

# **DEVELOPING A COUNCIL COMMUNITY EVENTS POLICY**

## **A TOOLKIT FOR NSW COUNCILS**



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## 1. Introduction

This toolkit aims to provide a framework and tools to assist NSW councils develop events management policies that are responsive to the character and needs of local communities. The toolkit provides councils with critical information, key issues and a range of questions to consider within the context of individual communities. As such the contents are not prescriptive.

The toolkit replaces the former Division of Local Government's 1997 publication, *A Guide to Major and Special Event Planning* and the 1998 publication, *Guidelines for Dance Parties*. Those publications included guidance for promoters and events organisers which is no longer current. There are a number of other publications that are aimed at promoters and event organisers (see Appendix 5).

Since the publication of the 1997 Guide a number of councils have developed comprehensive event management policies and published them on their websites. These policies have informed the development of this toolkit. The common features of these policies are that they articulate the way Council supports local events and manages risks, and they detail Council requirements for the approval of events and related procedures.

This toolkit is a starting point only. Councils will need to decide on the scope of the issues they want to cover and the level of detail required. The toolkit includes *Key Issues for Council to Consider* to assist individual councils customise their policies to address local needs.

Council is encouraged to consult the local community when developing its local events management policy. As a minimum, Council should invite key stakeholders to assist in the development of the policy and place a draft on public exhibition.

This toolkit complements a range of other published events management information that councils may find useful, including:

- *Event Starter Guide: A resource for organising events in NSW*. NSW Government, Department of Premier and Cabinet
- *Planning Safe Public Events: Practical Guidelines*. Commonwealth Attorney-General's Department (2002)

These publications also provide important information for promoters and event organisers.

<p><b><i>Key issues for Council to consider</i></b></p> <p><i>How does Council support and manage local events?</i></p> <p><i>Are improvements needed to improve Council's policy and procedures?</i></p>
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## 2. What Is An Event?

For the purpose of this toolkit an event can be considered as any organised activity that takes place wholly or partly on public land (including roads, footpaths, parks, council venues and sports grounds) that requires approval from Council and/or other government agencies. Generally, such events require Council approval under the *Local Government Act 1993*.

The scale of some events may require the lodgement of a development application under the *Environmental Planning and Assessment Act 1979*. Similarly, some events that take place on private land, such as dance parties, may also require a development application.

Events range from small functions to large multi-organisational experiences, involving thousands of people, requiring complex management. Events can be private affairs with attendance by invitation or public occasions with attendance open or by ticket.

Small events may include weddings and parties, community fund raising activities, and product launches. Some small events, such as large social gatherings in parks, may not require Council approval. Council needs to think carefully about the events it needs to regulate and how this will be done.

Medium sized events can include festivals, carols in the park, concerts, rallies, local and major sporting events, parades and marches and Council approval will be required.

More complex events attract interest from all over NSW and nationally. Examples include:

- ***Winter Magic Festival*** - Katoomba
- ***Australian Long Course Triathlon Championships*** – Huskisson
- ***The Elvis Festival*** – Parkes
- ***This is Not Art Festival*** - Newcastle
- ***Deni Ute Muster*** – Deniliquin
- ***Ironfest*** – Lithgow
- ***Tamworth Country Music Festival*** - Tamworth

Events such as these are a catalyst for economic development; make a major contribution to positioning the local community as a tourist destination; and boost the awareness of the local community as a centre of sport, arts, culture or industry.

Irrespective of size events will require:

- Planning, organisation and publicity
- Risk assessment and risk management plans
- Approval from councils and in some cases a range of other Government bodies
- Access to resources that councils manage
- Strong partnerships involving government agencies, volunteer organisations, community cultural groups and the business community
- Community support and participation
- Clear public communication
- Access and equity issues to be considered
- Transparency and probity in the allocation of support and resources

***Key issues for Council to consider***

*Does Council have a clear policy about the types of events it needs to regulate?*

### **3. Council's Role in Event Management – Key Components of an Effective Events Management Policy**

Well-managed events are an important part of the development of vibrant sustainable local communities, contributing to the community social fabric and the local economy. Increasingly, successful events have become an important strategy underpinning local economic development. It has also become increasingly clear that poorly managed events can result in significant environmental and personal harm.

Council has an important role in identifying opportunities, providing support and resources and ensuring that events are conducted in way that is safe and environmentally sustainable.

Council is encouraged to develop and publish an events management policy that articulates the support Council has committed to local events and the requirements Council expects event organisers to meet in seeking Council approval.

It is recommended that the following important issues be considered by Council when developing such a policy.

Appendix 1 provides a checklist that summarises these issues. This checklist is designed to provide a foundation for the development of a local Council events management policy.

### 3.1 Community leadership and support

Initiation, facilitation and support for special events can contribute to Council achieving its long-term social, environmental, economic and civic leadership strategic objectives. Further, they provide an opportunity for Councillors and Council staff to actively engage with community groups and the diverse communities that make up a local area.

Local events provide the opportunity to:

- Encourage tourism
- Showcase local attractions
- Promote local business skills and initiatives
- Generate revenue for local business through event leveraging
- Promote local arts and culture through festivals, concerts or exhibitions
- Acknowledge and promote local Aboriginal heritage and culture, particularly through NAIDOC Week, and by ensuring Aboriginal protocols such as Acknowledgement and Welcome to Country are incorporated into event programs in the local area
- Promote the contributions of local culturally and linguistically diverse communities
- Provide an opportunity for Council, government service providers and volunteer agencies to publicise services and obtain feedback
- Encourage marginalised groups to participate in community development
- Draw people together, fostering social, economic and service networks
- Promote civic pride and involvement through activities such as Australia Day celebrations and citizenship ceremonies

In developing its Community Strategic Plan Council should consider how its support for events assists in achieving the community's long-term strategic objectives. In this context Council should consider the types of events that it will:

- Lead - for example: civic ceremonies, Australia Day and ANZAC Day
- Support - for example: community festivals
- Approve – for example: sporting events, business expos and dance parties

In making these decisions there is a multiplicity of factors that Council should consider including:

- The demographic composition of its community
- The cultural composition of its community
- Gaps in community support networks
- The priorities of local communities as expressed through community consultations
- Promotion of local business and attractions
- The need to manage risk associated with particular types of events such as dance parties
- The resources Council has available
- Event management expertise that is available within the local area
- Access and equity
- Transparency and probity in the allocation of support and resources

***Key issues for Council to consider***

*What significant events are part of our community's calendar?*

*What is Council's role?*

*What have been the benefits for the community of these events?*

*What problems/issues need to be addressed?*

*How can these events be enhanced and what role should Council play in this?*

*Does our community have resources and other attributes that can be further promoted through events?*

*Are there other opportunities for events to foster our area's social and economic development?*

### **3.2 Resource management**

Council will have resources at its disposal which can assist with the planning, management and control of community events. These resources include:

- Venues and public spaces
- Services: for example electricity, water, toilet and waste facilities
- Equipment: for example mobile stages, sound systems, lighting, marquees, seating, tables, road barriers, safety fences, waste bins and portable toilets
- Promotional opportunities through the Council's webpage and other communication mechanisms
- Specialist expertise (see Section 3.3: Events Coordination)
- Personnel to assist in the planning and control of events



An effective Council events management policy will provide the community and event organisers with relevant information about the resources Council is able to make available, how they can be accessed, applicable fees and conditions of use.

***Key issues for Council to consider***

*Does Council have a register of all venues suitable for conducting events?*

*Does Council have a register of all equipment available to event organisers?*

*Is Council's policy clear about access to venues and equipment, conditions of use and fees?*

### **3.3 Events Coordination**

A range of government organisations share responsibility for events management and administer related legislation. Some agencies have specific responsibilities for assisting event planning and in particular with the development of an event emergency management plan. These include:

- **Ambulance Service of NSW:** Responsible for assisting with an emergency management plan and providing care for the sick and injured
- **Fire and Rescue NSW or NSW Rural Fire Service:** Responsible for assisting with an emergency management plan and providing a direct response to specific emergencies relating to fire and hazardous materials
- **NSW Police Force:** Responsible for assisting with an emergency management plan and for the control of crowds, traffic and alcohol licence compliance
- **Transport for NSW: Roads and Maritime Services:** The Roads Services Division is responsible for any disruption to road users, application for a Road Occupancy Licence to secure event space and any other traffic issues relating to special events. The Maritime Services Division is responsible for all events directly involving NSW waterways
- **Transport Authorities:** RailCorp, Sydney Buses, other NSW Government transport providers and private providers. It may also be necessary to liaise with Transport for NSW to ensure coordinated traffic management

Other agencies have specific responsibilities for legislation and the development of guidelines impacting on events management. These include:

- **Office of Environment and Heritage** - Environmental issues including noise and waste management
- **The Casino, Liquor and Gaming Control Authority** and the **NSW Office of Liquor, Gaming and Racing** - Fundraising and licensing the sale of alcohol at events where applicable
- **NSW Food Authority** - Food handling guidelines for temporary events
- **WorkCover NSW** – Fireworks, Workplace Health and Safety, community safety and risk assessment

The importance of these responsibilities, and the need for cross-agency coordination, has prompted a number of councils to nominate designated event management staff. Other councils delegate this responsibility to senior planning or community development officers.

Some councils have formed dedicated multi-agency events management teams. These teams can include a range of organisations including Council, police, ambulance, business and service agency representatives. They meet on a regular basis to consider event applications. These teams are also able to meet with organisers and provide a range of expertise including:

- Understanding of Council and other government legislative requirements Assistance to “novice” event organisers, including strategic mentoring and practical advice and assistance
- Agency coordination
- Resource access facilitation
- Opportunity to review and learn from events that have had difficulties in the past

Event timing is a critical component of event planning and coordination. Poorly timed events may place unacceptable stresses on local communities, and hinder the ability of agencies to adequately support and resource events.

Appendix 2 provides a Model Events Management Timeline that Council can adapt for inclusion in its policy. The timeline provides suggestions as to when relevant agencies should be involved.

**Key issues for Council to consider**

*Where does responsibility for events approval and management currently sit within Council?*

*How effective are these arrangements?*

*Should Council consider forming a multi-agency events management team? If so, what should be the role and membership of the team?*

*Does the scheduling of local events facilitate full community participation and avoid unacceptable drain on support agency resources? What role does Council play in event scheduling and should this change?*

### **3.4 Promotion of Sustainability Principles**

NSW councils have an obligation under section 8 of the Local Government Act to “properly manage, develop, protect, restore, enhance and conserve the environment of the area for which it is responsible, in a manner that is consistent with and promotes the principles of ecological sustainable development”.

Community events provide a significant opportunity for local councils to reinforce the sustainability message and contribute to sustainable activities in their local area. An effective Council events management policy will outline the sustainable event management practices event organisers are required to consider including:

- **Energy Conservation.** For example:
  - Lights to be turned off in areas of venues when not in use
  - Use of natural light to be maximised
  - Natural ventilation to be used in preference to air conditioning where feasible
- **Waste Management.** The emphasis should be on waste avoidance and reduction and where this is not practical the emphasis should be on reuse followed by recycling. For example:
  - Requirement for adequate waste and recycling collection stations with clear signage to be provided at suitable locations to facilitate the separate collection of paper and containers (glass, aluminium and plastic)
  - Event giveaways able to be used, reused then recycled
  - Event promotional material printed on recycled paper
  - Use of electronic communication over paper where feasible
  - Use of reusable (or compostable) utensils by caterers

- **Water.** For example:
  - Tap water to be available in refillable containers for consumption in washable, reusable cups/glasses
  - Require portable toilet facility providers to incorporate water saving features into their toilets, such as 'grey water' reuse, waterless urinals, dual flush cisterns and the correct disposal of 'black water'
  - Strategies to minimise non-essential water use
- **Transport.** For example:
  - Plan to optimise use of public transport
  - Promote public transport access options
- **Sustainable Procurement.** For example:
  - Encourage the purchase of products and raw materials based on recycled content. Examples could include toilet tissue, paper towelling, wood and plastic composites, packaging and containers, printer cartridges, office paper and stationary supplies
  - Choose carbon-neutral third-party services suppliers
  - Encourage local sourcing of products and services
  - Seek sponsors who reflect positive environmental values and practices

#### ***Key issues for Council to consider***

*Is Council's events management policy consistent with other Council policies promoting ecologically sustainable development?*

*How can Council use events to promote ecologically sustainable principles?*

### **3.5 Risk Management**

Event organisers have an obligation to ensure that all risks associated with an event are identified and managed. This obligation extends to councils in approving events and providing access to land and resources.

Council's events management policy should require event organisers to submit a risk management plan that complies with the requirements of Australian Standard *AS/NZS4360:2004 Risk Management*. Appendix 3 provides a Model Risk Management Plan, based on the WorkCover model, which can be adapted for individual council use.

For some events Council may also require organisers to develop an Emergency Management Plan. Such a plan should be provided for all events that are assessed as having a significant degree of risk, with the possibility that evacuation may be required from the event site. Appendix 4 provides further advice about this Plan.

The following is a summary of key requirements for a risk management plan.

### 3.5.1 Hazard Identification

Hazard identification involves identifying possible hazards in the lead up to, during and at the conclusion of an event.

The following are some of the key issues that should be considered:

- Potential major incidents - what could be the worst case scenario?
- What hazards are there in the site itself? For example, overhead power lines, site access, site surface, soft or uneven ground, impact on surrounding areas, fencing
- Attendees such as children, elderly persons and people with a disability - are there particular arrangements that need to be made, for example, ramps?
- Expected number of people participating. What is the site capacity? How will attendance be restricted in line with site capacity? What means of access and egress are available? What level of crowd control will be required, and who will carry out this role? Who is responsible for coordinating this?
- How will communication between event officials be managed and how will they be distinguished? How will they communicate with the crowd, exhibitors etc? What direction/information signs are required?
- What provision has been made for emergency services? What will be the procedure for summoning assistance? How will they get into and out of the site?
- Provision of first aid/medical facilities and quiet areas
- Provision of facilities - toilets, washing facilities, drinking water, disposal of waste water
- Provision of lighting to ensure the safe conduct of events, and movement into and out of the venue
- Fire safety - control over use of flammable liquids, LPG or other gases, for example, in catering or in demonstrations. The use of generators should be strictly controlled, for example by ensuring adequate screening and protection and adequate arrangements for storage of fuel. An adequate number of appropriate fire extinguishers should be provided in accessible positions near to high risk areas
- Security and cash handling arrangements - site perimeter security, entry/ticketing arrangements. Potential risk of theft of cash, valuables and equipment must be considered. The use of a licensed security company may be required for larger events
- Health and safety issues - the organisers of the event should ensure that contractors employed to set up/take down stands, exhibits, marquees etc are appropriately qualified

- Exhibitors, amusements, stalls and demonstrations - the interaction between adjacent stalls/exhibits/demonstrations and the problems that may result from having conflicting activities going on next to one another should be considered. Positioning near to traffic routes, entrances/exits and toilet or refreshment facilities should also be considered
- Structures - are any temporary structures going to be erected? Are they to be erected by competent persons? Have they been approved?
- Waste management - waste collection during setting up, during and after the event. What types of receptacles are to be used? How and when will they be emptied and by whom? Will recycling facilities be provided?

This list is not exhaustive. Hazard/risk identification needs to be site and event specific, and continually reviewed.

### **3.5.2 Risk Assessment**

Risk assessment is the process of assessing all of the risks associated with each of the hazards identified, and their impact on specific groups of people, including officials, employees, volunteers, contractors, vendors, exhibitors, performers, members of the public (including people with a disability, children and older people) and local residents.

Risk assessment involves examining and evaluating the likelihood and severity (or consequence) for each risk in order to prioritise risks for control.

Some risks will have severe consequences, but limited likelihood of occurring. Others will have less consequence but a higher probability of occurring. There will be a range of combinations in between.

The key point is that Council is confident that the risks and their impacts are understood and appropriate steps are taken to manage them. This is critical to Council's approval for an event.

### **3.5.3 Risk Control**

Council needs to ensure that a detailed plan has been developed to manage identified hazards. The following hierarchy of controls is useful to determine the best way to manage risks:

- Removal of the hazard - is it necessary to keep the hazardous activity?
- Find a substitute for that activity/machine etc or modify it - something that is less hazardous
- Preventing access to the hazard, for example, segregating vehicles and pedestrians

- Implement measures to reduce exposure to the hazard - reduce the frequency of the activity, reduce the number of people who may be exposed

### **Key issues for Council to consider**

*What lessons have been learnt from previous events?*

*How have they been addressed?*

*What are the known risks within the local government area that have an impact on event management?*

*Does Council have risk management plans for all its venues?*

*Does Council have risk management plans or safe operating procedures for all equipment it makes available to event organisers? Is this covered in conditions of use?*

*Does Council's events application form capture the key risk management requirements?*

*Does Council have a checklist available to guide event organisers in risk identification and management?*

### **3.6 Regulatory responsibilities**

Councils have a pivotal role in events management where an event is being held in their area. While other agencies have specific legislative responsibility for particular aspects of events management, they all advise event organisers to contact their local council early in the planning process.

The Community Engagement and Events Division, Department of Premier and Cabinet is preparing an Event Reference Guide which will provide detailed advice to assist event organisers understand what is legally required to stage a safe and complying event in NSW. The Reference Guide will bring together in one document the range of rules that apply to events. It is a companion document to the Event Starter Guide, which provides an overview for those starting out in organising events. As such it is also a useful guide for councils.

The *Reference Guide* will be available at [www.events.nsw.gov.au](http://www.events.nsw.gov.au)

The following is a summary of key legislative requirements that councils should consider in developing a local events management policy.

#### **Approval authority under *the Local Government Act 1993***

Section 68 of the Local Government Act requires Council approval for the following activities that may be specific to some events:

- Place a waste storage container in a public place
- Activities on community land
  - Engage in a trade or business

- Direct or procure a theatrical, musical or other entertainment for the public
- Construct a temporary enclosure for the purpose of entertainment
- For fee or reward, play a musical instrument or sing
- Set up, operate or use a loudspeaker or sound amplifying device
- Deliver a public address or hold a religious service or public meeting
- Install or operate amusement devices
- Use a standing vehicle or any article for the purpose of selling any article in a public place.

Such approvals will require event organisers to complete a council approved application form.

### **Consent authority under the *Environmental Planning and Assessment Act 1979***

The Environmental Planning and Assessment Act provides a framework for determining if development consent is required for particular events. Consent may be required for activities such as building, carrying out work and the use of private land for the staging of certain events. Depending upon the scale of the event, a local, regional, or state environmental plan may apply. High impact (designated) activities will require an Environmental Impact Statement.

### **Consent and inspection authority under the *Food Act 2003***

A person selling food or operating stalls and outlets used for selling food, produce, fruits and vegetables or pre-packaged food for human consumption, is deemed to be a 'food business'. This includes not-for-profit operations. A 'food business' is required to sell safe and suitable food in accordance with the provisions of the *Food Act 2003*. Copies of Food Handling Guidelines for Temporary Events are available on the NSW Food Authority's website ([www.foodauthority.nsw.gov.au](http://www.foodauthority.nsw.gov.au)).

### **Consent authority under the *Roads Act 1993* and the *Road Transport (Safety and Traffic Management) Act 1999***

Council has management responsibility for local and regional roads. Event related traffic movement and road closures may require Council approval. Approval may also be required from NSW Police and Roads and Maritime Services (RAMS).

Council is the first point of contact for event approval matters involving traffic control and road closures. Council staff prepare a submission for the Local Traffic Committee to consider. Local Traffic Committees have representatives from Council, the State Member of Parliament's representative, Police and RAMS.



After the Local Traffic Committee reviews the application, it makes a recommendation to Council about the traffic management aspects of the event. Council then considers the traffic impact along with environmental, noise, safety, waste and other issues.

### **Other legislative requirements**

The Event Reference Guide will provide information about other legislative requirements and further advice about requirements in the following areas:

- › Accessibility
- › Airspace and aircraft
- › Alcohol
- › Amusement devices
- › Bicycle races (*see Vehicle races and special vehicles*)
- › Camping
- › Children
- › Copyright
- › Crowd management
- › Dangerous goods and hazardous materials
- › Development consent
- › Temporary structures
- › Electrical equipment
- › Environmental protection
- › Food and beverages
- › Fire safety
- › Fireworks
- › First aid and medical
- › Fundraising
- › Insurance
- › Laser shows and displays
- › Noise levels
- › Occupational health and safety
- › Parking
- › Public procession and assembly
- › Security
- › Signage
- › State Emergency Service
- › Ticketing
- › Tobacco
- › Toilets
- › Traffic and transport management
- › Traffic regulation
- › User charges for NSW Government services
- › Vehicle races and special vehicles
- › Volunteers
- › Waste management
- › Water-based events

## **4. Other Issues to be covered in an Events Management Policy**

Council should also ensure that its events management policy covers the following issues.

### **4.1 Council approval process**

Council's policy should provide guidance about the key issues Council will take into account when considering an application. Appendix 1 provides a checklist of issues to be considered.

Council's policy should clearly state when an event application should be submitted and the minimum time Council will need to determine an application.

The policy should also outline Council's options for placing conditions on approvals to hold events. Where Council approves an event, it can issue a Schedule of Conditions of Approval document to the event organiser. This outlines the conditions under which the event may proceed.

## **4.2 Use of Council venues, facilities and other resources**

The policy should articulate the availability and conditions of use for Council venues, facilities and other resources which are available for the use of event organisers.

In making venues and facilities available Council needs to be aware of the potential risks and incorporate risk management strategies into its policy. In particular, Council should consider the risks associated with the hiring of venues for private functions, for example, 21st birthday parties and other functions where crowd control and alcohol consumption may be an issue. For further information see Section 3.5 Risk Management.

It is recommended that Council's policy outline:

- *Fees and charges* - connected with the hiring of Council equipment and the use of Council venues. The policy should also outline circumstances in which Council is prepared to waive or reduce such fees. Council may also consider a sliding scale of fees dependent on event size. Fees set should be reflective of costs to Council
- *Conditions of use* - including hours of operation, crowd size, service of alcohol, adult supervision where children are participating and a requirement to notify police of a function to allow police patrols to be appropriately structured
- *Costs of damage* - any requirements for pre and post-event site inspections in order to assess any damage that has occurred as a result of the event. Council may also include requirements for the lodgment of bonds to cover potential "make-good" costs.

## **4.3 Event scheduling**

Scheduling is critical to the success of an event. Issues to be considered include:

- Weather and other seasonal factors
- Avoiding unnecessary disruption
- Avoiding similar events in the same area being held at the same time
- Impact of the event on surrounding infrastructure, for example avoiding certain road closures at critical periods
- Availability of required resources
- Integration with complementary activities

Appendix 2 provides a Model Event Management Timeline that Council can adapt for inclusion in its policy. This timeline integrates Council approval requirements with other event planning activities.

#### **4.4 Community impact**

Well-managed events have positive impacts on communities. However, the potential negative impacts should be considered and managed. Such impacts include:

- Disruption to and impact on local businesses, particularly as a result of diversion of business
- Disruption to and impact on local communities as a result of factors such as transport disruption, noise, road closures and environmental damage
- Perceived non-alignment with some Council policies. For example, events such as car shows may be perceived as environmentally unfriendly

#### **4.5 Financial viability**

For an event to be successful all the costs associated with an event need to be identified and event organisers must be satisfied that there is sufficient income to meet these costs, and that contingency plans are in place to cover any shortfall in income. Such income can include grants, exhibitor fees, entry fees or other income generated as part of the event.

Council may consider including in its policy a requirement for event organisers to demonstrate the financial viability of the event and to indemnify Council for any financial costs, losses and claims associated with the event.

#### **4.6 Community communication strategy**

As distinct from an event promotional strategy, the requirement for a community communication strategy is also critical to the success of an event. Communities that have reliable and timely information about what is planned, and its value, are able to make the necessary adjustments to local routines and activities.

An effective community communication strategy will encourage local participation and assist with event promotion. Similarly, local businesses will also have time to plan for impacts and adjust business plans to capitalise on the benefits to be gained. Timely communication allows issues to be identified and addressed.

#### **4.7 Insurance**

The policy should outline the requirement for event organisers to assume all risks associated with the event and to demonstrate adequate insurance to cover public and other liabilities. Council should obtain professional advice concerning minimum insurance coverage.

## 4.8 Signage

Council's requirements for signage relating to proposed events, both within the event site and in surrounding areas, should be covered in the policy.

## 4.9 Volunteers

Council's requirements for accreditation, insurance, orientation and training for volunteers should be identified in Council's policy. The roles of the State Emergency Service, St John Ambulance or other accredited first aid providers, Rural Fire Service and other community service organisations should be included in the policy where relevant.

## 4.10 Skills and expertise of event organisers

Council should state its position on the need for event organisers to have the necessary skills and expertise to stage an event, in accordance with the scale of the event planned.

## 4.11 Sponsorship

Many events depend on significant sponsorship for their success and events can be effective ways for sponsors to promote their message. Councils and event organisers may face a number of corruption risks when engaging in sponsorship arrangements for events.

One of the main risks is the potential conflicts of interest which could arise between the goals Council and/or event organiser have in staging the event and the goals of the sponsor. *Sponsorship in the Public Sector* (ICAC 2006) outlines general principles to be considered when entering into individual sponsorship arrangements and when developing or updating sponsorship policies and procedures.

### ***Key issues for Council to consider***

*Does Council's policy capture all required information?*

*Can existing event related application forms be amalgamated into one with separate parts?*

*How will Council consult with the community in the development of its Events Management Policy?*

## Events Management Policy Checklist

The aim of this checklist is to outline key issues that should be covered in a Council local events management policy. This checklist will also assist with the development of Council's event application form.

### TYPES OF EVENTS

- The types of events for which an application is required
- Specific requirements for particular types of events and locations
- Other requirements that Council may have

### COUNCIL SUPPORT AND SPONSORSHIP

- Council support for local events through grants, subsidies and in kind services (including the provision of equipment and other resources)
- Venues, public spaces and equipment available to event organisers. Specific information should be provided about:
  - Fees
  - Conditions of use
  - Booking arrangements
  - Refundable bonds
  - User qualifications
- Arrangements for access to services such as electricity, water, toilet and waste services. Specific information should be provided about applicable charges and restrictions that may be imposed
- Event promotional opportunities through Council's webpage and other avenues
- Access to Council specialist support (for example, event management specialist)
- Access to other relevant Council personnel
- Other specific support that Council may provide

### EVENT SCOPE AND PLANNING

- Event organiser experience, skills and/or training
- Strategic scheduling (avoiding conflicts)
- Purpose and scope of the event
- Consultation with stakeholders, including
  - Police
  - Fire services
  - Ambulance
  - Roads and Maritime Services
  - Other organisations that Council considers relevant
- An event plan
- A site plan
- Promotion
- Public relations
- Signage
- Volunteer management
- Communication strategies

- Contingency planning
- Merchandising, including any restrictions on
  - the number of outlets
  - the types of merchandise able to be sold
- Ticketing, including consideration of pass-outs, limiting late access

In addition, Council's application form should seek the following specific information:

- Name of event
- Name and contact details of event organiser
- Skills and expertise of the event organiser
- Location(s) of the event
- Description of event
- Characteristics of participants/spectators/audience expected e.g. number, age range
- Bump in (pre-event set up) date and number of participants
- Event date/s - start and finish times
- Bump out (post-event cleanup and site make-good) date/s and times

#### **SITE OVERLAY AND IMPACTS**

- The type, size and purpose of temporary structures, equipment and facilities organisers may want to bring on site. These include such things as stages, screens, awnings, marquees, fences, scaffold towers for sound and lighting
- Site restrictions including alcohol free zones and alcohol prohibited areas
- Crowd control, including fencing
- Waste management
- Lighting
- Availability and access to electricity, including types and sizes of any generators that may be used
- Availability of toilet facilities sufficient for expected patron numbers
- Availability and access to water for drinking and other purposes
- Amplified sound, including:
  - The need for amplification
  - Restrictions on sound equipment that can be used (types, sizes, number of speakers and decibel levels etc)
  - Restriction on times it can be used for sound testing/checks, rehearsals and the event
  - Requirements for sound spill minimisation from the site
- Site protection, including:
  - Tree and grass protection
  - Heritage concerns
  - Pre- and post-event inspections
  - "Make-good" requirements for damages incurred
- Fireworks (refer to DLG Circular 08-66 Guidelines for Fireworks Events)

#### **FOOD and BEVERAGES**

- Sale or other supply of food and non-alcoholic beverages
- Sale or other supply of alcohol

- Any restrictions on food or beverage containers e.g. glass, environmentally friendly packaging
- Use of commercial caterers
- Availability of unrestricted drinking water

#### **TRANSPORT and ACCESS MANAGEMENT**

- Traffic management plan, including:
  - Road closures
  - Use of public transport where available, including provision of shuttle buses to and from transport hubs
  - Car parking
  - Signage
  - Organiser/exhibitor access
- Marshals/traffic control
- Disabled access and parking provision

#### **RISK, SECURITY and EMERGENCY MANAGEMENT**

- Risk management planning (see Appendix 3)
- Emergency management planning (see Appendix 4)
- Provision of first aid facilities
- Provision of designated quiet area
- Insurance
  - Public Liability Insurance
  - Workers' Compensation Insurance
  - Rain insurance
  - Other
- Other requirements

## **Model Event Management Timeline**

The following is a guide only for medium sized events. Small events may need a shorter time scale. Large events may need longer.

### **SIX MONTHS TO A YEAR AHEAD**

- ❑ Determine the purpose, format, and feasibility of the event
- ❑ Select the date, but before confirming it, clear the date with important participants and double-check for conflicts with other major functions
- ❑ Check availability of venues and Council requirements
- ❑ Determine potential security requirements
- ❑ Determine insurance coverage requirements
- ❑ Complete risk assessment
- ❑ Draft event program
- ❑ Plan promotion and publicity
- ❑ Create an estimated budget
- ❑ Seek sponsorship and/or other funding
- ❑ Determine human resources required

### **THREE TO SIX MONTHS AHEAD**

- ❑ Finalise event program
- ❑ Finalise budget/sponsorship/funding
- ❑ Submit required applications to Council and other authorities e.g. Police, Roads and Maritime Services, Ambulance, Fire and Rescue (no less than 4 months prior to the event)
- ❑ Finalise security requirements
- ❑ Launch promotional activities
- ❑ Finalise arrangements with event participants
- ❑ Determine waste management and toilet requirements and make preliminary arrangements
- ❑ Finalise arrangements with volunteer organisations e.g. State Emergency Service, St John Ambulance, service clubs
- ❑ Arrange hire of required equipment
- ❑ Finalise risk and emergency management plans

### **TWO TO THREE MONTHS AHEAD**

- ❑ Confirm all Council and other approvals have been obtained
- ❑ Address any conditions placed on such approvals
- ❑ Finalise event plan
- ❑ Step up promotional activity
- ❑ Determine who will be responsible for tasks in the lead up to, during and after the event
- ❑ Confirm availability of key event personnel
- ❑ Review risk and emergency management plans



**TWO TO FOUR WEEKS AHEAD**

- ❑ Review event plan and confirm currency
- ❑ Check responses to promotional activities
- ❑ Finalise set up arrangements
- ❑ Confirm risk and emergency management plans can be implemented if necessary
- ❑ Finalise role of key event personnel

**THE DAY BEFORE**

- ❑ Set up event venue
- ❑ Double check event program
- ❑ Review risk and emergency management plans

**THE BIG DAY**

- ❑ Arrive early
- ❑ Check all facilities and grounds
- ❑ Complete site induction for event staff/volunteers, including safety and evacuation procedures
- ❑ Ensure event staff/volunteers have appropriate equipment and food/water
- ❑ Conduct sound and equipment checks
- ❑ Double check safety arrangements
- ❑ Implement event program
- ❑ Monitor and respond to unexpected issues
- ❑ Implement event closure and clean-up procedures

**AFTER THE EVENT**

- ❑ Conduct post-event site inspection and ensure site “make good” requirements have been met (e.g. waste removal and surface repair)
- ❑ Send thank you notes to staff, volunteers and participants
- ❑ Finalise accounts and prepare final income and expenditure report
- ❑ Conduct event debriefing to determine success or ways to improve in the future

## Model Risk Management Plan

(Adapted from WorkCover NSW - Community Safety Pack available at [www.workcover.nsw.gov.au](http://www.workcover.nsw.gov.au) )

(1 extreme risk, 2 high risk, 3 and 4 are medium risk, 5 is moderate risk and 6 is low risk.)

Hazard / Risk	How likely is it to happen?			
	Very likely	Likely	Unlikely	Very unlikely
Severity of impact				
• Kill or cause permanent disability or ill health	1	1	2	3
• Long term illness or serious injury and / or extensive environmental or property damage – major community disruption	1	2	3	4
• Medical attention required and / or significant environmental or property damage – significant community disruption	2	3	4	5
• First aid needed and / or minor environmental or property damage – community complaints	3	4	5	6

### Notes

1. Solutions must be developed to eliminate hazards or risks assessed as being of extreme or high risk (1 and 2)
2. Solutions must be developed to manage hazards or risks assessed as being of medium risk (3 and 4)
3. Solutions must be developed to mitigate likely hazards or risks assessed as being of moderate or low risk (5 and 6)

**Event:**

**Date of Event:**

**Venue:**

**Organiser:**

Hazard	Priority ranking 1= higher, 6 = lower	Solution	Who?	When?
<b>Event Scope and Planning</b>				
<i>Example:</i> Unexpectedly large crowd	3			
<b>Site Overlay And Impacts</b>				
<i>Example:</i> Community compliant about amplified sound	5			
<b>Food And Beverages</b>				
<i>Example:</i> Major outbreak of food poisoning	2			
<b>Transport and Access Management</b>				
<i>Example:</i> car accident blocks access points	4			
<b>Risk, Security and Emergency Management</b>				
<i>Example:</i> influx of intoxicated patrons from nearby hotel	5			

## Emergency Management Plan

The preparation of an emergency management plan by event organisers, including an evacuation plan, must be considered for all events requiring Council approval. The nature of this plan will be dependent on the size, nature and location(s) of the event. Council may consider defining circumstances where an Emergency Management Plan must be prepared.

Key government organisations (as outlined in Section 3.3) must be consulted in the development of the Plan. This Plan will be informed by the Risk Management Plan (see Appendix 3).

In preparing an Emergency Management Plan the following should be covered:

- Detailed arrangements for on-site emergencies not requiring outside help, including provision of designated 'time out' quiet areas
- Arrangements to request police and other emergency services assistance
- Personnel who can authorise an evacuation
- A grid plan of the venue and the location of all services on site
- Access and evacuation routes
- Evacuation areas for performers, employees and patrons
- Emergency control centre location
- The role of event staff during an emergency
- Meeting points for emergency services
- Triage and ambulance loading areas
- Details of hospitals prepared for a major incident
- How the Plan will be communicated to key stakeholders, event organisers and event staff

In the event of a major incident in which participants are harmed or exposed to harm, the venue may be considered a crime scene and thus under the total control of the police.

## Additional Resources

The following resources complement this toolkit and should be considered by councils:

### **Australian Government: Attorney-General's Department**

[www.crimeprevention.gov.au](http://www.crimeprevention.gov.au)

- *Planning Safe Public Events: Practical Guidelines (2002)* - includes additional references  
[www.crimeprevention.gov.au/agd/www/Ncphome.nsf/Page/2AD4C6694C8CB4EDCA256D87007E12B9?OpenDocument](http://www.crimeprevention.gov.au/agd/www/Ncphome.nsf/Page/2AD4C6694C8CB4EDCA256D87007E12B9?OpenDocument)

### **Office of Environment and Heritage, Department of Premier and Cabinet**

[www.environment.nsw.gov.au](http://www.environment.nsw.gov.au)

- *Better Practice Guide for Public Place Recycling*
- *Waste Wise Events Guide*
- *Standard Recycling Signs*

### **Division of Local Government, Department of Premier and Cabinet**

[www.dlg.nsw.gov.au](http://www.dlg.nsw.gov.au)

- *Circular 08-66 - Guidelines for Fireworks Events*
- *Circular 08-40 - Local Government Filming Protocol*
- *Circular 02-11- Councils Supporting ANZAC Day Events*

### **Community Engagement and Events Division, Department of Premier and Cabinet**

[www.dpc.nsw.gov.au](http://www.dpc.nsw.gov.au)

- *Event Starter Guide: A resource for organising events in NSW* (includes additional references) [www.events.nsw.gov.au/event-starter-guide](http://www.events.nsw.gov.au/event-starter-guide)

### **NSW Food Authority**

- *Food handling guidelines for temporary events*  
<http://www.foodauthority.nsw.gov.au/industry/industry-sector-requirements/markets-and-temporary-events/>

### **Transport for NSW: Roads and Maritime Services**

[www.rta.nsw.gov.au](http://www.rta.nsw.gov.au)

- *Guide to Traffic and Transport Management for Special Events (2006)*  
[www.rta.nsw.gov.au/trafficinformation/downloads/special\\_events\\_guide\\_part1.pdf](http://www.rta.nsw.gov.au/trafficinformation/downloads/special_events_guide_part1.pdf)

The following resources complement this toolkit and may be of assistance to event organisers:

- Independent Commission Against Corruption (ICAC) - *Sponsorship in the Public Sector*  
[http://www.icac.nsw.gov.au/index.php?option=com\\_zoomsearch&zoom\\_query=Sponsorship+public+sector&zoom\\_per\\_page=100&zoom\\_and=1&zoom\\_sort=0&Itemid=2655](http://www.icac.nsw.gov.au/index.php?option=com_zoomsearch&zoom_query=Sponsorship+public+sector&zoom_per_page=100&zoom_and=1&zoom_sort=0&Itemid=2655)
- Community Builders NSW – *Safer Celebrations: A planning guide for event managers* [http://www.communitybuilders.nsw.gov.au/410\\_3.html](http://www.communitybuilders.nsw.gov.au/410_3.html)
- Youth Action & Policy Association – *A young person's guide to the gig galaxy: how to organise successful youth entertainment events in NSW*  
[www.yapa.org.au/youth/activism/facts/gig.pdf](http://www.yapa.org.au/youth/activism/facts/gig.pdf)
- Victorian Government – *Code of practice for running safer dance parties*  
[http://docs.health.vic.gov.au/docs/doc/9275A2581AAFFAC6CA25789500804526/\\$FILE/dance.pdf](http://docs.health.vic.gov.au/docs/doc/9275A2581AAFFAC6CA25789500804526/$FILE/dance.pdf)
- Media Entertainment & Arts Alliance and Australian Entertainment Industry Association – *Safety guidelines for the entertainment industry*  
<http://www.alliance.org.au/docman/view-document/entertainment-industry-safety-guidelines>
- Emergency Management Australia – *Safe and Healthy Mass Gatherings: a health, medical and safety planning manual for public events*  
[www.health.sa.gov.au/PEHS/publications/ema-mass-gatherings-manual.pdf](http://www.health.sa.gov.au/PEHS/publications/ema-mass-gatherings-manual.pdf)
- YouthSafe – *A guide to developing 'Safe Celebrating' strategies for young people*  
[http://www.youthsafe.org/images/pubs\\_resources/safe\\_celebrating\\_guide.pdf](http://www.youthsafe.org/images/pubs_resources/safe_celebrating_guide.pdf)