

# How to organise a Village Feast

by  
Duncan Grey  
for The Bunch of Great Shelford





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A practical guide to bringing together your local community by feeding and entertaining them.  
Based on The Great Shelford Feast,  
Cambridgeshire, UK

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## In memory of

Jerry Brown, The Main Man 1952 - 2010

Chris Mills, The Onion Man. 1952 - 2009



## PREFACE: WHERE WE STARTED FROM

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**E**ating, drinking and talking together is fun.

Feasting like this in a community like a village or a group of streets in a town promotes a sense of community and well being which it's hard to beat. A great example is the agricultural shows of Scotland which are important occasions for everyone, especially outlying farmers who will come in from the hills for one of the most important community events of the year, on a par with Hogmanay.



If your community lacks a sense of togetherness then I can recommend organising a Feast. If it already has a sense of community then it's just that bit easier. Whether you are focusing on a group of streets in a town, a number of small hamlets and outlying farms or an existing village, a Feast can do nothing but good. Lay on good food and gallons of drink, some entertainments, perhaps link it to some competitions, entertainments and local crafts and you have the beginnings of a recipe which can benefit everyone.

Our experience is based on the Village Feast at Great Shelford in Cambridgeshire, UK. Although the Feast goes back into mediaeval times it died out in 1939 until revived in 1994 - originally as a way of raising funds for the local primary school. That Feast was organised in just six weeks and was a roaring success, but we've tried to improve it in all the years since - which has led us to the formula we use today: still with weaknesses, always open to improvement, but which we hope you can learn from. Just remember that while we refer at times to alternative ideas the main part of this book is based on our summertime outdoor Feast. Our expertise lies mainly in our own Feast.

Great Shelford is the larger village of the two Shelfords, pop:4000. There's a school, two churches, three pubs, a garage, a library, a railway station, about twenty shops including two butchers, a post office and two banks. The recreation ground and the village hall are in the centre of the village and are run by the Parish Council and that's where we hold the Feast on the third weekend in July.

The people of Shelford may work in the village, in Cambridge only 4 miles away, or they may travel further afield - to London 50 miles away or anywhere in the south-east of England. The pubs act as good meeting places for some, the churches for others. Many meet by way of the primary school, but there are few activities which involve everyone. The Shelford Feast is the main one of these.

"The Bunch" which is the name given to the group of men who organise The Feast, is a curious mixture. It seems as if the only thing we have in common is The Feast, and it's a constant surprise that we are still together after four years. Between us there's a taxi driver, local broadcaster, wine expert, teacher, microbiologist, supermarket executive, genetics researcher, painter and decorator, carpenter, technician, builder, writer, quantity surveyor ... with other skills in computing, accountancy and pig sticking which have also proved useful. It's perhaps in this patchwork of skills, which came together quite by chance, that we have our strengths. While we often think we're well organised, we know we have to do better and this handbook is another step on the way to organising ourselves.

How are we doing? If you do find this handbook useful we ask just one thing. Contact us at [dsg@post.com](mailto:dsg@post.com) and tell us how you got on.

You might have comments or experiences we can gain from. You might have had a good time which we can celebrate too. Once you've joined the Feast community, life will never be the same again! Here's to the next one!

## 1. WHERE DO I START?

### QUESTIONS TO ASK YOURSELF FIRST

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- **Why are we doing this?**

State your purpose clearly, it can help persuade participants and helpers alike and it might sharpen your thinking.

- **Is the priority aim to make money or to entertain?**

You should always aim to make some profit; don't use "our aim is to entertain" as an excuse for failing to make money. Try to do both and make at least a little profit as a cushion against next time. Aim to make no profit and you're bound to make a loss! "Making money for a good cause by entertaining" would seem to be a good balance.

- **Do you have a float to start with?**

Although you may arrange payment after you have counted the takings you will need some outlay before the event. You can minimise that by asking local traders to help out, borrow kit rather than buy it, subsidise it yourself as an act of faith... but your main contribution should be in organising it and doing the work, not paying for it!

- **What if it goes wrong?**

Consider what is the worst that is *likely* to happen

Consider what is the worst that could *possibly* happen

How would you cope, financially and practically?

Don't take on too much! Cover yourself as far as possible.

- **Can you identify your market - numbers and preferences?**

Families, singles, pensioners, women, children ... they all have different requirements in terms of seating, timing, entertainment, food and drink - and you have to provide that if you are to be successful. If it's to be a real community event you'd hope to do this in one place at one time, though there's scope for additional targeted events too.

- **What are your advantages and strengths?**

Do A SWOT analysis - Strengths, Weaknesses, Opportunities and Threats. Play to your strengths. Are you organisers or practical people? Do you have sports facilities, a field in the centre of the village, a green bordered by houses, a large hall, wood, entertainers, sponsors ....

- **What are your disadvantages and weaknesses?**

Aim to minimise them by balancing with your strengths. Bring in different people and skills, pay for equipment if you're not practical, build things if you're short of funds.

- **Do we have enough space?**

You'll need space to provide food, drink and entertainment plus room to move around in. There's no easy way to calculate this but if in doubt ask a policeman or a school teacher. They're used to visualising numbers of people milling around.

Make the most of your space by designing a ground plan – placing marquees and shelters, entrances and exits, planning queues with tape or ropes and directing people to an arena if you have one.

Queues are inevitable. Aim to avoid them by planning for them! One thing's for sure - if you have a mass of people you won't be able to redesign the plan once they've arrived.



- **Do we have enough helpers?**

No! You can never have enough! Even if they get in each other's way you can arrange a rota so that they have time off to enjoy the event and come back when they're needed. The list of jobs is endless: booking, building, communicating, tidying, reporting, advertising, managing money ... booking musical acts, first aid, schmoozing advertisers, designing posters and programmes, contacting stall holders, erecting tents and marking out pitches, buying food and drink, cooking, serving, plumbing and electricals, gas supplies and barbecues, moving tables and chairs, cleaning toilets, repairing breakages, replacing stocks .... No, never enough helpers - especially when it's all over and you have to pack up and clear the site. See Chapter 9.

- **Can we rope off the whole site and should people pay to come in?**

Even if the aim is to bring the community in it's not such a bad thing to ask people to pay to attend. They'll appreciate it more and are unlikely to begrudge the money if they know it's going to a good cause - their own community.

## 2. Advertising and Ticket Sales

**A**dvertising should alert the community to the great event but should also aim to bring in people from elsewhere.

I can't imagine restricting the event to local folks only, though inevitably it will be those who come. The advertising should, however, point out that it is a local event - you're not organising a rock concert for people from miles around, it should be rooted in the community wherever possible.

Paying on the door is one useful source of revenue as well as a way to check on attendance numbers - handy for next time.

Another good wheeze is to sell raffle tickets or a lucky draw beforehand. There are also more elaborate schemes such as "guess the number plate" where the winner can win a car. These are organised by car sales teams and are underwritten by insurers. Such schemes allow you to bring in money before the event (adding to your float), are money spinners in themselves and they provide a dramatic moment for The Feast which keeps people there until the draw has taken place.

Our Feast is typically on a Sunday from 12 to 6 and we hold the draw at about 5pm.

Holding other events leading up to the Feast provide advertising in themselves and again allow you to sell tickets in advance.

Tickets in advance mean money in advance and spread the load in order to limit failure due to bad weather on the day of The Feast itself.

**Decorating** the surrounding area with bunting, flags etc or erecting a marquee several days ahead of time



raises people's awareness of the event and sends a message of activity to passers by.

**Photographs**, stages or otherwise provide local media with good copy and the publicity generates yet more interest. If you have a theme, a message or a good cause - any angle which catches the attention, this will boost your morale and bring in the punters!

**A local personality** to open the Feast is another attraction which generates its own publicity. Link this to a logo, or a classic picture of your event and the identity of your Feast will take shape.

## The Great Shelford Feast

**Selling programmes** can be profitable. We print some good quality programmes with features about the origin of The Feast in mediaeval times, snippets of interesting information about local matters and about the person who is formally opening The Feast.

**Advertising** from local businesses more than covers printing costs and the cover price of the programme generates income.

Six programmes were printed with a special additional sentence hidden within the pages and the "lucky programme" winner was given a bottle of wine.

Selling the programmes and raffle tickets up to a month ahead helped advertise the events and raised more advance money.

Any money raised in advance is a great reassurance - especially if the weather is unreliable. You know it will offset your costs and you know people have paid even if they don't turn up!

### 3. ARENA EVENTS

**Y**ou may have a wide range of little stalls but you must have activities ... in the centre to pull people together.

These promote a common atmosphere and provide a focus. If you have a theme for your Feast then the arena events must complement it. If not you could aim for something dramatic (motor cycle stunt team, microlight flying) entertaining (a band, a dance group), or participatory (a tug of war, a yard of ale competition). To be seen by many people you'll have to have something fun and visible, like these giant aqua balls below.

You should again play to your strengths. Is there a Scottish Country Dance group who would perform free? Is there a singer who lives locally who could make a set of songs his contribution? Does the school have a brass band which could perform? Is there a local charity willing to display, such as a dog show or a trampolining group

Many of these things will occupy people and provide entertainment without distracting them from the stalls if they prefer those. Others may be so dramatic that they could attract people when they appear in your advertising and bring in more punters. Probably you need a combination of these.

We could divide the activities into two groups:  
Activities to keep people there and Activities to make money.



### Events to keep people

These are events which people will look forward to and wait until they appear. They may be quite expensive and will probably not make money as such, but if they attract people to your feast and those people then stay longer, they are more likely to buy food and spend money at stalls.

Imagine that you want to hire a large “bungee run” where people strain to run up a PVC tunnel while tied to an elastic rope. Great fun for spectators and participants alike, but it costs £250 to hire for the day. Is that £250 of lost profits or will it indirectly raise money for you?

If it brings in 100 people who wouldn't have come otherwise the figures could be: £1 entry, £1 profit on food, 50p profit on drink and £1 spent at stalls. That could be £350, or £100 clear profit. In fact you're unlikely ever to know how many came because of this single attraction but so long as you don't extend your risk too far by raising fixed costs to an unacceptably high level, an apparently expensive event may lead to profits in many other areas. You might even be able to arrange that the bungee run's owners pocket all their own earnings and you are cleared of any loss, but that suggests rather a lack of faith on your part!



## Activities to make money

This is rather more clear cut. I'll define these events as activities on the day of your feast which don't monopolise the whole audience - stalls, pony rides (I was at a fair in Australia where they had camel rides!) coconut shy, Beat The Goalie competitions etc. For a longer list, see Chapter 11.

Some of these may be run mainly for entertainment, but all should be designed to at least break even. Some will need no financing, others a small loan for materials; some will need people manning a stall all day, others can be over in an hour.

These are generally activities which people choose as their own preference, so accept all offers with equal enthusiasm, though it makes sense to have a list of suggestions so interested people don't escape because of lack of inspiration.

If Brownies make £15 from home-made sweets, playgroup £20 from face painting, that's as significant a contribution as the £1000 profit on the barbecue and roast. They've contributed to the atmosphere and they've got involved.



## Music

This may be a big arena event, a general background atmosphere or a one hour concert by a band on the edge of a field. Scottish agricultural shows usually feature a pipe band marching around the arena and through the crowd. I think a brass band is popular with most age groups and the sound carries well in the open air. An old fashioned fair-ground atmosphere is very popular. On the other hand we've had great success with a singer of 1960's songs playing with amplified guitars. Certainly background music of some kind, whether live, from a barrel organ or on tape, adds significantly to the atmosphere of the event.

If you do need recorded music or if you'll have need to make announcements or commentate on events, you'll need a Public Address system and power with which to run it. I deal with power in Chapter 8 but if you have no power you can still manage with a brass band, a hand operated barrel organ and a megaphone.

Basically, if you can, get a PA system if you're out of doors and have more than a few hundred people.



## A Theme

One way of creating more interest and linking separate events is to have a theme. This may be already clear to you if you are celebrating an anniversary (we have celebrated the church's 600th birthday and also the ending of the second world war).

Though it is possible for participants to dress historically or for a "Jeux Sans Frontieres" to incorporate symbols of the theme, we have found the organisation of this to be too great. We did consider asking shopkeepers to sell their goods at stalls in the street while wearing costume but the idea never took off.

Children may be happier to dress up and a parade of such children or a display on the back of a lorry such as in a carnival might inspire others to do the same.

The choice is yours. As is often the case you trade publicity with more work in the hope of a better atmosphere and more profits.



## 4. FINANCIAL CONTROLS

**I**t is so easy to get carried away and give all your effort without checking that you are making the most of it.

A barrel of beer left over or burgers which were defrosted but not used could make the difference between poverty and riches. Some readers will find this section dull because they just want to get on with the practical arrangements. Wiser readers may see that this is one section which can make the difference between great success and dismal failure. It can sour the memory of an excellent event with recriminations - so this is how to avoid that.

### Records and bills

Some of your transactions will be done on a goodwill basis, we hope, with local friends giving goods and services at a reduced price. So it might be churlish to ask for a written quotation. In this situation, however, it could help if you have a witness, however informal.

Think about what could happen if the person you normally deal with is not available when you collect your burgers or pay for your plastic cups.

To some extent too, you should be obtaining the best price when buying in bulk and you may need to balance price against not only quality but support and commitment by local traders.



Disagreements can easily arise if, say, your local butcher's burgers are of high quality but they feel they have been unfairly undercut by a butcher from further afield with lower quality goods.

The best solution must be transparency and honesty.

Be prepared to show bills and quotes to anyone with a reasonable request.

Legally a contract doesn't have to be written down, but our advice would be:

- write down everything you agree in your discussions amongst yourselves;
- offer this as public Minutes so everyone can agree or clarify the record;
- write down all your financial transactions and get bills and agreements wherever possible;
- have a single nominated member to collect all these records and produce a financial report at the end.

This may seem a tiresome business and not in the spontaneous spirit of community entertainment, but you have a duty to demonstrate how you use your money and - perish the thought - if you lose money, you will have to explain it. Confusion over those sausages you carelessly ordered may not be surprising in the chaos of the day, but giving free drinks to all your pals or "losing" a barrel of beer should be revealed by careful accounting and record keeping.

You should also want to show that you've made the best profit in the circumstances and that you can evaluate the event so you know how to make things even better next time. Financial records should make this possible.

### Stocktaking

Stocktaking is also part of this process. Especially if you're organising several events you need to know how much was eaten, drunk and spent at each event. This way you can buy the right amount next time, reduce waste and maximise profit. In fact your stock take can provide the best shopping list for next time.

Take note, however, that where there are several consecutive events (as in our case, a series of concerts and evening events leading up to the main Feast Day) a stock take can become very difficult to achieve.

We think the only way is to count what is left after every event and before re-stocking. Do this on the night of the event, however tired you are, immediately after you close down and while all the details are fresh in your mind. If you have food tickets or drinks vouchers, count them now to calculate what you think you sold. Count what's left - bottles, sausages, part barrels, boxes of snacks, items in the fridges and any consumables - then calculate what you think has been sold or used. Then restock and make a fresh stock list as a starting point for the next event.

We find the most difficult thing is making a check on what extra goods were brought in from our store room. These extras (food, drink or consumables such as napkins or cutlery) are invariably brought in in haste to replace low stocks and signing a list recording what has been moved may not be the first thing on a busy barman's or quartermaster's mind.

Collective memory immediately after the event can actually be an effective record. Alternative measures include counting the numbers of plastic cups sold, plates used, making an allowance for those who return used glasses for refilling. As an overall check of what's being sold it's a rough and ready measure but easy to count if the cups and plates are stored in an organised fashion and used in order.

Burgers are easier to count than sausages; lamb and pork cuts are the most difficult of all. One of the advantages of a ticket system (see Chapter 5 on Food) is that the orders can be written on tickets and spiked for collation later. If it works, an hour's counting will tell you exactly what was ordered and paid for and a final stock take will tell if there was an waste.

### Money Management

This is crucial to your success. I include profit margins and predicted profits in this category. A large or medium sized Feast will need a spreadsheet for this though a small affair can manage on the back of an envelope. Nevertheless it must be done.

It is so easy to make assumptions without checking the data. If your figures suggest a higher profit margin on sausages than on burgers, you can promote sausages rather than burgers and please customers while making money.

Later you can estimate the profit margins on sausages made to a different recipe or different size to avoid working very hard for low returns and having a pile of sausages left at the end. Sausage length is important - it looks best if it overhangs the bread roll. On such small decisions are businesses made!

If you can carefully predict what your profit will be on a given income and this is the profit you make in fact, you really can congratulate yourself.

Since predictions can best be made on the basis of experience, recording stock takes and collecting bills are the only ways of keeping track.

You won't get it right the first time but you have no excuse for getting it wrong after two or three attempts.

## Banking

A bank account with joint signatories is essential if you're taking your Feast seriously and hoping to repeat it. It is a measure of your confidence that this is not just a one-off event. Negotiate with local banks and discuss charity status if relevant. A local event could be sponsored by a local branch of the bank. They may wish to advertise in your programme or man a stall at the event.

At any rate, avoid bank charges on your cheques if at all possible. Point out that the account will be hardly used for most of the year and will be used intensively for only a week or two, after which the profits will sit there for months while you decide who to give them to. Add the inevitable publicity (many banks offer giant cheques for publicity purposes and few banks could ignore the enticing prospect of your custom! But don't forget a contingency in case of loss; how will you, and they, deal with that possibility.

Even if some bills can be paid instantly using your cash income on the day it will be likely to help your accounting if you pay by cheque. At any rate, do record what you paid, how much, and preferably get their signature for the transaction. Cash paid out in the tumult of the main event can so easily be forgotten, or even paid twice.

Again a trustworthy named person is the best way to cope with money, if anyone is willing to take on the role. With an assistant he can count the takings and bank them while others cope with the practical arrangements. It is, however an onerous task and not everyone is suitable, so make the decision carefully and try to make that person's job easier in other ways. Remember that security of cash, responsibility, accuracy and honesty are vital elements of this job and that an assistant can help all of these aspects if this is built in at the beginning. Adding an assistant later could hint at dishonesty, so be very careful setting up this job.

## Collecting

As you may need a "float" to buy things in advance, so do stallholders, and providing them with this initial loose change can be a headache. We use ice cream tubs with lids, a secure label with the name of the stall on each tub and a record made for both stallholder and the organisers. Collecting money from each stall at the end of the event is easiest, with the stallholder counting the "take" and delivering it to the named organiser for checking in his "counting house." Sometimes, however, you may find several collections are necessary so takings can be kept safely. Counting then becomes more complex, with a record kept for both

parties so the takings for each stall can be worked out. Collecting the money then is probably best in small plastic money bags with a slip inside identifying the stall and the amount.

**Always** tell stallholders who will be collecting the money.

**Never** let it be collected by anyone else!

## Counting the takings

This can be exciting but time-consuming and need not be done on the day of the Feast. On the other hand security demands the money be banked as early as possible and most people want to know what the overall takings are almost immediately. If you can bank it straight away that's probably best, though having a prepared safe store for an late income is also wise.

I hardly need emphasise the importance of recording all this cash - by stall, checking all stalls have handed money in, recording any payments out, that the counting has been checked etc. The Money Man should have cheque book at the ready for paying immediate bills which can be done most conveniently if all parties are together at the event.

It is useful also to check beforehand or include with the original float, how the money is to be disbursed and also how (if) the costs of each stall are to be repaid. In other words if the tea tent bought tea, scones and milk, do they hand over all their income on the day and claim costs back from you or do they take it off at source. Different methods can bring about misunderstandings so make it clear from the start.

## Disaster!

One of the questions you were asked at the beginning was "what was the worst that could happen - if the Feast was cancelled for example. Amongst all the dispirited helpers and dashed expectations the main area of disaster is likely to be financial. The guidelines here should give you the information you need to estimate fixed cost, running costs and a break-even point. Try this calculation, preferably on a miserable day in February, so you think realistically.

Ask yourself how much you would lose if you cancelled one month, one week and one day beforehand. Estimate costs such as cancellation fee for the marquee, the band, the entertainment plus the loss of advance payments such as advertising,

tickets etc. This could be your total loss one month ahead. These will be your fixed costs at this point.

One week beforehand you may have more losses in addition to the above. The cancellation fees may be greater - or you may have to pay almost the full cost. If you've made a proper agreement with the suppliers you will know this cost; if not cancellation could be a cause of real argument.

Will you have you bought food and drink by this stage? If so what can be returned, what kept, sold on or wasted. A moment's thought will suggest that you leave your expenditure on perishable goods until the last moment. You may also consider agreeing well in advance to sharing freezable goods (sausages, burgers - but see food hygiene in Chapter 5) between the organisers at cost price.

Cancelling the day beforehand is probably the sure recipe for financial disaster. In most cases you might as well struggle on. Assuming you know what your break even point is (unavoidable fixed costs + expenditure already undertaken must be balanced by profits on sales) you will have to hope that in some way you can raise enough profit in some other way.

With this scenario in mind you might wish you had looked more closely at an insurance policy.

See also Chapter 7, Security.

## Insurance

Such things exist for cancellation by rain, for example, but only you can say whether they are worthwhile.

Our insurance policy against bad weather is in the form of practical arrangements:

- prior ticket sales,
- spreading events over more than one day,
- holding events in the middle of summer
- hiring a large marquee to which everyone can retire if there's a downpour
- buying several smaller marquees and shelters to spread the cover so we continue to serve and entertain

We believe this insures us most effectively against reduction in profits as well as catastrophic weather conditions - and we know of no-one personally who has successfully claimed under the conditions of a bad weather insurance.

So far we've coped - though these pics were taken at our soggiest Feast ever. Let this be a warning if you imagine sunny days for your Feast. Be prepared!



## 5. FOOD

**O**ur policy has been to provide good quality food at reasonable prices ... and have this cooked over open fires and barbecues.

We believe this provides the necessary atmosphere and that the high quality of food will mean people will return for more both this time and in the future.

### Spit Roast

The centre piece of this is the roasting of beef, pigs and lambs on a rotating spit over an open fire. If you haven't done this before take note of our advice which is experience gained over many years using a variety of equipment but note also that fires are unpredictable creatures and that all timing in particular is flexible.

When organising your cooking area it's a good idea to place the spit near to the front so that the general public can see it. If they can look at what they're buying we hope it will encourage them. At least it gives them something to do if the queue gets too long!



A large supply of wood is essential to provide a depth of charcoal and ashes for cooking at length. We have lit the fire at 4am for cooking 7-12 for a small pig but now prefer lighting at 11pm for cooking at 4 -12 for a larger pig. Lambs take less





time to cook but are more susceptible to burning. Pigs, protected by tough skin and a layer of fat, can cook endlessly in their own juice. A baron of beef needs long slow cooking and may still burn on the outside - but it's worth it!

If you thought spit roasting simply involved sticking a rod up a pig's bottom, think again! Firstly the pig must be delivered, properly butchered and cleaned out, with the skin cut diagonally along its length, as near to the time of use as possible. We



have used a refrigerated lorry as well as cool store, but you should avoid having to keep it for more than 24 hours beforehand.

Next the pig or lamb must be prepared for roasting, which involves in our case a long drill bit on an electric drill to drill through the spine of the beast and place lateral fixing rods in place. These rods are essential to allow the beast to rotate fixed firmly to the central post though locating and fixing them on the central post can be a problem. A pig is flexible around its hips and keeping the

beast rigid requires half a dozen lateral rods the length of the animal. Wiring up the carcass holds it firmly and improves rotation throughout cooking if it is tightly bound close to the pole. Too tightly wired, however, and the wire cuts through the meat.

A large joint of beef poses a different problem, with its weight and mass needing to be pierced by a mighty strong spike.

Either pigs or lambs can be attached to the pole in the "69" position where the carcass is nose to tail overlapping. The central pole must of course be long enough and have enough fixing holes but it is a generally economical use of time and equipment.

An alternative to the rather fiddly lateral rods is a device like a clamp with spikes facing in which, if two are mounted on the central post and screwed firmly can clamp the carcass in place as it rotates. There can still be a problem at the hips so at least two lateral rods are still recommended. The spike + clamps method seems to work better with a side of beef where the basic carcass structure is rigid.

A further alternative is a cage which would surround the meat and hold it in place from the outside. We have not used this since it requires a lot of welding and still



may be inflexible as to the carcass size, but it does have ease of use to recommend it. The portable spit (above) cooks in a steel oven.

A drip tray under the meat but at a distance from the fire can be useful for basting the meat. Pork generates enough fat to be self-basting but lamb can benefit from the juice in the tray. The tray can also be used to crisp up pork scratchings, which for some are a rare delicacy.

### Rotating the meat.

In ancient times there would have been man power available throughout the night to rotate the meat by hand. Modern man usually has better things to do with his time and so we make use of an electric motor. A pal of ours has, however cooked a side of beef on scaffolding poles housed in a hand made brick oven, rotating the scaffold poles every 15 minutes by hand. So it's possible.

Our motor works off mains electricity and rotates every 10-15 seconds. Its drive fits on to a coupling on the end of the central pole and so can be coupled up when the beasts are set up. The pole is supported on u-shaped cradles and the motor is protected from the heat of the fire by a simple reflector. Wiring up the beasts as close to the central pole as possible and cooking two together helps balance the rotated weight and evens out the strain on the motor.



As the motor may have to work continuously for nine hours or so, anything which eases the load is to your advantage. You may even work a simple hand cranked alternative using Dexion brackets for example in the event of the motor failing. Since the aim is to cook the meat evenly, a rotation of 40 degrees every ten minutes might be as effective as a continuous rotation.

Though rather more tiring on the operator ....

### Cooking times

Aim for cooking times of 8/9 hours for a 100 pound pig and five hours for a lamb. Several times we have taken lambs off earlier than planned because they are more likely to burn on the outside. the problem then is that they cool off and after cutting into slices have to be given a second cooking on a barbecue.

### Barbecues

A great deal has been written about barbecues, which is odd considering what essentially simple things they are. What could be simpler than lighting a fire and burning some meat over it? It's precisely that simplicity which can lead to burgers like cinders and exploded sausages.



Firstly let's say that anyone can produce a burger at home without too many disasters. But what we're looking at here is something different. For a start you may be cooking 500 or a thousand burgers in a continuous flow but with peaks and troughs of demand. Try to attain a constant flow of food rather than feast or famine. As demand decreases you must judge whether that's a permanent falling away or a temporary hiccup and your

judgement will be used to slow or speed up the number of pieces of meat going on to cook. If you make an error one way you'll have a pile of meat which no-one wants and which in ten minutes will be too dry or burnt; the other way you'll have a queue of customers waiting for food and wondering why you can't do a simple thing like cook a burger in time.

One of the answers is to use foil tins over hot plates, another is to be brave enough to throw away any food which isn't up to standard. The best is possibly to use a barbecue systematically: my favourite plan is, using a two-tiered barbecue, starting at the bottom left to add the uncooked sausages then slowly rolling them over every few minutes so they all move to the right until they are elevated to the top layer when they move left until ready to be removed.

Barbecues tend to have hot spots however well you rake over the coals and this should be used to your advantage to speed up or retard cooking.

### Varieties of barbecue

Barbecues have different requirements depending on how they are fuelled, how many racks they have, how adjustable they are and how big they are. I have successfully cooked fish and crab fresh from the sea on a fire on a pebble beach fuelled with drift wood - but that wouldn't help to feed the five thousand at your Feast any more than a small hibachi or a pressed tin tray.



We generally prefer charcoal for its flavour, but gas fuelled machines are much more responsive, heating up in a fraction of the time and frequently having a lid to retain heat and improve cooking. There are so many different models of barbecue that it is pointless to describe them all, but the simplest metal frame or half barrel is perfectly satisfactory for most things.

A good balance may be had by having the spit roast plus two half barrels supported by a gas barbecue and a hot plate. The picture above shows a gas barbecue with lid and racks at two heights for sausages, an unheated side plate, then two gas heated flat hot plates - one for burgers, the other for onions. Smaller Feasts may need less and can manage on perhaps one half barrel and one gas barbecue plus perhaps a scuttle for onions. The balance between the two types provides the area of throughput needed by large numbers of customers plus the flexibility of the smaller faster gas machine whose heat can be varied in response to demand.

Note also that large barbecues may mean a long time leaning over a scorching heat, which is neither safe nor comfortable. Long tongs are essential.

### Hotplates

Hotplates, which often have hot and less hot regions depending on where the gas ring sits, are also useful for keeping food constantly warm (see Food Hygiene) while not taking up valuable cooking space. A piece of stainless steel over a bed of hot ashes will do this simply and foil bowls with lids will help too.

### Flow of Food Jobs

This is essential if you are to make best use of your hardworking helpers. You can miss this out the first year because soon enough you'll have critical path analysis carried out for you, loudly, by the ever-increasing line of customers waiting for their sausages. It will start "I don't know why they don't..." and by the time you've heard it a few times you'll be wondering too.

Try out these criteria:

- Keep money separate from serving of food (it's part of health & hygiene and it's easier to organise too)
- Keep the making up of the food separate from the serving of it to customers
- Keep the cooking and the carving separate from the making up

- Have as many queues as there are servers (though the queue may be a single one at an earlier point and split as it nears the servery)
- Have as many servers as possible for the room available (and make as much counter width available as possible)
- Let the customers serve themselves salad, onions and garnish, (preferably at a short distance away from the counter)

If you do this you can design a flow of food which moves from cooking in several places, towards making up into units with a roll, then to servers who simply pick up the required units and give them to customers who have already paid.



There are refinements to this pattern, which can require at least a dozen people. You may manage without someone making up the units if you self-serve salad and if you keep onions easily available.

If you work without a making up zone the servers will be working extra hard and the lack of a buffer zone can put more pressure on the cooks. Try a hotplate as a buffer and put one of the servers part time in charge of that.

Using pre-cut rolls speeds things up a lot.

Cooking burgers and sausages separately is usually easier as they have different cooking requirements.

## Zones

As well as a hot zone, remember a cool zone. Salad should be kept cool and at least in the shade as long as possible. Salad also needs preparation in cutting up and keeping the bowls topped up. If you feel that background tasks such as cutting salad, rolls, pittas or whatever are better carried out in a cool place remember that someone has to transfer them to the serving zone on demand. Polystyrene cool boxes could be useful here.

Consider also breaking out from the food zone with dispersed food outlets around the site. While a family might find it convenient to buy all its food at the same spot at the same time (“That’s one burger with mustard, one without, one sausage, one lamb and one pork with a lot of salad please”) others find the variety of outlets more suitable (“I’ll go to the roast with Jimmy, Sarah can get a burger over there and you have a bacon roll over here”).

What you don’t want is “You mean I’ve queued all this time and I have to join another queue for sausages?!” Whichever arrangement you go for, make sure you have enough workers and the signposts are clear.

Remember also that a dispersed food outlet means you may be at a distance from the store and the fridge, so keep your offering simple and use a gofer to keep you topped up.

The first - or last - point in the food flow is the customer. Neglect the customer at your peril - they are what you are here for! This means having as many servers as possible, food which is available when you arrive at the counter, a menu with prices advertised clearly in advance, perhaps one overseer able to dash between jobs and ease bottlenecks, an efficient money collector and a queue which moves purposefully. If you can achieve this first time you should take up catering or crisis management full time! It’s certainly important to aim for it.

## Signs

Do people know where to find you and where to queue? Signs on posts might include “Queue here” (have several as you won’t know the length of the queue); “Out”; “Server 1” “Server 2” etc; “Pay Here”; Price Lists (several) made up to sensible round numbers.

## Food Hygiene

Often forgotten, frequently ignored, food hygiene becomes most important when it fails. You may not worry about the outside chance that your village goes down with stomach complaints, but the local health people will take an interest and the upset customers will not return. So here are some tips and rules: [Alan Lyne to rewrite]

- Keep food to be cooked separate from food which is ready to eat
- Keep meats and salads cold until it's time to eat them
- Defrost frozen meats thoroughly before cooking
- Make sure the barbecue fire is really hot before cooking (charcoal should be glowing red with a powdery surface)
- undercooked burgers, sausages and poultry can be a serious health hazard. Take extra care to cook them throughout until the juices run clear and no pink bits remain
- Don't prepare salads too far in advance but wash well
- Ensure food is cooked all the way through. The exterior is no guide to the middle.
- Cover food to protect it from dust and insects
- Wash hands before touching food. Clean all cooking and eating utensils after use. Wear gloves when serving or making up food - but don't forget to change them if you move on to other tasks.
- Throw away any perishable food that has been left out in the air for more than a couple of hours
- Throw away all food scraps and used paper plates into covered rubbish bins or sealed bin bags.
- Left over food should be stored in clean covered containers in a fridge and eaten within 48 hours. Left over food includes food which was frozen and has been defrosted. Still frozen food can of course be replaced in a freezer but make sure it has not thawed.

Note that food which has been left in the open air for more than a couple of hours at ambient temperature can not be made safe simply by cooking. Beef burgers, for example, can have been infested at the butchery stage and grinding up the meat can simply spread that potential infection throughout the burger. Exposure to warm air then multiplies the bacteria and cooking does not destroy it all.

## Spare supplies - sale or return

As mentioned in Chapter 4 it's a good idea to make a decision in advance as to how you are going to share unused food. We prefer to share freezable goods such as sausages and burgers between the organisers sold at cost price. Perishables such as bread rolls we usually sell off at a bargain price towards the end of the day. An organised approach of moving food from the cool store to the cooking site will keep unused food in good condition so it can be then frozen for home consumption. We frequently also organise a party for organisers and helpers a week later and dispose of superfluous food and beer at that.

And if you haven't bought enough? You need a local supplier who will, perhaps for free advertising and at a reasonable discount, buy in extra supplies and hold them in case you need them. Some items are notoriously fickle depending on the weather: ice cream, obviously, but also soft drinks. A good relationship with a small local trader can work well for both of you here.

In general terms as long as the price is reasonably competitive we prefer to buy locally - we feel that's part of being a community festival - though we have gone elsewhere when prices are significantly lower through other contacts.

## Caterers

We focus most of our money-making efforts on the food, which we see as a central plank of our festival. We don't normally encourage others to provide food because it detracts from our



central purpose. On the other hand increasingly we realised that catering is a complex and labour intensive activity. People tend to come at the same time, forming peaks and queues which once formed rarely go away. How to broaden the demand?

One way is to have specialised outlets for certain foods. While you concentrate on the roast could the burgers and sausages be elsewhere? Could these be cooked by people other than yourselves? We have an excellent Deli in the village and they provide all our vegetarian offerings, giving their profits to The Feast.

What about teas? A traditional aspect of the English garden fete is tea and cakes, providing a comfortable sitting area for the middle of the afternoon. Could the women's Institute organise this? In our case we have a Twinning Association which organises a kind of French café mixed with English tea and scones.

Ice cream was a difficulty for us until we invited a mobile ice cream van on condition he paid us for use of our site. (Make sure it's a fixed amount, not in proportion to sales, because there's no way you can calculate his sales and you want the money up front without risk.)



In all the above cases you should make it clear where the profits are going to go and try to ensure you are cooperating, not competing. If you feel the burger stall is taking away sales from your roast neither of you will be happy. If providing two burger outlets instead of one means you are both kept busy but with manageable queues, then both of you will be happy.

In larger feasts several dispersed outlets will be the only way to avoid long queues; in a smaller feast boosting the number of barbecues or the number of servers will do the trick. If in doubt, have as many people on the food as possible; queuing endlessly is a sure way to destroy the feel good atmosphere of your fete.

### Recipes and Menus

Why do we always assume that burgers and sausages are all that anyone wants? Certainly they have their advantages - they're popular with old and young, it's what people expect, they're perfect for barbecues ... but any book on barbecue menus will point out that there's more to barbecue life than that.

If for example you are considering dispersed food outlets around the site either to replace or to complement the central Roast there's an ideal opportunity to try

something a little different. Recipe books will give you endless variety but few of their suggestions will work on the sort of scale we are aiming for. Chopping garlic finely and rubbing into the skins of chickens will taste delicious but is not the most economical activity to feed the five thousand. Also remember that after a few hours over the hot coals the delicacy and sensitivity of the accomplished cook gives way to the bluntness of the barrack room; you get what you get and that's it...



So I'll divide these simple suggestions into two kinds - firstly foods which can add variety without needing great skill, secondly more advanced ideas which might be better tried on a small scale

by one of the specialist dispersed outlets.

Of course if your community has particular preferences - whether it be a rule against pork, a preference for highly spiced food, a tradition of fish etc then you will be able to complete this section much more competently than me. Just make sure you can scale up your recipes and cope with the demand. I sometimes think the British barbecue is very dull and the consumer very unadventurous. Maybe that is true of our Feast but I know that certainly doesn't apply to everyone.

### Minimum Skill Recipes!

- **sausages** - make them good quality fresh meat, substantial in size, and consider some variety of flavours with added herbs
- **hot dogs** - usually frankfurters which are cooked by boiling rather than grilling
- **beef burgers** - must be 100% beef, though you can add onions
- **baked potatoes** - on a small scale can be partly cooked at home and be transferred in foil to the ashes of the fire, though they are prone to burn up, in my experience. They can be cooked over a hot plate in a metal box, again in foil for preference.
- **bacon butties** - easy to make on a stainless steel sheet over the barbecue. I note that one of the most popularly advertised meals in the UK is the 24 hour breakfast - bacon, fried bread, tomatoes, sausages, egg, mushrooms and if you're really lucky black pudding. It could be worth offering that to order.
- **kebabs** - fiddly to prepare but this can be done beforehand and cooking is quite easy so long as the tomatoes and peppers don't burn up before the meat is ready!
- **bread rolls or pittas** - either can be successful, pittas needing more careful cutting and cooking to make them usable. Buying ready cut rolls seems to me to be a wise purchase, but at any rate cutting them well before serving saves a lot of bother.)
- **steakwiches** - good quality steak cooks well and gains from barbecue treatment - so long as it's not over-done. Don't cook too many at once because waste is expensive. Americans and Australians will be more ready to buy these than British in our experience, who seem to find steak an indulgence rather than a standard.

- **onions** - try some raw in the salad as well as cooked in a tray over the coals. You can buy chopped onions in catering outlets if you'd rather not spend the day in tears.
- **salad** - an important complement to the meat, we feel, so long as it's crisp and fresh. Use the cooler van or fridge until the last moment then cut it coarsely into a bowl for serve yourself. People vary so much in their preferences for salad dressings that on balance we think it's better not to add oils or vinegar. Lettuce is not the only salad - try chopped cabbage and carrots with the onions, or you can buy ready-made cole slaw.
- **French dressing for salad** - you can make this very inexpensively from wine vinegar and virgin olive oil plus mustard, honey and garlic. It should be mixed well then be presented in a container where it can be poured without gushing!

### A Bit More Adventurous!

These don't necessarily require more skill but perhaps more care, more preparation, or just more adventurousness from your customers!

- **grilled sardines** - rinse and scale the sardines, cut off their heads and gut and bone them. Sprinkle with sea salt, brush with olive oil, grill carefully and serve with black pepper plus torn-up basil leaves which have been dropped into a little lemon olive oil. Even more simple, prepare as above, toss in a little flour seasoned with salt, pepper and paprika, fry for a few minutes in oil and serve with lemon wedges and hunks of bread.
- **sweet corn** - if your Feast is in September, sweet corn is cheap enough to buy in bulk. Remove husks and silk and wrap in well buttered foil. Cook for 20 minutes, turning occasionally. Serve with butter and salt. Alternatively, wrap in a rasher of bacon before cooking in foil. Cook for rather longer, perhaps 35 minutes.
- **baked potatoes** - prick large potatoes all over, wrap in two layers of well buttered foil. Serve with cream cheese, soured cream, grated cheese, baked beans which can be served alongside, but are better as a filling, the contents of the cooked potato having been scooped out and mixed with the other ingredients.
- **stir fry** - made to order, either with meat or just veg. Serve with noodles and a variety of sauces.

- **roast chicken** - use the heat from the large spit roast to cook whole chickens when the pork and lamb are finished. You'll need a spit which can vary in height depending on the amount of heat your fire is giving off. Make sure you turn the chicken often and that it's properly trussed on the spit so it will rotate evenly and regularly. Remember also that chicken can be an unsafe meat to eat so store it safely and eat it quickly. It will be cooked when the drumsticks feel tender and move easily. Place a drip tray underneath but well above the fire and use the juices to baste the chicken throughout cooking.
- **baked apple** - popular at autumn feasts. Take out the core and fill it with raisins. Cover in double layer of foil and grill for half an hour.
- **garlic bread** - take one French "stick," cut almost through at two inch intervals, insert a mix of butter, garlic, salt and pepper thickly into the cuts, wrap in foil and cook for about 15 minutes, turning once. Serve on its own, or to accompany meat, or serve two slices with a sausage between.

Whatever kind of food you go for, don't make it too elaborate. Cooking for hundreds is much easier when the preparation and cooking is as simple as possible. If there are to be more complex menus, allocate that to specific people or separate stalls, so that each person becomes an expert in their own food and can develop economical ways of preparing it. Leave the sausages and the burgers together, move the hummus and Falafels to a separate stall.

### **Vegetarians and food allergies**

It seems that the kind of Feast we have in mind is a carnivore's paradise and does not offer much for vegetarians. We are unashamed meat eaters, although some of the recipes above are very suitable for vegetarians. We do have experience of requests for "veggie-burgers" which we personally find both revolting and perverse. It does seem a contradiction to ask for non-meat products like burgers and sausages. And if those who requested "non-meat meat" products would not have them cooked on the same grill as the genuine meat in case their food became contaminated this poses problems.

However, providing a specific vegetarian food stall will fit in well with the notion of dispersed food outlets (above). **Hummus** and **Falafels** are delicious and go well with a range of salads and beans. Soaking the beans beforehand is the main preparation and a power source for a food processor is usually considered a necessity.

## 6. DRINK

Organising drink is just as complex as food. I've seen a single bar maid serve two hundred people in 15 minutes during the intermission at a theatre bar, and I've seen six people fail to serve 50 customers in half an hour.

So get people who know their stuff and put the drinks, mixers, glasses, nuts and crisps where your people can get to them immediately and without getting in each other's way. Make sure they know how the till works and test them on how much everything costs. Remember that sitting in a pub every evening doesn't make you a skilled bar worker. And agree in advance the arrangements for staff drinks. The simple answer is no drinking on duty but a free pint after each shift.

Spend time arranging a queuing system for customers, too, where they know where they are in the queue, where they don't block anyone's route to the loos, and where they can see the range of items on sale and their cost while they are waiting.

But serving behind the bar is simple compared with the intricacies of storing and nurturing barrels of beer.



Let me say at this point that we hold beer very dearly, and barrels are greatly superior to cans or bottles in our minds. Which, given the trouble they cause, is just as well... If you can bear to go for cans and bottles, you have no problems and you can skip most of the rest of this bit. just keep them cool, don't throw them about too much, get them on sale and return and have bin bags ready to take them to the recycling place. No problems. Americans fill oil barrels with ice and dump cans of "Bud" in there. Great idea.

Instead we go for cask conditioned "real ale" and we take pains over its care. We have a barman whose specialised task it is to order the barrels of obscure ales, IPA and bitters, label them for their strength, lay them down to settle days in advance, uncork them, knock in a tap, arrange the angle they rest on, use a dip stick to measure what's left, chock it up to raise the angle when it's three quarters empty so as to drain the last liquid separate from the sediment ... All of this arcane art can be done by anyone without experience - and they'll poison half the village with cloudy beer and waste 10% of the barrel the same way. Respect your barman. If he can get it right, keeping the beer cool in a summer heat wave, using all of the nine gallon barrel, having as much as you need on tap when you want, with the next ready when the previous is drained and the last drained as the final customers drift away - then he is a good barman. Of course if he still has a few pints left for the thirsty staff at the end of the day, then he is a *great* barman!



Our policy has been to buy in just enough barrels for our needs. A variety of ales to suit several palettes but mainly a popular bitter. Never put too many specialist (and premium priced ales) “on” at the same time (guide their choice and encourage them to try this one then come back later) and make all efforts to ensure the barrels are empty before moving on the sale or return cans which are your backup. A barrel with beer in it at the end of the day is generally wasted beer, which means lost profits. To some extent you can pour it into a large plastic container where it could be used for your “staff party” the following weekend, but it will not travel far and is unlikely to last more than a week. In contrast most people will be happy to drink canned beer later in the day (somehow they become less discriminating after the first few pints ...) and every remaining can be returned at no cost.

In summary for quality go for barrels, for economy and low risk go cans.

### A Winter Feast

If you are thinking of a winter feast the cheap option is powdered soup made with water boiled in an urn. If it’s thick soup - either because there is corn flour in the powder or because it’s real broth with bits in, you must have a large pan over a heat source because the nozzle on the urn won’t take lumps.

However a winter feast for me would always include a wholesome soup of vegetables and meat being constantly added to and drawn off throughout the event - like one of those traditional Irish stews which a woman keeps simmering over the fire throughout her marriage, adding ingredients as they come available over the seasons. There is such a soup, served with a hunk of wholemeal bread, at a local pub near me. The recipe of the soup is cloaked in mystery but the broth itself is continuously on the boil.

Soup would be in pans with vertical sides to hold liquid hot, but wider pans like giant woks are used to fry (or dry fry) rice-based dishes for paella or dal (split lentils) for an Indian meal. See “chaunk” or “tarka dal” for similar Hindi and Bengali recipes. These have the benefit of being warm, spicy, and could be eaten with pittas or from simple bowls.

For a Feast I’d also serve baked potatoes in thick skins, cut and buttered, cheese and salt added. Warms you inside and out. As a child on a winter’s day I would be given a savaloy (hot sausage) to eat and to keep my hands warm. If you can find a suitable sausage, more than a frankfurter but not needing to be grilled like an English sausage, that could warm the hands and the stomach.



The great warming alternative to soup is a hot punch.

This recipe has never failed - but make sure you keep it warm without boiling away all that crucial alcohol! Multiply these quantities in proportion:

2 litres of cheap red wine  
1 pint unsweetened orange juice  
3 oz sugar  
18 cloves  
couple of shakes of cinnamon  
2 litres lemonade  
handful of raisins  
slices of orange and lemon

Heat together but do not boil. Taste endlessly to ensure perfection.

And don’t forget tea and coffee from an ever-boiling container. These often have significant power needs which surge as the thermostat controls temperature. Check fuses and power supply carefully beforehand!

## Building a Bar

This might be part of the barman's job (see above) or could be constructed by carpenters under his direction.

You will need the bar itself. It is perfectly possible to have this at the level of a table but traditionally it is a foot higher. This allows people to lean on it while standing and also gives the bar staff more space for storage behind. Boards supported on either trestles or scaffold can be used for this, with banqueting roll covered in clear plastic as the surface. Farming communities might use boards covered in black plastic from long plastic rolls supported on hay bales. Just make sure the boards are steady and level!

Under the bar will be space for plastic glasses of perhaps three sizes - pint, half pint (also for soft drinks) and a 25 cl glass for shorts or wine. Do your calculations and measurements on this basis and charge accordingly. Check whether glasses have a measure line on them - some are designed to fill to the brim, others to the line. The difference could drain away your profits!

You need access to your stocks to the rear, to power if you're using a chiller, to several tills so you don't get in each other's way. Avoiding crossing each other to get to special barrels may mean the specials in the middle and several open barrels



of bitter at each end. In larger bars each server might have their own barrel to pull from and their own till to pay into.

Spirits if served need to be measured accurately. You can have an "optic" rack or you can have a specially marked measurer which you should fill in clear view of the customer.

Bar prices should be clearly presented for both bar staff and customers and should include soft drinks, juices, the prices and the quantities. Usually our list will be the list of beers (specialist beers priced higher than everyday bitter); lagers; cola; lemonade; whisky, vodka, gin priced alone and with mixers; apple and orange fruit juices and tomato juice; one red and one white wine; cider.

## 7. SECURITY

*“Remember this,” said Jerry, “these are the best days of our lives.”*

*We were sitting in the doorway of a dark green army bell tent on the village recreation ground. It was late evening and, pint mugs in hand, we were guarding 20 barrels of beer against thirsty hordes of teenagers who were even now rampaging under the trees and climbing on the bowls club roof.*

*Were these the best days in advance of some fearful disaster - or would it be all right on the night?*



**W**e once had real worries that our beer, set up two days in advance of our

Feast, might be raided by local youths, so we sat up late on patrol and went to bed in sleeping bags in the marquee. Although woken by intruders at 2am, when we saw off the youths, probably curious at our snoring, we felt that when we could make our bar area more secure, we would.

Nowadays we use Heras fencing, tough metal grids padlocked together, which provides security and a frame to hang our bar items on. At the end of the evening we swing the front into place, padlock it to the roof and have the whole place patrolled by a security man.

But security here means more than stopping people getting in without paying. It includes ways of guarding against you falling flat on your face. Remember one of the early questions - what is the worst that can happen? Now is the time to head off some of those worst case scenarios.

We think it's important to be able to identify the organisers (for praise, for help or for blame!) and while many people opt for luminous yellow jackets which are valuable in dark conditions and for directing traffic, and others go for arm bands,



we prefer our own red polo shirts with the Shelford Feast logo. We wear these for our publicity photographs - and sometimes even our meetings.

A big festival will start setting up a week or more in advance. A small one may not start until the morning of the Feast itself. Our medium sized Feast mostly began early the day before, erecting marquees, marking out stall areas etc, but even then there were tasks such as digging the pit for the Roast and setting out the beer which were better done earlier. The principles are as follows:

- estimate time and manpower for every task
- work backwards from zero hour
- calculate optimum delivery times (remember perishables, hire charges)
- place tasks in order of priority
- publish a list of what everyone has to do and when
- stick to it!

It works like one of those traditional maths sums. For example if it takes five men four hours to put up a marquee and you want the marquee up before you put the beer to rest and the beer will take 48 hours to settle and you want it ready for midday on Sunday, when should you deliver the marquee to the site?

Probably you'll be surprised at how long in advance you have to begin. If you think it seems too far in advance there are three options:

1. start earlier!

2. get more people in

3. start some tasks much earlier even if they are way down the list of priorities, so you can free up the more urgent time (in this case, Sunday morning and Saturday) for those which can't be done in advance.

Much depends on whether you have ready and sole access to the site in advance. If not, then there are only a limited number of things you can prepare - signposts, perhaps marshalling deliveries in one place nearby, prefabricating some stalls .... If you do have secure and sole access you can mark out the site, have deliveries made several days ahead, start digging a pit, setting up barbecues, marquee etc at your convenience.

## Keys

Security from theft usually involves keys. The only real security is to have a single key but invariably that is inconvenient because it involves a single person being responsible for that key. The answer obviously is to get copies of keys - but that can compromise security ....

Whatever you do the rule must be to make the sure the doors or Heras fencing is locked and the key secure somewhere else. How many times have we seen a door bolted and barred like a castle but the spare key under the mat? Or the back door left open? Or the key left in the lock? even in computer security it's well known that programmers leave themselves a "back door" so they can "let themselves in" when necessary. As a chain is only as strong as its weakest link, security depends upon human attention to rules as much as the strength of the padlock.

If you are organising a small Feast for a few hours you may think this talk of security is over the top. You may be right. But in your worst case scenario how would you feel if someone nipped around the back of your tent and stole all the

burgers just as the Feast began? Or if someone walked around the stall holders collecting their takings - and was never seen again? You see it could happen, and even outside of cartoons dogs have been known to run off with sausages in full view of the organisers ...

As explained earlier we now have metal fencing to create a cage around the beer and other valuables. We park a caravan on site and take turns to sleep in it as guards. You may find paying someone a small sum to sleep there overnight would be money well spent. I have passed many an entertaining evening with a pal and a couple of beers in the marquee before falling asleep in sleeping bags beside the bar.

## A Secure Base

We also have the use of a small building nearby. It's a Scout Hut with toilets, running water and electricity and it's our base for The Feast. We run power from it, deal with the Beasts in it, wash in it and have deliveries made to it beforehand. During the Feast itself it's our counting house and our store room - a secure room for our operations.

A larger Feast than ours might have a mobile building delivered, a Feast without such an excellent base might feel it worthwhile erecting a wooden shed, a smaller enterprise might make do with a van.

Whichever you go for, deliver your takings to the bank as soon as possible. Most banks can arrange access to the night safe if requested in advance.

## Weather Planning

The weather is one thing you can't count on. If you're lucky it will be brilliant and you'll wonder how it ever could have failed; if you're unlucky the weather will keep people away in their droves and disaster will loom. the trouble is you may be planning this six months or a year in advance and there's no way of predicting the weather. Or perhaps there is.

It really is worthwhile asking around and checking weather patterns for the year before your Feast. Ask people with birthdays on the date and see if they remember, when you're checking on other events which could clash with yours (you don't want everyone in the area to be going to another event nearby do you?) ask people if they can remember what the weather was like. If their events are habitually swamped you have two choices - plan for a covered event or move the date. This is your front line of weather insurance.

## Insurance Policies

A second line of insurance for bad weather, is a professional insurance policy. These are usually of the kind which covers your fixed costs if the whole event is called off and there are precise definitions of how bad the weather must be before the policy is activated. In my experience it is most unusual to entirely cancel an event and more common for the attendance to be reduced because of weather. No one is likely to insure you against a fall in revenue, which anyway will partly depend on your ability to provide shelter from the weather. If you want to insure against cancellation, find out about policies and hope the policy won't make too much of a dent in your profits, otherwise provide shelter.

Insurance against claims of damages as a result of injuries or food poisoning is something to be taken very seriously, however. We urge you to cover yourselves for that and to examine the policy conditions carefully. Ask yourself what might happen if someone blamed you for damage, loss of earnings for illness or injury and consider how you'd cope. Think of the effect on the reputation of your Feast as well as on the pockets of the organisers. And if you're a charity that may impact directly on the Trustees. Unfortunately a blithe notice saying "We've tried our best, it's not our responsibility" won't count in law.



## Shelter

If you're planning an indoor event you can mainly miss out this bit (though check your barbecue is at least partly under cover)

For the rest of us the usual answer must be a marquee. Or a series of marquees.

These may be hired at a rate depending on size and date. they may well be expensive but the advantages are that they are usually erected by skilled workers inclusive of the price, additional features such as attractive linings, porches, staging and flooring can also be provided along with chairs and tables if required.

Earlier models featured great height, using substantial central poles to support canvas but modern marquees are more usually of lightweight metal, infinitely extendable in bays, and spanning the full width without central supports.

The complete package may be more attractive if it is in use for events over a week (so spreading the load of repayment over several events, see next chapter) and if seen as the best insurance policy against bad weather in that all stalls and many activities can continue, the cost may indeed seem cheap.



A cheaper alternative will be awnings for some stalls, encouraging as many people as possible to bring their own tents, plus lean-to shelters over the roasts and barbecues. Scaffolding can provide the basis for substantial shelters and smaller shelters can be constructed from 2x2 timber with large spring clips to hold plastic sheeting taut over the frame.

For a central tent, perhaps doubling as a beer tent, ex-army tents are sometimes available cheaply for purchase and scouting groups sometimes will loan out their large tents at a reasonable rate, frequently erecting it themselves. For some years we used a very moth-eaten army bell tent; it let in water in several places but was nevertheless really useful for storing things, shading us from the sun and on the rare occasions it was needed, offered enough protection from the rain, even if you had to walk around buckets!

Shelter for the spit roast and barbecues is a bit more of a problem. The best answer I've seen is corrugated iron clipped to scaffolding poles and raised very high over the pit. Less substantial awnings will suit for barbecues but make them as high as possible. Shelter from the sun may be had with parasols, and windbreaks can be helpful in some conditions.

When planning, remember that barbecues throw out heat from below and the sun from above. An enclosure to keep out sun or wind risks retaining the barbecue's own heat so either the canvas - or the person operating the barbecue! - are likely to burst into flames. Also, sudden gusts of wind can cause feeble canvas or plastic covers to blow away, taking a stall with them; you certainly don't want flapping canvas or plastic near the flames of a barbecue.

Our choice of a very large marquee does more than insure against rain on the day, it is an advertisement for the Feast several days in advance - and it sends the reassuring message of security to all-comers. "At the worst we can retreat here," "it will still go on even if it rains."

### **The Bad Weather Plan**

The only way to avoid failure is to plan for the worst disasters. The "what if" scenario mentioned in chapters 1 and 4 as "what is the worst that could happen" takes a practical turn in this chapter. Insuring and ensuring against disaster will involve having a plan to cope with a sudden downpour - and having an organiser who will make the decision to put it into action.

Consider these options:

- Having space available within the marquee where the stalls will go if necessary
- Having a reserve plan as to where each stall will go.
- Create new stalls on hard standing made of Heras fence panels covered with plastic or tarpaulin
- Calling in all stall holders to an emergency meeting in the marquee.
- Having stewards in wet weather gear patrol the site and keep people clear.
- Issuing stall holders with plastic sheeting and bulldog clips.
- Moving to solid ground such as a school playground or car park if the ground is too boggy.
- Moving indoors if there is anywhere available.

**Don't expect the weather to be fine.**

**What is your wet weather plan?**

**Under what criteria will you put it into operation?**

**Who will implement it?**

**How will you tell everyone?**



## Reconnaissance and Research

This has already been mentioned as a way of avoiding clashes with other events and maximising your chances of good weather.

Let's re-emphasise this now and add that planning lies at the heart of all successful events.

It will help to know:

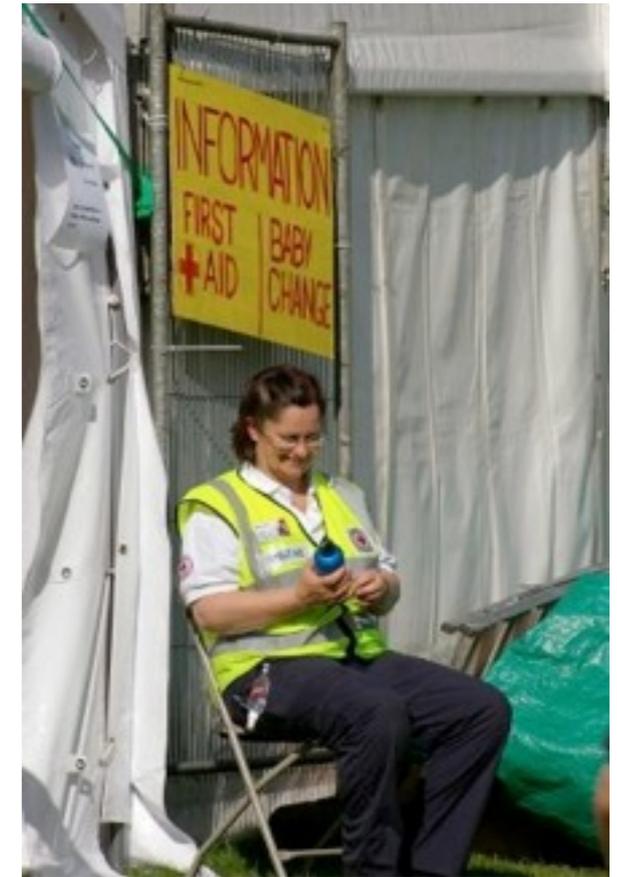
- The preferences of your target customers - what they want to buy, for how much
- Costs and hire charges for everything, with alternative quotes, alternative sources of supply, promises of cut price rates etc
- Who has offered to help, their phone numbers and their expertise
- Local organisations who might benefit from your profits and who might be in a position to help
- A list of popular stalls and events based on other fetes which you've attended
- List of tips and good ideas based on other fetes you've attended
- Photographs of previous years' Feasts
- Comments based on your evaluation of previous years' Feasts
- Specifications of important equipment
- The size and character of your site
- Rules and regulations governing
  - i third party insurance for your event
  - ii use of your site
  - iii health and safety
  - iv fire
- Dates of other events at the same time as yours to minimise clashes - and not forgetting the effect of school holidays and bank holidays, which can work either for or against you.

## First Aid

In our experience it is rare that any mishap should take place requiring First Aid, but even a single occurrence can have consequences and we feel that First Aid should be provided on site. We have used St John's Ambulance Brigade and Red Cross, both of whom have provided excellent service in return for a voluntary contribution and a couple of beef burgers. At times they seemed to positively welcome customers.

It is also advisable to have a designated emergency telephone, which in these days of portable phones seems easy to arrange, even in a field - but take care that the phone, being mobile, doesn't walk from its emergency point, and that instructions for its use are clear.

First Aid prevention is also something to consider. People on barbecues need soft drinks or water with their hot work; stall holders will need shade; stewards will need hats; people chopping wood for the spit roast will need gloves and boots; protruding timbers on stalls need covering and guy ropes and tent pegs should all be flagged with a white cloth. I have seen the best intentions of stewards go awry when their "safely" roped off areas have caused rope burns on people who blundered into them because they couldn't see the ropes. We have used plastic red and white striped plastic tape to good effect.



## 8. COMPLEMENTARY EVENTS

I'll distinguish here between two kinds of complementary events.

Firstly the arena events and the stalls surrounding them. Secondly events leading up to The Feast itself.

How do you organise the site to fit in the different demands of stall holders?

Firstly you must have a site plan and the will to adapt it in the light of circumstances. The site plan will in effect record all the decisions made between stall holders and organisers showing how much space they have been given, where they are in relation to other stalls and what equipment if any you have committed yourselves to give them. All this will relate to the nature of the site itself and so will show relevant landmarks, trees, access points, organisers' counting house, stores etc. This should enable :

- the barbecue team to dig the pit for the roast,
- police, firemen and councillors to see how you've conformed to Health and Safety regulations
- the marquee to have room to be erection
- all stallholders to see they have room for equipment / power points / generators / water
- classic car exhibitors and pony rides to see their access and space
- the jugglers and entertainers to have sufficient space for their acts

Our stalls are prefabricated timber constructions made and designed by one of our group which helps us by unifying the appearance of the stalls to some extent but more so by allowing equal standard space for each stall. Of course some will need more but it's a good start for calculations and can help avoid the occasional battles for space between neighbouring stall holders.

The stalls will usually face the central arena and if there are more stalls than can fit in a single ring, then walkways can be marked out joining the main arena to other

arenas or to access points. Measurements are so dependent on local conditions, but start off considering the space needed for your arena events (a carriage pulled by six Clydesdales will need more room than 6 Scottish country dancers but the latter will need a stage and an audience which is much closer). Then add perhaps 8 feet for the minimum stall width and access plus another 8 feet behind for sitting and storage. Any additional requests for space must be made at an early stage. Walkways should be wide enough to take an ambulance or fire engine with generous room to spare.

The site manager is responsible for drawing up the plan, meeting people's needs such as power, water, space, storage; marking out the plan on the site itself (early enough to cope with the earliest work - the pit dug days in advance, the marquee and the fencing delivered unexpectedly early) and being onsite to solve unexpected problems and queries as they arise (and they do arise....)

Marking out and roping off requires stakes, rope in great quantities, striped tape and names or numbers matching the site plan. We erect the stalls in advance and a simple label on the stall guides people to their pitch.



Car parking should of course be separate and positioned with safety in mind on the principle that people and cars don't mix. This too needs marking out clearly and signs and marshals prepared to guide people to spaces or to alternative sites when everything is full. A local community event should encourage people to come on foot, but you would be wise to anticipate parking problems and use cones to prevent parking where it will inconvenience local people. Local police should at the least be informed, at best be asked to help. A large event will need their help.

A bare tent is a rather dull affair. High class events often use linings - thin blue and white striped wall fabric and they will wrap this covering around tent poles too. At a marquee used for a wedding, flowers pour out of vases at every corner to give a softer impression.

You may be content with the bare look and be more concerned with what goes on in the space, but if there is an interested organiser, there is great potential for maximum effect with minimum effort in converting your marquee to a barn for a dance, a highland hall for a Ceilidh or a pleasant summer sitting area for the Feast.

Use flowers wherever available - you could hold a flower competition with small prizes to encourage local people to bring in their displays, and rather than clump them together on a stage or table, spread them around the marquee to give atmosphere. The Ceilidh could benefit from tartan patterns - various car rugs and look out for tartan wallpaper or wrapping paper as cheap coverings for tables and tent poles. Beware of using hay bales for an agricultural effect at dances - they will probably contravene fire regulations in tents and wooden barns - though sacking (sadly less available in these plastic days) and a perhaps a few stooks of corn should be OK.

Lighting can be the biggest single effect for evening events. It will probably be worth looking in detail at your lighting setup if you are to hold a couple of evening events and if possible arrange spots for the stage and dimmer lighting for the floor. If you're having difficulty in lighting anything at all because of limited power points and overstretched extension cables, consider circuit breakers and fuses to guard against overloading the circuit, generators (if they can be placed far enough away to be non-intrusive as they can be noisy) and small coloured lights as used outdoors at Christmas. These usually use lower wattage than house bulbs. Look also at installing a three-phase power supply to increase or spread the load.

You may be lucky enough to have an effective power source, but if you have **any** doubts about having so many plugs off a small number of sockets and if your

trailing extension leads seem to go on forever via handfuls of adaptors, *get the system checked by a qualified electrician.*

Another aspect of the "ambience" of your event is background music. Often a band will bring their own music to fill the interval between sessions, but if the audience arrives early it is helpful to have music already playing. Similarly for many other events suitable music playing unobtrusively can add to the atmosphere. Don't get carried away by playing supermarket tapes, but do take a tip from them - appropriate pleasant music played quietly in the background generates a good-natured feeling. A sound system or public address system with several speakers will always be more effective than a single cassette recorder, which will call attention to itself.

Our reason for having other events leading up to The Feast is that they provide publicity for the Feast itself, they create an atmosphere of expectation so that you aren't simply having a day in isolation, and most importantly you are spreading the cost of the marquee and other equipment over more than one event. This last was our main reason, when we realised that a large marquee was our greatest insurance against disaster but we then had to raise funds more broadly in order not to rely entirely on a single event.

So it was that we had a week's festival, with a Jazz evening, a Blues evening, a Ceilidh (Gaelic folk evening) and a Fashion Show leading up to the day of the Feast. A bar, a stage and lighting were available for all events and each event took its share of paying back the capital cost of the marquee. As events proceeded we were able to keep a track of our success or failure and order more or less stock accordingly. Each event tended to attract a different clientele so the whole community was catered for. Warning - just make sure you have enough helpers to take the strain: a whole week's work culminating in The Feast is a great deal of pressure on a few organisers.

## 9. ORGANISERS, HELPERS AND WORKERS

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All your decisions and plans can fall apart if there is no record of them.

We are guilty of that from time to time, when the arguments and discussions of a meeting resolve that “something must be done” and everyone leaves with the impression that “something will be done” but no-one has decided *what* will be done and *who* should do it. Certainly, something decided in November can’t be clearly remembered in March and so is a potential cause of argument.

### Minutes

Of course there are those who will say that this makes the whole process bureaucratic and tedious when all they want is a good chat, a few decisions and a drink. Fair enough, but the consequences are almost certain arguments. The least you need from every meeting is a list of decisions made - who said they would do this, what we all agreed on, what will have to be deferred to a later meeting. And if you want to chat over a drink, why not have a meeting in someone’s house and finish off in the pub. That will be an incentive to finish the meeting promptly!

### Communication

Minutes are an obvious means of communication between the organisers. They summarise decisions for those present as well as absent. they also form the basis of any action lists you may need or any letters you may want to send to others.

Letters of thanks to the helpers advertisers and local traders who have assisted you are always welcome. Be careful that you cover everyone - the people who will be most offended are those who are left out.

Publicising the Feast is dealt with elsewhere but make sure you also tell everyone how much you raised and where the money is to be spent. Posters in public places, perhaps read out at school or at Parish Council meetings, posted in pubs, will show the community that their efforts were a success and remind them of how worthwhile it was.

There is scope for general messages asking for help before the event - in our

experience not usually successful, but possibly worthwhile in that it heads off those who complain they weren’t asked.

Don’t forget also the publishing of accounts. You certainly don’t want anyone to claim you are not using the profits effectively. A public demonstration of giving out cheques to the worthy organisations is one ostentatious but arguably effective piece of publicity which tells the community what you are doing.

Finally we always claim that our meetings are public. While no-one has ever taken advantage of that to attend, we believe this is an answer to anyone who tries to criticise our decisions. “You can always come along and state your case.”

### Organisation

A good framework for organising a Feast is for a **core** group to make the major decisions and be responsible for planning throughout the year, then a **secondary group** to assist when called upon, especially nearer the event. A final “outer” list of willing helpers on the day completes **the three ring system**. This allows people to help without long term commitment and allows the organisers to organise without having to do all the donkey work. Expertise is shared and the event benefits from cooperation and participation. the Feast, in other words becomes a real community event.



That's the theory. In practice, though it really is worth working towards the three ring theory, people do get landed with work because no-one else will do it. Frequently we have held meetings to encourage wider participation but the people who sign up are those who take part in community activities already. The first time you hear about some people's "interest" is when they moan "well, nobody asked me..."

What's the solution? The best answers seem to come via personal contacts. One of the organisers knows someone who is an expert welder. Instead of asking him to join our group we ask his advice on how to weld this barbecue or that frame. With luck he'll give his services freely for a good cause. Perhaps we'll offer free advertising in the programme for his business. In the end he's been very helpful, he's participated in the community event, he's likely to come along and see how his creation is being used, but he's not made a limitless commitment to future Feasts.

Then there are the folk who are willing to serve on the bar for a few hours or cook a few burgers. They don't want the commitment of meetings through the winter, but they're happy to turn up to be at the centre of things for the day. You can't tie them down, but you can jog their elbows and say "looking forward to seeing you at the Feast on Sunday. Any chance you could help out on the barbecue? About 12-ish?"

Don't forget the time these people have put in and send them a letter of thanks, perhaps at the same time as you announce the profits you made, so they know they are appreciated and linked to a successful day. You might think of sending a Christmas card, or even a postcard a few weeks before the event to jog their memory.

While the three ring model has great advantages, another model alongside it is the "area manager" model. In this every member of the core group has responsibilities for a particular area of the Feast and when the whole group makes a decision it is up to the "area manager" to implement it and report back.

This definitely makes things seem more formal than it appears on the ground but it does mean that the main areas are covered by particular people who develop an expertise in that area. You know that John will arrange the spit and Graham the stalls and because you have faith in them the system should work. These managers naturally co-opt others from the outer circle and so the work proceeds, passing back to the centre for revision and discussion and with built in inherited expertise.

With luck the groups will accumulate a mixture of practical and organising people

with a mixture of skills and further contacts so the tasks are in the hands of people who know what they're doing. Which leads us back to first principles in chapter 1 where the organisers themselves are a mixture of a people with a single common aim - to *help* the community by organising a money raising and entertaining event *for* the community.

The list of tasks for these helpers to do comes naturally from the minutes of your meetings on the one hand and the timetable of events on the other. It becomes clear that a wide range of people are required with a wide range of skills and there are limitless opportunities for everyone to help. It's hard to conceive of anyone whose skills would be wasted, and certainly the organisers should be looking to take advantage of any offers of help.

Remember particularly people with vans or large estate cars or pickups. These are the people you may need to fetch and carry your piles of gear and you should ingratiate yourselves with them well in advance!

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## 10. EVALUATING WHAT YOU'VE DONE

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**J**ust as minutes of meetings record decisions made they may be reviewed later to see whether those decisions were the right ones.

Let us say immediately that there has to be a “policy of no blame” here. You will make mistakes - but don't make the biggest mistake of all, which is to make the same mistake twice. If you ordered too many burgers can you tell how many you bought, at what cost and can you suggest how many ought to be bought next time? Some of this process is mentioned in Chapter 4 on Finance but it's worth repeating the use to which a spreadsheet can be put here. If you aren't into spreadsheets, then a simple list is quite good enough so long as it's based on information accurately collected.

You'll need a **shopping list** (see elsewhere) based on your needs. After the event do a **stock check**, list what's left over, ask everyone what they wanted more of and then amend the shopping list ready for next time. Use bills to check that what was bought actually matches the list. Produce the shopping list as soon as the Feast is finished and you have the best chance of having an accurate list for next year.

### Stock Checks

A stock check is an essential at the end of the Feast. You're bound to have something left over and that's the only way you can tell what has been bought and sold. Don't forget to allow for extra goods which were sold at a discount at the end of the day; these won't show on a simple stock check but should be counted when calculating your shopping list.

Life becomes much more complex if you are holding several events because you should have a separate stock check after each event, but it is difficult to hold a cumulative stock check especially with new deliveries coming in.

Sometimes it's just best to ask the people on the bar how much they think has been used and try to correlate it with remaining numbers of glasses plus dipstick tests on the beer barrels. I think every little helps in trying to estimate usage because the aim is to provide the right amount next time.

Recording of goods in and out is always going to be difficult unless a single person is responsible for this. Having said that, in the heat of the moment all sorts of things happen when there is pressure to supply customers and sticking to the rules can come low on your priorities. The last thing you want is a pedant who slows you down by counting every item. Do the best you can.

### Analysis

Analysis of the figures can take many forms. Aim to keep costs down, revenues up, payments before the event kept to a minimum. Keep waste down and sell everything you can. If you can do all this you are a genius. If you can move towards it then you've done well. Use the figures to inform you for next time, so you have nothing left over that you can't sell, so you have the optimum profit margin. It's a business.

Spreadsheets and graphs can reveal all sorts of patterns you'd otherwise miss, but the man on the bar can tell you just as clearly that next time you need more half pint glasses, fewer barrels and more returnable cans. The folks on the barbecue can tell you sausages are more popular than burgers but take longer to cook and should be started earlier. **NOTE THESE THINGS DOWN!** A combination of quantitative (figures and sums) and qualitative (what the pig roast man says) data is essential for a clear picture.

## 11. LISTS

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### i Timetable for Spit Roast

Before day +2:	mark out pits, assemble weather protection if required
Day +2	take off turf, dig pits, collect wood (kindling & large logs)
Day +1	collect beasts, collect, test and assemble mechanism, bolt beasts on to rods and wire up. Start fires, 11pm
Day 0	4am place beasts over fire; 11.45 remove first beast and carve; 12.00 start serving

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### ii Equipment for Spit Roast

Adjustable spanners, bucket, central poles, club hammer, connecting sleeve to join two poles, Dexion, drill & bits, extension cables, fuses. Garden wire, gloves, grease, lateral threaded rods, matches, meat thermometer, motor unit, nuts and bolts, pliers, power supply, reflector panel, screwdrivers, sharp knives, spade and fork, stapling wire, tent pegs and hoops to secure power unit, The Beasts, tin foil, trestles to support poles and beasts, drinking water ...

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### iii Food Jobs on The Day

Collect all items on shopping list; collect all fresh food including salad, rolls, meat. Wash salad items, cut and chop all veg, arrange foods, cook meats, lay out sauces, arrange tills and queues, confirm health guidelines with all helpers ....

Identify those who cut the meat from the roast, those who trim those chunks into usable pieces then transfer to the bain marie. Have an assembly team to make up rolls with burger / sausage / lamb / beef / pork so that the servers can grab and deliver. Self serve onions can save time and effort but make sure someone has the role of topping up onions, cutlery, salads, sauces etc

### iv Timetable for the year in advance

If Feast is in July then ...

Preceding August: book venue, bouncy castle, marquee, toilets

September: review previous Feast, start booking entertainments

October: give out money to deserving good causes

December: complete financial year

January: arrange sponsorship, book refrigerated vans, decide on theme, publicity

February: plan programme, book First Aid, arrange insurance

March: order scaffolding, check entertainments and drinks licenses,

April: start publicity, contact potential helpers, collect ads for programme, confirm bands and entertainment

May: arrange lighting, tickets, programme to printer, large banners

June: book tills, distribute events info to local outlets, distribute tickets, confirm security, advise police re traffic, confirm food and drink, obtain prizes, put up bunting, confirm teams, arrange sound system, obtain fuel for barbecues, order meat, confirm clear up teams and other helpers, check spit machinery

July: collect all goods, confirm stalls and helpers, organise floats for cash, put up strategic signs and publicity, set up bar, erect marquee and stalls, dig pit for spit roast, set up electricity and water supplies

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### v Popular stalls and events

Name the horse, throw the boules, hit the wicket, race the chariot, splat the rat, slow cycle race, bran tub, bottle stall, tombola, cakes, raffle, go-karts, beat the goalie, throw ball into bucket, hoopla, coconut shy, obstacle course, face painting, cake decoration, welly wanging ....

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## **vi Shopping list**

Condiments: sauces, horseradish, relish, mustard, ketchup, mayonnaise

Foodstuffs: cheese slices, butter, coleslaw, cooking oil, grated cheese, potato salad, potatoes, rolls (baps and fingers)

Breakfast for workers: black pudding, bacon, eggs, milk, bread

Stir fry: bean sprouts, noodles, sesame oil, soy sauce, stir fry sauces, onions

Salads: celery, peppers, mushrooms, lemons, limes, lettuce, tomatoes, cucumber

Consumables: banquetting roll, bowls, cling film, foil, foil trays, freezer bags, gloves, knives, napkins, plates, platters, spoons (dessert, tea), squeeze sauce containers, tongs

General supplies: disinfectant wipes, toilet blocks, buckets and bowls, cloths, cutting boards, degreasing spray, handwash, mop, hats, pinnies, cleaners, paper towels, toilet paper

Bar Supplies: ice, nuts, crisps, lager, glasses various, bottle openers, jugs, styroweave cups, measuring thimbles

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