

## WHAT IS THIS DOCUMENT?

This is a copy of the original UNFINISHED DRAFT event plan for delivering LOW PROFILE's project *PEOPLE (2022)*. This document has been written by Phil Rushworth who worked as lead Producer on this project as part of [Flock South West](#), a contemporary art production agency based in Plymouth.

This document demonstrates how much plans changed throughout the making of the project, from this original event plan to the final event plan submitted (see shared folder to read this)

This document is shared to help share knowledge around the production of large scale, participatory artworks in the public realm. LOW PROFILE and Flock South West hope that this might be useful information for anyone planning their own art events and also to give an insight into the making and delivery of this artwork for those who want to know more!

[PEOPLE \(Plymouth\) 2022](#) was made possible thanks to funding from Arts Council England, supported by National Lottery Players, 154 crowdfunder backers, Plymouth City Council's City Change Fund, and The Gane Trust.

The project was produced by Flock South West CIC and supported by our partners POP (Plymouth Octopus Project), Our Plymouth, Plymouth Culture, Plymouth City Council, The Box, and Nudge Community Builders.

## HOW CAN I USE IT?

You are free to use this information to help you plan your own events - we just ask that you credit LOW PROFILE and Flock South West at appropriate points.

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### PEOPLE, a project by LOW PROFILE Event Management Plan

Event Location:	Plymouth Hoe	Event Date(s):	17 <sup>th</sup> July 2022*
Event Organiser:	Flock South West CIC	Event Plan Author:	Phil Rushworth, Co-director Flock South West
Version:	1.1 (Draft)	*	24 <sup>th</sup> July or other alternative contingency date

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## **Introduction and Key Details**

Special one-off event celebrating Plymouth's volunteers, and creating a new temporary artwork on Plymouth Hoe with aerial photography.

PEOPLE will bring between 300 - 600 people together in a mass gathering of volunteers on Plymouth Hoe, standing in line to spell out the word PEOPLE, and to create a new commemorative photograph of this event. This will be a re-creation of a photograph taken in 1982 on The Hoe, at a Fun Day originally organised by Plymouth Guild of Community Service.

Prior to the event between 300 and 600 Plymouth residents will be recruited to participate in PEOPLE. All participants will be people who give their time and energy for free in order to support their local communities, either formally or informally. On the day of the event all participants will be invited to join LOW PROFILE on the Hoe where they will be formed into large letters to form the word 'PEOPLE', a photo of which will be taken from above.

The project is funded by Arts Council England National Lottery Funding and crowdfunder backers, supported by our partners POP (Plymouth Octopus Project), Our Plymouth, Plymouth Culture, Nudge Community Builders and The Box / Plymouth City Council.

## **Key Dates**

16<sup>th</sup> July 2022, PM: Pre-event set up (measuring marking out positions on ground with tape)

17<sup>th</sup> July 2022, AM: Pre-event set up, including gazebos, temporary barriers etc

17<sup>th</sup> July 2022, PM: Event open and photograph taken, take down of event

23<sup>rd</sup> July 2022, PM: Pre-event set up in the event of postponement, as above (see xxx)

24<sup>th</sup> July 2022, AM: Postponed event pre-event set up, including gazebos, temporary barriers etc

24<sup>th</sup> July 2022, PM: Postponed event open and photograph taken, take down of event

## **Organisation**

### **Organisers**

#### **Flock South West CIC**

Project Organisers and event management – responsible for managing the logistics of the event, crowd management, volunteers, health and safety, infrastructure and marketing.

Flock South West is a contemporary art production agency based in Plymouth, UK. Flock pools together the extensive collective experience of our directors and associates working in the city to provide production support for small and large creative projects. Together Flock have over 10 years experience of delivering high quality off-site arts projects across Devon and Cornwall, including coordinating and delivering Plymouth Art Weekender in 2019 and 2020. Prior to forming Flock the directors worked on large scale public art projects such as The Atlantic Project and the River Tamar Project.

Flock South West CIC has been contracted by LOW PROFILE to deliver PEOPLE as a live event.

## **LOW PROFILE**

Artists – responsible for delivering the artistic content of the event, shaping the audience and participants experiences and ensuring the final photograph is of a high quality.

LOW PROFILE are Rachel Dobbs (IRL) and Hannah Rose (UK). They have been working together in collaboration as artists since 2003 and are based in Plymouth (UK). They regularly work with organisations across the UK, and on self-initiated artworks that shift in scale, format and medium depending on context.

LOW PROFILE are most interested in the connections between people, and creating new experiences that happen in people's real life. They use things like bold statements, text, badges, sound, temporary gatherings, and event-structures to help us do this. They make art that is designed to be encountered in social situations, public spaces and become part of people's everyday life. They work hard to make these encounters hopeful, engaging, joyful and thought-provoking.

They often bring people into their work as participants, collaborators & experts in their field, where their involvement is highly valued & carefully considered.

LOW PROFILE authored and developed PEOPLE, including resourcing funding and project partners.

### **Partners:**

- POP (Plymouth Octopus Project) - volunteer recruitment & communications
- Our Plymouth - volunteer recruitment & communications
- Plymouth Culture - promotion & documentation
- The Box / Plymouth City Council - access & permissions (via Jodie Bishop / Public Art Officer)
- Nudge Community Builders - hosting a billboard version of the photograph taken at the event on The Millennium Building
- TBC / in conversation: Improving Lives Plymouth - historical link to Plymouth Guild of Community Service - volunteer recruitment & communications

## Event Team

All team members will either have a high visibility vest marking them as apart of the event (with the exception of Press Liaison and Documentation roles) and paid team members will have a name badge/ lanyard to identify them

Role	Person		Responsibilities
Event manager	Phil Rushworth	Flock South West CIC	Overall event oversight, Event Control, timekeeping, Health and Safety.
Artist	Rachel Dobbs		Creating the artwork
Artist	Hannah Rose		Creating the artwork
Deputy event manager	Lucy Elmes	Flock South West CIC	Managing registration and briefing process, assuming Event Control if the Event Manager needs to respond to an incident or emergency.
Photographer (drone pilot??)	Dom Moore		Piloting the drone, Drone safety, producing the final image.
Lead registration steward	TBC	Flock South West CIC & recruited	Oversight of registration process and communication with Event Control
Letter Hosts x 6	TBC	Flock South West CIC & recruited	Briefing participants and helping participants into formation.
Welfare/ missing child steward	TBC - DBS checked & preferably mental health first aid trained	Flock South West CIC & recruited	Respond to missing children or vulnerable adults. Comms with Event Manager.
Technicians	TBC	Flock South West CIC	Marking out letters, helping install gazebos and sign, crowd barriers and corden

Lead Stewards x 2	TBC -	Flock South West CIC & recruited	1 Roving steward to help with crowd control and 1 steward to man the notice board.
Volunteers x 19	TBC	To be recruited	Registration (x11), crowd control (x6) missing child (x1) and wayfinding/ information.(x1)
Press officer	Tilly Craig	Flock South West CIC	Liaise with press
Documentation	TBC Dom Moore?	Includes Plymouth Culture person	Documenting the event.

### **Event Control**

The Event Manager will act as the Event Control for this event. Due to the nature of the event they will be mobile and reachable by radio by essential team members and by mobile phone for everyone else. The Event Manager will act as Event Control by keeping an eye on timings, issuing instructions to the wider team if needed, problem solving and responding to emergencies.

### **Communication**

Mobile radios will be used for key communication between the event manager, deputy event manager, artists and key lead stewards (see table below). The radios are Moterola short range radios which have been tested on site.

Volunteers and stewards without radios will be within close proximity to someone with a radio and will be provided with the project managers phone numbers, as will representatives of the partner organisations, the press officer etc.

### **Detailed Schedule of event**

**July 16th** (or July 23<sup>rd</sup> if event is postponed due to poor weather)

<b>Time</b>	<b>Activity</b>	<b>Responsibility</b>
3pm	Event Manager, Artists and technicians arrive on the Hoe	All
3pm - 6pm	Technicians and artists measure out the perimeter of the letters/ word with surveyors tape and mark at intervals with brightly coloured duct tape.	Technicians.

	No structures or equipment will be required and this activity can be done around people walking on the Hoe.	
6pm	Photos taken of marking as a reference, team vacate the Hoe.	All

**July 17th** (or July 24th if event is postponed due to poor weather)

Time	Activity	Responsibility
9am	Artists, Event manager, deputy event manager and technicians arrive on site. Unload vehicles. Technicians and artists check taped marking for letters and	Event Manager and Artists
9.15am	Set up gazebos for registration and welfare/ missing child area. Position sign trailer and notice board. Mark out briefing zones.	Event Manager, Artists, Technicians
10.30am	Set up tables and chairs in gazebos. Set up noticeboard.	Event Managers, Technicians
11am	Partner organisations arrive and are assigned a gazebo area by the event manager. They set up their gazebos and displays (with assistance if required).  Technicians install wayfinding signage and pedestrian barriers around letter zone.	Event Manager  Technicians, Artists
11.30am	Paid stewards arrive and are briefed by Event Manager.	Event Manager
11.45pm	Volunteer Stewards arrive and are briefed by event manager	Event Manager
12.15pm	Lunch break – food provided	
12.30pm	St John's Ambulance arrive	
12.50pm	All event team assemble in positions ready for event start.	Event Manager/ all team
1pm – 1.20pm	Registration opens for 1st phase of participant registration and briefing	Event Manager/ Lead registration steward
1.20pm – 1.40pm	2 <sup>nd</sup> phase of participant registration and briefing	Event Manager/ Lead registration steward
1.40pm – 2pm	3 <sup>rd</sup> phase of participant registration and briefing	Event Manager/ Lead registration steward

2.00pm to 2.30pm	Mop-up and late comer participant registration and briefing	Deputy Event Manager
2.20pm	<p>Stewards, Volunteers and Hosts given ten minute warning (think about how this happens – radio communication and dissemination).</p> <p>Hosts finish their current briefing and make their way over to their assigned letters.</p> <p>Registration closes and registration volunteers make their way over to assigned letters to participate and assist with formation.</p> <p>The lead registration steward stays at registration area.</p> <p>Deputy event manager briefs any late participants and walks them over to the letters/ photo area.</p>	<p>Event Manager</p> <p>Deputy Event Manager, Hosts</p> <p>Event Manager, Lead Registration Steward</p> <p>Lead Registration Steward</p> <p>Deputy Event Manager</p>
2.30pm	<p>Signal to participants to assemble at their letters and begin formation. Signal is both visual and aural (airhorn).</p> <p>All remaining stewards and volunteers, except four (pre-assigned) roving stewards/ volunteers, the lead registration steward and welfare/ missing child steward and their accompanying volunteer make their way to the letters/ photo area.</p> <p>Drone launch</p>	<p>Event Manager, Artists</p> <p>Event Manager, All personnel</p> <p>Event Manager, Drone pilot</p>
2.30pm – 3.15pm	<p>Formation, speech and photo.</p> <p>Hosts, stewards and volunteers guide participants to their positions at their assigned letters.</p> <p>Technicians and roving stewards remove tape barrier and pedestrian barriers. Technicians then remove tape markers from the letter briefing zones. Group Speech led by LOW PROFILE</p>	<p>Artists, Drone Photographer</p> <p>Deputy Event Manager, Hosts and Stewards</p> <p>Event Manager Technicians</p>

	Photographs to be taken throughout this process.	
3.15pm – 3.30pm	End of Event and Crowd dispersal	Event Manager, All Stewards and Hosts
3.30pm – 4.00pm	Technicians and paid stewards begin pack down of gazebos, tables and chairs.  Volunteers are free to go when crowd has dispersed sufficiently.	Event Manager, Technicians, All team.  Event Manager
4.00pm – 4.45pm	Paid stewards leave at 4pm. Press officer finishes shift.  Technicians, event managers and artists finish pack down and loading into vehicles. LOW PROFILE sign trailer is hitched to vehicle.  Tape markers are removed from letter/ photo area.	Event Manager  Event Manager, Artists, Technicians  Event Manager, Technicians
4.45pm – 5pm	Final site checks and vacate site.	Event Manager

## **Crowd management**

### **Registration Process**

All members of the public participating will need to be formally registered and briefed. This will ensure all participants have agreed to have their photo taken, that we can list them as participants (anonymously if they would prefer) and so that they can receive relevant information and be assigned a letter. As there will be between 300 and 600 people to register, **they will be assigned to one of three 20 minute registration periods** when signing up to participate online (see schedule on page 6). The third registration period will be listed as ending 20 minutes before the assembly time to allow for time running over or late comers.

To reduce queues and crowding, the registration and briefing process will be split into three stages and physical areas as below (see map for layout):

#### **Stage 1: Registration**

There will be 8 volunteers and a Lead Steward manning the registration area, which will consist of four tables under the gazebos, meaning that 8 - 9 participants can be registered at once.

During registration the volunteer will welcome participants, take their name and log their arrival on the registration list. Participants can sign up and register as a group. A smart phone will be used to scan QR codes of participants with smartphones to speed up this process, this can be done within the queue if needed.

One of the tables will be kept as a separate queue for any participants that haven't signed up in advance, where all the sign up details will be taken. If there is no-one waiting then participants in other queues will be called forward. If needed an additional volunteer steward can be deployed to the help manage people in the queue.

Once registered participants will exit the other side of the registration area and be directed towards the stewards in the 'holding' area

### **Stage 2: 'Holding'**

In the holding area stewards, with oversight from the Deputy Event Manager, will assign the participants a letter (P1, E1, O, P2, L or E2) with a sticker, give them a corresponding welcome pack and direct them towards the host of their letter for briefing.

The letter will be distributed as evenly as possible, and the Deputy Event Manager will keep track of these numbers. Where the hosts are still briefing previous participants, the stewards in the 'holding' area will ask them to wait and can answer any burning questions.

### **Stage 3: Briefing**

Briefing will take place in one of 6 'letter pens' and be delivered by a host assigned to that letter. Each host can brief up to 15 participants at once, and will wait until they have sufficient numbers before beginning. The briefing will be scripted in advance by LOW PROFILE and hosts will be selected because of their confidence and friendly and approachable manner.

The briefing will include all relevant instructions, including when to assemble at their assigned letter and key safety and welfare details. At the end of the briefing participants will be directed to partner gazebos and existing activities on the Hoe so that crowds are spread out whilst waiting for the assembly time.

### **Assembly and formation of participants**

10 minutes prior to assembly the hosts and most of the stewards will position themselves at the letter point on The Hoe (see timetable on page 7.)

At 2.30pm LOW PROFILE will signal that it is time for participants to assemble their letters with a hand signal , which will be copied by the Hosts and Stewards for maximum visibility. There will also be a short blast on an air horn.

Hosts and stewards will help participants arrange themselves in the letters as marked out in advance. Meanwhile the first drone will be launched, and the photographer and LOW

PROFILE will be able to communicate additional instructions for arranging people by radio, which will be relayed to the hosts and stewards by the Deputy Event Manager, Lead Roving Steward and Event Manager (who will be positioned at each end and the middle of the formation). During this time the technicians will remove the pedestrian barriers and cordon with the help of roving stewards.

With the exception of team members who are assigned elsewhere (Lost Child Steward, Lead Registration Steward, Lead Roving Steward and 2 x volunteers) all other team members will join the formation at their pre-assigned places. The Event Manager will remain as Event Control throughout this.

Once correct formation is confirmed via radio communication the second drone will be launched and LOW PROFILE will lead everyone in a recital of a written text / speech, during which the photos will be taken.

### **Protocols for non-participants**

As the Hoe is a public space, and this will be a visible event we are expecting it to draw interest from members of the public not participating in the event.

Whilst there will be some wayfinding signage we will also have 6 volunteer roving stewards and a lead roving steward to help manage crowds and provide information. Their role will be as much about assisting participants (help finding their way, answering questions etc.) as it will be letting curious members of the public know what is going on and asking them to stand aside when the letter formation and photo is being taken.

Prior to the photo we will erect a temporary crowd cordon around the area with tape and six pedestrian crowd barriers.

For protocols if members of the public cause disruption, create an unsafe environment or other incidents please see the Accidents and Incidents section on page (xx)

### **Crowd dispersal after event**

**Media** - Media permissions and responsibility

### **Environmental Health**

Waste Management

Noise monitoring

### **Welfare and Accessibility**

People with disabilities

Children and Vulnerable people

Data Protection and model permissions

## **Accidents and Incidents**

Medical Provision

Accident and Incident reporting

Method of accident/incident reporting

☞ Who is responsible for managing

☞ Serious incidents protocol

Critical/ Major Incidents and Decision making process

- Protocol
- Process
- Evacuation plan

Emergency Routes

Weather monitoring

Cancelling or Suspension

Structures & equipment

Detailed responsibilities (team diagram?) – key contact information

Site plans