Guidelines for completing an Event Management Plan

Section 1 | Event Details

1.1 Event Details
It is important to provide clear and accurate information about the event. The nature of the event should indicate whether the venue is outdoors or indoors, a hall or stadium, in parklands, at a river, beach or other venue. It is valuable to note whether there is a combination of sites, e.g. both indoors and outdoor, as this can have a bearing on the capacity of the event as well as crowd movement within the event. Before an event there is generally time required to set up and afterwards time required to return the venue to the original condition. Ensure the event manager knows how much time is required.

1.2 Event Manager
The event manager is the person responsible for the overall organisation of the event, information about the event manager and contact details will need to be updated and accurate before, during and after the event. During the event it is essential that the event manager can be contacted at all times by staff and other stakeholders.

1.3 Description of the Event
When providing a description of the event ensure that as many details as possible are included so that anyone reading this will be able to easily understand the nature of the event. Provide a brief outline of the events attractions.

1.4 Patron details
The target audience is the main group of people expected to attend the event, e.g. families, singles, under 18s, senior citizens, 18-25 year-olds etc. In most major public event the actual numbers and demographics of the crowd will not be known in detail in advance. It is, however, worthwhile estimating the total numbers predicted to attend and indicate the major age group expected to attend. This should reflect the target group of the event.

Section 2 | General Considerations

2.1 Contact
Event managers need to make contact with the UWA Security and Parking, Associate Director, at least six weeks before the event. If your event is a Guild event, you will also need to contact the Guild Activities Officer.

2.2 Alcohol at events
If alcohol is to be sold or supplied at the event, prior approval from the Department of Racing, Gaming & Liquor will be required. However, if it is intended that patrons bring their own alcohol, the consent of other authorities (such as the council or police) may be required. This will need to be investigated.
The following approvals may be issued by the Department of Racing, Gaming & Liquor to those wishing to sell or supply liquor on a one-off or irregular basis:

(a) Occasional License – for organisations that do not hold a liquor license
(b) Extended trading permit – for licensee’s only

It is important to note that the conduct and management of an event or function is the responsibility of the licensee. Penalties are applicable to those who contravene the provisions of the Liquor Licensing Act 1988.

2.3 Public Liability
There is increasing government and community awareness of the legal responsibilities of event managers, specifically in relation to duty of care, negligence and workplace health and safety issues. No-one wants to be personally liable for any incidents which occur at an event. It is therefore recommended that event managers obtain comprehensive insurance coverage and legal advice in relation to possible public liability, indemnity, volunteers, copyright and contractual claims. A detailed ‘Register of Incidents’ and subsequent actions must be used to record incidents that occur before, during and after the event which will be invaluable if legal action is taken against the event organisers or the event manager. Insurance cover should also be arranged for property and equipment. Such asset protection is essential for the event manager. For more information on insurance and public liability please visit http://rm.uwa.edu.au/insurance.

2.4 Licenses & Permits
A major public event must meet a variety of requirements set by local councils and government departments. It is important to contact the Council or Department well in advance as there will be a lead time to lodge applications for licenses and permits. A copy of this Event Management Plan should accompany any applications. Consultations with stakeholders in the planning process will assist in determining the types of permits which are required for the event. Fire safety permits, food vendor permits, parade permits, firework permits and road closure permits must all be sought through relevant bodies.

Section 3 | Consultation with Key Stakeholders

3.1 Consultation Register
It is essential that events are developed and reviewed in consultation with identified key stakeholders. These key people need to be contacted about the event well in advance; this allows sufficient time for organisations to provide advice and to process any permits which may be required. It will also allow time for organisations to arrange support for the event. Remember many organisations work on a rostering system for their staff well in advance and cannot change these arrangements at short notice. Apart from the police, emergency services, Department of Racing, Gaming & Liquor, council and security personnel, it is helpful to brainstorm with the organising committee to generate a list of other groups which could be considered stakeholders. Other key people who may be affected by the event, either positively or negatively, will appreciate the contact with event organisers and will often be more cooperative and supportive if involved during the initial planning stage.

3.2 Planning Meeting (before the event)
A series of planning meetings should be conducted with the key stakeholders well in advance of the event to allow sufficient time for planning changes.

3.3 Briefing Meeting (immediately before the event)
Once the planning has been done it is essential to call all the participants together to conduct a pre-event briefing, issues of communication, timetabling, responsible service of alcohol, security and emergency procedures should be clarified at this time.

3.4 Debriefing Meeting (immediately after the event)
Where appropriate a debriefing will be held with key stakeholders after the event when information about the event, including attendance and incident data as well as staff and patron feedback, is available. This should be completed as soon as possible to ensure that all information is documented which is fresh in the minds of the stakeholders.

3.5 Consultation Log
It is important that a record of contact with various stakeholders is kept on file. These details are useful in the planning phase of the event as well as being useful for any future events. As contact is made with various government departments, non-government agencies and businesses, a record should be kept. The log can be kept in a diary or a separate book and should include the date, organisation, contact person and details of the conversation.

Section 4 | Planning for the Event

4.1 Selection of a venue
The selection and design of the venue will have a significant impact on all components of event planning and on the overall safety and success of the event, in the selection of a venue consider the following:

- Services and utilities available on site;
- Movement of people within the site;
- Crowd regulation and overspill areas;
- Access to site for emergency vehicles;
4.2 Site Plan
A site plan is a map of the event and an essential tool in event planning and management. Firstly, the site plan can be distributed for comment, and any problems or conflicts can be sorted out early in the planning phase. It may be that some stakeholders have not been to the venue before and a well detailed site plan may help them in their planning. Secondly, a site plan can be a worthwhile resource for setting up the event. Staff can use the plan to erect temporary first aid stations, food stalls, position seating, bins and to create walkways. A site plan is invaluable in the event of an emergency. Security, staff, police, first aid personnel and emergency services personnel should carry a copy of the site plan. The site plan can quickly determine the exact location of an incident or emergency thereby assisting in speedy responses. See Appendix 1 for example site plan.

4.3 Event Promotion & Ticketing
Event promotion can set the expected tone of the event before patrons arrive at the venue. Clear promotion and media strategy can significantly influence the expectations and subsequent behaviour of patrons. Pre-event messages should clarify the focus of the event, the restrictions on the provision and consumption of alcohol, safe drinking practices, smoking restrictions, availability of food, entertainment and transport.

4.4 Signage
Clear and appropriate signs can inform and direct patrons to parking, entrance conditions, first aid services, toilet facilities, and rules relating to the service and consumption of alcohol and smoking areas (if applicable). Signs should be strategically placed to ensure that patrons are informed before entering the event, this will minimise conflict and congestion at entry and exit points. Signs must be displayed at all licensed areas. Signage regarding the rules relating to the service and consumption of alcohol are available from the Department of Racing, Gaming and Liquor and UWA Security and Parking.

4.5 Transport
A range of widely publicised and economical transport options will help patrons to get to and from the event. Provision of transport also promotes responsible drinking behaviours. Liaison with transport providers, police and local council personnel is necessary to coordinate an effective transport plan. It is also wise to advice local taxi companies and establish a taxi/bus queuing system with a controller in place. Including the cost of transport in the ticket price can encourage use of public transport. Parking facilities, waiting areas and pickup/drop-off zones are also an important part of a transport plan. There will also need to be contingency plans for cancellation of the event, wet weather during the event or a delayed finish.

4.6 Noise
When selecting the venue and the entertainment, consideration should be given to the level of noise emanating from the venue and from patrons entering and leaving the venue. Noise from amplified music, motors, refrigeration equipment, generators and patrons can create problems for local residents and businesses. If complaints are received regarding excessive noise a license or extended trading permit may not be issued in the future. If the event will provide amplified entertainment an agreement with the local council is needed.

4.7 Information Centre and Communication
A well-indentified, well-located, and well-publicised information centre on site, serviced by knowledgeable staff, can provide a full range of information services to patrons. An information centre will minimise the uncertainty of patrons and reduce confusion. Remember to mark the location of the information centre on the site plan. Communication between event staff is vital to ensure safety and security for both staff and patrons must also be adequate to cope with emergency situations, battery operated megaphones or back-up generators may be necessary to ensure that communication is maintained at all times.

4.8 Food
The availability of a range of outlets for high-quality, affordable and accessible food can enhance patron comfort, reduce effects of alcohol consumption and increase event revenue. Having a variety of food options is particularly important in or near ‘wet’ areas to encourage patrons to eat. This will also reduce the need for patrons to move through other areas to buy food thus avoiding possible disruptions in ‘dry’ or family areas. Food vendors will be required to meet council health standards.

4.9 Water
For outdoor events especially during the summer periods, patrons require access to drinking water to prevent dehydration and reduce the consumption of alcohol. Clean, accessible and potable drinking water should be available, free of charge, with an additional option to purchase chilled bottled water.

4.10 Smoking
Please note UWA will be smoke free from January 1, 2012. For more information please read the UWA smoking policy at http://www.safety.uwa.edu.au/policies/smoking.
4.11 Lighting and Power

Even in venues darkened for performances, lighting should always be adequate to identify exits, corridors and aisles. Auxiliary battery power or generators should be in place to provide minimum light in a power break, as well as to power address system, which can be used to give directions to patrons during a power failure.

As many concerts are performed with only stage lighting, access to the main lighting or house lights is essential in case of an emergency. The location and means of activation of lighting and power must be known to those on site who are responsible for emergencies. It is worthwhile to have an electrician on call.

4.12 Waste (*Remember to mark the location of toilets on the site plan)

If existing toilets are judged to be inadequate, additional portable units must be made available. Toilet locations should be:

- well marked;
- conveniently placed to allow service vehicles access to the toilets;
- well lit (including pump-out area) if night use is required.

Other considerations for toilets are:

- toilets for people with disabilities;
- the duration of the event;
- the safe disposal of sharps in containers away from the reach of children;
- whether alcohol will be consumed.

UWA Ground can hire bins for events. Please see the Facilities Management website for more information or to complete a booking form http://www.fm.uwa.edu.au/.

4.13 Entry and Exit Details

Gates should be opened allowing sufficient time for all patrons to enter the venue before the entertainment starts.

The event managers should ensure that patrons do not queue onto roadways, and there is adequate passage on footpaths for pedestrians. Efficient entry and exit points will prevent congestion and frustration and create a positive atmosphere for the event. These points should allow for:

- large crowds initially;
- clear venue information to assist patrons to move to a specific location;
- separate entrance and exits for entertainers and staff;
- identifiable drop-off and pick-up points;
- adequate staff;
- wet weather provisions;
- well marked;
- serviced on a 24-hour basis during the event;
- the supply of condoms at some events;
- the type of crowd;

Section 5 | Health and Safety Issues

5.1 Security

Adequate security arrangements can be a major factor in the success of an event. A risk assessment of the event will indicate the type and level of security required. This entails the event manager examining the possible security concerns of the event in terms of ‘what could happen?’ and ‘what if’s?’, remembering that different events will have different requirements depending on the type of event, the site, number of patrons, and the expectations of the crowd.

Event managers should consider security in relation to cash security, asset protection, crowd management and public safety. A professional, friendly and active approach will prevent confrontation and contribute to a positive atmosphere at the event. It is essential that security personnel have efficient communication equipment and processes to maintain direct liaison with police, emergency services and the event manager. At large events, a central command post can coordinate security, police and emergency services.

At any event there are likely to be prohibited items. Patrons need to know in advance that certain items are not to be brought to the event. Searches of personal belongings including jackets, purses and bags and confiscation of weapons, alcohol and other drugs can reduce on-site problems. However, patrons should be advised in advance that condition of entry to the function may involve bag and other belongings being searched. Some items, such as video cameras, may be prohibited by the performers at an event. A process to advertise this and deal with such items must be considered. Confiscation, while effective, may create a hostile situation event before the event begins. It may be possible to give the patron the option of returning the property to their car, with a subsequent loss of place in line, or tagging the item, with a duplicate number, for reclaiming when leaving the event (cloaking).

5.2 1st Aid & Emergency Medical Services

The provision of first aid services and direct access for emergency ambulance and medical response services is critical for all types of events. First aid services should be in a clearly defined area and the officers should be able to easily communicate with the event manager, staff and security personnel. Patrons should be informed and encouraged to access the first aid services for themselves or friends. The location and design of the first aid post and services should be carefully considered to give the best access for patrons. For health and safety reasons, intoxicated people must not be left to ‘sleep it off’ and should be taken to the first aid area for medical supervision. A small number of event staff can patrol the venue to identify and assist patrons who may require fist aid services.

5.3 Emergency Procedures

The development of an effective evacuation process and emergency action plan is essential for all major public events. It is recommended that a written plan be provided to all staff, police and emergency service personnel.

Problems can be reduced if basic forcible entry tools are available, e.g. bolt cutters, crowbars. These items need to be located in an accessible area.
Section 6 | Management of Alcohol

6.1 License / Permit Conditions
Details of the occasional license and extended trading permit which are issued by the Department of Racing, Gaming & Liquor have been outlined in Section 2.2. All occasional licenses are endorsed with a set of conditions imposed by the Department of Racing, Gaming & Liquor. These conditions must be understood and relayed to the staff who will be operating the bar areas and to all security personnel. If it is intended to operate under an extended trading permit, particular attention should be paid to the conditions endorsed on the permit document. Based on the information provided to the Department of Racing, Gaming & Liquor there may be special conditions regarding the conduct of the event, e.g. minimum number of security personnel, bar staff or liquor outlets.

6.2 BYO and non-BYO events
If patrons attending the event are allowed to bring alcohol onto the premises, they may be breaking the law by drinking in a public place. The Liquor Licensing Act 1988 prohibits the consumption of alcohol in a public place. This includes roads and parks but does not include public places where alcohol is consumed with the consent of the owner, for instance, a BYO restaurant or places covered by a liquor license or permit. It is recommended that the event does not allow for BYO alcohol. The event manager should liaise with the Department of Racing, Gaming & Liquor to apply for an occasional license or an extended trading permit. This will give more control over the level of alcohol consumption at the event and a great chance to monitor and direct the behaviour of the crowd.

6.3 Responsible Service of Alcohol
Under the Liquor Licensing Act 1988 it is an offence to sell alcohol to, allow alcohol to be supplied to or consumed by a person who is under 18 years of age, or who is intoxicated or disorderly. Event managers should make their staff aware of what is expected of them regarding the responsible service of alcohol (RSA) as both managers and staff can be held liable for offences committed.

It is suggested that event promotion, tickets, signs and public announcements be used to reinforce that underage and intoxicated people will not be sold or supplied alcohol. To assist and encourage responsible serving practices there should be a reasonable ratio of bar staff to patrons to properly assess whether a person should be served. There are training programs available through accredited training providers. Further information regarding the training providers and information about responsible server practices are available on the Department of Racing, Gaming & Liquor’s website at http://www.rgl.wa.gov.au/

6.4 Juveniles
Before serving a patron, staff should ensure that the person is 18 years or older. If there is any doubt, staff must request identification. There are three forms of acceptable identification set out in the Liquor Licensing Act 1988, a current Australian driver’s license with a photograph, a current passport or a proof of age card issued by the Department of Transport. A system of coloured bracelets, tickets or stamps can assist event and bar staff to efficiently identify under-age patrons and ensure that they do not gain access to liquor or the liquor consumption areas.

6.5 Beverage Options
It is necessary to consider what types and quantities of alcohol and non-alcohol drinks will be available including low, mid and full strength beer, wine, spirits, juice, soft drink and water. Punch containing wine and spirits is not permitted.

Consideration should also be given to pricing structures as these may influence the type and quality of alcohol consumed. Discounting alcohol drinks and ‘all inclusive’ event tickets may encourage intoxication and subsequently cause many other problems. This is not recommended. Pre-purchase alcohol tickets are also not recommended as many problems can result from this practice.

A complete beverage and food list including purchase process should be displayed at each service point.

6.6 Beverage Containers
Many alcohol-related injuries are caused by glass containers and cans. Restricting alcohol to plastic containers and opened cans prevents injuries and significantly reduces cleaning costs. All spirits must be measured by a nip pourer to ensure consistent measures of 30ml/15ml or they must be served in a pre-mixed form or package.

6.7 Trading Hours
The trading hours will be determined by consultation between the event manager, the Police and Department of Racing, Gaming & Liquor.

6.8 Alcohol Consumption Areas
Under occasional license and extended trading permit provisions, alcohol must be consumed within a defined area. The site plan referred to in Section 4.2 will require details of the location and measurement of all dispensing and consumption areas. Event managers need to define the areas where alcohol will be sold and supplied as well as the area in which patrons will consume the alcohol. Details of the methods used to define each area must also be provided (e.g. fencing, railing, planter boxes, and barrier mesh). These details must be clearly shown on the site plan.
Section 7 | Compile a File

7.1 Keeping Documents and Information
There are many important documents which must be kept for legal and insurance purposes. The event manager must take responsibility for this and ensure the records are in good order and readily available. There are a number of benefits of maintaining a structured filing system, firstly, to endure that all approvals and permits/licenses have been granted and to keep the details of the conditions of the permits/licenses at hand for easy reference. Secondly, to maintain copies of insurance documents in case of a claim. Documents will be required in the event of a complaint or a court case. Compiling a file will demonstrate that the event manager has been prepared and organised before the event and this could assist in any lawsuit brought against the event manager or organising committee. There are also obvious benefits for future planning in keeping a record. Any subsequent events will be easier to plan if there are records and examples of documents to be used as a starting point.

7.2 Documents to be kept
A typical event will create a large amount of paperwork and a copy of each item should remain on file. Permits/licenses, policies, correspondence, promotional material, tickets, contracts, accounts and records of meetings are only a few of the documents involved. It is important to ensure that if other members of the committee are charged with the responsibility of completing various tasks that they also maintain records and pass on copies of all documents to the person who is maintaining the master file.

Section 8 | Event Audits

8.1 Event Audits
Events may be audited by UWA to ensure they comply with relevant University policies and state legislations.

Acknowledgements
Liquor Licensing Division, Department of Tourism, Racing and Fair Trading, Queensland
Queensland Police Service
Alcohol and Other Drugs Program, Public Health Division, Department of Health, WA
Alcohol and Drug Coordination Unit, WA Police Service
Department of Racing, Gaming and Liquor, WA

Disclaimer
The material in this booklet does not constitute legal advice or purport to interpret any part of legislation. The University of Western Australia has endeavoured to ensure that the information contained herein is correct at the time of publication and accept no responsibility or liability in respect to the said information.
Appendix 1: Example site plan

**Site Plan**

Event: "Band and Burger Bash"
Date: 25 June

**Legend:**
- Vehicle access
- Barrier mesh
- Alcohol consumption areas
- Rubbish bins
- Drinking water
- Fire extinguishers
- Toilets

Bar 1 dimensions: 30m x 18m
Bar 2 dimensions: 25m x 20m
Event boundary: 2m chain fence