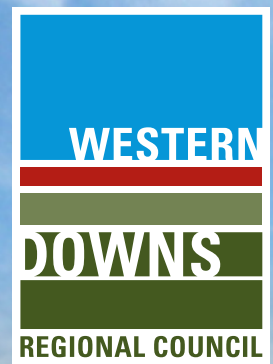


# Events Tool Kit

A resource for organising events  
in the Western Downs



Jandowae Timbertown Festival



Chinchilla Melon Festival



Jandowae Timbertown Festival



# Contact List

Western Downs Regional Council staff are here to support you and your events team through the planning of your event. The following list is a list of contacts who will be able to assist.

NAME	TITLE	EMAIL	PHONE CONTACT
Scott McDuff	Major Events Senior Officer	scott.mcduff@wdrc.qld.gov.au	0498 009 389
Kellie Beil	Major Events Officer	kellie.beil@wdrc.qld.gov.au	0419 678 896



DISCLAIMER: This document is intended as a general guide for Event Organisers to assist them in the planning and management of their event. Although the information contained in this publication has been researched and presented with due care and attention, Western Downs Regional Council does not accept responsibility for any errors or omissions that may have occurred within this publication. Information in this guide will be subject to change. For up-to-date and further information refer to the Council's website [www.wdrc.qld.gov.au](http://www.wdrc.qld.gov.au)



# Introduction

Western Downs Regional Council supports inclusive, vibrant and sustainable events that showcase the Western Downs and support stronger community engagement. This Event Management Tool Kit has been designed to assist community organisations in the running of public events within the Western Downs region.

The guide highlights a number of key issues to consider when organising an event, however it is a guide only and does not cover every single issue that the Event Organiser might encounter. It is recommended that the Event Organiser identify those parts of the guide that do apply to their particular event.

Council is available to provide guidance and direction to help ensure that the event meets all requirements and is run safely and successfully. It remains however the Event Organiser's responsibility to seek additional information where required and to ensure that all approvals have been obtained.

Refer to Council's website [www.wdrc.qld.gov.au](http://www.wdrc.qld.gov.au) for a PDF version of this document as well as other forms and information sheets you may need to reference in planning and organising your event.

## **The Events Toolkit is divided into two (2) parts:**

### **Part 1: Getting Started**

This section outlines the event processes to follow in planning and organising your event and Council's application process requirements.

### **Part 2: Event Management Guide**

This section provides general information and guidelines on things you may need to consider in organising and managing a successful and safe event.





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# PART 1

## Getting Started



Miles Back to the Bush Festival



# Getting Started

## 1.1 Application for Temporary Entertainment Event

An Application for Temporary Entertainment Event should be lodged with Council at least 6-9 months BUT NO LESS THAN 3 MONTHS prior to the event to ensure sufficient time is allowed for the planning approval process.

The Application for Temporary Entertainment Event notifies Council of your intent to hold an event and sets in motion the process by which Council will liaise with you regarding the necessary requirements and applications for your particular event.

An Event Action Plan Guide is included to provide a timeline guide of the event planning process. Depending on the type and location of your event you may be required to obtain a number of approvals from Council.

Council staff will inform you of the approvals you will require following submission of an Application for Temporary Entertainment Event. The application form can be found online at:  
<https://www.wdrc.qld.gov.au/wp-content/uploads/2018/10/Application-for-Temporary-Entertainment-Event.pdf>

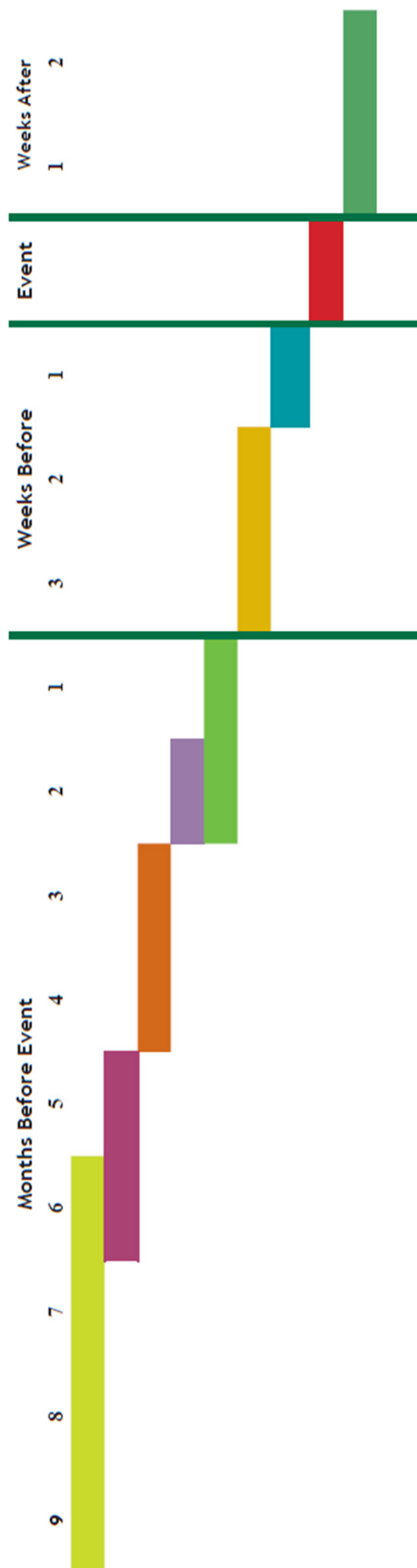
## 1.2 Event Action Plan Guide

An Event Action Plan is a timeline guide which highlights the main actions to be performed during the event planning/application process (please note that this is a guide only).



Miles Back to the Bush Festival





#### 6-9 months before event

- Choose type of event
- Select suitable venue
- Identify target audience
- Determine aims and objectives
- Determine key messages
- Appoint Event Organising Committee
- Appoint Event Organiser
- Seek support from local media and businesses
- Lodge Event Notification Form with Council

#### 5-6 months before event

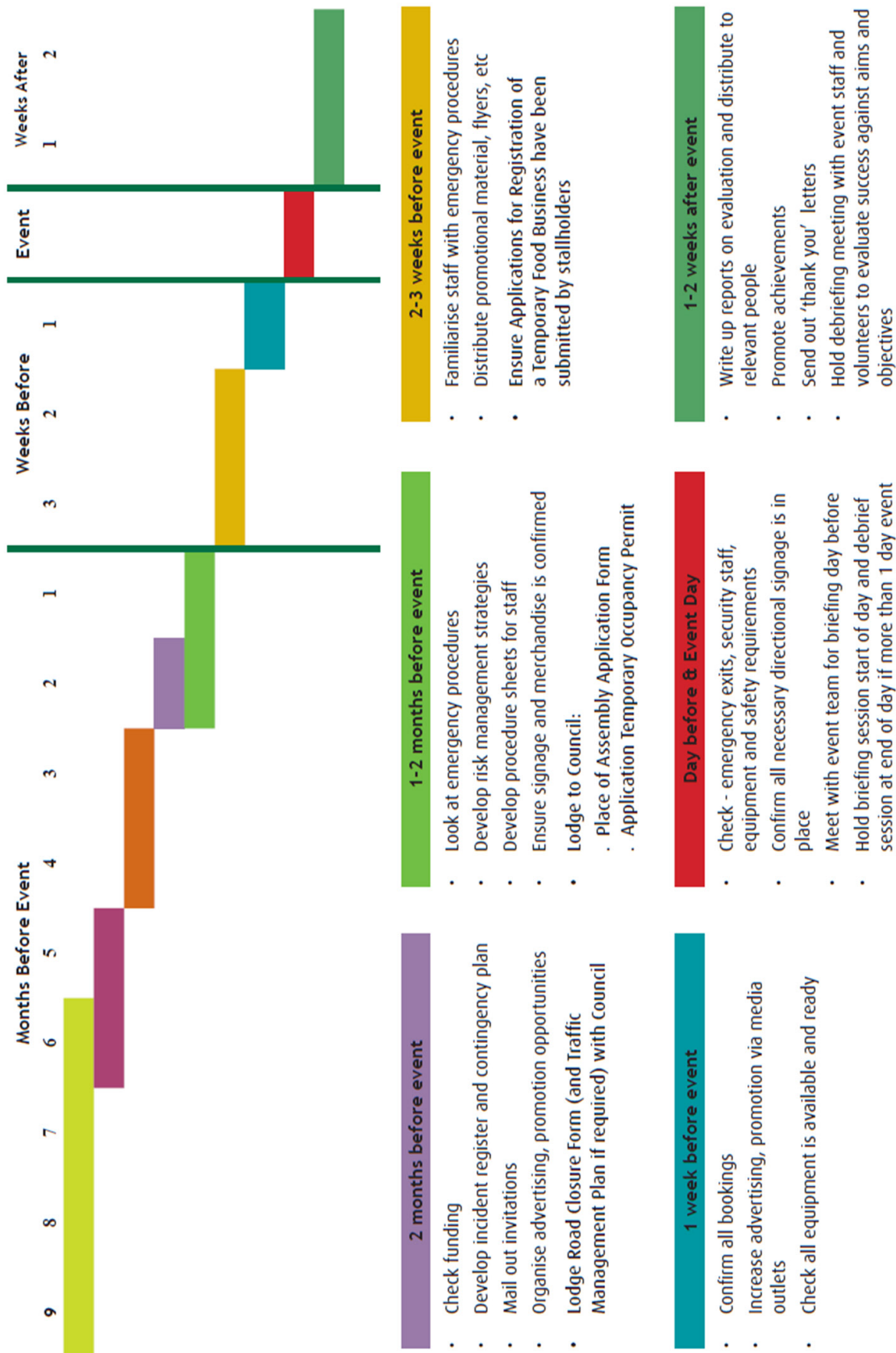
- Complete event planning:
  - strategies and activities
  - event staffing
  - timeline
  - budget outline
  - promotion and advertising
  - risk management
  - community support
  - resources/merchandise
- Tentatively book venue, acts & equipment
- Complete any funding applications
- Lodge Council Planning Application for Event

#### 3-4 months before event

- Confirm venue booking
- Apply for licences, consents, approvals and permits
- Check insurance requirements
- Check safety
- Check power requirements
- Confirm availability of equipment and performers
- Organise publicity
- Order merchandise
- Liaise with police, security, catering, first aid
- If not already done so, lodge Event Notification Form with Council NO LESS THAN 3 MONTHS prior to the event



## event action plan guide - continued ...





# PART 2

## Event Management Guide



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# Event Management Guide

## 2.1 Planning Your Event

A well-managed and safe event evolves through a process of careful planning. Given the complexity of event organisation it is vital to maintain good records of planning, implementation and evaluation.

## 2.2 Strategy for Success

Make sure the purpose for the event is important enough to merit the time and expense needed to properly stage, publicise and evaluate the event.

Successful strategies you can employ in planning your event:

- determine the purpose of the event
- identify who you want to attend the event
- consider the best time to stage the event
- decide the best place to stage the event
- brainstorm and develop the event concept
- create an organisational structure
- start planning ahead of time
- prepare an event action plan
- maintain records of procedure

## 2.3 Project Management

Good project management is the key to a well organised event. The basic steps in project management would include:

- identifying the scope of work to be completed
- breaking the scope of work down into general areas of activity
- listing the tasks to be completed for each area of activity in the form of a checklist that can be marked off as completed for each task achieved
- allocating staff and resources to each area of activity
- organising the tasks for each area into a chronological schedule
- creating a timeline guide (Event Action Plan) that provides an overview of work tasks and timeframes
- applying the above tools to the planning and implementation of the event.

## 2.4 Creating a Budget

When creating a budget the objective is to provide the event with a financial blueprint. The budget should be specific and include revenue opportunities (ie. sponsorship/partnerships, ticket sales, donations, concession sales).

Events incur a range of expenses such as printing, permits, insurance, hire fees, speakers, food, supplies and security. Balancing revenue and expenses is essential for event planning.

Steps to follow to allow you to meet your budget objective would include:

- identifying the costs and income sources for the event
- determining an appropriate level of budgeting



- establishing a budget
- monitoring budget expenditure and income
- undertaking a review of the budget post event

## **2.5 Weather**

The impact of weather on your event will depend on the activities involved. Potential weather impacts should be considered and included in your risk assessment (refer 5.2 Risk Assessment & Management). Consider having in place arrangements to deal with possible weather conditions such as:

- heat—provision of shelter, water, first aid, sun cream, mosquito repellent
- wind—provision of shelter, and ensuring structures and dangerous items are secure
- rain—provision of shelter, and protection for leads and wiring
- hail—provision of shelter
- cold—provision of shelter and warmth.

In the case of extreme weather it may be necessary to cancel or postpone your event to ensure the safety and security of those present.

Before the event, you should establish:

- conditions for cancellation/postponement and include these in information to attendees (such as on the event's website or the back of tickets)
- who is responsible for deciding to cancel/ postpone
- at what time you need to make a decision about cancelling/postponing an event
- how you will advise staff, volunteers, performers and people planning to attend the event of the cancellation/postponement
- contingency plans if the event is still able to go ahead
- inclement weather cancellation insurance, if determined applicable

This information should be included in your pre-event staff and volunteer briefings.

## **2.6 Sponsorship and Corporate Partnerships**

Sponsorships are a major income source of many new and continuing events. It is important to identify sponsors, prepare sponsorship proposals and service sponsors.

Some key steps to securing event sponsorship and raising revenue would be to:

- make realistic judgements as to the potential of the event for sponsorship
- develop a basic sponsorship policy to guide corporate partnership efforts
- identify likely potential partners for the event
- develop a clear understanding of the benefits sought by the potential sponsors and corporate partners
- develop a sponsorship package that clearly outlines what the corporate partner will receive for their contribution
- identify relevant non-sponsorship revenue sources
- develop a plan to guide your efforts at revenue raising.

## **2.7 Government Funding**

Granting bodies for community events include:

- Tourism and Events Queensland
- Queensland Government



- Australian Government
- Western Downs Regional Council

Council Grants and Sponsorship - applications to the Council's Grants and Sponsorship Program are invited a number of times per year. Grants and sponsorship is available to community organisations for projects that create economic growth, generate positive social and cultural benefits, promote the region and inspire the residents of Western Downs.

Please refer to Council's Community Grants Policy for eligibility, assessment criteria and other requirements - <http://www.wdrc.qld.gov.au/living-here/grants-and-funding/>

## 2.8 On Event Day

It is a good idea to ensure you should have ready access to all important event documentation on the day of your event. This documentation includes:

- a running sheet outlining the timing of your event
- the chain of command layout
- contact mobile phone numbers of all staff, volunteers, performers, emergency personnel and other key stakeholders
- a site plan
- a traffic management plan
- a crowd management plan
- copies of all contracts and permits
- an emergency response plan, including emergency medical plan and emergency communications plan
- incident/accident report forms.

One way to ensure staff and volunteers are fully informed of all key aspects of the event is to make up an 'Event Manual' containing important information relevant to the successful running of the event on the day.

It is recommended that a copy of this manual be distributed to all relevant personnel at a briefing meeting several days before the event. If time at the briefing allows, the Event Organiser should go through the manual with staff and volunteers to ensure all are familiar with the manual's contents and that everyone is as informed as possible about what will happen on the day.



Chinchilla Melon Festival



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# 3 - The Venue



Jandowae Timbertown Festival



# The Venue

## 3.1 Choice of Venue

The venue where the event is to be held will depend on the purpose, concept and theme of the event. It is the responsibility of the event organiser to ensure that the chosen site is suitable for the intended event and that all relevant approvals and information are obtained for the event.

When deciding on a suitable venue the following needs to be considered:

- the anticipated size of the event and expected patronage
- entrances and exits and car parking
- indoor versus outdoor requirements
- requirements of people with disabilities
- access to infrastructure - power, water, communications, toilets, etc.
- risk management and occupational health and safety.

## 3.2 Hire of a Council Owned Facility

To hire a Council owned facility (hall, park or reserve) contact Western Downs Regional Council's Customer Service Centre on 1300 COUNCIL to check availability and to make a provisional booking.

On lodgement of the Application for Temporary Entertainment Event, a Council representative will contact you to advise if a Venue Hire Application is required to be lodged to Council and of any fees and charges payable.

## 3.3 Site Plan

A site plan is a drawing indicating the ground layout of your event and is essential for event planning and management. Typically event site plans will indicate the site boundaries, street accesses, stalls and tent locations, etc.

All key stakeholders can use the site plan as part of the planning process, with consultation as to its final layout.

A site plan should be easy to interpret and, if a large event, be posted strategically around the site for use by patrons. The site plan can be used by staff and volunteers in setting up the event, and is also invaluable as a reference in an emergency situation.

## Sample Site Plan

When drawing your site plan use a simple format and include surrounding streets and landmarks. Your site plan must be clear and show all important event features. It can be a hand drawn sketch or perhaps a Google map showing an aerial view of the site with your event details listed accordingly.

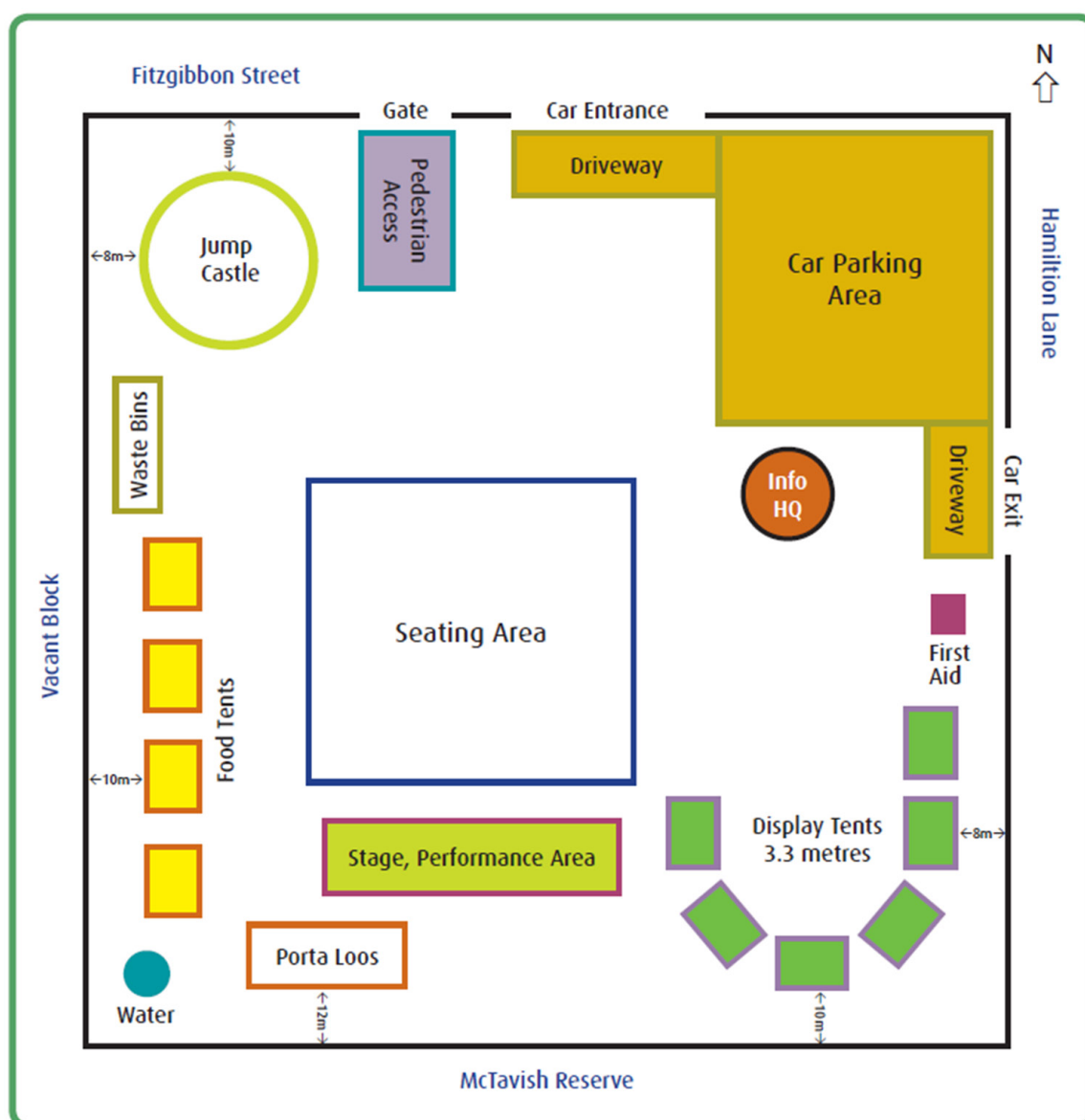
Consider including the following features:

- all entrances and exits
- emergency access routes
- paths used by vehicles
- paths for pedestrians only
- car parking
- information centre (Event HQ)

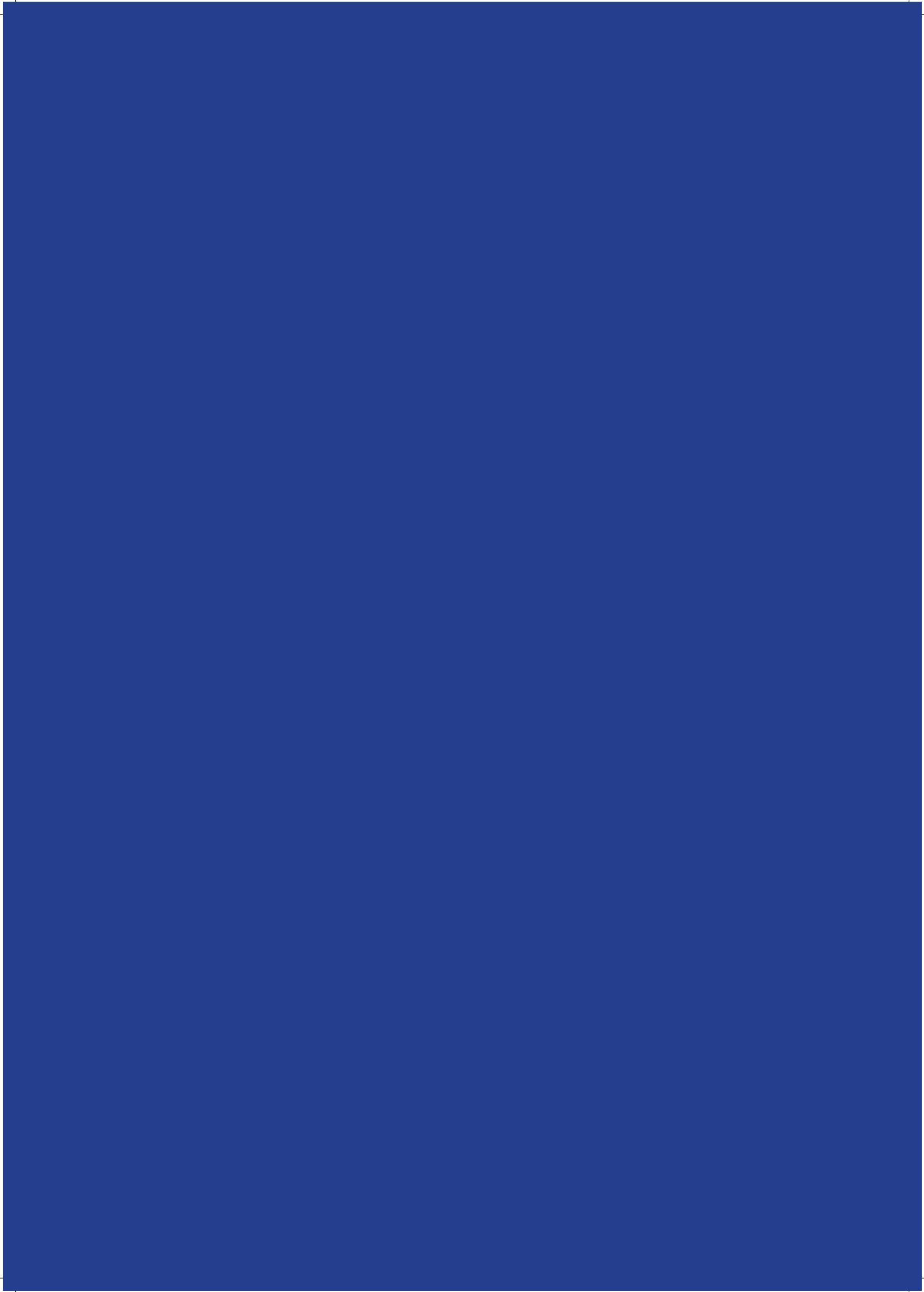


- food and other stall holder locations
- stage and temporary structure locations
- seating arrangements
- shade and/or shelter
- entertainment sites ie. rides, jumping castle
- toilet facilities
- waste bins/refuse sites
- first aid posts
- drinking water sites
- designated smoking site
- approved liquor consumption areas
- non-alcohol (dry) areas
- security and/or police locations
- fire fighting equipment

The above is not an exhaustive list; your site plan should reflect your particular event's characteristics.









# 4 - Traffic & Pedestrian Management



Chinchilla Melon Festival



# Traffic & Pedestrian Management

## 4.1 Road Closure

Where an event will require full or partial road closures, the Event Organiser will need to contact Council's Corridor Management Team at least 4-6 weeks prior.

Council will inspect the area and advise the Event Organiser if it is practical and safe to allow the requested road closure. Any road closure will apply only to that section of street(s) as approved by Council and is to be advertised in the local newspaper a minimum of two weeks prior to the event.

If the road requiring closure is a State Road the Event Organiser will need to contact the Department of Transport and Main Roads (DTMR) to obtain the necessary approval. Refer to their website at [www.tmr.qld.gov.au](http://www.tmr.qld.gov.au)

## 4.2 Traffic Management Plan

When an event involves road closure or the managing of traffic/pedestrians, a Traffic Management Plan (TMP) needs to be developed by a suitably experienced and qualified person, such as a traffic control company. The aim of having a TMP is to outline the strategy whereby the traffic associated with the event will be efficiently managed to reduce congestion on the main feeder roads surrounding the event site.

Areas to identify in a Traffic Management Plan might include:

### Parking & Patron Access

Patron flow to and from parking areas will need to be considered for safety and crowd management as well as for any possible emergency evacuation. Appropriate directional signage should be placed at entry and exit points. Other points for consideration might include:

- is there adequate car parking space, including over-flow parking?
- how will car parking be managed?
- how are patrons to be informed of parking options?
- is there access for people with disabilities?
- will shuttle buses need to access the site?

### Communication & Consultation

- how will affected residents and local community be advised of the road closure/ traffic, ie by letter drop, door knock, advertising?
- when will residents be advised and the road closure advertised in the local newspaper?

### Traffic Control

- where and how will traffic controllers be used?
- are speed restrictions required?
- will barriers be required?
- will there be No Standing/No Parking zones?



- what road closures are necessary?
- have the police been consulted?
- have you informed Council of your requirements?

## Signage

- consider the type of signage required to inform the public of the traffic conditions
- what directional/information signage will be required for event participants?
- where will signs need to be placed?
- when will signs be installed and removed?
- have you obtained permission from Council to erect signs as proposed?

If unsure on any traffic management details it is recommended that you check with Council prior to the event; public safety is paramount.



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# 5 - Public Safety & Security





# Public Safety & Security

## 5.1 Occupational Health & Safety

The Event Organiser has an obligation to provide a safe environment for the public and to ensure appropriate care, safety and any training requirements are provided for staff and volunteers involved in running the event.

For specific information relating to Occupational Health and Safety requirements refer to:  
Worksafe Queensland - [www.worksafe.qld.gov.au](http://www.worksafe.qld.gov.au)

## 5.2 Event Risk Assessment and Management

Event risk assessment and management is the careful examination of your event activities to identify any potential hazards, thereby allowing control measures to be introduced to reduce the risk to the lowest practical level.

On-site safety at all events is of the utmost importance with public expectation being to be able to enjoy your event in safe and secure surrounds. It is a responsibility of the Event Organiser to identify and address any potential hazards.

Points for consideration would include:

- do you have public liability insurance?
- is your property and equipment insured?
- do you have a contact list of all stakeholders?
- do you have an alternate plan in case of inclement weather?
- does the location provide safe access for vehicles and pedestrians?
- does the location provide adequate shade?
- are there any exposed power lines that may provide a technical hazard?
- are there any chemicals or potentially dangerous materials stored on the site or nearby?
- is the area subject to high winds - will marquees, rides and stalls be safe?
- have you checked to ensure that operators of amusement rides and attractions are qualified and licenced?

## 5.3 Incident Report

An Incident Report Register should be kept to document the details of any incident that occurs during or in conjunction with the event. Recording incidents that occur is one important way of identifying issues that need to be considered prior to the running of a possible subsequent event.

Particular attention should be paid to any incident that may occur around the following issues:

- illness and accident
- intoxication, including refusal of entry and/or service
- behaviour, including refusal of entry and/or service
- any behaviour of an anti-social or criminal nature

The incident report should cover the details of the incident (who, where, when and what happened) and what actions were taken (ie. medical attention given, police called, etc).

## **5.4 First Aid**

Regardless of the size of an event, it is necessary to provide a level of first aid. Whether you will need a first aid station staffed by a qualified medic, or paramedic and medical facilities, this will be determined by the type of event, the number of patrons expected to attend and any perceived risks.

It is advisable to consider the following:

- the location of a first aid station
- does the site have access to running water
- are the people to staff the station qualified
- what equipment/first aid supplies are needed
- how will the first aid equipment be safely and securely stored
- whose role is it to ensure the equipment is available and appropriate
- liaise with appropriate authorities about your requirements.

It is important that the Event Organiser ensures adequate plans are put in place to cater for medical emergencies that may occur at public events.

Note: emergency vehicle access to your venue must be available at all times during the staging of the event.

Consideration should to be given to the following:

- the location of the nearest medical centre, hospital and doctor in case of an emergency
- a list of key medical contacts - names and phone numbers
- consider how long it would take for medical assistance to reach your venue
- staff and equipment
- whose responsibility is it to coordinate assistance for a medical emergency?
- how many staff will you need?
- what can they deal with in the event of an emergency?
- are they appropriately qualified?

## **5.5 Emergency Management Plan**

The aim of an Emergency Management Plan is to minimise the threat to life and damage to property.

- Emergency access to site - locate this on your site map. Consider roadways, ground surface, gates and parking. Ensure all event attendees know to keep this access free
- Emergency Procedures - these can be introduced if you have an Event Program leaflet to distribute to all event attendees

Areas of information you could include:

- location of first aid station
- where the food, beverage, shower, toilet and parking facilities are located
- where to assemble in case of emergency
- Evacuation - you must have an evacuation procedure as part of your Emergency Plan. If using a Council owned hall the building should already have an evacuation procedure in place. If unsure, check with Council.



- Communication - consider how your staff/ volunteers will need to communicate in an emergency and the importance of adhering to the chains of command you have established. Determine if communication will be by two-way radios and/or phones/mobiles. If communication is via mobile phones, consideration will need to be given to adequate cell coverage.

## **5.6 Security and Crowd Control**

The security requirements required to ensure the safety of the public will differ according to the type of event you are holding. The Event Organiser needs to examine the possible risks involved with the event, ie. "What could happen?" or "What if?" The answers will determine the type or combination of security that you may require. Consider contacting your local Police who can advise you on this issue.

Consideration should be given to:

- what, if any, security arrangements need to be made?
- are barriers required, and if so, where?
- how many staff are required for security - what are their roles and responsibilities?
- where will these staff be located?
- what hours will they be available?
- what will their role be in the event of an emergency?
- how will you store and safeguard money collected?
- have you made arrangements for lost or stolen property or lost children?

## **5.7 Fire Safety**

In regards to fire safety controls at your event there are a number of things to be considered, including:

- is there likely to be a Total Fire Ban in place at the time of the event?
- is the area subject to bushfire?
- are BBQ's, heaters and electrical items in good repair?
- are all electrical cables tested and tagged by a certified electrician?
- is the power supply to the event safe?
- has everything been installed by suitably qualified technicians?
- are gas cylinders secured correctly?
- are hydrants or suitable water available in the event of a fire?
- do you have access to fire extinguishers - ensure they have been checked/serviced recently and are located in appropriate locations and adequately signposted?
- develop procedures to follow in case of a fire.

Consider discussing your arrangements for fire prevention, detection and control with the Queensland Fire Emergency Service.

## **5.8 Gas**

At many events portable pressurised gas cylinders are used to inflate children's balloons, carbonate beverages, provide cooking fuel, etc. These cylinders should be checked at an approved testing station prior to use or installation. Please refer to Queensland Government Emergency services and Safety [www.qld.gov.au/emergency/safety/gas](http://www.qld.gov.au/emergency/safety/gas)



## 5.9 Fireworks and Pyrotechnics

Only trained and licenced professionals who understand the hazards and risks may buy, store, transport or use fireworks. The Explosives Inspectorate assesses pyrotechnic experience and qualifications to operate and conduct fireworks.

Council's Environmental Health officers are to be notified of an event involving pyrotechnics. Council will also need to be a signatory to the initial permit application if the event is to be held on Council owned land.

## 5.10 Police

The local police station should be consulted when planning events and kept up-to-date during the final phase of the event planning and management process.

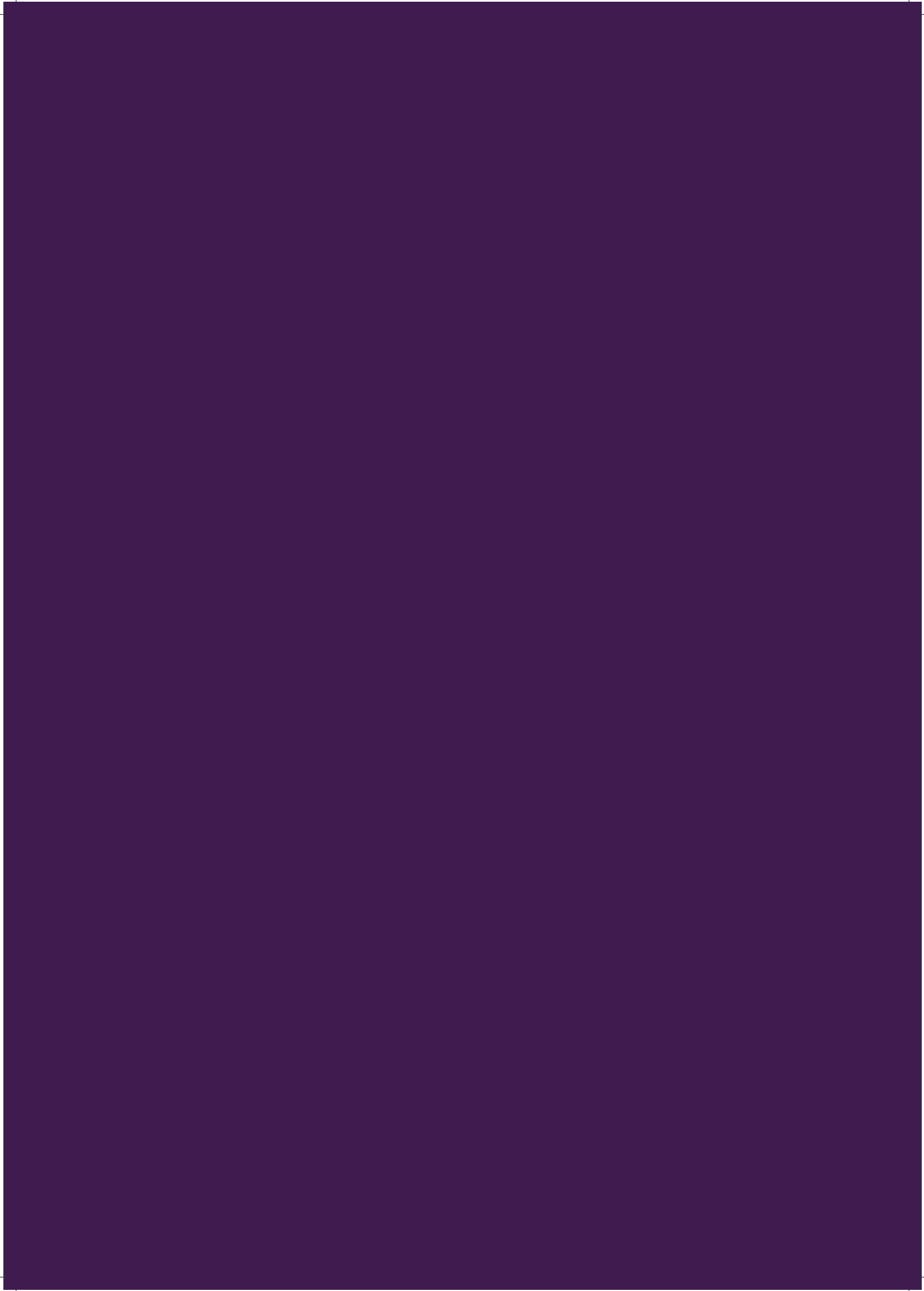
Information to provide to the police would include:

- date and timing of your event
- type of event you are holding
- if alcohol is to be available
- the expected number of attendees
- security measures you will have in place
- road closures



Big Skies







## 6 - Public Health



Opera at Jimbour



# Public Health

## 6.1 Temporary Food Stalls

A temporary food stall is a temporary arrangement of equipment and appliances from which food is sold and served. It includes booths, tents, vans, marquees and other temporary equipment and appliances such as trestle tables and barbeques. It also includes fundraising barbeques and stalls that operate from existing buildings such as community centres and halls.

Temporary food businesses include sausage sizzles and cake stalls as well as food given away or provided at no cost. Any person or community group wanting to provide or prepare food for sale at any market, show or event in the Western Downs will be required to complete a Council Temporary Food Stall & Non Profit Group Notification. Contact Council's Environmental Health team for further assistance.

Temporary Food Businesses must be conducted in accordance with the Local Government Guidelines for Temporary Food Stalls.

## 6.2 Organising Food Stalls

Considerations regarding the supply of food for your event might include:

- procedures to ensure correct food handling
- types of food you may wish to provide
- where the food area is to be located
- consider food waste and liquid waste control within your waste management plan
- procedures to stop the spread of infection, such as ensuring safe waste disposal for food waste and wastewater

Contact Council's Environmental Health Officer on 1300 COUNCIL if you have any queries regarding food at events.

A list of all food stall holders, their names and contacts will need to be supplied to Council during the event application process. This can be done by completing a Register of Stall Holders/Businesses.

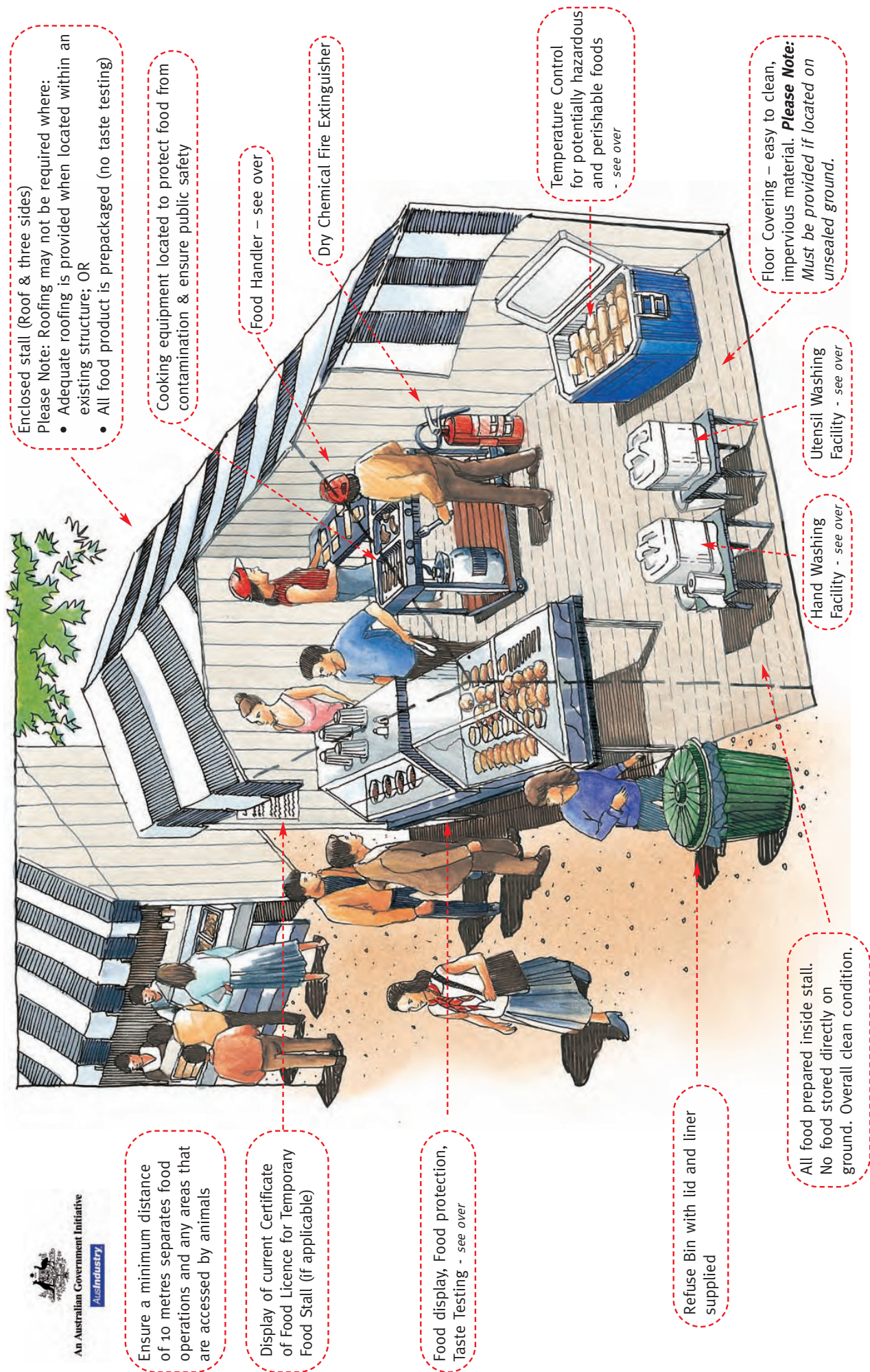
Note: Stall holders are not permitted to operate at an event without approval from Council. It is the Event Organiser's responsibility to notify Council of all food stalls/vans to be used at their event. The Event Organiser will be held liable for all unapproved food stalls.

## 6.3 Drinking Water

Your event will need to have a sufficient supply of freely available potable water and clear directional signage to water. As the Event Organiser you will need to consider how water will be provided, ie. bottled water, tanks provided by a water carter or other organisation.

Outdoor events that expose participants and patrons to the elements must take due care for their health and comfort. Consideration should be given to factors such as hot weather, large crowds, participants walking a long distance (ie. a parade) and any other considerations that might cause people to become dehydrated or to overheat.

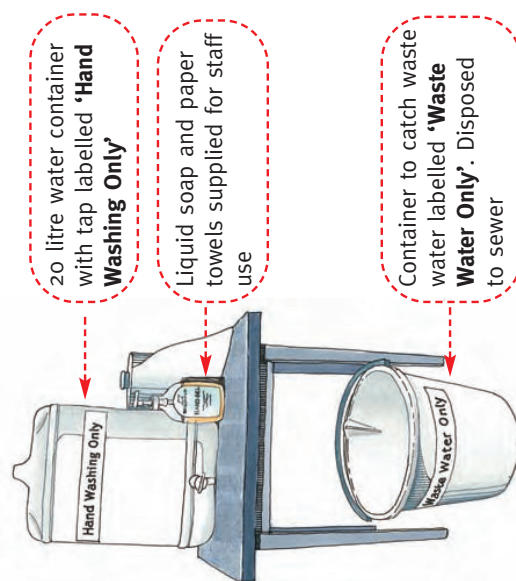
## ARTISTS IMPRESSION – MINIMUM STANDARDS FOR THE OPERATION OF A TEMPORARY FOOD STALL



Produced by GCCC Publications Unit 2006 © 259781

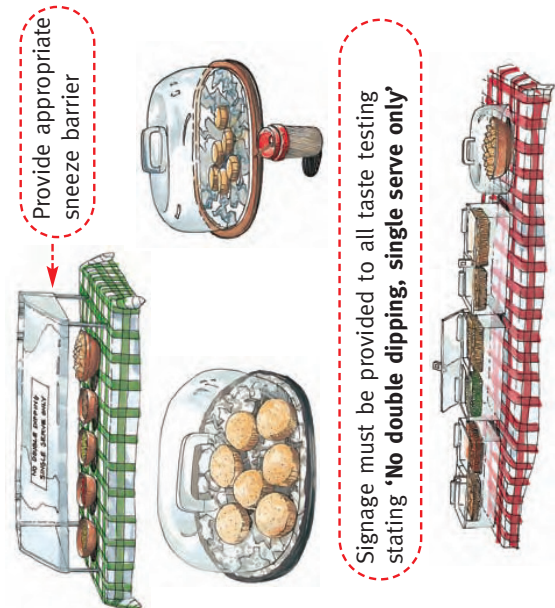


## Minimum hand washing facilities

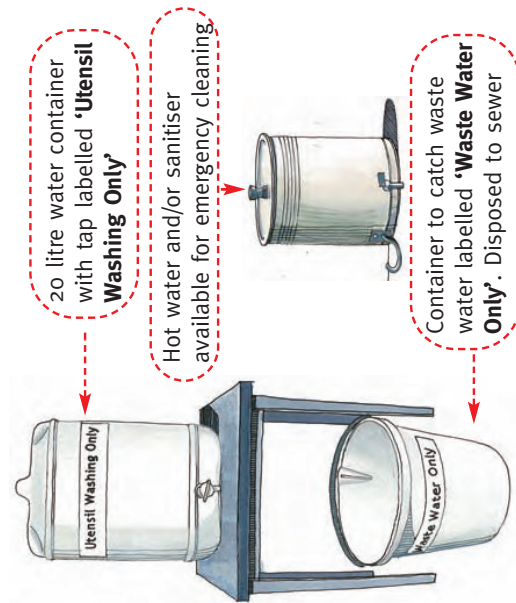


Sinks and basins draining directly to waste water containers may be required for regular market stalls

## Food display, food protection, taste testing

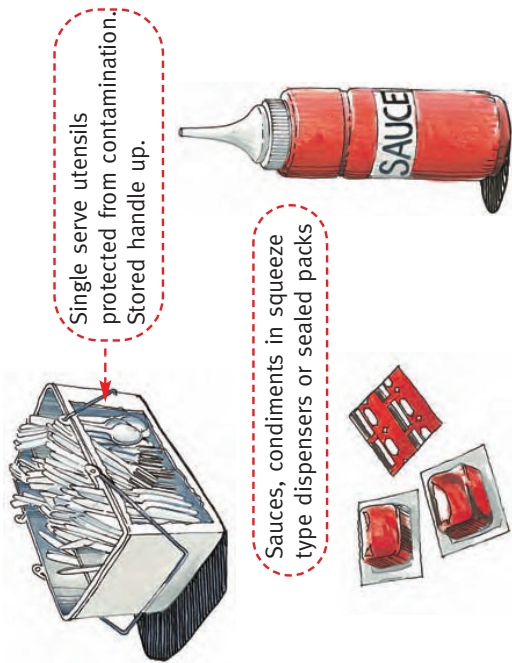


## Minimum utensil washing facilities



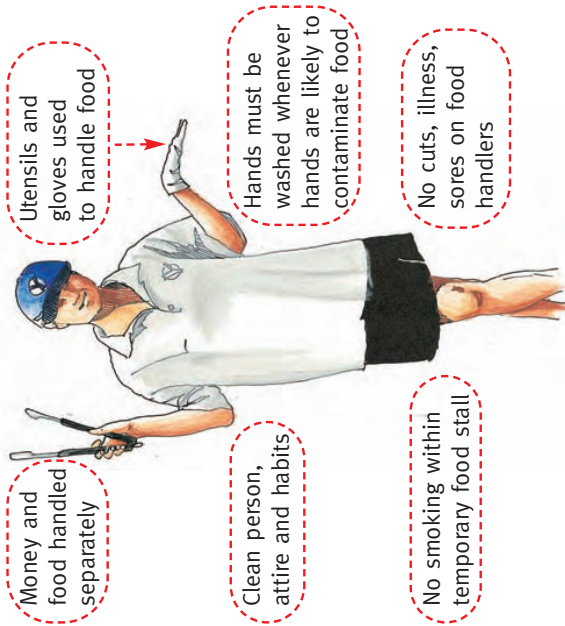
Two containers of sufficient capacity are to also be provided for adequate cleaning of utensils

## Sauces, condiments and single serve utensils



For further information on this topic, please contact Council

## Food Handlers



## Temperature control of potentially hazardous food



## 6.4 Waste Management and Recycling

The Event Organiser is responsible for all the cleaning arrangements, both during and after the event. All premises used for events are to be left completely free of rubbish and debris.

It is your responsibility to ensure there are sufficient waste receptacles provided so that all waste generated by the event is disposed of properly. Consult with Council whether extra bins are required at a Council owned facility.

Well planned recycling and waste management at events has proven to reduce litter and cut the clean-up time in half.

Things to consider include:

- what different types of waste will be generated ie. patron's rubbish, decorations, recyclables, cigarette butts, wastewater?
- what measures can be taken to promote the minimisation of waste at your event, ie. separate bins for tin cans, bottles, etc.?
- how will the clean-up be implemented?
- what equipment and supplies you will need?
- will extra bins be required?
- where will the waste go?
- how will the waste be safely transported?
- should a community group be engaged to clean the site during and post-event?

Council recommends the minimum number of bins for attendee use (not to include existing bin infrastructure), as follows:

1 x 240L bin per 100 attendees – if no food or drinks served or sold  
2 x 240L bins per 100 attendees – if food or drinks served or sold  
2 x 240L recycle bin per 100 attendees  
1 x 3m front load skip bin for greater than 1,000 attendees

## 6.5 Noise

Events can create noise levels much higher than normal day-to-day noise and it is important when planning an event to consider the effect of noise on neighbouring residents and businesses. Noise from any event must comply with Environmental Management and Pollution Control Act (1994).

Things to consider would include:

- if using any amplified equipment such as stereos, musical instruments, PA systems or similar, locate the equipment to minimise disturbance to nearby residents.
- are the noise levels appropriate given the location and time of the event?
- nearby residents and businesses should be notified at least a week before the event. This notification might be in the form of a door knock, letter or mail drop, although Council may make a mail drop mandatory as part of the event approval conditions. When notifying residents ensure that a contact number is provided so any noise complaints can be brought immediately to the Event Organiser's attention.
- what protocols and procedures are in place for you to handle noise complaints?



## 6.6 Alcohol

If you intend selling or supplying alcohol at the event a liquor licence will need to be obtained from the Licensing Commission and a copy provided to Council.

If alcohol is BYO to the event a liquor permit will likely not be required, however the written consent of local authorities such as Western Downs Regional Council and the Queensland Police Service will need to be obtained.

Factors to be considered if alcohol will be served at your event:

- know and apply the rules prohibiting the serving of alcohol to minors and to persons who are already intoxicated
- all staff serving alcohol should be trained and accredited
- if possible, toilet facilities should be provided near an alcohol consumption area



Tara Festival of Culture and Camel Races



# 7 - Infrastructure



Miles Back to the Bush Festival



# Infrastructure

## 7.1 Power and Lighting

The Event Organiser is responsible for arranging the supply and installation of any electrical/power requirements for the event, such as the use of generators, extension cords and cables.

It is important to ensure that:

- all electrical cables (including extension leads) have been tested and tagged for safety compliance by a certified electrical tester
- electrical leads do not create trip hazards. NO cables are to lie on the ground unless adequately protected as they can present a serious hazard
- lead joints and connections are not to be accessible to the public or exposed to damp conditions
- temporary electrical leads must be flexible cables
- double adaptors and piggy-back plugs are not to be used
- where access to power is restricted, silent generators are used in accordance with safety and noise regulations

## 7.2 Water

Water will most likely be required for catering, entertainment and/or cleaning purposes before, during and after the event.

All taps located on and/or within your selected venue should be checked to ensure they are in good working order prior to the event. Where any deficiencies are located in Council owned facilities, they are to be reported to Council at the earliest possibility to enable the problem to be repaired prior to your event.

## 7.3 Toilets and Showers

It is the responsibility of the Event Organiser to ensure adequate sanitary facilities are made available for participants/patrons. This may require hire of porta-loos and showers.

Points for consideration:

- the number of toilets to be provided will depend on a number of factors including:
  - anticipated crowd numbers
  - the sex of patrons (women require more facilities than men)
  - if alcohol will be available
  - the duration of the event.
- where will toilets be located or will you be using public toilet facilities
- are the toilets accessible to people with limited mobility and parents with small children
- contract a cleaning company to ensure toilet supplies are restocked and the toilets are inspected for safety and cleanliness regularly
- will showers be required for a multi-day event
- how will the wastewater from portable toilets/ showers be disposed/managed
- will you have availability of a plumber throughout the event for repairs and blockages



#### Toilet facilities for events where alcohol is NOT available

ATTENDEES	MALES	FEMALES
<500	1 Toilet, 2 Urinals, 2HB	6 Toilets, 2HB
<1000	2 Toilets , 4 Urinals, 4HB	9 Toilets, 4HB
<2000	4 Toilets , 8 Urinals, 6HB	12 Toilets, 6HB
<3000	6 Toilets , 15 Urinals, 10HB	18 Toilets, 10HB
<5000	8 Toilets , 25 Urinals, 17HB	30 Toilets, 17HB
At least one (1) unisex disability access toilet is required. (HB = hand basins)		

#### Toilet facilities for events where alcohol IS being consumed

ATTENDEES	MALES	FEMALES
<500	3 Toilets, 8 Urinals, 2HB	13 Toilets, 2HB
<1000	5 Toilets, 10 Urinals, 4HB	16 Toilets, 4HB
<2000	9 Toilets, 15 Urinals, 7HB	18 Toilets, 7HB
<3000	10 Toilets, 20 Urinals, 14HB	22 Toilets, 14HB
<5000	12 Toilets, 30 Urinals, 20HB	40 Toilets, 20HB
At least one (1) unisex disability access toilet is required. (HB = hand basins)		

### 7.4 Temporary Structures and Staging

Tents, marquees, carnival rides and portable stages all qualify as temporary structures and if being used at an event are required to be marked on your Site Plan. Council will require the event coordinator to supply an engineering safety certificate for all structures and rides prior to an event approval being provided.

### 7.5 Ground Marking and Stakes

You will need to advise Council if you intend to erect a marquee, tent or any other structure on Council owned land which will require pegs or posts to be driven into the ground.

Any ground line markings used on Council owned land must be with water based paint only.

Note: If you are responsible for damaging any underground reticulation or electrical systems you will be liable for the cost of repairing the damage.

### 7.6 Shelter and Shade

Shelter and shaded areas should be available wherever patrons, staff and volunteers (including first aid providers) may be located for an extended period of time and where weather conditions dictate it is required.

Some shelter requirements for your event might include:

- transport pick up and set down areas
- spectator and official viewing areas
- seated eating areas
- first aid area
- event management centre
- competitor and officials marshalling areas
- entrance and ticketing areas



## 7.7 Temporary On-Site Living and Camping

If temporary on-site living (camping or caravans) is required for an event on private or Council land, approval will be required from Council.

The following details will be requested by Council:

- required dates, times and locations of proposed camping
- numbers of campers, tents and caravans expected
- site plan of proposed sites
- details of arrangements for waste water, toilets, showers, disposal of rubbish, potable water access



Tara Festival of Culture and Camel Races



# 8 - Insurance



Tara Festival of Culture and Camel Races



# Insurance

## 8.1 Insurance Requirements

It is important that all appropriate insurances are obtained for your event. The Event Organiser should investigate and arrange the appropriate insurances required for the event. It is essential to understand exactly what each insurance covers and what is excluded under each policy.

## 8.2 Public Liability

The Event Organiser must investigate and arrange sufficient Public Liability insurance to cover the event. Western Downs Regional Council DOES NOT provide public liability insurance protection for events.

As a general guide, Public Liability insurance to the value of \$20 million is the standard requirement for most events, however this may vary according to the size of the event and any risks involved.

A copy of your insurance Certificate of Currency will be requested by Western Downs Regional Council during the event approval process.

## 8.2 General Insurance

Examples of general insurances that may need to be provided in addition to public liability cover are:

- workers compensation - may be required by law to cover staff and volunteers at the event
- property and equipment - may be appropriate if technical equipment is to be used
- loss of profits or business interruption or consequential loss
- other - including professional indemnity, motor vehicle and accident, pluvial (inclement weather)

It is recommended that Event Organisers seek professional advice on insurance needs that are specific to their event.



Anzac Day



## 9 - Event Promotion



Queens Baton Relay



# Event Promotion

## 9.1 Signage

Clear and strategically placed signage will assist in coordinating traffic and pedestrian movements and help to manage your event. To determine sign requirements, consider what information people at your event will need to know and whether this should be displayed on a sign.

Appropriate signage for your event might convey information regarding:

- parking/no parking areas
- toilets
- entrances and exits
- first aid
- lost children
- accessible facilities, including entry/exit points
- meeting points
- information points.

If liquor is being sold you will be required to display a number of signs under the liquor laws, eg. the statutory notice stating the offence of supplying liquor to a minor - Responsible Service of Alcohol.

Any temporary advertising signs for your event that will be placed on public land (footpaths, parks, road verges) will need to be approved by Council prior to the event. It is recommended that locations where a sign is to be placed is recorded at the time of placement to ensure no signage is missed and not collected at the conclusion of your event.

## 9.2 Ticketing

Dependant on the type and size of your event you may decide to offer tickets - these could be either advanced tickets, tickets purchased at the event, or both. A sound administration process is essential.

## 9.3 Promotion and Advertising

Promoting a special event takes creative thinking balanced with practicality. In order to effectively promote your event it is vital that you reach your target audience and you need to carefully consider how to reach the people you want to attend your event.





Some ways of effectively advertising and promoting your event might include:

- via a website which is an excellent resource information tool
- advertising in the local newspaper and on the radio
- letterbox drops
- posters/flyers/brochures
- letters to key community groups
- external advertising outside of the event location

Use your local media effectively as this will increase your reach and ultimately your attendance at the event. When sending out a media release to your local newspaper and radio station ensure that it contains key information such as the event date, time and location, what the event is about and possibly a quote from your event spokesperson or organiser.

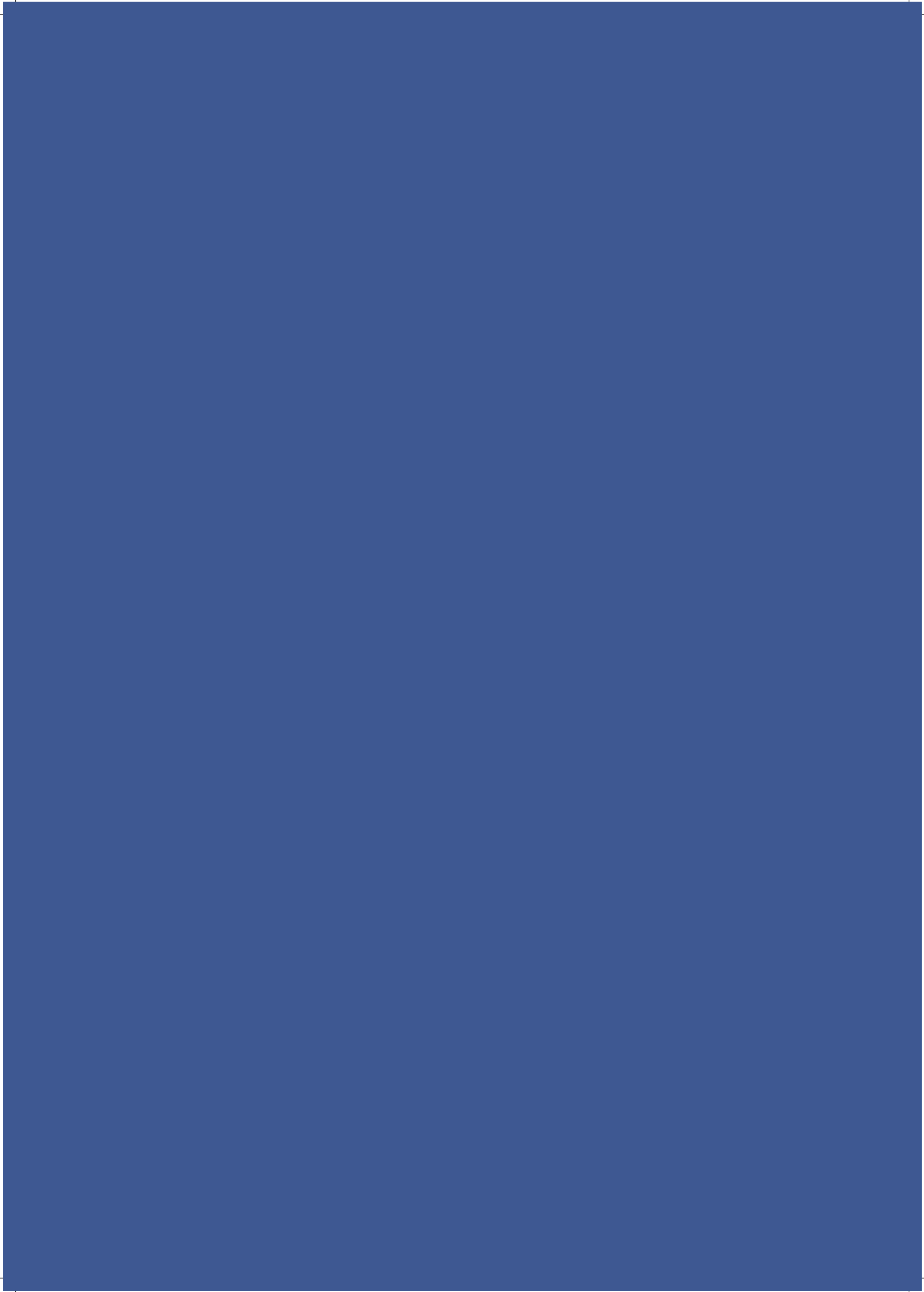
Enquiries can be made to Council's Customer Service Centre on 1300 COUNCIL to advertise your event on Council's website - <http://www.wdrc.qld.gov.au/visiting-western-downs/events/submit-your-event/>

Your event can be listed online via Tourism and Events Queensland by registering at the following website <https://teq.queensland.com/>



**CELEBRATING AUSTRALIA DAY  
IN THE WESTERN DOWNS**







# 10 - Communication





# Communication

## 10.1 Before, During, After

A major factor in determining how successful your event is managed is by the efficiency of your communication before, during and after the event.

Communication:

- with Council is essential to ensure all approvals have been met for you to hold a safe and successful event
- with key stakeholders, staff and volunteers in the planning stages to ensure the event on the day runs smoothly
- with staff, volunteers and attendees during the event to ensure that attendees are happy and safe throughout the event

To ensure important information is communicated quickly and clearly, good communication and reporting procedures will be vital between:

- staff/volunteers/contractors/suppliers, etc. - it may be preferable to use two-way radios as mobile phone signals can sometimes become blocked in crowded areas
- event staff and emergency services and Police (ensure you have a list of who to contact in case of an emergency and establish how you will contact them, ie. by two-way radio)
- event staff and those who have access rights to the event, such as Council and inspection officers
- event staff and patrons attending the event. Work out how you will provide essential information

## 10.2 Information/Control Centre

A clearly marked and centrally located information centre is a good management tool for large events as it provides a single location for all public enquiries, lost and found children and property, and the supply and distribution of any hard copy marketing or promotional material.

## 10.3 Public Relations and Resident Notification

Public relations and good communication are essential in ensuring happy patrons. The Event Organiser must be able to communicate clearly and efficiently with patrons for public and emergency announcements. Careful consideration should be given to the style and content of various announcements, especially in the case of an emergency. Calmness and clarity in communication is the key to ensuring good public relations.

As a courtesy and in the interests of amenability with adjoining residents and businesses who will be affected by the staging of your event, it is appropriate to inform them of the proposed event and associated activities.

This notification might be in the form of a door knock, letter or mail drop, although Council may make a mail drop mandatory as part of the event approval conditions. When notifying residents ensure that a contact number is provided so any concerns can be brought immediately to the Event Organiser's attention.



# 11 - After the Event





# After the Event

## 11.1 Bump-Out and Cleaning

The Event Organiser must make sure that all event participants and stall holders know the process and what is required of them with regard to packing up once the event has ended. By managing this demobilisation effectively the event will be concluded in an orderly manner and the venue cleared satisfactorily and safely. The event venue will need to be tidied and cleaned at the end of your event. The Event Organiser will need to coordinate the necessary person power to ensure that staff/volunteers and stall holders properly clean their sites and/or allocated areas.

As soon as possible after the event all advertising and directional signs that were erected as part of the event are to be removed. To ensure no signage is missed and not collected it is recommended that locations where a sign has been placed be recorded at the time of placement.

## 11.2 Post-Event Debrief and Evaluation

It is recommended that immediately after the event has finished the Event Organiser should arrange to conduct a post event debrief celebration to get feedback and to thank any staff, volunteers, sponsors and key stakeholders for their involvement.

A post event evaluation is a critical step in successful event management. It enables you to:

- measure the success of an event
- feed lessons learnt from the event back into the planning process for holding a similar future event
- continuously improve recurring events
- refine the event and shape its outcomes
- communicate event outcomes to stakeholders.

Arrange to do your evaluation as soon as possible after the event has been held, while the details are still fresh. Measurable event objectives may include attendance, the amount of money raised or a social or environmental benefit. Through the development of key attainable performance indicators, the success of your event can be measured.

Some general evaluative criteria might include:

- did the event fulfil its goals and objectives - why or why not?
- identify what worked and what needs fine-tuning and which stall holders should be used again for any future event
- which items were missing on the checklist?
- was the event well attended?
- was informal and formal feedback about the event positive/negative?
- given all that went into staging the event, was it worth it?

Finally, it is important to remember to celebrate your success and to thank all those who contributed.



### 11.3 Succession Planning

Nobody likes to think about it, but it's inevitable that one day you'll leave your position as event organiser or have a team restructure or even an entire new event committee. Whether you decide to retire or leave due to unexpected reasons, it's important that you plan for that day. A succession (or exit) plan outlines who will take over your event when you leave.

A good succession plan will help your transition smoothly to the new event coordinator. By planning your exit early, you can maximise the value of your event and help it to meet future needs.

Make sure your succession plan is achievable. Set a realistic timetable and measurable milestones along the way and stick to them. Regularly review your plan. As time passes your circumstances may change and having your succession plan up to date will ensure you are always ready in the event you need to leave earlier than anticipated.





The Risk Calculator

The risk calculator is designed to assist you to undertake the risk assessment process. To complete a risk assessment, we suggest you take the following steps:

1. **IDENTIFY** any risks or hazards relevant to the event. Some examples have been provided in Attachment D which may be of assistance, however it is advisable to consider what other types of risks or hazards might be unique to your particular event.
2. **ASSESS** the risks or hazards using the risk calculator's likelihood and consequences table below.
3. **CONTROL** the risks or hazards. Using the Risk Assessment Template (Attachment C), identify and document any control measures to minimise or prevent the risk or hazards from occurring.

		CONSEQUENCES				
		Insignificant	Low	Medium	Major	Severe
		Little or no impact, injury, disruption or inconvenience	Minor impact, injury, disruption or inconvenience requiring minimal effort to manage	Moderate impact, injury, disruption or inconvenience that can be managed under normal procedures	Major impact, injury, disruption and inconvenience requiring considerable management effort	Extensive impact, injury, disruption or inconvenience requiring massive effort to manage
LIKELIHOOD	Risk Levels					
	5 Almost Certain Is expected to occur	M- 10	H- 20	H- 30	E- 40	E- 50
	4 Likely Will occur at most times	M- 8	M- 16	H- 24	E- 32	E- 40
	3 Possible Might occur at some time	L- 6	M- 12	M- 18	H- 24	E- 30
	2 Unlikely Could occur at some time	L- 4	L- 8	M- 12	M- 16	H- 20
	1 Rare May occur in rare circumstances	L- 2	L- 4	L- 6	M- 8	M- 10

Extreme Risk	Unacceptable risk. Immediate action required
High Risk	Action required. Prioritise in order of severity
Medium Risk	Can be managed within current risk treatments
Low Risk	Acceptable risk. No further treatment required. Monitor periodically



Attachment C

Risk Assessment Template

Event name:		Date:				
Prepared by:						

The risk – what can happen and how?	Likelihood	Consequences	Risk Rating	Risk Treatments	The risk rating after treatments	Who is responsible for implementing the risk treatments?

## Sample Risk Assessment

The risk – what can happen and how?	Likelihood	Consequences	Risk Rating	Risk Treatments	The risk rating after treatments	Who is responsible for implementing the risk treatments?
Common law action will be taken against event organiser	Unlikely	Major	M-16	Ensure event organiser has appropriate current public liability insurance cover. Ensure that all contractors and sub-contractors also hold appropriate current public liability insurance cover.	M-16	Event organiser
Food poisoning	Possible	Major	H-24	Ensure all fixed and mobile food businesses hold a current Qld licence. All food and beverage stalls to operate in accordance with National Food Safety Standards.	M-8	Event organiser and food staff operators
Anti-social behaviour during and after the event	Possible	Major	H-24	If appropriate, or as required, engage security and/or Queensland Police Service during and after the event.	M-18	Event organiser
Inadequate amenities (toilet facilities)	Possible	Low	M-12	Comply with Council guidelines in relation to amenities. Allocate cleaning tasks and cleaning provisions.	L-4	Event organiser
Litter generated at the event site and surrounding areas	Likely	Low	M-16	Bins available per application and in line with Council guidelines. Event staff assigned for regular litter patrol. Final litter check following clean up.	M-8	Event organiser
Damage to underground services from tent pegs, stakes or other ground piercing devices	Possible	Major	H-24	Follow Council instructions regarding placement of structures. Secure structures with sand bags or similar non ground piercing devices.	M-8	Event organiser and contractor/s
Temporary structures collapsing and/or blowing away	Possible	Major	H-24	All temporary structures to be appropriately secured. Structures to be removed in high winds.	M-8	Event organiser and contractor/s
Electrocution from live wires and electrical outlets/electrical leads and generators	Possible	Severe	E-30	All electrical work must comply with State and Federal legislation and be undertaken by a qualified electrical contractor.	M-10	Electrical contractor and event organiser
Use of generators: Location	Possible	Major	H-24	Generators placed in most appropriate place; generators/leads not accessible to the general public.	M-8	Event organiser
Storage of fuel	Possible	Major	H-24	Fuel stored in approved containers which are not accessible to the general public.	M-8	
Potential noise nuisance	Possible	Low	M-12	Adhere to Environmental Protection Regulation (per Council guidelines).	L-6	
Fire e.g. equipment catching on fire	Possible	Severe	E-30	Safety Regulations adhered to e.g. supply and access to fire extinguishers.	M-18	Event organiser
Noise nuisance as a result of the event	Possible	Low	M-12	Adhere to Environmental Protection Regulation (per Council guidelines). Face speakers away from any	L-6	Event organiser



## Sample Risk Assessment

The risk – what can happen and how?	Likelihood	Consequences	Risk Rating	Risk Treatments	The risk rating after treatments	Who is responsible for implementing the risk treatments?
Impact on traffic flow in the vicinity of the event	Possible	Medium	M-18	residents/businesses. Consult with any potentially affected residents/businesses.		
Drowning	Possible	Severe	E-30	Develop traffic management plan and parking strategy. Advice to commuter transport providers. Consult with any potentially affected residents/businesses.	M-12	Event organiser
Injury from fireworks	Possible	Major	H-24	Develop water safety management plan. Qualified first aid personnel in attendance. Guardian supervision. Emergency services readily available, if required.	M-10	Event organiser and guardian
Environmental/site damage: Dunal degradation, damage to vegetation	Possible	Medium	M-18	Engage licensed fireworks contractor. Provide to Council a copy of their risk assessment specific to the event. Consult with any potentially affected residents/businesses.	M-8	Event organiser/fireworks contractor
Wheel rutting from vehicle access	Possible	Medium	M-18	Site plan to be developed taking into account specific environmental elements. No interference with any natural element (including dunes, trees, shrubs, garden beds, vegetation).	M-12	Event organiser
Damage to existing public infrastructure (e.g. shelter sheds, bollards, signs etc)	Possible	Low	M-12	If vehicle access has been approved, consult with Environmental Health Officer in the days prior to the event to ensure vehicle access is permitted.	L-6	
Personal injury e.g. strains, broken limbs, burns and sunburn etc	Possible	Medium	M-18	Ensure no event related setup is affixed to or interferes with existing public infrastructure.	L-4	Event organiser
Event does not cater for people with disabilities	Possible	Low	M-12	Safety awareness promoted. Qualified first aid personnel in attendance. Guardian supervision. Emergency services readily available, if required. No food/beverage to be served/sold in glass containers.	M-12	Event organiser and guardian
Lost children	Possible	Severe	E-30	Develop site plan to take into consideration the needs of people with disabilities. Ensure disabled toilet facilities are available (per guidelines). Ensure adequate and suitable parking options available.	L-4	Event organiser
Lost property	Possible	Low	M-12	An area for lost children should be clearly signed and staffed accordingly.	M-18	Event organiser
Trip hazards/obstacles leading to personal injury	Possible	Medium	M-18	An area for lost property should be clearly signed and staffed accordingly.	L-6	Event organiser
				Maintain the event site as free from trip hazards/obstacles as possible.	L-6	Event organiser

## Sample Risk Assessment

The risk – what can happen and how?	Likelihood	Consequences	Risk Rating	Risk Treatments	The risk rating after treatments	Who is responsible for implementing the risk treatments?
Access by Emergency Services obstructed	Possible	Severe	E-30	Emergency access routes established on site plan. During the event, emergency access points remain clear and unobstructed. If a night time event, emergency access points clearly illuminated.	M-10	Event organiser
Natural disasters occurring during event e.g. heavy rain, flood, bush fire	Rare	Severe	M-10	Cancel event. Notify attendees and Emergency Services.	M-10	Event organiser
Lack of on-site communication between event team	Possible	Medium	M-18	Pre-event meeting of event team (including volunteers). Use of two-way radios/mobile phones.	L-6	Event organiser
Signage/banners damaging infrastructure or being inappropriately placed	Likely	Medium	H-24	Signage/banners to be erected in accordance with guidelines.	M-12	Event organiser
Injury from interaction with amusement devices and rides	Possible	Severe	E-30	Amusement rides should have crowd control fences, barriers or other physical measures to separate people from hazards such as moving parts, electrical switchboards, motors and fuels. Temporary barriers should be at least 900mm high, easily identifiable and signed "NO ACCESS". Entry and exit areas should be clearly defined during operation. Security should not limit emergency access or evacuation routes. A certificate of registration is required for all devices, including inflatable devices that are continuously blown and have a platform height of 3 metres or more.	M-10	Event organiser/ amusement operator/ security personnel







