the venue, and are they narrow? What are the weight restrictions? Are there tunnels with height restrictions? Are there any electrical cables running overhead on the site? You won't want to face major logistical problems on the day, so conduct a recce of the venue and nearby roads for features that may cause problems, and liaise with suppliers or coach companies in advance of making any orders or bookings.

Consider if the surface of the site could benefit from having road track laid, and have a plan in case wet weather will affect the terrain.

### Emergency vehicles

Ideally, access routes for emergency services should be kept separate from other access routes. They will need to be clear of obstructions at all times. Consultation with local emergency services early in the planning stage is important to highlight any issues and give you time to address them. Each emergency service will have its own specific needs, for example fire engines need to be able to get within 50m of any structure, and the access route will need to be free of manholes and be able to bear the weight of the fire engine.

## Tow trucks

Is there a possibility of vehicles getting stuck, for example if the event is taking place in a field that could become muddy? If so, plan for tow-truck access.

## Lift trucks and specialist vehicles

If your event requires specialist vehicles, they will need to comply with the Lifting Operations and Lifting Equipment Regulations 1998 (LOLER) and/or Provision of Use of Work Equipment Regulations 1998 (PUWER). Specialist vehicles can include:

- specialist lifting vehicles, for example fork lifts
- buggies and electric carts
- other vehicles, for example tractors and trailers.

Trained operators will have a certificate indicating the type of vehicle they are allowed to operate, and they must adhere to this (for example, a certificate to drive one type of lift truck doesn't qualify them to drive all types of lift truck).

Hired vehicles should be in safe working condition. Ask to see inspection reports that cover the period of the event, and check that the drivers are suitably qualified.

## Public transport

Find out whether participants are likely to use public transport. It's good practice to contact the transport providers to make them aware of possible numbers, and provide signage and/or marshals from train stations or bus stops to the event.

## Bicycles

Some of your participants may wish to travel by bicycle. Find out what bike storage facilities are available, and if cycling is permitted around the venue. Agree rules about cycling on the site, lights at night and helmets. Bicycle owners should be responsible for locking up their bikes.

## Parking

What are your plans for parking provision at the event? What provision is already available at the venue? Are permits required? You'll need to know how much space is available and what arrivals are expected. Coaches, for example, will need plenty of space for turning. You can discuss the requirements with the coach company and the venue.

If space is limited, you may need to prioritise the allocation of parking spaces and encourage car-sharing or the use of public transport. Give particular consideration to disabled participants.

Do you need to provide a parking area for suppliers or contractors? Find out, in advance, what deliveries are expected. If space is limited, you may need to set a restriction on the parking time allowed and stagger the delivery times.

Marshals can help direct traffic in and out of parking areas.

### Tip

You could assign areas for long-term parking, for example vehicles that don't need to move for the duration of the event, and areas for short-term parking.

## Rest areas for drivers

Coach drivers may be tired after a long journey, so include provision for their rest and comfort such as a quiet area to recuperate, and access to refreshments and toilets.

## Managing traffic disruption

Is the event likely to cause disruption to local traffic? If so, there are steps you can take to manage it more effectively.

Inform local police of your plans. They will be able to provide advice and may help manage traffic flow at peak times (but remember there may be a cost.) You will need to get permission from police and the local council if you need to change the road layout.

If you think you may need to set up a one-way system to manage traffic flow, or erect traffic signs/cones on the approach, ask permission from the landowner first and ask the local council about restrictions and regulations. Companies such as the AA or RAC may also be able to assist.

## Designated drivers

Within your Event Team, will you appoint designated drivers? Sometimes it can be very handy during an event to have people who can nip out to get extra supplies. If you do decide to have designated drivers, remember to check that they have valid licences.

*'Our designated driver went to the local supermarket to buy 12 dozen eggs, 24 toilet brushes and two bars of chocolate, which saved the Event Team leaving the site to do it.'* **Karen Tricker, Guiding Development Committee Vice Chair**



## 19 Closing down the event

You'll probably feel like putting your feet up after the enormous buzz and hard work of the event, but you can't rest just yet! Post-event there is still a considerable amount of work to do.

### Tip

Get a second team in to help!

### Clearing the venue

Plan a schedule for clearing the venue, and arrange to have a team in place to help. The venue should be left as it was found. The following tasks will need to be assigned.

**Physically clearing up** - there may be services to disconnect, rubbish/waste to be collected, hired equipment to be returned/collected, decorations to take down and general cleaning to be done.

**Reporting damage** - any damage must be reported or repaired.

**Lost property** - sort lost property and dispose of any rubbish. Decide how long you will keep items for, where it will be stored, and inform participants before the event.

**Equipment and stock** - decisions must be made about what to do with leftover stock or equipment. Can it be sold, disposed of or kept for future events?

### Tip

Before the end of the event, advertise any items that will be sold.

**Archiving** - records and paperwork will need to be archived. Please refer to the [Record-keeping](#) section of *The Guiding Manual*.

The size and type of event will affect how much clearing up there is to do. Find out what time you need to vacate the venue - will you need to return the next day to clear everything away?

### Tip

It may be worth paying for an extra day's hire to allow time to clear the event, or use a contractor.

*'Make sure you have equipment to help with clearing the venue. I remember whizzing around the Centenary Camp in a golf buggy collecting hundreds of sanitary bins - if we had done that on foot it would've been a nightmare!' Rebecca Cook, Deputy International Commissioner*

### Final accounts

There are likely to be lots of financial tasks to complete after the event, which could take some time. These include:

- settling final invoices and bills
- collecting and processing final expenses claims
- producing a final balance sheet
- closing the bank account
- distributing any surplus income (if you know you are planning future events, you may want to set some aside as a start-up budget).

### Evaluation

Leaders are involved in organising events in guiding on a regular basis, so it is helpful to reflect on how the event and the planning process went: what went well and are there any lessons to be learned for the future?

It may be useful to take a SWOT analysis of your evaluation. What were the Strengths and Weaknesses of the event? What were the Opportunities and what were the Threats?

## How will you know it was a success?

To help you think ahead, try the following exercise.

Imagine it is the week after your event and everything went really well. How do you know it was a success? What was it that proves you achieved everything that you wanted? Your 'evidence' could be facts and figures or something more emotive. Whatever you decide, there will be a way to measure and check just how successful you've been.

Build these measures into your planning and delegate responsibility for collecting the required information. For example, the team member in charge of publicity could collect press cuttings.

It is the week after our event. I know that it was a success because...	Measure of success
lots of people attended.	Total attendance figures
we received lots of attention in the media.	Press cuttings
the publicity reflected modern guiding.	Press cuttings
ex-members want to become involved again with Girlguiding.	List of names and contact details
everyone enjoyed themselves.	Smiles in photos
we stayed on track with spending.	Final balance sheet
everyone was involved in the planning.	Number of units who supplied suggestions during the planning
girls were given the chance to try something new.	Hold a focus group with girls
people told us what a great job we did.	'Thank you' letters, emails and comments

## Who should you ask?

Who will have a view on how the event went? The Planning Team, clearly, but let's concentrate on the other groups first. These include:

- participants
- volunteers
- Commissioners
- suppliers involved with the event, including companies providing sponsorship
- the venue staff.

You should seek the views of representatives from each of these groups, and be creative about how you seek feedback. A direct, business-like approach will be required for local companies and adults, but you may get more useful feedback from younger members using less formal methods. Some methods may require planning in advance. Possibilities include the following.

- Discussions at unit meetings, resulting in girls drawing their favourite moments.
- Asking Guides to collect and comment on any newspaper cuttings.

- Providing Brownies with disposable cameras for the event and challenging them to take photographs of their favourite parts of the event.
- Asking members of The Senior Section to film the event, perhaps in the style of a TV news report including interviews with special guests and former members.
- Providing a visitor book at the event for people to fill in with their thoughts.

It might be more difficult to obtain feedback from visitors. Looking at the numbers who left their contact details at the event and the numbers who become involved in guiding as a result will give you an idea of whether this type of event is a useful recruitment opportunity for the future. Feedback can also be obtained through current members who invited guests - did their guests enjoy the event?

Ideally all feedback should be obtained within six weeks of the event.

## Feedback and evaluation by the Planning Team

The Planning Team will have a detailed view of the planning process and the event. It is from this group of people that you can expect to get the most detailed information to help with the planning of future events.

The final meeting of this team should take place after the event, once all other feedback has been received. It should review the feedback and share ideas on all areas of responsibility. Each member should firstly reflect on her own area - what went well and any changes that would have improved the event or the planning process - and then provide constructive feedback on all other areas.

There is no set format for this meeting - it could be informal, or more structured with an agenda and notes. Either way, notes of the meeting should be taken to record all suggestions to help teams planning future events. Ideally someone who is not a member of the Planning Team should be brought in to take the notes. Remember to share the notes with the Planning Team for other events and archive them for future reference.

**Tip**  
When reviewing your evaluations, don't beat yourselves up over negative comments - you can't please everyone all the time!

## Thank you!

Consider how you will thank everyone who helped to make the event a success. As the Event Coordinator, you should thank your Planning Team personally.

Sub-teams and volunteers may be too large in number for you to thank personally, so plan your 'thank you' cards/letters in advance. These should be signed by you and the Commissioner, and can be distributed on the final day of the event or posted shortly afterwards. The Team Leaders may also wish to thank their teams personally.

Written thanks, and a gift if appropriate, should be sent to the venue owner/manager. Written thanks should also be sent to any celebrity guests, sponsors or individuals who have made donations.

## Useful resources

- [Record-keeping](http://www.girlguiding.org.uk) (www.girlguiding.org.uk > Members' area > Guiding Manual > Supporting info > Record-keeping)

# Glossary

**Large-scale event** - a large-scale event is defined by Girlguiding as any event which has 100 or more participants, ranging from one-day events to events that last for several nights. They can take place indoors or outdoors, and include camps, festivals, parties, sleepovers, outings and many more.

**Participant** - this includes girls, adults and the Event Team.

**Venue/site** - both these terms are used in this guidance to describe the location that the event is taking place, which could be indoors or outdoors.

**Emergency services** - police, fire, ambulance and the coastguard are the four national emergency services, however consideration should be given to other emergency responses provided by volunteer organisations (depending on your event) such as Mountain Rescue, Cave Rescue, National Life Boat Association, the Red Cross and St John Ambulance.

**Duty of care** - the responsibility of whoever is providing activities and services, to ensure the health and safety of participants.

**Volunteers** - this term is used to describe people who have a role in helping to deliver the event. They can be involved from the very beginning with planning and/or delivery, or helping on the day itself only.

**Service providers** - suppliers, contractors or instructors hired to provide services or equipment for the event.

**Commissioner** - the term 'Commissioner' is used in this guidance to describe the Commissioner who approves (or rejects) the event proposal. This will be a County Commissioner if the event is a County event or a District Commissioner if it is a District event.

**Adviser** - the term 'Adviser' is used in this guidance to describe whoever has the expertise to share which is relevant to the event. For example, it could be an Outdoor Activities Adviser if the event is offering outdoor activities, a Brownie Adviser if the event is for Brownies, an International Adviser if there will be international participants, and so on.



## Appendices

### Appendix 1: Risk assessment form

Event/Activity:					Date:	
Event Coordinator:			Numbers Attending:	Adults:	Children:	
Consent for Event/Activity forms completed: (circle) Yes      No      N/A			Venue:		Instructor qualifications checked* (if applicable) :      Yes      No	
Hazard	Who is affected?	What controls are in place?	Risk level (L/M/H)	Are further controls necessary?	Action by & date	Review by & date



## Appendix 2: Example Budget Planner

Budget sheet for:	Venue costs
Opening balance	£ 3,000.00
Expenditure	£ 1,900.00
Income	£ 20.00
Balance	£ 1,120.00

Invoice No./expenses	Name	Item details	Date of claim or purchase	Date input on to spreadsheet	Expenditure	Income
Expenses	I. Planwell	Train fare for venue visit	dd/mm/yy	dd/mm/yy	£50.00	
123456	Conference Centre	Venue hire	dd/mm/yy	dd/mm/yy	£1,800.00	
ABC123	The Party Shop	Balloon decorations	dd/mm/yy	dd/mm/yy	£50.00	
-	Anonymous	Donation	dd/mm/yy	dd/mm/yy		£20.00

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