



Event Planning and Procedure Handbook

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1. PLANNING AND PROCEDURE HANDBOOK

1.1. Overview

Maroondah City Council plans, manages and supports a range of festivals, functions and events held in Council facilities and on Council owned land. This handbook provides a clear guideline for event organisers to maintain a safe, successful and well-documented event.

There are a number of stages that event organisers must agree to undertake during the planning and development stages in order to gain approval for use of Council land.

These are:

Stage 1: Read the Events Held on Council Land Policy

Stage 2: Submit the online Event Form found here

Stage 3: Council will review the Event Form and respond with a letter of in principle support and conditions or rationale for non approval

Stage 4: Submit signed letter of conditions and all supporting material (including Event Plan) to Council as outlined in the written response from Council

Stage 5: Council to approve Event Plan

All events will be assigned a risk level during step 3 above. If your event is deemed low risk you will receive a letter from Council approving your event to proceed, based on a set of outlined conditions. If your event is deemed medium risk you will receive response from Council that you will be required to complete an event plan as outlined in this handbook. Within this response Council will detail the areas within this handbook that you must cover to complete your event plan. If your event is deemed a high risk it will not be able to proceed on Council Land.

Risk Level	Event includes
Low Risk	Small event with minimal infrastructure, no road closures or extensive activities – no event plan required
Medium Risk	Attendance is over 50 people, may include road closures, food and beverage trading, amusements, staging or live performers
High Risk	Event does not meet Council policies, insufficient time or Council deemed unsafe activities

1.2. How to use this handbook

This handbook has been designed to detail elements of an event you will need to consider throughout the planning process. It has been divided into sections for ease of reference with areas that are of high significance highlighted in red. At the end of each section you will find a summary of the key items for consideration.

If you have been advised by Council that you are required to complete an Event Plan, Council will advise which sections of the handbook you need to include as part of your final document. Your Event Plan should be set up under the same headings within the handbook.

It is strongly recommended that you cross check the information included in your Event Plan against our checklist you will find in section 3.25.

Council is more than happy to assist applicants during the process, should you have any questions please contact the Community Events Officer on 9294 5561.

1.3. Accountability

This handbook is to be used as a reference document – Event Organisers should refer to this document for information as to what is expected from them and their responsibilities.

The handbook should be the first place users look to for information relating to all matters relevant to hosting an event on Council land. It should give users a starting point to efficiently deal with any matters that need to be addressed in developing your event plan.

The event plan is comprised of all the information accumulated through this handbook and will ultimately become your key document throughout the entire event process.

All Event Plans once completed are to be checked and approved by the Community Events Officer and must be updated with current information prior to the commencement of each event.

It is required that through the entire event process the Event Organiser ensures they stay with the agreed conditions set out in Stage 3, page 4 (Council's response).

Council's Leisure, Culture and Youth Services Team will undertake an annual review of the Handbook and will document any changes to standard practices in event planning and management, as and when the Officers are made aware of them. If you find that certain sections of the event planning process have been omitted or require updating please contact the Team Leader Leisure Services on 9294 5718 to discuss incorporating it into future revisions of this document.

1.4. Event Definitions

Event: -

Any planned activity or function that requires specific planning where people congregate for a unique purpose. The purpose may include but not limited to community, cultural and environmental gatherings, commercial activities, celebrations and some sporting events such as a fun run or major football and cricket final.

Council Land: -

Council land may include but not limited to buildings, sporting reserves, open space, roads and car parks that are owned, managed and maintained by Maroondah City Council.

Event Organiser/Co-ordinator: -

The individual or organisation that is responsible for planning, implementing and managing all aspects of the event.

Event Plan: -

A compulsory document that must be provided by the Event Organiser of medium risk events. The Plan should detail the planning elements of an event and incorporate all key stakeholders and aspects of the event being organised.

Bump In: -

The timing at which site preparation works are taking place, including the set up of the temporary structures.

Bump Out: -

The timing at which the participation aspect has been completed and temporary structures are removed and pack up occurs.

Accessible Event: -

Maintaining an event where people of all abilities can participate in the event without any limitations.

Access Guide: -

An Access Guide is a promotional document developed for an event that incorporates a site map, key access points, pathways and facilities such as accessible toilets and parking for people with a disability.

Temporary Structures: -

Temporary structural items that are brought in specifically for the event. They may include, but are not limited to marquees or tents, stages or platforms or seating stands.

2. The Event Plan

2.1. Section 1 Outline– The Event Detail

The Event Plan includes two main sections: the Event Detail and the Risk Management Plan. The Event Detail will include all event management information that is listed in the check list below and detailed in the following pages. **This will assist you to create your key document throughout the entire event process** and act as a planning tool, a working document and a constant point of reference.

Event Title, dates, duration	Insurance
Location including accessibility	Security
Program Overview – aims, objectives/purpose and audience	Weather
Timetable/running sheet	Permits (if applicable)
Event Timelines	Liquor License Permit
Key Stakeholders including Councillor involvement	Provision of Food and/or Temporary Food Event Permit
Contractors – caterers, rides etc	Australasian Performing Rights Association Permits (APRA)
Budget	Roadside Promotional Boards Permit
Layout & site map including additional infrastructure	Temporary Banning of Dogs, Alcohol and other items
Toilets – including accessibility	Fireworks and Pyrotechnics Displays
Water	
Power	
Signage	
Traffic Management -transport and car parking	

If your event includes any of the items listed below and they were not detailed within your initial online event form (step 2 above) please contact the Community Events Officer on 9294 5561 prior to the completion of your Event Plan:

- More than 500 people
- Camping
- Councillors/Mayor involvement
- Fireworks or Pyrotechnics Displays
- Sale of goods and merchandise
- Ticket sales
- Road or Street Closures

2.2. Section 2 Outline – Risk Management Plan

The Risk Management Plan will detail all associated risks that may impact on your event including the Emergency Response Plan.

The Event Plan is to be signed off by Council’s Community Events Officer prior to your event as detailed in your initial notification letter from Council as we want to ensure your event is a huge success.

Remember as you prepare your application and event plan, if anything is unclear or you would like assistance, please do not hesitate to contact Council’s Community Events Officer on 9294 5561.

3. Section 1 – The Event Detail

3.1. Event Title, Dates and Duration

To start your Event Plan you must list the key information about your event. This includes the event name, the date or dates that it will be held on, the duration of the event and the location.

3.2. Location and Accessibility

A venue needs to be sourced that is suitable for the size of the event, taking into consideration the program and the number of people you are expecting to attend. All Council owned indoor venues will have a maximum capacity, hours of operation, noise level, catering and alcohol requirements that must be adhered to.

It is also important that you take into consideration your surrounding environment and the impact it may have on residents, local businesses and other activities or user groups within the area. Approximately 2 weeks out from the event conduct a letter drop to residents and business that advises them of your event and warns of any noise.

If you are holding an event within Council's parks and reserves you must protect all park facilities from damage and avoid inappropriate use.

Key areas to protect are:

Surface (the grass) – for example ensure there is no infrastructure on site that may burn the grass during hot weather, ensure any vehicles or machinery cause rutting, depressions or indentations into the grass

Trees – for example do not hang infrastructure from branches and that no vehicles are under the reach or canopy of any tree

Vegetation – for example ensure there are adequate paths for the number of guests so there is no cutting across greenery or damage to vegetation on garden beds

Furniture – for example ensure no graffiti occurs or general damage occurs

Fencing - for example do not attach any items to fencing

Wildlife – ensure all remaining food is taken with you and not left behind

Water Features and Water Bodies – Ensure that children must be supervised at all times when in the vicinity of these features.

A post event inspection with Park Managers will be required to ensure the Reserve/Park is left in reasonable condition. Should any damage occur the Event Organiser will be responsible for the costs associated.

The selection of your venue/site should also be based around the requirements of your event. The less temporary infrastructure required for your event such as stages, marquees, audio/visual equipment, power and toilets the easier your event will be to organise.

Based on the number of people you anticipate attending, you must make sure there is ample parking including accessible parking. If your venue does not provide the necessary parking requirements then you may have to source appropriate car parking off site and prepare a Traffic Management Plan.

You must provide accessible events for all community members to attend whether it is an outdoor or indoor event. Under the Disability Discrimination Act 1992 and the Equal Opportunity Act 1995, when a person with a disability wants to attend a function, festival or an event, then equitable, dignified access must be provided. Providing access for all will also assist event organisers to comply with many OHS issues and further enhance the success of the event, as it is inclusive and accessible for all community members.

The following is a list of recommendations that will assist you in making your event accessible for all. This list is certainly not exhaustive; consider additional recommendations that are specific to your event.

- Continuous accessible path – consider width and surface material
- Temporary portable ramps
- Viewing sections at stage/attraction areas with accessible pathways to the site
- Clear signage with large font, contrasting colours and tactile indicators
- Accessible toilets and pathways to them
- Accessible parking – they should be in close proximity as possible to the entrance point of the event. Consider access to pathways from the carpark.
- A venue that provides wide self opening or easy to open doors
- Acceptance of Companion Cards for entry fee events
- Recharge stations for electric wheelchairs and mobility units
- Accessible (mobility) utilities such as drinking fountains, picnic tables/seating and bins

- Appropriate handrails and contrasting line marking on steps, ramps etc.
- Use of international symbols
- Marketing and event promotion to be clear, large and contrasting font. Use Arial font size 18 on printed material
- Provide a site map clearly showing access for all facilities
- Printed and audible copies of presentations and guest speakers if requested
- Brief staff on the location of accessible facilities
- Brief key staff (Wardens) of emergency response procedures taking into consideration people who may require assistance during an evacuation.

In this section of your event plan list what facilities are available that are accessible and how you intend to make sure that your event program can be accessed by your intended audience. A copy of the Accessible Events checklist can be found in additional documents and should also be located in this section of your event plan.

3.3. Acknowledgement of Country

Maroondah City Council reaffirms its commitment to maintaining a culturally diverse, tolerant and open society, united by an overriding commitment to our Nation.

The Maroondah community and Council clearly recognise the need to acknowledge the contributions of Indigenous Australians of both our past and future. Accordingly, Maroondah actively encourages opportunities that support recognition of Indigenous Australians by acknowledging the strength of their culture and its importance to our history, our National pride and our future development.

The following is a suggested Acknowledgement of Country to be used in opening speeches and welcomes:

<Insert Organisation Name> acknowledges that we are on the traditional land of the Wurundjeri people and pays respect to elders both past and present

3.4. Program Overview: Aims, Objectives, Purpose and Audience

The aims and objectives of your event will provide the key directional outcomes for the event and organiser to achieve. They may include the programming purpose of your event and the social, financial, accessible, environmental and promotional outcomes that you aim to achieve. Detail who your event is for and your intended audience.

In this section of your event plan clearly state in point form the aims and objectives, purpose and audience of your event.

3.5. Timetable/Running Sheet

The program of your event is what attracts the audience. If your event has a specific target audience such as young people, business people or families, your program should replicate their interests. Research should be undertaken to make sure the program is of interest.

It is essential to document all dealings with external sources that are assisting you with your program whether it be a performer, guest speaker, MC, band, children's entertainer and so on. You need to be specific on time, duration, location, your expectations for their

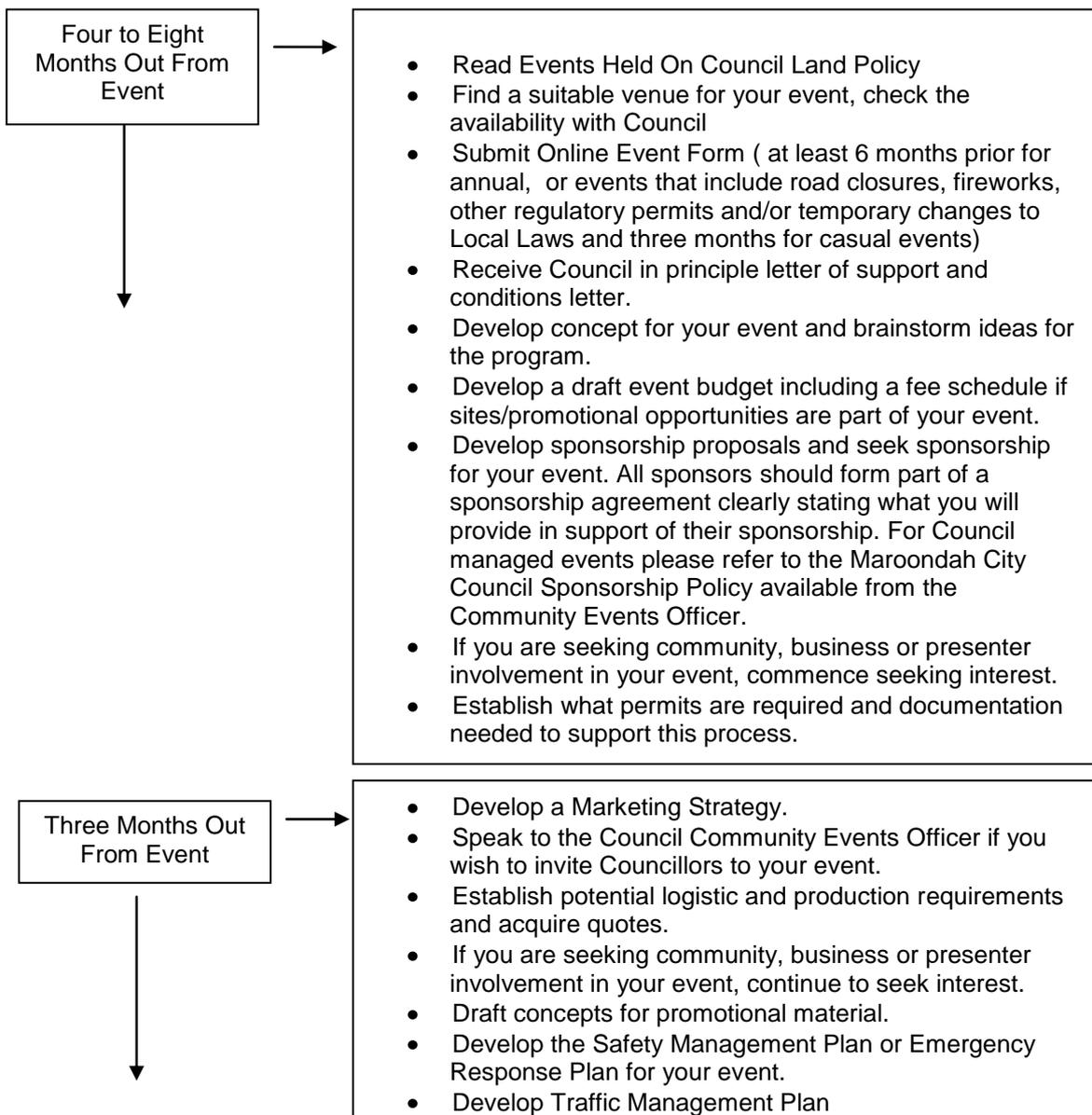
involvement and fee (if applicable). **Ensure you receive a detailed confirmation outlining all agreements in writing and confirm this closer to your event date.**

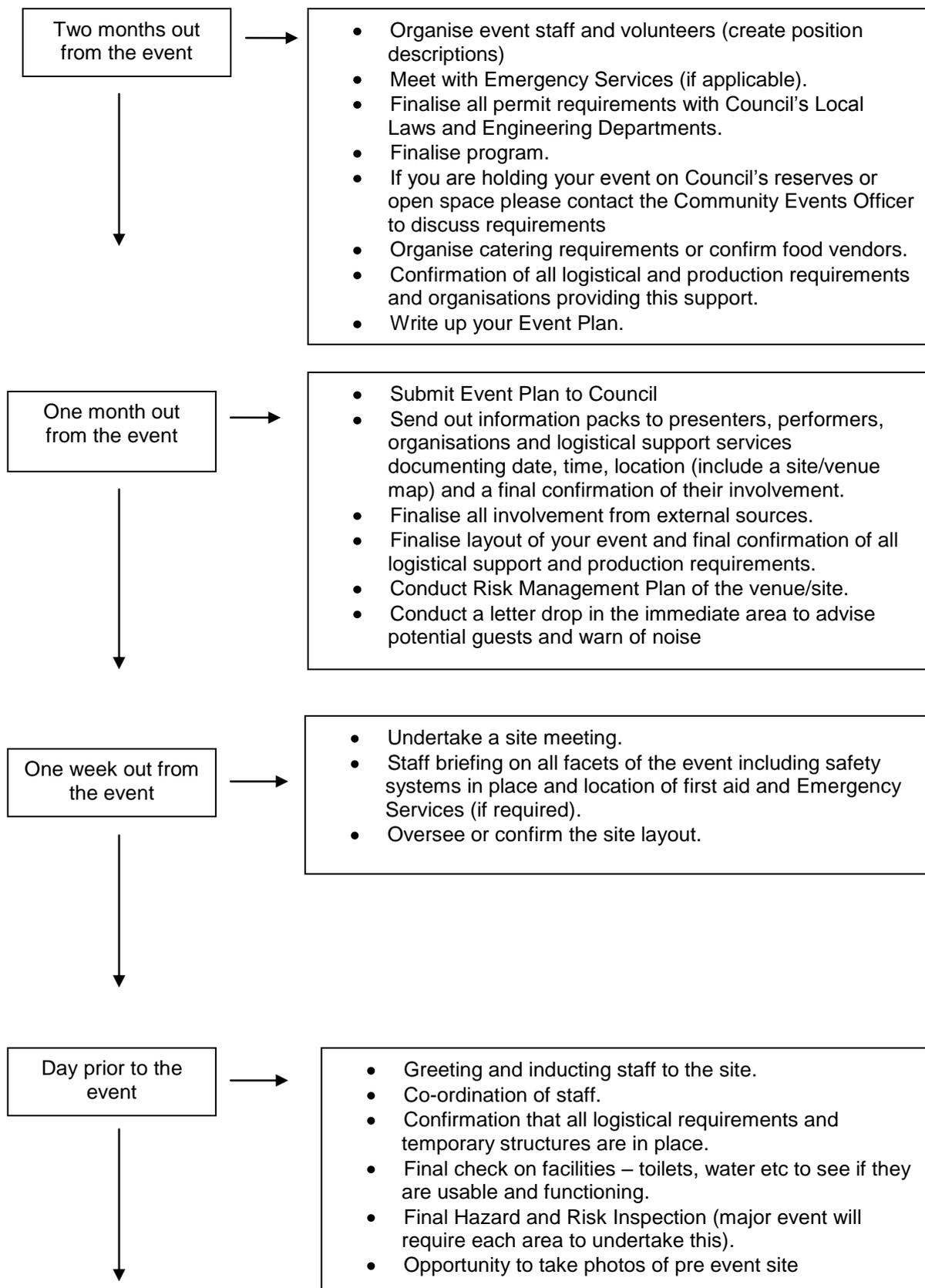
Once your program is set and all parties have confirmed their attendance and involvement prepare a running sheet of your event documenting who, time, location, logistics required and person responsible for greeting understanding any limitations you may have.

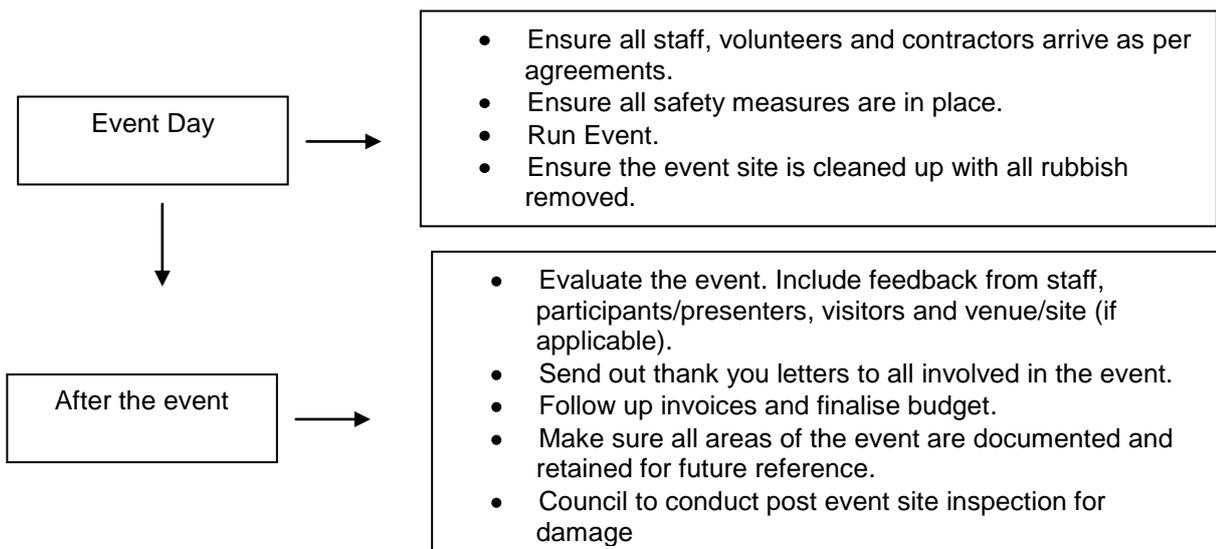
In this section of your event plan keep a copy of the contact list of all people involved in the programming of your event and an up to date running sheet of your program.

3.6. Timelines

Depending on the scale of the event, planning might occur from 2 months to 6 months out from the event date. Detailed below is a guideline on various aspects of an event. Each event's timelines will be different and will have differing requirements you will need to fulfil. It is strongly recommended once you have determined your event date work backwards, detailing the tasks required. This will generally determine if you have enough time and resources to undertake a safe and successful event.







In this section of your Event Plan, clearly document key planning stages of your event, the timeframe, who is responsible for undertaking the task and a section for noting when it has been completed.

3.7. Key Stakeholders

Key stakeholders are the main contacts you require in order to run your event successfully. They may include sponsors, performers, staff, key promotional sources, organising committee, logistical companies, emergency management providers such as the Police and Council contacts.

When identifying staff, volunteers and an organising committee it is important to designate set tasks so everyone is clear on their own role.

In this section of your event plan list all the key stakeholders including Councillors (if applicable) involved in the event taking into consideration internal and external stakeholders. Provide current contact details such as business hours and mobile contacts, postal address and email address. To make this a practical resource, group the contacts under headings such as sponsors, logistics, Council contacts and so on.

3.8. Councillor Involvement

Events provide a good opportunity for the Mayor and Councillors to participate whether it is attending or speaking on behalf of Maroondah City Council. If you are interested in having the Mayor and Councillors attend your event, please contact the Community Events Officer on 9294 5561.

In this section provide confirmation from the Community Events Officer.

3.9. Contractors

Most Event Organisers will engage external service providers at some stage of the event planning phase. This may include but is not limited to any of the following:

- Event Management Companies
- Event Safety Management Companies
- Performers/bands/entertainers/MC's
- Equipment suppliers – display boards, tables, trestles and business stands
- Temporary infrastructure – toilets, marquees and stages
- Security
- Staff
- Amusement rides

All external assistance with your event must be properly documented and agreed upon by all parties involved. Each of these arrangements, whether by letter, e-mail or telephone will require a written contract that is legally binding.

When entering into a contract, you want to make sure you are getting what you need and what you are paying for. Therefore, it is highly desirable that all contracts be in writing in the form of a letter supported by written agreement to document exactly what you want and are and are not paying for. This also avoids misunderstandings and minimises arguments over what has been agreed.

On occasion service providers sub-contract their services to another party. As an event organiser you need to be aware and approve the company that is working on your event site. If you are happy for a service provider to sub contract the services that you have requested then you need to make sure you have a copy of the relevant documentation such as insurances and licenses. Whether it is a direct service provider or a sub-contracted provider, you should demand the same level of skill, experience and documentation. If you require temporary infrastructure such as marquees, staging and seating stands then you will also need to make sure that the person overseeing the contract and all staff working within the construction site are properly qualified to do so.

In this section of your Event Plan please record all the contracts and agreements and supporting documentation required to oversee these contracts.

3.10. Provision of Food

3.10.1. *Stretrader*

Any event that sells food must have a registration under the Food Act 1984 with Council.

Stretrader is the new online registration and notification system for temporary and mobile food businesses.

You must use Stretrader if you:

- sell food or drinks to the public at a stall, or from a trailer or van
- hold a public barbeque
- own a vending machine
- own a water transport vehicle

Access Streatrader by visiting
<https://streatrader.health.vic.gov.au>

If you need help, please contact Council's Community Health Services on 1300 88 22 33 or email streatrader@health.vic.gov.au

3.10.2. *Community Health Services Contact Details*

Community Health Services - (03) 9294 5603
Maroondah City Council - 1800 88 22 33 or email
maroondah@maroondah.vic.gov.au

3.10.3. *Information*

You can complete a free online education seminar called Do Food Safely at
<http://dofoodsafely.health.vic.gov.au/>

Food Handler Talks are presented by Council's Community Health Services. For a small fee you can be a part of the interactive Food Handler Talk where you can learn about food safety and your responsibilities.

Visit Department of Health (DOH) website at <http://www.health.vic.gov.au/> for more information on food safety, legislative requirements and education programs

3.11. **Safe Amusement Rides**

If you are considering organising amusement rides as part of your event program then you need to first gain Council approval before confirming the booking. If approved consider the associated risks and ensure that adequate controls are in place to provide safe amusement rides.

The following excerpt has been taken from the WorkSafe document 'Advice for Managing Major Events Safely' 1st edition, April 2006.

3.11.1. *Hazards*

Specific hazards may include:

- Clearance between rides, fixed structures and vegetation;
- Stability of the ride – firmness and slope of the ground and adequate blocking of the ride need to be considered
- Identification of poor maintenance;
- Poor training and operational procedures;
- Inadequate set-up;
- Missing labels or warning signs; and
- Inadequate or inappropriate location of fencing or barricades.

3.11.2. *Risk Controls*

While the formal approach to controlling risk involves applying the hierarchy of controls, some standard controls normally considered include:

- Ensuring the ride has been maintained and set-up in accordance with the manufacturer's instructions;
- Check areas not readily visible to ensure proper maintenance has been undertaken;
- Issues identified in the engineering assessment have been addressed; and
- All operators and supervisors have been trained and attendance has been planned to ensure that adequate levels are available at all times.

(WorkSafe; 'Advice For Managing Major Events Safely' 1st edition, April 2006)

Please refer to section 4 below Risk Management.

3.11.3. *Inflatable Rides*

Specifically related to inflatable amusement rides the following are requirements:

- Ensure that written hire agreements are completed
- Prior to hiring the inflatable device, request evidence from the hirer/operator that the Operator has current public liability cover, preferably \$20mil+ but a minimum of \$10 million.
- Also request evidence from the hirer/operator that the inflatable amusement ride meets current Australian Standards.
- Ensure that the operator provides written instructions in relation to the following control and supervision issues:
 - Environmental conditions that may impact patrons use of the device
 - The maximum safe wind speed when the device is in use
 - The maximum number of patrons that can use the device at one time based on their height, weight or age
 - The maximum height, weight or age limits that apply for patrons to use the device
 - Patron dress code, including foot wear
 - The minimum number of operators/attendants required to supervise the device and any age restrictions that apply.
- Throughout the period of hire, routine inspections should be carried out and recorded by a competent person (+18 years) to ensure that the device continues to be suitable for use. Such inspections should include but not limited to checks of anchors and ropes, that the fabric of the device does not contain any holes or tears, that the air pressure is sufficient for the walls of the device to remain firm and upright.
- A competent person should ensure that any maintenance required, as determined through routine inspections, is performed, for example, removal of debris, securing of anchors and ropes. This information should also be recorded.

Make sure all hazards and risks are identified in your Risk Management Plan and that adequate measures are documented and acted on.

3.12. Insurance

Every event service provider must have appropriate Public Liability Insurance to ensure that you are financially protected and there is protection against loss should an incident occur.

Public Liability Insurance is a critical part of responsible management of an event and is an important part of managing risk.

An event organiser should only use companies that have appropriate and current insurance.

- The Certificate of Currency must outline:
 - The name of the insured

- The limit of the indemnity for any single claim (not less than \$10 million)
- Location of coverage
- The policy must be current and will be current at the time of the event
- The business activity shown on the Certificate of Currency must be appropriate for the service being provided at the event.

In the lead up to the event it is required that you contact your insurance provider to ensure that events and all activities run throughout your event are specifically covered within your insurance agreement.

In this section of your Event Plan you should keep an accurate and up to date table of all relevant insurance details of the service providers you are using. You can also keep a copy of the Certificate of Currency of the relevant providers.

3.13. Budget

Developing a budget for your event is an essential part in effective event planning. Your budget may be set in terms of an allocation of funds however there are other initiatives you can undertake to increase the overall event budget. An event budget relying on a source of income will need to be regularly monitored and updated, as it may affect expenditure. Plan for the unexpected and provide a 10-15% contingency plan. Your budget may include the following:

<u>Expenditure</u>		<u>Income</u>
Permit fees	Marketing/Promotion	Sponsorship
Equipment Hire (toilets, bins, marquees, trestles etc)	Administration	Site fees
Power (consumption at site/venue, generator hire)	Catering	Entrance fees
Venue/Site hire	Entertainers/Performers	Grants
PA/production	First Aid	Donations
	Staff	

Every dollar spent in the organisation of an event has an impact. Maroondah City Council's Sustainable Purchasing Policy provides a purchasing framework that will advance the sustainable use of resources and reduce impacts on the environment and human health. It can be accessed via this weblink:

<http://www.maroondah.vic.gov.au/SustainablePurchasing.aspx>

In this section of your event plan attach a copy of your draft budget.

3.14. Layout & Site Map

Whether you are running an indoor or outdoor event, a detailed site plan must be supplied. You may find that a number of maps are required such as a general information map, access map and evacuation/emergency map. The following is a suggested list of items that should be clearly located on the map. **The items underlined are essential for all events and must be included:**

Proposed road closures (outdoor)
Parking
Accessible parking
Emergency access route (outdoor)
 Vehicle access routes

Lighting
 Stalls - food, businesses, crafts etc
 Staging - main performance areas
 Location of litter bins
Information stand

Entrances & exits
Accessible pathways
First Aid locations
Toilets
Accessible toilets
Power

Drinking water taps
Liquor licensed areas (if applicable)
Fire extinguisher equipment
Lost children (if applicable)
Event amusements & attractions
Placement of rubbish and recycling bins

It is useful to have this information at your event on a map for visitors or on boards, particularly if it is a major event and covers a reasonably large area or if there are different precinct areas. It will also assist in providing an 'Access for All' event if you make your site map available prior to the event clearly marking accessible elements of your site (please refer to the Accessibility section for further information).

When deciding upon layout, think about how different areas and attractions will complement each other. The layout of your event whether it is indoor or outdoor can provide a different experience for your audience. The following is a list of suggestions to consider when deciding your layout:

- Food areas should be in sections where people can make the most of the entertainment/program.
- Toilets, water and First Aid should be located in prominent and accessible locations.
- Accessible parking needs to be clearly marked and managed during the event. Accessible pathways need to link the parking area to the event site.
- Allow space in your layout for people to congregate. You do not want to create areas where there is risk to the audience due to over crowding.
- If you are organising an outdoor event, consider the use of natural shade and plan your activities in those locations so that the audience can participate in a safe environment.
- If you are using equipment that requires power, locate them close to the power source whether it be mains power or through a generator. You need to manage the risk of power cords in areas where the public can access and walk.

In this section of your event plan, include a copy of any of the site maps you will be using for your event.

3.15. Toilets

The numbers of toilets required at your event will depend on a number of factors including:

- Anticipated crowd numbers
- The gender of patrons (women require more facilities than men)
- The duration of the event or festival and;
- If alcohol will be available
- Provisions for people with disabilities
- Provisions for parents

The number of toilets provided and how they are cleaned and maintained is extremely important and can often be a determining factor of attendees enjoying the event or not. If you are organising an outdoor event, you should familiarise yourself with what permanent toilets are available and that they are clean and usable in the lead up and directly prior to your event.

Below are a required number of toilets at events.

Toilet facilities for events where alcohol is not available:

Patrons	Males			Females	
	Toilet	Urinals	Hand Basins	Toilet	Hand Basins
<500	1	2	2	6	2
<1000	2	4	4	9	4
<2000	4	8	6	12	6
<3000	6	15	10	18	10
<4000	8	25	17	30	17

Toilet facilities for events where alcohol is available:

Patrons	Males			Females	
	Toilet	Urinals	Hand Basins	Toilet	Hand Basins
<500	3	8	2	13	2
<1000	5	10	4	16	4
<2000	9	15	7	18	7
<3000	10	20	14	22	14
<4000	12	30	20	40	20

The above figures may be reduced for short events as follows:

Duration of event	Quantity required
8hrs plus	100%
6-8 hrs	80%
4-6 hrs	75%
Less than 4 hrs	70%

Ninety percent (90%) of water consumed at the average event is by flushing toilets, however, it is possible to reduce water consumption for toilets by:

- Are the toilets dual flush using 6 litre/3 litres cisterns?
- Can minimal flush toilets or waterless urinals be installed?
- Can the toilets be flushed from rainwater tanks or other non-potable water supplies?
- Can portable minimal flush toilets or waterless urinals be hired for the event?
- Are portable composting toilets available for hire (or trial?).

The following should also be considered for existing or additional toilet facilities:

- Accessible toilets (this should be provided at an indoor and outdoor event. If not possible, people should be informed prior to the event so that a decision can be made to attend or not.)
- Baby change facilities
- Cleaned and restocked regularly
- Located away from food, storage /service areas
- Weather protected
- Well lit so as to not provide a security or safety risk

- Provide sharps disposal
- Provide soap and hand drying equipment

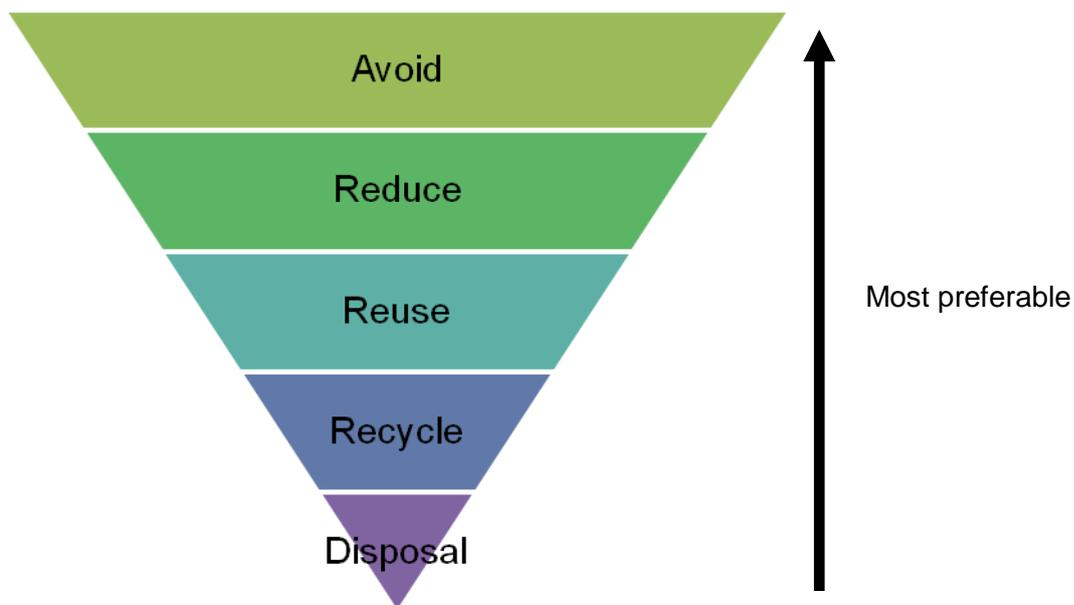
In this section of your event plan state the number of toilets and accessible toilets that will be provided at your event and any additional facilities that you will be providing. Consider both permanent and temporary facilities. List the cleaning and inspection schedule that you will implement for your event. You must also display all types of toilets clearly on your site map.

3.16. Waste

3.16.1. Waste Generation and Disposal

Incorporating the waste hierarchy for your event (see below) is a good way to reduce waste, especially landfill waste. It will make your event a more pleasant place to be and reduce your clean up time and costs.

3.16.2. Waste Hierarchy



3.16.3. Avoiding Waste

One area likely to generate significant volumes of waste and litter at your event is single use and disposable food packaging and entertainment goods such as balloons, plastic bags, silly string and pamphlets. Avoiding these items where possible is a good place to start. Gain written commitment from stallholders (especially food vendors) to use recyclable, compostable or recycled packaging or other Waste Wise alternative.

3.16.4. *Reducing Waste and Litter*

Avoiding disposable packaging items, will reduce the amount of litter and waste being produced and going to landfill. To further reduce waste and litter, you could:

- Provide at least three types of waste bins at waste stations for patrons (commingled recycling, food organics and general waste)
- Undertake a high level of patron education before and during the event to reduce packaging and increase recycling (e.g. performers, displays, placing a Waste Wise logo on promotional material)
- Provide glow-in-the-dark bin recycling signs if your event is at night
- Organise litter patrols during the event – a clean site is more likely to stay clean
- Reward vendors with waste wise practices and clean sites and create disincentives for vendors who have dumped rubbish at their site or in the incorrect bins.

3.16.5. *Re-using and Recycling Waste*

It is worth asking what sort of waste is likely to be generated by your festival stallholders in their internal operations and providing 'back of house' waste systems for the most voluminous of that waste. Food vendors, for instance, are likely to produce a lot of food waste.

Consider:

- Are stallholders likely to dispose of lots of cardboard boxes, in which case it is best to order a cardboard recycling skip to avoid dumping or bins being clogged and unusable by patrons
- Another option for busy periods such as set up, lunch time and pack up is to ask volunteers to collect cardboard from stall holders
- Do coffee stalls need separate recycle bins for milk cartons or small compost collection bins for coffee grounds?

3.16.6. *Waste and Recycling Bin Caps and Signage*

Check what signage is available for your waste, recycling and food organics bins. A clear indication of what goes in each bin will educate patrons and reduce the costs associated with having to tip contaminated recyclables into landfill. Signs suitable for your event can be made up using symbols from the following website:

http://www.sustainability.vic.gov.au/resources/documents/afh_guidelines_web-11.pdf. This document also guides you on all considerations for managing waste at an event, including signage and bin placement.

Coloured bin caps which sit on top of open bins (see picture below) make it easy for patrons to identify waste and recycling bins. The caps are usually covered with pictures indicating which items go into which bins. Alternatively, you can custom-make your own signs as indicated in the above paragraphs.

If your bin hire company does not have suitable bin lids, ask Council's Waste Management or Integrated Planning departments whether they can access them for you. Alternatively the Metropolitan Waste Management Group can advise you on bin cap hire. It can be contacted on 03 8698 9800 or check the website (www.mwmg.vic.gov.au) for details.



3.17. Water

Events must have a sufficient supply of freely available drinking water.

At outdoor events, organisers must:

- Provide one drinking fountain for every 200 patrons or part thereof. A washbasin does not constitute a drinking fountain or tap.
- Provide safe to drink water that is freely available
- Provide accessible pathways to water sources
- Provide signage to the water
- Consider layout carefully and avoid placing taps in areas that have the potential to create bottlenecks

Bottled drinking water is an unsustainable way of quenching thirst and another large generator of waste.

Consider establishing hydration stations and encourage patrons to bring their own non-disposable drinking bottles.

Please take into consideration if you are holding an outdoor event and you need to erect temporary structures or provide heavy vehicle access; know where the water pipes/mains are located. A burst water main is not ideal prior to or during an event and the event organiser will be liable for any associated costs. Be proactive and familiarise yourself with the event site. Council's Community Events Officer can assist with providing this information and can be contacted on 9294 5561.

It should be noted for an indoor licensed venue, free or low cost water must be provided.

In this section of your event plan clearly state how you will be providing adequate water for your event both temporary and permanent. Water points will also need to be clearly located on a site map that is available to the public and if not all sites are accessible the sites that are need to be clearly noted.

3.18. Power

Power is more often than not required to run an event. The options for power are either established mains power or temporary power i.e. Generators. Some of Council's parks and reserves have mains power; they include Ringwood Lake, Croydon Park and Jubilee Park. Please speak to Council's Community Events Officer on 9294 5561 to find out more information. With the use of power for events comes an increase of risk and you will need to consider this when you are undertaking your Risk Management Plan. The following suggestions need to be taken into consideration to maintain a safe and successful event site.

Power considerations for all events (indoor and outdoor):

- Ensure you have a qualified electrician on stand by on the day of your event.
- Know your exact requirements for your event and the type of power that you will require i.e. 3-phase power, single-phase power.
- For an event with multiple power requirements, consider a contingency of providing 10% additional power resources to allow for incidentals.
- If site holders or external parties require power, ask them to nominate their requirements including what needs power and ensure that all electrical items at the event (including coffee machines, PA systems and rides) are tagged and tested. In your confirmation letter to site holders make it clear that they are only to power up what they have been given prior permission for and that all cords are in good functioning order and have been tagged and tested.
- Do not use power boards or double adaptors as you can overload the points depending on what is plugged in.
- **All extension leads, appliances and anything to be powered must be tagged and tested by an accredited electrician.**
- Don't assume all power points are in working order. Test them prior to your event.
- Place the powered items in close proximity to the power source. Power leads are a trip hazard and need to be considered in your Risk Management Plan. Where possible all leads should be taped down or covered by cable matting. If this is not possible you need to place a barrier over the leads so that it is clearly not an access path.
- Do not join extension leads together to make a long lead as this can overload the cable and can cause fire hazards. Source the one lead for the required length.
- At any stage of your event, if you or appropriate event staff are not satisfied with the power set up, equipment or leads provided then you must act on it. As the events organiser you have the right to cut access to power based on the safety requirements of your event.

Power considerations for outdoor events:

- If you are using mains power either through an established power box or a pavilion you will need to seek permission from Leisure Services. All power boxes and pavilions are locked and you will need to request keys from the Community Events Officer on 9294 5561.
- If you require generators use a reputable service provider.
- Prior to placing your order with the generator company know your power requirements. Make sure you discuss the requirement for leads, distribution boards and cable matting (to be placed over leads on the ground). Over estimate your requirements for cable matting.

- Under no circumstances are leads to be threaded through trees as this can cause fire hazards. Approved equipment for overhead leads needs to be supplied by the Generator Company and installed/set up by an accredited electrician.
- All electrical work is to be undertaken and checked by an accredited electrician.

Consider your programming in regards to your power requirements. Generators can be expensive and sometimes noisy to operate. For smaller events, question the value of the powered item as an enhancement to your program weighted against the additional planning and costs associated with your event.

The three main generators of greenhouse gas emissions at events are patrons' cars; food kilometres traveled by non-local products; and power used by event equipment including but not limited to lighting, sound systems, power generators.

It may be possible to reduce direct consumption of power by people providing goods and services at the event by addressing the following:

- Is it possible to switch electricity available on site to 'green power'?
- Can one or more generators be powered by biodiesel? Can one be trialled?
- Consider inviting 'Future Spark' to your event for fun, fitness and education. Future Spark provides a facility with bikes which, when pedalled, generate power to the electricity grid and thus provide a green power offset for your event. For instance, 16 bikes pedalled for 1 week raised the power for a 2.5 hour Earth Hour concert
- Consider inviting the 'Big Red Bus' for a sustainably powered music event.
- Offsetting greenhouse gas emissions
-

Once you have considered all possibilities available to avoid and reduce power consumption can the remaining emissions be offset to reduce the environment impact of the event.

In this section of your event plan list the requirements for power and include a copy of a site map locating mains power and placement of generators.

3.19. Signage

Clear, prominent signage will add to the visitors' level of enjoyment at an event. It can also reduce enquiries to staff in the information stand as signage can assist patrons in locating services and attractions.

It is worthwhile investing in cor flute signs indicating where essentials such as toilets, drinking water and food areas are located and having stage program times. Signage font should be large and clear to read, contrasting colours and the use of universally recognised symbols are also effective.

If you would like to organise roadside promotional boards for your event please refer to the below permit section.

In this section of your event plan list all the signs and the location you intend to use at your event. Consider signs used as promotional material before the event and signs used during your event to direct people to a particular area or the location of a particular section of your event.

3.20. Transport, Parking, & Pedestrian Management

Events naturally necessitate the substantial movement of goods and people. The influx of freight and people to one centralised location presents event organisers with transportation conflicts that need to be managed.

People and vehicles do not share spaces particularly well and need to be separated. All deliveries and unloading of goods and equipment need to be conducted before the event opens to patrons. Once the event begins, all delivery vehicles should be off site and access limited to emergency vehicles only. Any vehicle movements within the event pedestrian zone during the event should be kept to a minimum, the speed limited to walking pace and whenever possible be escorted by event staff.

The aim of any great event is to attract the attendance of people. The travel practices of event attendees can place undue pressure on the existing transport services and transport infrastructure. Therefore, event organisers need to consider how patrons are going to commute to and from the event, the effect on public transport services, parking and local street network operation.

If your event is likely to affect the operation of public transport services by causing an alteration in route, delay in services or requiring additional services, you must notify Public Transport Victoria. If you are planning a large event that will attract significant attendance it is recommended that you contact Public Transport Victoria to discuss the provision of extra public services on event day.

Car parking is often an issue for event's organisers, local residents and businesses surrounding the event site. Ensuring your event is accessible via public transport will assist patrons to access your event without being dependant on the car.

The suggestions listed below can reduce car use, demand for parking, congestion of local street network and associated emissions. They can also make the event more enjoyable for patrons and residents, vendors and patrons of streets surrounding the event.

- Actively promote public transport routes to your event site.
- Investigate free shuttle bus options from key transport hubs such as Ringwood and Croydon stations. A local bus company may provide this as a free service in return for sponsorship opportunities.
- Encourage people to cycle to your event. This can be done by promoting the 'Parks & Paths in Maroondah Map' and providing a safe and secure bike parking location at your event.
- Where relevant, organise integrated ticketing so that public transport and event entry charges are paid for together
- Publicise Sunday Saver or Early Bird discount tickets
- Reward green travellers, with, for example V.I.P tickets
- Turn car parks into bike parks by setting up a Bike Valet service. Use the service of the "Bike Valet" service or ask local volunteers to make secure bike parking areas for the day

There are a number of points you need to consider when choosing your venue that are directly related to car parking. They are as follows:

- Allocation of accessible parking (refer to the Accessibility Section)
- Be mindful of other activities that maybe occurring within or nearby your site that may also compete for parking, i.e. local games of sport.

- If parking is not sufficient at the site you may need to provide parking areas away from the site and offer a shuttle service. If your event is in a high residential area and there is limited site parking available, you will need to put steps in place to manage the car parking in the residential streets.

Should your event have any impact on traffic parking or pedestrians a Traffic Management plan will need to be completed (by an appropriately qualified person). This may include traffic lane closure, a footpath closure or an influx of parking, all of which will need approval from Council's Engineering department.

In this section of your Event Plan please state what arrangements you have in place for Traffic and Pedestrian Management including any road or footpath closures, car parking in residential areas and changes to public transport. Outline if you have organised any additional public transport options and link existing public transport options into your marketing strategy.

3.21. First Aid

The provision of First Aid facilities is essential and critical to any event or festival, and must be appropriately equipped and easy to find by patrons. The number of first aid posts and personnel required depends on the size of the event and the level of risk involved with the activities at the event. St John Ambulance has provided a guide based on the number of patrons, however as an event organiser you will need to assess the risk of the activities. If considerable risk activities are included as part of your event program, the emergency support services such as first aid providers should be included in the planning stages of your event and they can provide advice as to how many personnel and posts you may require.

St John Ambulance Australia has suggested the following as a general guide:

Patrons	First Aiders	First Aid Posts *
500 and under	2	1
1,000 and under	4	1
2,000 and under	6	1
5,000 and under	8	2
10,000 and under	12	2
20,000 +	22+	4

* The number of First Aid posts required depends on what First Aid room facilities are available on site.

First Aiders should be trained to Level 2 competency as a minimum.

In this section of your event plan state how many trained first aiders you will have on site, their name, contact details and the location they will be in at the event. First Aid posts should be clearly displayed on your site map and included in the staff briefing/induction process.

3.22. Security and Crowd Control

Event organisers are responsible for all security and crowd control aspects of their event. Based on the program (i.e. well known artist or presenter), number of visitors/audience and/or the target audience and whether alcohol is available will determine if security is

required. Choosing an appropriate security provider is essential to the success of an event and the safety of the public. Privately uniformed security must be licensed under the Private Agents Act 1966. It is also worth investigating whether the security providers have event and crowd control experience. You want to make sure that all security personal are trained to diffuse a situation as a first measure. If you are organising a major event, it is also useful to include the contracted security provider when planning the event from an emergency response point of view. A representative should attend a meeting with the event organiser, Police and emergency services who will be attending the event.

Developing a security plan (make sure evacuation routes and points, emergency response plans and a clear site map detailing first aid and Police points are included in the plan) and brief the security provider. Make sure all roles and responsibilities are clarified for the security providers to undertake their duties effectively. It should also be stressed that all security personal working your event, must be briefed by their representative involved in the planning of your event before commencing their shift.

Keep in mind, if you are having temporary infrastructure such as staging or portable toilets security may be required for bump in and/or bump out to be sure they are not vandalised or stolen.

If you are organising a major event, the Victoria Police must be advised of your event and invited to be involved in the planning stages of your event. This can be done at: http://www.police.vic.gov.au/content.asp?Document_ID=35927

For a guide on how many security officers you should have present at your event contact an accredited Security Company and ask for a quote based on your event specifics.

In this section of your event plan please document what security and crowd control measures you will be using for your event. Clearly list the service provider, direct contact person, contact details, number of security staff, schedule and location during the event. If you have specific security/crowd control requirements due to the program schedule of your event then you will also need to document this.

3.23. Weather

Extreme weather must be taken into consideration when you are planning your event for both indoor and outdoor events.

Extreme weather situations to consider include but are not limited to:

- Wet weather in particular thunder and electrical storms
- Extreme Heat
- High winds

Whilst you cannot plan or control the weather you can put steps in place in your planning process that will minimise risk and disruption to your event, event participants and staff. Planning ahead is the key and knowing prior to the event that steps have been put in place to manage such extreme weather circumstances will help greatly in the event that it actually does occur. Keep an eye on the weather forecasts prior to your event through either news reports or the Bureau of Meteorology www.bom.gov.au

Here is a list of recommendations to include in your extreme weather plan:

- If your event is outdoors do you have a back up inside venue
- Have you allowed extra time for your bump in if rain causes delays
- Have you organized a communication plan should your event need to be cancelled?
- Have you provided sunscreen for staff and guests?
- Do you need to increase shaded areas to avoid sun, via bringing in additional marquees?
- Implement shorter work shifts
- When a electrical or thunder storm occurs how will you go about closing the event
- In the case of storms and high winds how will you ensure your marquees are safely secured to avoid falling down and blowing away?
- In the case of high winds what will you do to minimize the impact of closing all rides?

3.24. Permits

This section includes information on a range of permits and approval processes related to organising events. Please note this is just a guide and other permits may apply.

The processes included in this section are:

Liquor Licence Permit

Provision of Food and/or Temporary Food Event Permit

Australasian Performing Rights Association (APRA) & Phonographic Performance Company of Australia (PPCA) Permits

Roadside Promotional Boards Permit

Temporary Banning of Dogs, Alcohol and other items

Fireworks and Pyrotechniques displays

Road and Footpath Closure Permits

For further information on Council permits and Local Laws please contact Council's Local Laws Department on 9294 5607.

3.24.1. *Liquor Licence Permit*

If you are selling or providing alcohol at an event you will require a permit. Permits for sale or consumption of alcohol are issued from the Victorian Commission for Gambling and Liquor Regulation. Please visit their website <http://www.vcglr.vic.gov.au/home/liquor/> for more information. The process for obtaining a licence can take up to 8 weeks. You will need to develop a management plan to avoid the supply of alcohol to minors and ensure that the responsible service of alcohol must be in accordance with the Liquor Control Reform Act 1998. Contact the Victorian Commission for Gambling for further information about the Act on 961300 182 457.

If you decide to have alcohol at your event and are successful in obtaining a licence you need to plan for the effects of alcohol consumption. These include:

- Extra toilets
- Additional First aid for injuries, intoxicated patrons and dehydration

- Security for disturbances caused by intoxicated patrons

In your event plan include a copy of the Liquor Licence Permit and any additional resources you may require in order to hold a safe and responsible event.

Consumption of liquor or possession in unsealed container and behaviour near licensed premises

A person must not, without a *Permit*, on a *Road*, any *Council Land* or any open space to which the public have access:

consume or ingest any *Liquor*, or
have in his or her possession a bottle, can, wine cask or other receptacle, which contains *Liquor* and has been opened.

PENALTY: MAXIMUM TWENTY (20) PENALTY UNITS

Clause 0 does not apply:

to a person in licensed premises or authorised premises under the *Liquor Control Reform Act 1998*;

or

where the consumption of *Liquor* is taking place at an organised function conducted with *Proper Authority* or as part of a picnic with family and/or friends within a *Municipal Reserve*, provided that no nuisance is caused to other persons in the area and the persons concerned leave the area in a clean and tidy condition afterwards.

For further information please contact Council's Local Laws Department on 9294 5607.

3.24.2. Provision of Food and/or Temporary Food Event Permit

Please see the above Provision of Food for details on Food and/or Temporary Food Event Permits.

3.24.3. Australasian Performing Rights Association Permits (APRA)

Phonographic Performance Company of Australia (PPCA)

Entertainers at any event or festival performing songs that are not their own original songs must obtain a permit from the Australasian Performing Rights Association (APRA) prior to the event. Contact APRA on:

Australasian Performing Rights Association
Ph 9426 5200
3-5 Sanders Place
Richmond 3121
www.apra.com.au

Allow one month for this process and make sure you adjust your budget accordingly as a permit fee will apply.

If you're using recorded music or music videos to enhance your event in any way, then you will usually need a licence and permission from the copyright holder to do so.

Examples of such uses include:

- Playing protected recorded music in public
- Screening music videos in public
- Playing protected recorded music and/or radio to your phone customers on hold
- Broadcasting recorded music over the radio or TV
- Broadcasting music videos on TV

Contact PPCA:

Phonographic Performance Company of Australia (PPCA)
(02) 8569 1111 (Licensing Department)
www.ppca.com.au
licensing.mail@ppca.com.au

Allow one month for this process and make sure you adjust your budget accordingly as a permit fee will apply.

In your event plan include a copy of the APRA and/or PPCA Permit and clearly identify the entertainers and/or recorded music that the permits apply to.

3.24.4. *Roadside Promotional Boards Permit*

Approval is required from Council to erect signage for promotional purposes around the municipality on any Council owned land. An application can be downloaded from Council's website, www.maroondah.vic.gov.au, look for the Permits and Local Laws prompt, Permits, Promotional Signs, Temporary Promotional Sign application.

If you wish to erect promotional signs on private property (residential or business) you will need to seek the permission of the landowner. You must also check that you comply with the Planning Scheme for Maroondah. Clause 52.05 addresses advertising and has specific requirements if you want to place boards on privately owned land. The following addresses the size and duration requirements:

- A sign with an advertisement area not exceeding a 5 square metres publicising a local educational, cultural, political, religious, social or recreational event not held for commercial purposes. Only one sign may be displayed on the land, it must not be an animated or internally illuminated sign and it must not be displayed longer than 14 days after the event is held or 3 months from its creation, whichever is sooner. A sign publicising a local political event may include information about a candidate for an election.
- A sign publicising a special event on the land or in the building on which it is displayed, provided no more than 8 signs are displayed in a calendar year and the total number of days the signs are displayed does not exceed 28 in that calendar year. The sign must be removed when the event is finished.

In this section of your event plan include a copy of the Roadside Promotional Boards Permit and clearly identify the timeframe and locations of the boards.

3.24.5. *Temporary Banning of Dogs, Alcohol and other items*

In order to hold an event in a safe and responsible environment it may be necessary to apply for a temporary ban of dogs, alcohol and other items.

Council owned land may already have particular bans in place and it is worth checking this prior to confirming your arrangements.

Contact Local Laws on 9294 5607 to discuss your specific event requirements that may affect any standing local laws in place and/or temporary measures you may require. If you are specifically changing a local law on a temporary basis you will need to go through an approval process that will require the support of Council's Local Laws and Governance.

3.24.6. *Fireworks and Pyrotechniques Displays*

If you are planning on having Fireworks and/or Pyrotechniques Displays at your event you must contact the Council Community Events Officer on 9294 5561.

3.24.7. *Road and Footpath Closure Permits*

If you are planning on closing any road or footpath approval is required from Council's engineering department.

Traffic Management Plans including any road or footpath approval require approval from Council's Engineering department.

The following items are required when applying for a Road and/or Footpath Closure Permit:

- Current Public Liability Insurance
- Traffic Management Plan (incorporating a risk assessment)
- Written notification to affected businesses/residents/public transport providers if applicable
- Notification to Emergency Services of possible detours or expected significant delays.

For more information on Council's permit applications please click here:

<http://www.maroondah.vic.gov.au/TransportGuidelines.aspx>

In this section of your event plan, list what permits you require to hold your event. You will need to document the process and consider what needs to be included in your marketing strategy.

3.25. **Event Plan Checklist**

The below checklist is to help ensure you have covered all areas required for your event plan and clearly identify who is responsible:

Task	Who	Completed	N/A
Read Council's Events Policy			
Submit Casual Application Form			

Apply for any required food permits			
Apply for any additional permits			
Apply for Road Closures			
Prepare Budget			
Ensure venue is booked			
Look into transportation options including parking			
Confirm access times			
Ensure venue is accessible for all			
Review/develop Aims, Objective, Purpose and Audience			
Develop Event Program			
Book performers, entertainers and Master of Ceremonies			
Send confirmations and pay deposits			
Notify Police and Fire Brigade			
Design traffic plan including: Signage Disabled parking VIP parking Pedestrian access Entry and Exit points Lighting Road Closures Alternative transport			
Book First Aid			
Conduct Risk Assessment			
Create Risk Management Plan			
Obtain all relevant insurance			
Develop Contingency plans (wet weather)			
Book all equipment (Stage, lighting, PA system etc)			
Book portable toilets			
Book infrastructure (marquees, chairs etc)			
Check insurance of all contractors			
Book vendors and confirm in writing: Times of operations Request details of electrical equipment Request copy of Certificate of Currency (insurance) Copy of approval from Streetrader (if food)			
Book security and two way radios (if required)			
Design plan of venue /event site			

including: Stage Toilets First aid Emergency Access Entry/Exit Fixed Structures			
Access bins on site and order more if required			
Access water on site and look into additional requirements			
Book staff and volunteers			
Develop timetables/running sheets			

3.26. Event bump out check list

The below checklist is to ensure that once the participation aspect of your event has been completed you complete your event responsibly:

Task	Who	Completed	N/A
Staff and volunteers are debriefed and signed off			
Contractors are off site			
Ensure all equipment is collected (witches hats, bollards, radios etc)			
All infrastructure is safely packed up and removed off site			
All rubbish is removed			
Venue is locked			

4. RISK MANAGEMENT PLAN AND EMERGENCY RESPONSE PLAN

4.1. Risk Management Plan

To help achieve a successful and safe event, spending time completing a thorough risk assessment will be a key planning tool in your event management preparation. Applying a systematic approach to this task will order your thinking, to ensure that unwanted risks are identified and controls put in place to reduce or mitigate the risks. As the event organiser you have a duty of care for the safety of everyone involved.

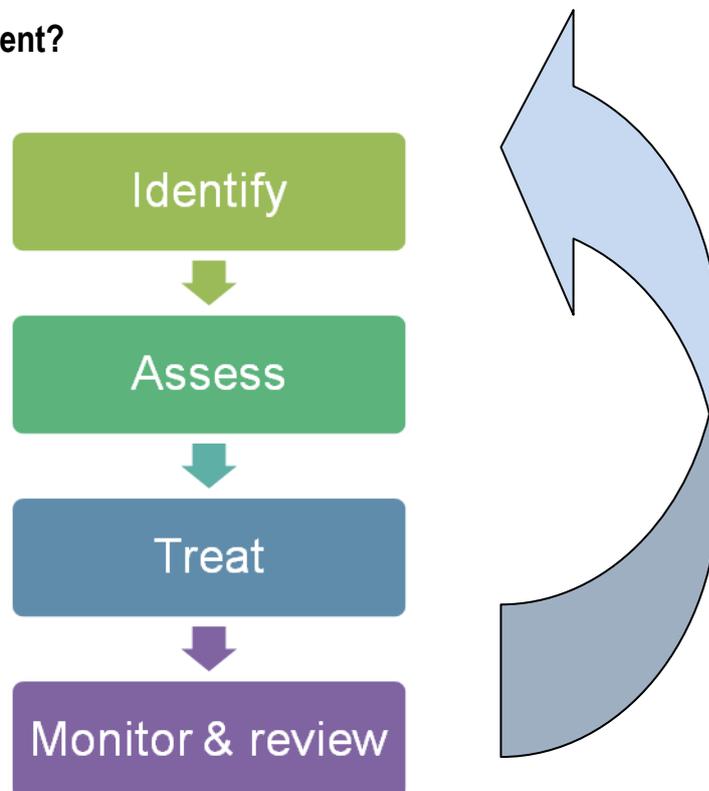
The best time to commence this process is in your concept stage. You may start with identifying the event location, financial support, people resources and other fundamental elements to demonstrate how to achieve the key event objective. As you progress through to the planning stage you will be engaging with a number of stakeholders and with their input, you will be able to map out operational risk detail.

The completed Risk Management Plan will require submission and approval by the authorising Council Events Officer, as part of the application process. Each event has unique attributes and considerations, requiring an individual effort to the development of a risk assessment. Large events will demand a greater level of rigour to the Risk Management Plan. i.e. engagement of an independent Event Safety Officer etc. In these instances, Council will work with the event organiser to provide specific instruction and guidance.

4.2. What is Risk?

“Risk is the chance of something happening that will have an impact upon objectives”

4.3. What is Risk Management?



It is the systematic application of a process to step you through the planning and delivering your event, to achieve the great success you and the public expect.

4.4. Diagram 1: Risk Management Process

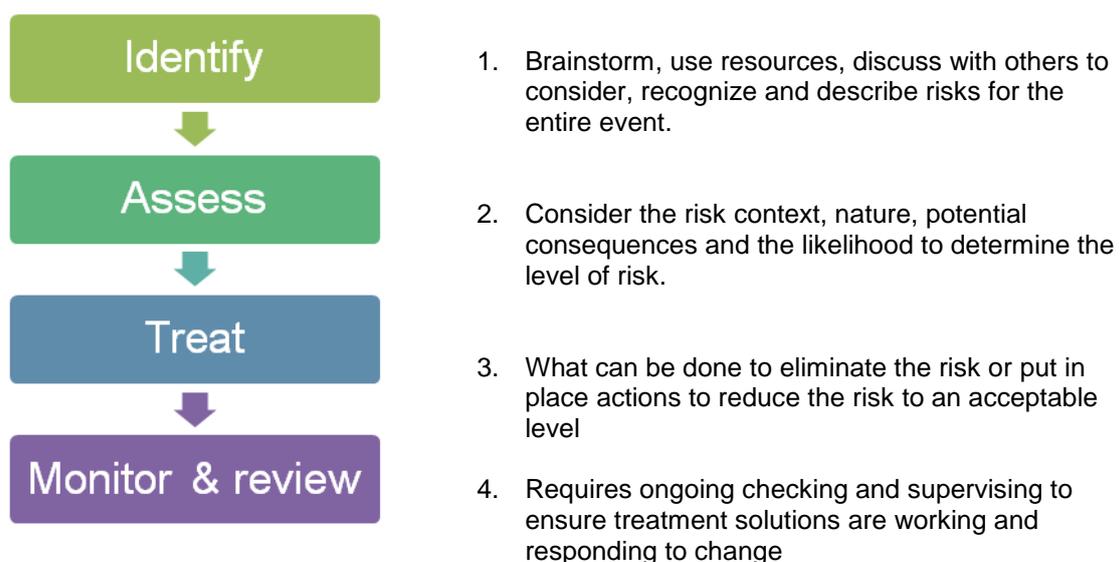
Examples of Unwanted Risks that impede a successful event

- Insufficient funding
- Lack of volunteers in event organising or on the day
- Advertising (late, not targeted etc) does not generate enough interest
- Size of venue/location too small for event
- Volunteers not inducted and do their own thing
- Loss of crowd control
- Food poisoning
- Dangerous temporary structures
- Serious incident

Benefits of good Risk Management

- High quality and successful event
- Patron satisfaction and heightened community wellbeing
- Demonstrates planning competence
- Attracts funding
- Satisfies regulatory compliance (ie.WorkSafe, Food Act)
- Ensures emergency management planning
- Identified roles and responsibilities
- Mitigation of incidents
- A safe event for patrons
- Positive public image

4.5. How to Conduct a Risk Assessment



The following pages provide the necessary tools to step you through the Risk Assessment process. Considerable attention will need to be given to “treating” the risk. That is working out what can be done to eliminate or reduce it to an acceptable level of low or medium risk rating.

4.5.1. Risk Analysis - Step 1 Likelihood

The *likelihood* of an event happening can range from **A** to **E**. ‘Likelihood’ is a general description of probability or frequency. Choose

A	Certain	The event is expected to occur in most circumstances
B	Likely	The event will probably occur in most circumstances
C	Possible	The event should occur at some time
D	Unlikely	The event could occur at some time
E	Rare	The event may occur only in exceptional circumstances

4.5.2. Risk Analysis - Step 2 Consequences

The *consequence* if an event happens can range from **5** to **1**. ‘Consequence’ refers to the outcome or impact of an event.

Consequence		
5	Catastrophic	Multiple fatalities, national or international media attention, event cancelled, long term reputational damage, potential class action
4	Major	Major injury/ies requiring hospitalisation, single fatality, reported in national media, major impact to event, reputational damage, litigation involving court action
3	Moderate	Major injury or multiple minor injuries from one incident requiring medical treatment by doctor, reported in Melbourne media, disruption to event, legal issues/litigation
2	Minor	Injury requiring first aid or medical treatment, breaches of regulation, local media, criticism but no permanent damage
1	Insignificant	Minor injury, no negative media attention, non-compliance, issues resolved within normal event management process.

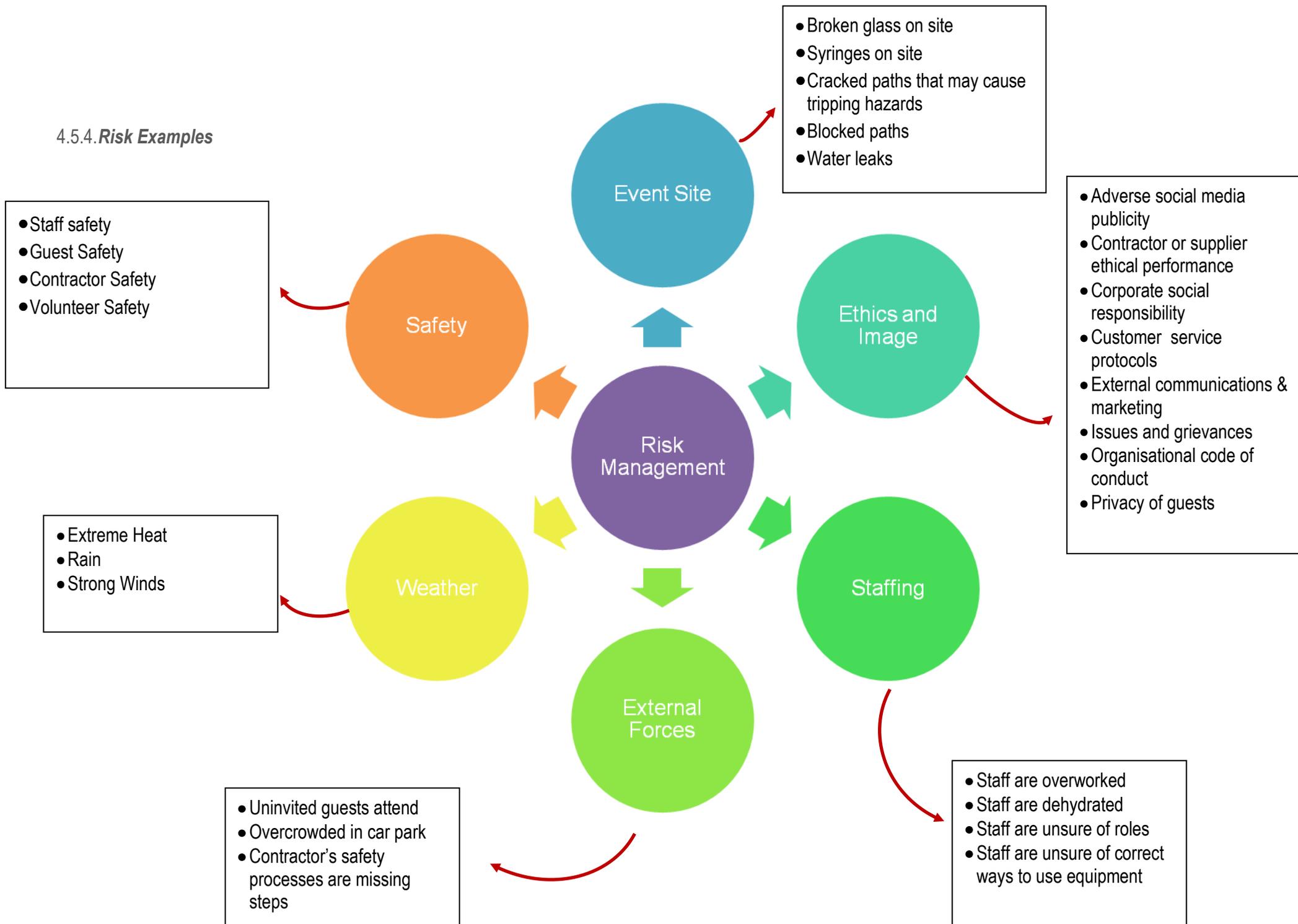
4.5.3. Risk Analysis - Step 3 Risk Matrix

The aim of risk analysis is to assess the likelihood of it occurring and the consequences should it happen. Combining these two provides a **Risk Rating**.

Risk Matrix

Likelihood	Consequence				
	1 INSIGNIFICANT	2 MINOR	3 MODERATE	4 MAJOR	5 CATASTROPHIC
A CERTAIN	High	High	Extreme	Extreme	Extreme
B LIKELY	Medium	Medium	High	Extreme	Extreme
C POSSIBLE	Low	Medium	High	Extreme	Extreme
D UNLIKELY	Low	Low	Medium	High	Extreme
E RARE	Low	Low	Medium	High	High

4.5.4. Risk Examples



Location of Event:	Name of Event:	Description of Event:			Date:
Date of Event:	Name of Event Organizer:	Risk Assessment Completed by:			
Risk Description	Likely Outcome	Existing Controls	Current Risk Rating	Comments & Additional Mitigation Strategies	Target Risk Rating
<i>Insufficient Funding</i>	<i>Reduction of size of event Attraction to event affected Negative public image</i>	<i>Introduced budget controls and tracking that highlights exacts targets at each week. Budgeted for less funds received than predicted to allow for shortfall.</i>	<i>C2 Medium</i>	<i>Began sponsorship proposals much earlier than previous years to ensure funds are secured</i>	
<i>Lack of Volunteers on the day</i>	<i>Insufficient information, assistance and direction to event patrons and stallholders Breakdown of incident response process</i>	<i>Allocate 3 additional volunteers to act as floaters on the day and cover any additional or unfilled roles.</i>	<i>C3 High</i>	<i>Began the volunteer recruitment earlier. Held volunteer meetings Send confirmation 1 week out from the event.</i>	

4.6. Emergency Response Plan

An Emergency Response Plan outlines how you will respond to an emergency at your event.

The Emergency Response Plan should clearly identify one key person (the Warden) who is responsible for managing emergencies at your event. The Warden's contact details should be given to all of those who may be involved in emergency response at your event (for example security and first aid).

Examples of possible inclusions for your Emergency Response Plan include:

- A site plan with Melways references, identifying both access (for emergency services) and evacuation routes. Your site plan should also show the location of First Aid
- A clear outline of roles – who is responsible for decision making? Who is in charge of notifying Emergency Services?
- An evacuation procedure – where will you exit from? Where will you go to? How will you communicate this with your guests (signage, announcements)?
- An assessment of the kind of emergencies that may occur? For example fire, vehicle accident or stage collapse. Then look at their likelihood and how you can reduce this risk
- A clear procedure for dealing with lost children. Who is in charge of minding the child and what steps will you put in place to resolve the situation? Where can lost children be found? How will parents know what to do when they cannot find their child?
- An emergency communications plan – always dial 000 first, who will report and log the incident, who else needs to be contacted (family?) and how will you communicate with your guests?

Copies of your Emergency Response Plan should be given to all staff, volunteers and contractors that will be on your event site.