



NEW SOUTH WALES GOVERNMENT
PREMIER'S DEPARTMENT

Event starter guide

A resource for organising events in New South Wales

MESSAGE FROM THE DIRECTOR GENERAL

Every year thousands of special events are held across New South Wales. These events, often organised by community groups and volunteers, greatly enrich our cultural lives and communities.

Producing a safe and well-managed event involves careful planning. This Event Starter Guide has been produced by the New South Wales Government to provide members of the community who are organising events with information about what is required, who to talk to and where to seek further guidance.

I wish you every success in producing a safe and memorable special event.



Col Gellatly

Director General

NSW Premier's Department

DISCLAIMER

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1 Introduction

Events are an important part of community life and contributing to a safe and successful event is a rewarding experience. However, organising an event can seem a daunting task for someone with little experience in this area. To ensure the smooth running and safety of an event, organisers must undertake careful planning and preparation and this can be quite a complex process.

This guide has been prepared to assist people from the community to navigate their way through some of the many issues involved in organising an event. In particular, those people organising public, outdoor events in New South Wales should find the guide helpful.

It should be noted that this guide is only a starting point for event organisers. **It is not a manual showing you how to organise an event**—it simply outlines some of the issues you may need to address and tells you where to go for further information. In addition to using this guide, it is important to seek advice from qualified professionals.

The guide has been divided into sections to allow you to choose the information that is relevant to your event. You should use the Checklist in Section 3, and cross-references in each section, to find information that applies to the event you are organising. There is also a Resources list at the end of the guide.

The Event Starter Guide is also available on the internet at www.events.nsw.gov.au

2 Before you begin organising, ask yourself...

Coordinating even the smallest event can be time-consuming and resource-intensive. As a potential organiser you can save yourself a great deal of time and money by answering some key questions BEFORE deciding to go ahead with an event.

After answering the questions below, you may find that an event is not the best way to achieve your objectives, or that the resources required to successfully coordinate the event are not available.

Consider the following questions:

- *What is the aim of your event?* What do you want to achieve by staging it (e.g. raise money for a charity; create a sense of community; celebrate a special occasion)?
- *Where will your event be held?* Will there be any costs associated with hiring the venue or using a public space?
- *Who do you want to come to your event?* Your event might target a particular demographic such as young people, seniors, families or school children. It may be an event for a particular geographic area such as a suburb or a local government area. Perhaps you want your event to appeal to a particular interest group such as train enthusiasts, gardeners, lovers of jazz, etc.
- *Do you know how to reach those people and tell them about your event?* Do you have the resources to publicise your event to the right target audience? (see Section 8)
- *What approvals will you need to run your event?* (see Section 4 and Appendix A)
- *What plans will you need to prepare in order to gain approvals from regulatory authorities and effectively manage your event?*
- *What resources will you need to run a well-managed event (e.g. staffing, venue, equipment, insurance, publicity, etc.)?*
- *Do you have access to the resources you need?*
- *What will the event cost to stage?*
- *What is your budget?*
- *Do you have an event finance plan?*
- *What other events are being staged at the time you propose to hold your event?* Other events can affect the level of media interest in your event, the availability of transport and other support services, and the ease of travel to your event e.g. if there are road closures to stage a bicycle race. For information about future events, contact your local tourism centre or local council.

After considering all these points now consider whether:

- **an event is the best way to achieve your objective and reach your target audience AND**
- **you have the budget, resources and help to stage a well-managed and safe event.**

If you decide you want to go ahead then read on to get more detailed information about issues you may need to address in the preparation, planning, implementation and evaluation of your event.

3

Navigation checklist

This section provides information about which sections of the guide may be relevant to your event.

The following sections are relevant to **ALL** event organisers:

TITLE	SECTION
Accessibility	11
Accreditation	6.6
Approvals	4 and Appendix A
Communication before your event	8.1
Communication during your event	8.2
Documentation	5
Emergency response plan	6.4
Evaluating your event	17
First aid	9.5
Incident report	6.3
Insurance	6.2
Legal issues	7
Local council	4.1
Occupational health and safety	6.5
Operational staff	6.11
Risk management	6.1
Signage	6.7
Site plan	6.10
Toilet facilities	9.4
Waste management	9.3
Who else should you talk to?	4.2

If your event involves any of the following you should read the information in the relevant section:

ISSUE	RELEVANT SECTION/S
Alcohol service	6.8
Building structures	6.14
Children	6.12
Electricity	6.17
Fireworks/pyrotechnics	6.13
Food	9.1
Fundraising	14 6.19
Gas	6.17
Hazardous materials	6.17
Large crowds	6.9 6.18 10.3 10.4
Lighting	6.16
Money handling	6.19
Music (live or pre-recorded) or other types of performance	13 6.2 6.5 7
Noise (of significant levels)	9.6
Road closures	10.2 10.1
Security guards	6.18
Sponsorship	15
Traffic disruption	10.1
Volunteers or marshals	12
Weather—could your event be affected by weather?	6.15

4

Who should you talk to?

4.1 LOCAL COUNCIL

The most important organisation you can talk to, in most instances, is the local council.¹ Each council will have their own way of dealing with special events and will require different types of information from event organisers. In some cases the council may require you to lodge a formal development or event application. Others will require different applications. You should speak with the local council to find out their process for event approvals.

It is recommended that you **approach the council at least four months in advance** of your proposed event. Depending on the scale of the event, more than twelve months could be required to address all issues. The NSW Department of Local Government recommends having information on the following to hand (if they are relevant to your event) for your preliminary discussions with council:

- food and beverage (see Section 4.2)
- fireworks (also see *WorkCover NSW*, *NSW Police* and *NSW Fire Brigades/NSW Rural Fire Service* in Section 4.2, and Section 6.13)
- safety (see Section 6)
- security (see Section 6)
- insurance (see Section 6.2)
- emergency vehicle access (see Section 6.4)
- erection of signage (see Section 6.7)
- expected crowd numbers and crowd management (see Section 6.9)
- location/site plan (see Section 6.10)
- erection of structures such as stages, amusement rides, etc. (see Section 6.14)
- electricity (see Section 6.17)
- waste management (see Section 9.3)
- toilets (see Section 9.4)
- first aid (see Section 9.5)
- noise (see Section 9.6)
- traffic, transport and public transport (see Section 10)
- duration of event and timing of activities (including setting up and packing up the event).

¹ Some areas are managed, not by a local council, but by a Trust or other body such as the National Parks and Wildlife Service, the Royal Botanic Gardens and Domain Trust, the Sydney Harbour Foreshore Authority and Sydney Olympic Park Authority. Many of the above considerations will also apply to these authorities.

For a full list of councils, go to the Department of Local Government's website at www.dlg.nsw.gov.au or phone them on (02) 4428 4100. A resource document outlining council decision-making processes in relation to events is also available at that website.²

4.2 WHO ELSE SHOULD YOU TALK TO?

There are many other organisations, government departments, and regulatory and statutory authorities you may need to talk to about your event. Some will require formal approvals for events, while others can provide advice or assistance to help ensure your event is well-managed and safe.

Who you contact will depend on the size and nature of your event. The list below (and in Appendix A) is not comprehensive and there may be other approvals you must obtain before running your event. It is your responsibility to ensure you have received all the approvals necessary to stage your event.

■ **Ambulance Service of NSW**—contact to discuss:

- emergency response plan (also see *NSW Police*, *NSW Fire Brigades/NSW Rural Fire Service* (below) and Sections 4.1 and 6.4)
- provision of care for sick and injured.

For more information about the Ambulance Service of NSW's provision of service to events phone the Sports and Services section on (02) 8752 0413 or go to www.ambulance.nsw.gov.au³

■ **Australasian Performing Right Association (APRA)**—contact to discuss:

- the use of music at your event—either live or pre-recorded; recording or music video (also see *Phonographic Performance Company of Australia* (below) and Section 13.1).

For detailed information about how to obtain a licence to use music at your event phone APRA on 1300 852 388 or go to www.apra.com.au/music-users

■ **Bureau of Meteorology**—contact to discuss:

- weather forecasts for your event (also see Section 6.15).

For more details about the weather services provided by the Bureau of Meteorology phone (02) 9296 1555 or go to their website at www.bom.gov.au

■ **The Centre for Volunteering (home of Volunteering NSW)**—contact to discuss:

- recruitment and management of volunteers (also see Section 12)
- insurance for volunteers (also see Sections 6.2, 7, and 12)
- volunteer and organisation rights and responsibilities (also see *WorkCover NSW* (below) and Sections 6.5 and 7).

² Choose "Local Government Circulars", then find circular number 97-65 under Index for Circulars 1997. This document is titled *A Guide to Major and Special Events Planning* and can be downloaded as a pdf file.

³ Click on "Patient and Community Information" then select "Organising an Event" from the sub-menu.

For more detailed information about the recruitment and management of volunteers call The Centre for Volunteering on (02) 9261 3600 or visit their website at www.volunteering.com.au

- **Department of Ageing, Disability and Home Care (DADHC)**—contact to discuss:
 - making your event accessible to people with special needs e.g. people with a disability, seniors, etc. (also see *Disability Council of NSW* and *Physical Disability Council of NSW* (below) and Section 11)
 - planning an event for a senior audience.

For more details about accessibility issues contact the Department of Ageing, Disability and Home Care on (02) 8270 2000 or go to their website at www.dadhc.nsw.gov.au

- **Department of Environment and Conservation**—contact to discuss:
 - noise regulations (also see Section 9.6)
 - waste management (also see Section 9.3).

Contact the Department of Environment and Conservation on 131 555 or visit their website for:

noise control—www.environment.nsw.gov.au/noise/index.htm

waste management—www.environment.nsw.gov.au/waste/wg-02.htm

- **Department of Gaming and Racing**—contact to discuss:
 - fundraising activities at your event (see Section 14 for more details)
 - the sale of alcohol (also see *NSW Police* (below) and Sections 4.1 and 6.8).
A liquor licence is required for all events held in NSW where liquor is to be sold.

For more detailed information about fundraising see Section 14.

For more detailed information about the service of alcohol see Section 6.8.

- **Disability Council of NSW**—contact to discuss:
 - making your event accessible to people with a disability (also see Department of Ageing, Disability and Home Care (above), *Physical Disability Council of NSW* (below) and Section 11).

For more detailed information contact the Disability Council of New South Wales on (02) 9211 2866 or go to their website at www.discoun.nsw.gov.au

- **Landowners/venue managers**—contact to discuss:
 - special rules and regulations applying to the site/venue where you are holding the event
 - insurance required (also see Section 6.2)
 - activities allowed on the site/venue
 - approved suppliers
 - emergency response plan (also see Section 6.4)
 - crowd management issues (also see Section 6.9).

- **Local indigenous representatives**—contact to discuss:
 - the Welcome to Country—this ceremony should, where possible, be undertaken by Elders, locally recognised Aboriginal community spokespersons or a locally recognised cultural service provider.⁴

- **National Parks and Wildlife Service**—contact to discuss:
 - use of venues and sites within NSW national parks and other reserves, such as nature reserves, regional parks and state conservation areas administered by the National Parks and Wildlife Service.

For details of venues and sites contact the National Parks and Wildlife Service on 1300 361 967 or visit their website at www.nationalparks.nsw.gov.au⁵

- **NSW Fire Brigades or NSW Rural Fire Service**, as applicable—contact to discuss:
 - use of fire or other hazardous materials such as barbeques, bonfires, gas bottles and candles. (Note that this is not a comprehensive list of possible hazards. You should carefully consider what other hazards may be associated with your event and also see Section 6.17)
 - use of fireworks (also see *NSW Police* and *WorkCover* (below) and Sections 4.1 and 6.13)
 - fire regulations if your event will be held indoors
 - emergency response plan (also see *Ambulance Service of NSW* (above), *NSW Police* (below) and Sections 4.1 and 6.4).

For metropolitan areas, more information and contact details of your local brigade or the Fire Safety Division can be obtained by phoning (02) 9742 7400 or by going to <http://fire.nsw.gov.au/about/contact.htm>

For regional areas, contact the NSW Rural Fire Service headquarters on (02) 8741 5555 or go to www.rfs.nsw.gov.au, which has details of regional offices.

- **NSW Food Authority**—contact to discuss:
 - service of food and beverages at your event (also see Section 9.1).

For more details of the information you may be required to provide to the NSW Food Authority phone 1300 552 406 or go to www.foodauthority.nsw.gov.au/f-notification.htm

- **NSW Maritime Authority**—contact to discuss:
 - aquatic events held on all NSW waterways (including Sydney Harbour).

For more information about holding your event on the water call the NSW Maritime Authority on (02) 9563 8504 or visit their website at www.maritime.nsw.gov.au/aquatic.html

⁴ NSW Department of Aboriginal Affairs, *Aboriginal Cultural Protocols and Practices Policy*. Go to www.daa.nsw.gov.au/policies and click “Policy Guidelines for a recommended fee for service for Aboriginal cultural performance”. (This document applies generally to NSW public sector agencies but may be of general interest to other people or bodies.)

⁵ For venues, click “Licences & business”, and then “Venue hire”. For sites within parks, click “Parks and reserves”, select the relevant park name and, at the next screen, click “Contact park office”. Make your enquiry to the phone number provided.

■ **NSW Police**—contact to discuss:

- control of crowds (also see Section 6.9)
- control of traffic (also see *Roads and Traffic Authority* (below) and Sections 4.1 and 10)
- use of fireworks (also see *WorkCover NSW* (below) and Sections 4.1 and 6.13)
- service of alcohol (also see *Department of Gaming and Racing* (above) and Sections 4.1 and 6.8)
- emergency response plan (also see *Ambulance Service of NSW, NSW Fire Brigades/NSW Rural Fire Service* (above) and Sections 4.1 and 6.4).

Contact your local area command to discuss your event. More details of local area commands can be found by visiting the NSW Police website at www.police.nsw.gov.au⁶

■ **Phonographic Performance Company of Australia**—contact to discuss:

- use of pre-recorded music at your event—either a recording (including in a film) or music video (also see *Australasian Performing Right Association* (above) and Section 13.1).

For detailed information about how to obtain a licence to use pre-recorded music at your event phone the Phonographic Performance Company of Australia on (02) 8569 1111 or go to www.pcca.com.au/licensing.htm

■ **Physical Disability Council of NSW**—contact to discuss:

- making your event accessible to people with a disability (also see *Department of Ageing, Disability and Home Care* and the *Disability Council of NSW* (above) and Section 11).

For more information about making your event accessible phone the Physical Disability Council of NSW on (02) 9552 1606 or go to their website at www.pdcnsw.org.au

■ **RailCorp**—contact to discuss:

- how to transport large numbers of people by rail to and from your event, should you be anticipating a large event (also see Sections 10.4 and 11).

For more information phone RailCorp on (02) 9379 4948 or visit their website at www.railcorp.info

■ **Roads and Traffic Authority (RTA)**—contact to discuss:

- any disruption to road users (also see *NSW Police* (above) and Sections 4.1 and 10)
- application for a Road Occupancy Licence to secure event space where road closures or road access to a venue is required
- any other traffic issues (also see *NSW Police* (above) and Section 10).

Call the RTA's main enquiry line 131 782 for more details, or to download their guide to special events go to www.rta.nsw.gov.au/newsevents/events_calendar.html⁷

⁶ Click on "About Us".

⁷ Click on "Resources for Event Organisers", then "Resource material for Special Event Organisers".

■ State Transit Authority—contact to discuss:

- road closures that will impact on bus routes
- how to transport large numbers of people to and from your event by bus in Sydney or Newcastle, or by ferry in Newcastle. This is only relevant to large events (also see Sections 10.4 and 11).

For more information call the State Transit Authority on (02) 9245 5777 or visit their website at www.sta.nsw.gov.au

■ Sydney Ferries Corporation—contact to discuss:

- transporting large numbers of people around Sydney Harbour and the Parramatta River
- Events that will have an impact on ferry routes and timetables.

For more information phone the Sydney Ferries Corporation on (02) 9246 8300 or visit their website at www.sydneyferries.info

■ Taxi Council of NSW—contact to discuss:

- requesting the presence of taxis to take people to and from your event (also see Sections 10.4 and 11)
- arranging Special Event taxi ranks and obtaining advice on their set-up
- road closures.

For more information phone the Taxi Council on (02) 9332 1266 or visit their website at www.nswtaxi.org.au

■ Wastewise Events—contact to discuss:

- the implementation of an effective waste management plan at your event.

For more details phone (02) 8837 6000 or go to www.wastewiseevents.resource.nsw.gov.au

■ WorkCover NSW—contact to discuss:

- use of fireworks (also see *NSW Fire Brigades/NSW Rural Fire Service* and *NSW Police* (above) and Section 6.13)
- occupational health and safety issues related to staff, volunteers and contractors (also see Section 6.5).

For detailed information about the use of fireworks and permits phone the Hazardous Materials Hotline on (02) 4321 5499 or go to www.workcover.nsw.gov.au⁸

For detailed information about occupational health and safety responsibilities and legislation phone WorkCover on 13 10 50 or go to www.workcover.nsw.gov.au/OHS

⁸ Click on “FAQs” and type *fireworks* into the search engine. Follow the links for information on how to apply for permits to handle hazardous materials.

5 Documentation

Coordinating an event is a complex task, often requiring the participation of many stakeholders. Given the complexity of event organisation, it is vital that you maintain good records of the planning, implementation and evaluation process.

The documents you decide to keep will depend on the nature of your event and any legal requirements on you to do so. They could include:

RECORDS OF PROCEDURE

- decision-making processes—minutes of meetings, confirmation emails, notes made at meetings
- consultation register—details of who you have consulted about the event, how you communicated with them and notes about outcomes
- event running sheets
- production schedules.

PLANS/FORMAL DOCUMENTATION

- risk assessment processes and risk management plan (see Section 6.1)
- emergency response plan (see Section 6.4)
- event site plan (see Section 6.10)
- building/owner consent from landowner/venue manager
- permits/approvals—any licences, approvals or consents you receive to conduct your event (see Section 4 and Appendix A)
- contracts—any agreements made with suppliers, authorities, performers, staff, volunteers, etc. (see Section 7)
- transport management plan (see Section 10.1).

It is useful to collate information that will be relevant on event day into one document or manual that could be supplied to staff and volunteers before the event (see Section 16).

It is advisable to keep your documentation for a period of time after your event in case of any legal action taken against the organisers or other requests for information. You should seek legal advice about how long to retain your records.

6 Safety and security

6.1 RISK ASSESSMENT AND RISK MANAGEMENT

During the planning phase it is essential that you carefully consider potential risks involved with staging your event. As many people as possible involved with the event should be invited to identify potential risks. After identifying risks, you should rate the chance of each one occurring and the impact it could have on your event.

By identifying risks that are likely to happen, or that could have a significant and negative impact, you can develop strategies that reduce both the *likelihood* and *consequence* of a risk occurring. This process also allows you to plan a response in case an emergency situation arises (see Section 6.4).

The risks you identify will depend on the nature of the event but could include:

- financial—from budget blowout, cancellation or poor attendance on event day
- non-arrival of performers or deliveries of goods
- equipment failure
- property damage or loss
- inadequate security
- food poisoning
- lost children
- breach of noise restrictions.

The following could also give rise to risks:

- handling money (see Section 6.19)
- larger than expected crowds (see Section 6.9)
- sun exposure or adverse/extreme weather (see Section 6.15)
- fireworks (see Section 6.13).

There is an Australian Standard for Risk Management (AS/NZS 4360:2004). For more details call Standards Australia on (02) 8206 6000 or visit www.standards.com.au
For more information on risk management, see Section 17.

6.2 INSURANCE

It is vital that you seek professional advice about the insurance required to cover your event. The type and amount of cover you need will depend on the nature of your event, and the

requirements of the landowner or venue where you propose to hold your event. The insurances you need might include:

- public liability
- workers' compensation
- motor vehicle insurance
- professional indemnity liability
- property (to cover your own equipment).

This is not a comprehensive list and professional advice should be sought about the insurances required to meet the specific needs of your event.

Public liability insurance is required by a number of government agencies and venues and is usually a condition of approval to hold an event. In most cases \$20 million is the amount of cover required by the appropriate agency or agencies listed as 'interested parties' on the certificate issued.

You should also ensure any contractors you use have appropriate insurance to cover their activities at the event. It is a good idea to ask them for a copy of their Certificate of Currency. You should also check with the landowner/venue manager about the insurance they have and the insurance you are required to have.⁹

6.3 INCIDENT REPORTS

It is advisable to have a system in place at your event to record any incidents or accidents that occur. Also, it is important that everyone working at the event has a clear understanding of how to record incidents and what to do with this record at the end of the event.

The information you will want to capture in your incident report depends upon the nature of your event. A template you can adapt to suit your own needs can be found in Appendix B *Incident/accident report*.

Note that, as an event organiser, you are required under New South Wales occupational health and safety legislation to notify WorkCover NSW of any serious injuries or deaths that occur at your event. For more information, phone WorkCover on 13 10 50 or go to www.workcover.nsw.gov.au¹⁰

6.4 EMERGENCY RESPONSE PLAN (ERP)

An Emergency Response Plan (ERP) outlines how you will respond to an emergency at your event. It should be developed in consultation with police (see *NSW Police* in Section 4.2), fire brigade (see *NSW Fire Brigades/NSW Rural Fire Service* in Section 4.2), Ambulance (see *Ambulance Service of NSW* in Section 4.2) and other relevant emergency services.

⁹ The NSW Department of Tourism Sport and Recreation publishes an insurance checklist and other related resources. Go to www.dsr.nsw.gov.au and type "insurance checklist" then follow the links.

¹⁰ Select "Quick Links", then click "Incident notification"

The ERP should clearly identify one suitable person who is responsible for managing the emergency response at the event. That person's contact details should be given to all those who may be involved in responding to an emergency.

Your event's characteristics will determine the contents of your ERP. Some possible inclusions are:

- the kind of emergencies that could occur
- a chain of command identifying who is responsible for decision-making
- a description of roles performed by those involved with emergency response
- the location of emergency response headquarters
- a site plan
- first aid facilities
- access for emergency vehicles
- the evacuation procedure
- crowd management issues
- a communication plan.

The communication plan should outline:

- how to contact emergency services (always dial 000 first)
- who else needs to be contacted in an emergency such as:
 - the family of anyone involved in a serious incident
 - employees, volunteers, contractors, etc.
 - the media
- who are the key stakeholders (with contact details)
- the mode of contacting key stakeholders e.g. two-way radio, mobile phone, email, etc.
- who will deal with media enquiries
- who is the media spokesperson (there should only be one person for the event)
- how to communicate with people attending the event.

When completed, copies of your ERP should be provided to:

- emergency services
- local council (an ERP may be required when submitting an application to stage your event)
- any other agencies working with you to stage the event e.g. Roads and Traffic Authority, State Transit Authority, etc.
- staff/volunteers/contractors (within a pre-event briefing)
- suppliers who will be present at the event.

6.5 OCCUPATIONAL HEALTH AND SAFETY

You have a duty of care to provide a safe environment in which staff, volunteers, performers and contractors can work. Depending on the nature of the event, you may have certain legal responsibilities in relation to occupational health and safety legislation (contact WorkCover NSW for more information—see details below).

The provisions made for people working at your event will depend on its various components. Some of the issues you may need to consider include:

- handling of electricity, gas, and other hazardous materials (see Section 6.17)
- supplying ear protection for people working in noisy areas (see Section 9.6)
- operating equipment and machinery and whether licensed operators are required
- supplying sunscreen and other personal protective equipment for people working at outdoor events
- providing drinking water for people and volunteers working at events
- providing adequate training to safely carry out assigned jobs at the event such as:
 - handling money (see Section 6.19)
 - moving heavy items
 - managing and directing traffic
 - crowd management (see Section 6.9).

You should contact WorkCover to discuss your responsibilities in relation to the occupational health and safety issues relevant to your particular event.

For detailed information about occupational health and safety issues go to www.workcover.nsw.gov.au or phone WorkCover NSW on 13 10 50.

6.6 ACCREDITATION/ROLE RECOGNITION

At an event it is important for you to be able to clearly and quickly identify authorised personnel. This allows you to ensure members of the public are not in high-risk areas e.g. money collection and food preparation areas, places where hazardous materials are accessible and so on.

Identifying authorised personnel through “accreditation” can be simple or complex depending on the nature of your event. Some ways of accrediting authorised personnel include:

- having authorised staff/volunteers/suppliers/contractors, etc. wear coloured t-shirts or hats, with an organisational logo
- providing staff/volunteers/suppliers/contractors/media with colour-coded identification tags that are worn around the neck or at the wrist and are visible at all times
- coding clothing or tags according to the areas the staff/volunteers are allowed to access.

You will also need to consider how to ensure that non-accredited people do not access restricted areas and, if by chance they do, how they will be removed from these areas. Measures for restricting access could include fencing, using security guards (also see Section 6.18), briefing staff and volunteers and using signage.

6.7 SIGNAGE

Depending on the nature of your event you may need to erect signage. It helps to consider what information people at your event will need to know and whether this should be displayed on a sign. For example, signs might include information about the location of:

- parking/no parking areas
- toilets

- entrances and exits
- first aid
- lost children.

If liquor is being sold you will be required to display a number of signs under the liquor laws e.g. the statutory notice stating the offence of supplying liquor to a minor.

When planning signs, check whether there are any restrictions on the placement of signage where the event is being held. Depending on your event and where you are placing signs you may need to check with:

- local council (see Section 4.1)
- the landowner (see *Landowners/venue managers* in Section 4.2)
- venue management.

6.8 ALCOHOL

To sell alcohol you must obtain a licence from the Licensing Court of NSW. For a temporary function licence (for non-profit groups) the application must be submitted **no less than four weeks prior** to the event. For a permanent function licence or a special event licence, the application must be submitted **no less than eight weeks prior** to the event. To determine the appropriate liquor licence required, go to the Department of Gaming and Racing website www.dgr.nsw.gov.au¹¹ or phone the Licensing Court of NSW on (02) 9995 0816 or 0767.

You are also required to notify:

- the local police station (see *NSW Police* in Section 4.2)
- the local council (see Section 4.1) or venue, depending on who the consent authority is for the land where you propose to stage your event.

To gain a licence you will need to demonstrate that alcohol will be served responsibly at your event. Some issues you should consider are:

- the display of responsible service of alcohol signs
- provision of clear signage showing where alcohol can and can't be served
- provision of free drinking water
- availability of food
- plans to ensure neighbours are not disturbed by the event
- plans to ensure safety and security at the event
- provision of safe transport for people leaving the event
- the legal requirement for the licensee, serving staff and security officers to be trained in the responsible service of alcohol (with copies of certificates kept by the licensee in a register at the event).

Please note this is not a comprehensive list of issues that may affect the selling of alcohol at your event.

¹¹ Select "Publications" and then select the fact sheets for a Permanent Function Licence, Temporary Function Licence or Special Event Licence. Application forms are also available from the website. The Licensing Court can also assist with the supply of publications and application forms.

6.9 CROWD MANAGEMENT

It is vital to consider crowd management. Even an event with a small attendance can become crowded—it depends on the capacity of the venue/area where the event is held, in relation to the number of people expected.

It may be that an event will only become crowded in particular areas, or at certain times, for example, in front of a stage, or if a VIP arrives in an area that can only hold a small number of people. You should seek advice from the venue manager or landowner about the capacity of the venue/site. You will also need to clearly establish whose responsibility it is to count patrons, if applicable.

If you are expecting large numbers of people it is strongly recommended you employ the services of a professional event organiser to advise you on how to address crowd management issues such as:

- entry and exit points at venues—are they clearly marked and large enough to allow an evacuation if required?
- stage and barricade design
- management of a crowd around the stage area
- provision of sufficient facilities to ensure the health and safety of a crowd
- sale of alcohol and BYO alcohol (also see Section 6.8)
- use of security guards who are licensed for crowd control (also see Section 6.18)
- communication with event participants (also see Section 8)
- potential risks such as overheating, crush, fire, etc.
- whether you should ticket your event to control crowd numbers.

If you are expecting large numbers of people you will also need to:

- seek permission from the local council or consent authority to hold the event (see Section 4.1)
- consult emergency services (see *NSW Police*, *NSW Fire Brigades/NSW Rural Fire Service* and *Ambulance Service of NSW* in Section 4.2)
- consult local council and Roads and Traffic Authority about disruptions to traffic (see Section 4.1 and *Roads and Traffic Authority* in Section 4.2)
- consult those services providing public transport (see Section 10.4)
- consider availability of parking (see Section 10.3).

6.10 SITE PLAN

As you are coordinating your event you should develop a site plan. A site plan provides an overview of your event, clearly shows where it will be staged, and displays the entrances and exits, facilities, etc. This document is invaluable when you are:

- applying to the local council for permission to stage your event (see Section 4.1)
- applying to government agencies and other regulatory authorities for special licences and approvals needed to stage your event (see Section 4.2 and Appendix A)
- identifying potential risks (see Section 6.1)

- providing information for emergency services e.g. the location of potential hazards, emergency vehicle access, etc. (see Section 6.4)
- considering crowd management (see Section 6.9).

The content of your site plan should reflect the various aspects of your event. Some suggested inclusions are locations of:

Structures

- the stage and other structures, such as mosh pits, barriers, etc. (see Sections 6.9 and 6.14)
- the communication centre/command HQ (see Sections 6.4 and 8)
- entertainment areas
- restricted access areas (see Section 6.6)
- liquor outlets (see Section 6.8)
- approved liquor consumption areas (see Section 6.8)
- no-alcohol (dry) areas
- food vendors/stalls (see Section 9.1)
- toilets (see Section 9.4)
- sound and lighting control points

Access

- emergency access (see Section 6.4)
- all entrances and exits (see Sections 6.4 and 6.9)
- routes around and through the event used by vehicles
- paths and lighting for pedestrians
- parking (see Section 10.3)
- parade route
- area for media working on the event

Facilities

- fire-fighting equipment (see Section 6.4)
- water points (see Section 6.4)
- areas for lost children (see Section 6.12)
- electricity (see Section 6.17)
- gas cylinders (see Section 6.17)
- seating arrangements
- security guards (see Section 6.18)
- waste receptacles (see Section 9.3)
- first aid facilities (see Section 9.5)
- facilities for people with a disability (see Section 11).

This is not an exhaustive list. Your site plan should reflect your particular event's characteristics.

6.11 OPERATIONAL STAFF

You should consider having people with particular expertise at the event site to deal with situations that might arise. The staff you require could include:

- experts in handling hazardous materials e.g. fireworks (see Section 6.13)
- electricians, gas fitters and plumbers (see Section 6.17)
- security guards (see Section 6.18)
- medical/first aid staff (see Section 9.5)
- qualified sound and lighting technicians (see Section 9.6)
- qualified personnel if the event is to be held on water (see *NSW Maritime Authority* in Section 4.2).

6.12 LOST CHILDREN

For a large event it is advisable to make arrangements for lost children. This could include setting up an area where lost children can be looked after and where carers can look for them. Arrangements for children and carers who become separated should be clearly communicated to event patrons (see Section 8.2).

All staff and volunteers working at the event should be aware of the procedures to be followed for lost children. The lost children's area should be staffed with appropriately qualified employees or volunteers.

Note that all people (whether volunteers or employees) working with children must sign a "Prohibited Employment Declaration". This declaration helps prevent unsuitable persons from working for your event in positions where they have direct, unsupervised contact with children.

For resources to help organisations become child-safe and child-friendly, visit www.kids.nsw.gov.au/safefriendly

For more details about the "Working with Children Check" contact the NSW Commission for Young People on (02) 9286 7276 or visit their website at www.kids.nsw.gov.au/check/intro.html

6.13 FIREWORKS, PYROTECHNICS, ETC.

It is illegal to operate fireworks in NSW without a permit from WorkCover (also see *WorkCover NSW* in Section 4.2). You must apply for the permit from WorkCover at least seven days before the event. The supplier or operator of the fireworks must also hold an appropriate licence from WorkCover.

If fireworks are planned for your event, you are also required to advise the following organisations:

- local council at least seven days before the event (see Section 4.1)
- local fire brigade at least two days before the event (see *NSW Fire Brigades/NSW Rural Fire Service* in Section 4.2)
- local police at least two days before the event (see *NSW Police* in Section 4.2)

- any other applicable agencies or interested parties e.g. many outdoor venues such as the Royal Botanic Gardens will have their own requirements regarding the use of fireworks. (WorkCover can advise which agencies need to be contacted).

You are also required to seek written approval from:

- the land or property owner where the display will be carried out
- any neighbours who may be affected by the fireworks display.

Ensure you keep a copy of your permits and approvals for future reference (also see Section 5).

For detailed information about the operation of fireworks and the permits required phone WorkCover on (02) 4321 5499 or visit their website at www.workcover.nsw.gov.au¹²

6.14 ERECTION OF STRUCTURES

Before building any structures at your event you need to seek permission from the venue or landowner. Depending on the structure you may also be required to lodge a building or development application with the local council or provide certification by an engineer.

For safety reasons you should engage the services of an expert to build any structures required at your event. Structures might include:

- staging
- amusement rides
- lighting rigs
- marquees
- stalls.

6.15 WEATHER

The impact of weather on your event will depend on the activities you are coordinating. It is very important to carefully consider potential weather impacts and to include them in your risk assessment (see Section 6.1). You should also have in place arrangements to deal with 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 protecting 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. So, before the event, you should establish:

- conditions for cancellation/postponement
- who is responsible for deciding to cancel/postpone

¹² Click on “FAQs” and type fireworks into the search engine. Follow the links for information on how to apply for permits to handle hazardous materials.

- 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.

This information should be included in your pre-event staff and volunteer briefings as well as in your event documentation (see Section 5).

If you are running an event to generate income you might consider insurance that will protect you against loss in the case of cancellation. It is advisable to monitor weather forecasts in the lead-up to your event so you can plan for the predicted weather conditions. The Bureau of Meteorology can provide you with long and short-range forecasts.

For more information about the services provided by the Bureau of Meteorology phone (02) 9296 1555 or visit their website at www.bom.gov.au

6.16 LIGHTING

If your event will be held at night or in a dark venue, it is essential to ensure there is enough light to see walkways and exits in case of an evacuation. You should also ensure you have back-up generators to provide adequate lighting in case of blackout. It is advisable to have the services of a qualified electrician on site in case problems arise with lighting equipment.

6.17 ELECTRICITY/GAS CYLINDERS/OTHER HAZARDOUS MATERIALS

If your event will be using hazardous materials such as electricity, gas, chemicals and fireworks, it is vital that you seek expert advice about their safe use and storage. Safety procedures should be communicated to all staff, volunteers, contractors and others who could come into contact with the materials.

You should ensure that:

- reputable suppliers are used
- items such as gas cylinders and generators are tested, are in good working order and safely stored
- gas cylinder tags are clearly displayed
- back-up plans exist in case equipment such as generators fail
- all electrical cords and extension leads are tagged and tested
- appropriate fire extinguishers are provided and staff are trained in their use and aware of their locations
- placement of any hazardous material is clearly marked on your site plan (also see Section 6.10)
- a system exists for checking equipment of contractors on site, especially caterers.

It is a good idea to have someone with expertise in working with electricity, gas, etc. present at the event in case of equipment failure or an emergency situation. Often the venue manager or landowner can provide details of someone with experience and knowledge of your event site.

6.18 SECURITY GUARDS

A security guard service licensed for crowd control and with events experience can provide invaluable expertise to help manage potential risks at your event. It is highly recommended that you consider using security guards at your event if:

- large crowds are expected (see Section 6.9)
- large sums of money will be processed at the event (see Section 6.19)
- there will be alcohol at your event—either for sale or BYO (see Section 6.8). Note that for most large licensed events, the licensing arrangements will require that a minimum number of security officers be employed, who have been trained in the responsible service of alcohol
- protection of assets is needed
- your risk management planning identifies any other high security risks that are likely to occur at the event.

If you do contract a security company, it is advisable to liaise with them during the event planning stage.

NSW Police is responsible for regulating the security industry. For more information about security licensing call the police on 1800 622 571 or visit their website at www.police.nsw.gov.au¹³

6.19 DEALING WITH MONEY

Whether you are fundraising or running an event for profit there are money-related issues you need to consider, including:

- gaining a fundraising authority from the Department of Gaming and Racing's Office of Charity (see Section 14 for more information)
- making arrangements for the collection of money at your event:
 - gate collection—is fencing needed?
 - collecting at dispersed locations—how to secure staff and storage?
 - transferring money to a secure location during the event—how often and how best to do this, and where can money be securely stored?

Any staff handling large sums of money at your event must be trained in correct procedures (contact WorkCover NSW at www.workcover.nsw.gov.au for more detailed information). It is also advisable to use security guards in this instance (see Section 6.18).

You should consider whether you will still make a profit at your event after the necessary money-handling precautions have been put in place. You may decide it is not worth your while to collect money at the event.

¹³ Click on their "About us" page

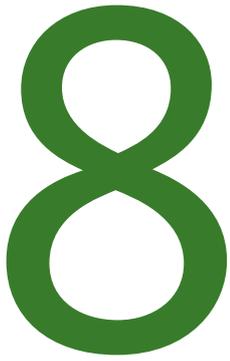
7

Legal issues

The complexity of event organisation means there may be legal issues to address before, during and after the event. It is important that you seek professional legal advice before you begin planning for your event.

Some matters that may require legal advice are:

- contracts with:
 - staff
 - volunteers
 - suppliers
 - performers
 - sponsors
 - contractors
 - venues
 - any other relevant parties.
- use of intellectual property including copyright material (also see *Australasian Performing Right Association* and *Phonographic Performance Company of Australia* in Section 4.2 and Section 13)
- conduct of revenue-raising activities (also see Sections 6.19 and 14)
- necessary insurance (also see Section 6.2)
- wages and other employee entitlements e.g. correct wages must be paid to all staff including performers, as well as superannuation and other entitlements that might arise in relation to a particular engagement. The relevant union for arts workers is the Media Entertainment and Arts Alliance—see www.alliance.org.au
- taxation issues, including GST where applicable
- need for obtaining relevant licences and approvals for the event e.g. planning approval, liquor licence, etc.
- compliance with other applicable laws.



Communication plan

8.1 COMMUNICATION BEFORE YOUR EVENT

It is important to consider how you will communicate with people in the lead-up to your event. This can be achieved by conducting a stakeholder analysis which identifies:

- who you should speak to
- what you should speak to them about
- when you should speak to them
- how you will speak to them.

Who you need to speak to will depend on the nature of your event but could include:

- people who will be affected by the event e.g. local residents, businesses, motorists, churches, hotels, motels, etc.
- approval bodies (see Section 4.2 and Appendix A)
- people you would like to attend your event
- suppliers and local media.

Developing a communications plan for all stakeholders will promote consistency in the event's key messages. You should tailor the messages you send to ensure the group you are communicating with receives information that is important to them. Issues could include:

- transport arrangements (see Section 10)
- special event clearways (see Section 10)
- road closures (see Section 10.2)
- parking facilities (see Section 10.3)
- special arrangements, e.g. for people with a disability (see Section 11)
- times the event will begin and end
- who to contact for more information about the event.

Establish when you need to speak to people—check deadlines for submitting documents, the amount of notice residents need about the event and so on.

You should also carefully consider how to reach the people you want to speak to. Some ways of communicating might include:

- a website
- publicity or advertising in local and other relevant media outlets

- letterbox drops
- posters/flyers/brochures
- letters to key community groups
- meetings with key community groups.

A website is an excellent resource tool for people to find out more about your event. It can also act as a simple call to action message on advertising material.

Be sure to use your local media effectively as this will increase your reach and ultimately your attendance at the event. Find out the most appropriate contact at your local newspaper and radio station to send media releases to. A media release should contain 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.

You could also approach your local newspaper and radio station to partner with your event by offering them co-branding in exchange for advertising space.

Running promotions in local media or shopping centres will also help spread the word about your event. Sponsors or stallholders might agree to donate a prize for a competition entered via your website, or entry could be by a form dropped in a box upon arrival at your event.

8.2 COMMUNICATION DURING YOUR EVENT

It is very important to consider how you will communicate with people at your event. This is particularly so if your event is over a large area or moves from one point to another (such as a parade).

You will need to have a plan for communication:

- 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
- with emergency services (see Section 6.4). Ensure you have a list of who to contact in case of an emergency and establish how you will contact them e.g. by two-way radio
- with people attending the event. Work out how you will provide essential information such as the location of facilities and where to take and collect lost children.

Some ways of communicating with people at your event could include:

- public address system (PA)
- portable message boards
- electronic variable message signs
- screens near the stage area or around the event
- other forms of signage
- information booths
- printed guides or programs.

If you are using two-way radios at your event it is a good idea to assign someone to keep a radio log of all key communication. A radio log records the messages relayed at your event. This information is vital if an emergency or crisis situation arises (see Section 6.4) and it also aids future planning for similar events.

It is also recommended that you brief all staff and volunteers on how to use the radios, change the battery and use correct radio protocols.

8.3 EVALUATING YOUR COMMUNICATION

It is important to set measurable objectives for all communications activity in order to identify the success or failure of your efforts.

In order to measure the success of your event you could use the following:

- attendance figures
- number of telephone calls received regarding the event
- positive/neutral media coverage
- number of articles across all target media
- number of competition entries
- website visits.

If you do set up a website, ask your web agent to supply traffic reports so you can ascertain when people viewed your site, what pages they visited and for how long they viewed them.

Further evaluation techniques could include comparing your peak visit times on the website against the communications or marketing activities that were conducted at the same time. This will indicate whether a particular element of your campaign was successful or not and will also assist you with future planning strategies (see also Section 17).

Capturing and recording event data is also important when reporting successes back to current and potential stakeholders, such as sponsors.

9 Health

9.1 FOOD

If you are serving food at your event you may be required to notify the NSW Food Authority. You should also ensure food counters are accessible to people in a wheelchair (also see Section 11).

Food suppliers to your event must comply with the Food Standards Code. Liquor licences also require that food must be available if liquor is served.

For more information on notifying the NSW Food Authority phone 1300 522 406 or go to www.foodauthority.nsw.gov.au/f-notification.htm

For more information on the Food Standards Code phone Food Standards Australia on (02) 6271 2222 or go to www.foodstandards.gov.au/foodstandardscode

9.2 WATER

It is vital that you make drinking water available to attendees, participants, staff, volunteers, contractors, performers, etc. at your event particularly if:

- you are expecting large crowds (also see Section 6.9)
- the weather is likely to be hot (also see Section 6.15)
- participants are required to walk a long distance e.g. in a parade
- there is the chance participants will overheat (e.g. if there is a mosh pit, space is limited, etc.).

It is a legal requirement that you have free drinking water readily available when selling alcohol (see Section 6.8).

9.3 WASTE MANAGEMENT

Even small events can generate large amounts of waste. You may be required to submit a “Waste management plan” as part of your application for event approval to the local council or landowner (see Section 4.1).

Some aspects for consideration are:

- waste receptacles—type, quantity and placement
- emptying of receptacles—frequency, operational issues (e.g. will waste trucks be

- able to access necessary areas at your event)
- managing waste which has not been placed in receptacles
- managing waste during and after your event
- types of packaging used in order to minimise waste
- recycling.

For advice on waste management contact the local council (see Section 4.1). The NSW Department of Environment and Conservation also has some valuable information outlining seven steps you can take to ensure a “Wastewise Event”. Phone them on (02) 8837 6000 or go to their website at www.wastewiseevents.resource.nsw.gov.au

9.4 TOILET FACILITIES

It is essential that there are sufficient toilet facilities at your event for the number of expected attendees. If alcohol is being sold, this could increase demand.

If there are not enough permanent toilet facilities at the site you may need to provide portable toilets. You should talk to a reputable supplier about the number and placement of toilets, and arrangements for emptying during the course of the event, as required. A visit by a supplier to the site before the event would help them to advise you.

You should also consider providing:

- sanitary bins
- toilet facilities that are accessible to people with a disability
- baby change rooms.

9.5 FIRST AID

It is essential that you provide adequate facilities and qualified personnel to administer first aid. Advice as to the necessary facilities should be sought from qualified first aid practitioners. It is also a good idea to ascertain whether any key staff have basic first aid training.

If an event is being held on water you will need to have qualified aquatic personnel present.

There are several first aid suppliers to events including St John Ambulance, Unimed and Paramedical Services Pty Ltd. Check your telephone directory under *First aid*.

9.6 NOISE

It is illegal for offensive noise to emanate from a public place so it is important to carefully consider the impact that noise will have on the surrounding environment. Consult with the venue/landowner and local council about managing noise at your event, especially as some venues have maximum noise levels.

If using a public address system you should consider the following:

- times of use
- position of speakers

- direction of speakers
- sound checks
- noise monitoring—who will do this and how?

Also important is the ability to adjust noise levels immediately in the event of a noise complaint or a request from authorities. If it is considered that your event is generating offensive noise you can be issued with a warning or fine.

You may also need to provide protection for staff and volunteers working in noisy areas (see Section 6.5). Depending on the equipment being used at the event, qualified sound/audio technicians might be required to operate it.

10

Traffic and transport issues

You should approach the local council about the possible traffic and transport issues that could arise as a result of your event activity. This includes setting up (bump-in) and dismantling (bump-out) the event site. The council will advise you about who you need to speak to and the documentation you may need to provide (see Section 4.1).

10.1 TRANSPORT MANAGEMENT PLAN

If you anticipate that your event will have an impact on traffic and/or transport then you might be required to develop a transport management plan (TMP) and the council will advise accordingly. You should work closely with them in preparing the TMP so that you include all relevant information.

The TMP will address all issues associated with traffic and transport at your event including (but not limited to):

- event summary
- contact details
- Traffic Control Plan (describing how you will control the movement of traffic affected by the event activity)
- assessment of risks involved in the control and movement of traffic around the event including occupational health and safety issues (also see Section 6.5)
- arrangements for people with a disability (also see Section 11)
- details of public liability insurance
- any special approvals required for the event e.g. from police if the event is a road-race
- evidence that appropriate authorities have been notified about the event
- any alternative route to be taken by traffic during the event
- parking arrangements
- public transport arrangements
- contingency plans
- special event clearways
- the impact of heavy vehicles.

You should begin discussing your TMP with the local council as soon as practicable but no later than four months before the event (also see Section 4.1).

For detailed information about TMPs and other transport and traffic issues download the RTA's *Special events guide* at www.rta.nsw.gov.au¹⁴

10.2 ROAD CLOSURES

If your event requires the closure of any *public* roads you will be required to submit a transport management plan (see Section 10.1). Reasons to close roads include:

- to set up/pack up the event
- the event activity takes place on roads e.g. road-race or marathon
- large numbers of pedestrians are expected
- trucks will be moving large objects
- heavy vehicles will be used.

You should speak to the local council about any proposed road closure (see Section 4.2). The council is obliged to seek permission from the RTA for the closure of any public roads. There is a legal requirement that you give residents affected by road closures at least seven days' notice by advertising the closures in local and/or metropolitan newspapers as directed by the RTA and council (this will depend on the impact of the event).

10.3 PARKING

It is important to provide sufficient parking for people attending and working at the event. If your event is not accessible by scheduled public transport it may be necessary to provide hired shuttle bus services and/or additional parking spaces.

If existing parking facilities at the event location are inadequate, consider nearby parking stations. If you need to set up additional parking areas, certified traffic marshals may be required. Remember to provide easily accessible parking spaces close to the event for people with a disability (also see Section 11).

When planning where to put parking, ensure you allow access for emergency vehicles. Parking areas and vehicle entrances and exits should be indicated on your site plan and car parking should be communicated to patrons before the event (see Sections 6.10 and 8.1). You may be required to submit a parking plan as part of your transport management plan (see Section 10.1).

10.4 PUBLIC TRANSPORT

An event that is serviced by public transport has a number of advantages, including:

- a reduction in congestion on roads around the event
- fewer parking facilities are required for private cars (see Section 10.3)
- the event is more accessible to people who cannot travel by car.

You should also consider coordinating public transport that is accessible to people with a disability (also see Section 11).

¹⁴ Click on "Traffic Information", then "Special events guide" under "Popular downloads"

If you are holding a large event you should contact the relevant transport agencies to discuss the coordination of transport services to and from your event. These include:



- State Transit Authority, which coordinates Sydney and Newcastle bus services, and Newcastle ferries. For more information phone the State Transit Authority on (02) 9245 5777 or visit their website at www.sta.nsw.gov.au
- Sydney Ferries Corporation, which coordinates ferry services in Sydney Harbour and on Parramatta River. For more information telephone (02) 9246 8300 or visit their website at www.sydneyferries.info
- RailCorp, which coordinates rail services, as well as transport messages for major events on behalf of the public transport agencies. For more information call RailCorp on (02) 9379 4948 or visit their website at www.railcorp.info
- Taxi Council of NSW, which coordinates taxi services. For more information call the Taxi Council on (02) 9332 1266 or visit their website at www.nswtaxi.org.au
- Bus and Coach Association (NSW), which represents the private bus industry and has information on charter operators. For more information call (02) 8839 9500 or visit their website at www.bcansw.com.au

11 Accessibility

To make your event as inclusive as possible it should be accessible to people with disabilities. In addition to wheelchair accessibility, it is helpful to provide:

- hearing loops and Auslan (sign language) interpreters for people with hearing impairment
- public or private transport to and from your event (also see Section 10.4)
- special parking areas for people with disabilities (also see Section 10.3)
- accessible facilities such as toilets (also see Section 9.4) and food and drink counters (also see Section 9.1)
- special viewing areas for people with disabilities
- regular resting spots along entrance and exit paths
- information in large print and/or Braille for people with a sight impairment
- drinking water and shade for guide dogs
- ticket pricing that includes admission for people with disabilities and their carers.

If providing event information on a website, consider designing it so it can be read by people with a visual impairment. For information on designing accessible websites, go to www.w3.org/tr/wai-webcontent

For more details about accessibility issues related to special events contact:

- Department of Ageing, Disability and Home Care on (02) 8270 2000 or go to their website at www.dadhc.nsw.gov.au
- Disability Council of New South Wales on (02) 9211 2866 or go to their website at www.discoun.nsw.gov.au
- Physical Disability Council of New South Wales on (02) 9552 1606 or go to their website at www.pdcnsw.org.au

12

Volunteers

Volunteers can provide invaluable assistance in the coordination and running of an event. The Centre for Volunteering (home of Volunteering NSW) can assist member organisations with recruitment of volunteers through the Volunteer Referral Service. For more details go to www.volunteering.com.au¹⁵

Another good way to find volunteers for events is to approach your local service clubs such as Lions Australia (www.lionsclubs.org.au), Rotary in Australia (www.rotary.org.au), and Scouts and Rovers (www.nsw.scouts.com.au), as well as educational and training institutions that offer event courses.

You need to be aware of your rights and responsibilities in relation to volunteers. These include:

- Insurance—professional advice should be sought about the type of insurance you will require to cover volunteer activity (also see Section 6.2). You should also check to ensure that any existing insurance policies cover volunteers. Some you might consider are:
 - volunteers/workers personal accident
 - public liability
 - motor vehicle
 - professional indemnity liability.

For more detailed information about volunteer insurance go to www.volunteering.com.au

- Occupational health and safety—volunteers are entitled to the same safe conditions that are provided to paid employees (also see Section 6.5)
- Appropriate orientation and training—to ensure volunteers are able to do their assigned job effectively. Note that volunteers serving alcohol at a licensed event must be trained in the responsible service of alcohol.
- Reference, police or other checks—depending on the role assigned to a volunteer (such as working with children) it may be necessary to carry out checks (also see Section 6.2). If checks are relevant, volunteers should always be advised and their permission sought.

For more detailed information about the rights and responsibilities of organisations and volunteers go to www.volunteering.com.au or call The Centre for Volunteering (02) 9261 3600.

¹⁵ Click “Become a Member” and then “Volunteer Referral Service”

13 Music and performers

Below are just some of the issues you will need to take into account if you are using performers, live music and/or pre-recorded music at your event.

13.1 COPYRIGHT

If you are having live or pre-recorded music (either a recording or music video) at your event, and that music is protected by copyright (as most music is), you will need to obtain a licence at least 72 hours prior to the event.

If there is live music only you will require a licence from the Australasian Performing Right Association (APRA). Recorded music (either a recording or music video) is protected by two types of copyright so if you are using recorded music at your event you will need to obtain a licence from both APRA and the Phonographic Performance Company of Australia (PPCA).

For more information about APRA's Event Licences go to www.apra.com.au/music-users or call 1300 852 388.

For more details about PPCA's Licences go to www.pcca.com.au/licensing.htm or call (02) 8569 1111.

13.2 INSURANCE

You should ensure that performers have insurance to cover their activities while at your event. You should sight their insurance as well as seek professional advice about the insurance you need as the event organiser (see Section 6.2). Public liability insurance is required by a number of government agencies and is usually a condition of approval to hold an event. In most cases \$20 million is the amount of cover required by the appropriate agency or agencies listed as 'interested parties' on the certificate issued.

13.3 OCCUPATIONAL HEALTH AND SAFETY

You have a duty of care in relation to the health and safety of performers at your event (also see Section 6.5).

During your risk assessment, identify any potential hazards for performers and take steps to minimise those risks (also see Section 6.1).

Remember also that performers may need facilities in which to change their clothes, do their make-up etc.

13.4 CONTRACTS

It is advisable to have a written contract with all performers at your event. You should seek professional legal advice about the contents of a performer's contract (also see Section 7).

The website of the Arts Law Centre of Australia has low cost sample contracts for sale, free information on arts law and arts insurance, and can provide free legal advice—see www.artslaw.com.au

Event organisers should ensure arts workers are paid correct wages. The relevant union is the Media Entertainment and Arts Alliance—see www.alliance.org.au

14 Fundraising

If you will be raising money at your event your organisation may need to be authorised by the Department of Gaming and Racing's Office of Charities. Fundraising can include:

- requesting donations
- requesting sponsorship
- running lotteries and competitions
- supplying food or other goods and services (e.g. at a fete).

This is not a complete list of activities that constitute fundraising. For a complete list contact the Department of Gaming and Racing (details below).

If your organisation is authorised for fundraising, there are several conditions you will be required to meet including:

- providing adequate information to the public about the purpose of the fundraising venture
- ensuring children who collect money are supervised
- banking all money raised through fundraising
- keeping records and auditing accounts.

This is not a complete list of conditions and they may vary depending upon your event. For details about the conditions your event would be required to comply with, or for detailed information about fundraising, go to the Department of Gaming and Racing's website www.dgr.nsw.gov.au and select "What is a fundraising appeal?" or contact the Department of Gaming and Racing's Office of Charities on (02) 9995 0666.

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Sponsorship

Sponsorship can help you secure extra resources and is a great way of involving the business community in your event. Here are some tips to help you seek, secure and keep event sponsors.

Who should you approach?

When deciding whom to approach for sponsorship it is best to consider which businesses can provide the resources or services you are seeking. The businesses should also be a good fit with your event e.g. an organisation that provides services to children may be interested in sponsoring an event that will attract young families.

Sponsorship proposal

A tailored sponsorship proposal should be prepared for each organisation you approach containing:

- an event description and details of the organiser
- an outline of how your event will help your potential sponsor achieve their business objectives e.g. increased sales, higher profile, enhanced reputation
- a description of the benefits you are offering (e.g. signage, logo on publicity material, hospitality at the event involved) and the support you are seeking in turn
- an explanation of how you will evaluate the success of the sponsorship e.g. surveys of sponsor name recall at the event, increased business after the event.

When you have secured your sponsor

Once you have secured your sponsor you should:

- develop a written agreement clearly outlining what you would like from the sponsor and what you will deliver in return. For simple sponsorships a letter is sufficient. For large or more complex sponsorships it is best for a solicitor to draft a sponsorship agreement
- nominate one contact person from your organisation to liaise with the sponsor
- regularly update your sponsor about progress of the event—don't wait until the end of the event to communicate with them
- provide the sponsor with a report after the event—it is easier to keep an existing sponsor than to gain a new one so work hard to maintain your relationship with them.

16

On the day

It is a good idea to make sure you have ready access to all important information and documentation on the day of your event including:

- copies of all contracts and permits
- a running sheet outlining the timing of your event
- contact phone numbers of all staff, volunteers, performers, emergency personnel and other key stakeholders
- a site plan
- an emergency response plan
- incident/accident report forms
- radio protocols and channels if relevant
- the chain of command.

One way to help staff and volunteers be fully briefed on key aspects of the event is to collate all important relevant information into one document (the event manual) and provide it to them at a meeting (briefing) several days before the event. This is particularly useful for large events. At that briefing, the event manager should go through the manual with your staff and volunteers, and allow time for questions. Encourage staff and volunteers to make themselves familiar with the manual's contents, so that they can be as clear as possible about what will happen on the day.

17 Evaluating your event

Your event coordination role does not end when everything is packed away at the end of the day! You should evaluate your event to assess what worked, what didn't and where improvements can be made. Here are some suggestions:

- conduct a survey or provide feedback forms during the event. Ask attendees what they like about your event and what they think could be improved. This is also a good chance to collect information about the types of people attending your event. If you do intend to conduct a survey, the venue or landowner should be consulted prior to the event.
- ask people attending the event if they know who the sponsors are. If large numbers of people associate the sponsor with the event, this will prove valuable when renegotiating sponsorships for the following year.
- hold a debrief meeting that includes as many people as possible who were involved in the event. This might include staff, regulatory authorities, volunteers, emergency services, etc. Organise this well in advance so people have the date in their diaries and circulate an agenda that covers the key areas for discussion. If you send this beforehand, people can prepare their feedback for the meeting.
- send out an evaluation sheet to all key stakeholders (especially those who can't attend the debrief). You could seek feedback from suppliers, performers, venue managers and security guards as well as those directly involved with coordinating the event.
- evaluate your success against the objectives you set at the beginning of your event planning process. Did you attract the numbers of people you had anticipated? Did you attract the type of people you wanted to reach? Did you reach your fundraising target? Did you achieve the amount of media publicity you wanted?

18 Resources

USEFUL WEBSITES

- www.communitybuilders.nsw.gov.au/building_stronger/safer/e_guide.html is the site of a guide for planning a large event or an event where alcohol will be served. It has resources such as a checklist, forms to assist the event management team, and an extensive list of funding and grant sources.
- www.lakemac.com.au/Files/Making_Dollars_Sense.pdf “Making Dollars and Sense out of Community Events” is a practical resource kit designed to help businesses and event organisers work together to derive maximum economic advantage from local events. Developed by Lake Macquarie Council, it is applicable to events in any community.
- www.events.nsw.gov.au has an Event Organising section with information on venues for major events in New South Wales, industry organisations, where to find suppliers and the NSW Government’s *Whole of Government Policy for the Application of User Charges for Major and Special Events*.
- www.asma.com.au is the website of the Australasian Sponsorship Marketing Association, an independent, not-for-profit organisation that offers resources and talks to members on marketing and sponsorship.
- www.community-care.com.au offers public liability insurance. Its website has information on risk management for not-for-profit organisations.
- www.indent.net.au/resources has a fact sheet on risk management as well as a guide for young people who wish to stage music events.
- www.ccdnsw.org is the website of Community Cultural Development NSW. It has fact sheets on finding and engaging arts workers.
- www.artslaw.com.au is the website of the Arts Law Centre of Australia—a community legal centre for the arts in Australia. Here you will find sample contracts, information on arts insurance and free advice on legal issues.
- www.alliance.org.au is the website of the Media Entertainment and Arts Alliance, which provides information on wages for arts workers.
- www.rta.nsw.gov.au/newsevents/events_calendar.html not only lists coming events involving special traffic arrangements, but links to resources such as the Roads and Traffic Authority’s guide on traffic and transport management, which is available free.
- www.dsr.nsw.gov.au is the website of the Department of Tourism Sport and Recreation. It has information on risk management and insurance for sporting clubs,

much of which is also applicable to event organising. Go to www.dsr.nsw.gov.au and type “insurance checklist” in the Search box, then follow the links.

USEFUL PUBLICATIONS

- NSW Department of Local Government, *Major and Special Events Planning—A Guide for Promoters & Councils*, June 1998 www.dlg.nsw.gov.au
- Emergency Management Australia, *Safe and Healthy Mass Gatherings*, Manual 2 —Emergency Management Practice, Commonwealth of Australia, 1999 ISBN 0642 704406
- *Safer celebrations—a planning guide for event managers* has resources such as a checklist, forms to assist the event management team, and an extensive list of funding and grant sources. Available from www.communitybuilders.nsw.gov.au
- “Making Dollars and Sense out of Community Events” is a practical resource kit designed to help businesses and event organisers derive maximum economic advantage from local events. Developed by Lake Macquarie Council, it is applicable to events in any community. Available from www.lakemac.com.au/Files/Making_Dollars_Sense.pdf
- Standards Australia *Risk Management AS/NZS 4360:2004* and *Risk Management Guidelines* (the companion to the Standard). They can be purchased from www.standards.com.au
- Meetings Industry Association of Australia, *Organising Meetings and Events—An essential learning guide*. This is helpful for non-public events such as conferences, trade fairs and expos.
- NSW Convention Bureau, *Event Planners Guide*—published each year, this guide can be obtained free of charge from the NSW Convention Bureau.
- NSW Committee on Ageing, *Including Us Too! Tips for events managers working with older people*, 2001, available free at the website of the Ministerial Advisory Committee on Ageing, www.maca.nsw.gov.au
- Roads and Traffic Authority, *Guide to Traffic and Transport Management for Special Events*, www.rta.nsw.gov.au¹⁶ This guide has comprehensive information for event organisers, with a focus on traffic management.
- Australia: National Crime Prevention Programme, *Planning Safe Public Events - Practical Guidelines*. See www.ag.gov.au

INTERNATIONAL PUBLICATIONS

- Health & Safety Executive (UK) *Managing Crowds Safely—A guide for organisers at events and venues*, ISBN 071761834X.
- Health and Safety Executive (UK) *The Event Safety Guide—A guide to health, safety and welfare at music and similar events*, 2nd edn, ISBN 0717624636 (known as the “Purple Guide” can be purchased from www.hse.gov.uk/)

¹⁶ Click “Traffic Information”, go to “Popular downloads” and click “Special events guide”

APPENDIX A: Approvals

AREA **Copyright**—a licence will be required to use pre-recorded or live music, a recording or music video. Licences are also required if you exhibit motion pictures containing sound recordings. Note that a PPCA licence is not required if ONLY live music is performed.

In most instances, copyright approval will also need to be sought for use of images in posters and advertising materials.

Approval/Licence required from:

- Australasian Performing Right Association
Contact details Ph: 1300 852 388; Website: www.apra.com.au/music-users
 - Phonographic Performance Company of Australia (PPCA)—or the various individual copyright owners e.g. record companies
Contact details: Ph: (02) 8569 1111; Website: www.pcca.com.au/licensing.htm
 - Copyright holder (e.g. author, photographer, organisation, agency) or the Copyright Agency Ltd (CAL)
Contact details Copyright holder, if known, or CAL: (02) 9394 7600
Website: www.copyright.com.au
-

Minimum deadline 72 hours before event

Also see Section 13
Australasian Performing Right Association and Phonographic Performance Company of Australia in Section 4.2

AREA **Building of structures**—including stages, amusement rides, etc., may require a building/development application and/or sign-off by a structural engineer

Approval/Licence required from:

- Local council and venues
Contact details Contact the local council or venue
-

Minimum deadline Timeframes will vary. Check with the local council or venue

Also see Section 4.1

AREA **Children**—a Prohibited Employment Declaration form signed by all staff/volunteers/contractors in child-related employment

Approval/Licence required from:

■ NSW Commission for Young People

Contact details Ph: (02) 9286 7276; Website: www.kids.nsw.gov.au/check/intro.html

Minimum deadline As soon as practicable before the event

Also see *Child Protection (Prohibited Employment) Act 1998*

AREA **Fundraising**—e.g. raffles, chocolate wheels, collecting donations. Conditions usually apply.

Approval/Licence required from:

■ Department of Gaming and Racing—Office of Charities

Contact details Ph: (02) 9995 0666; Website: www.dgr.nsw.gov.au and select “Charities” and then select “What is a fundraising appeal”

Minimum deadline 72 hours before event

Also see Section 4.2 and Section 14

AREA **Landholders** —approval is needed to hold an event in national parks and reserves or on crown land or government-owned land

Approval/Licence required from:

Varies—check the landholder for the area where you want to hold your event

Contact details Various

Minimum deadline Before you begin planning the event

Also see Section 4

AREA **Liquor**—a licence will be required to sell alcohol at an event

Approval/Licence required from:

- Department of Gaming and Racing—Licensing Court of NSW

Contact details Ph: (02) 9995 0816 or 0767; Website: www.dgr.nsw.gov.au and select “Publications” and then select the relevant fact sheet

Minimum deadline Four to eight weeks, depending on the type of licence applied for

Also see Section 4.2 and Section 6.8

AREA **Signage**—council or venue owner/landholder permission could be required prior to erecting signage at your event

Approval/Licence required from:

- Local council or venue owner/landholder

Contact details Will vary

Minimum deadline Will vary

Also see Section 4.1 and Section 6.7

AREA **Staging event**—may require consent from the local council or landholder to hold the event

Approval/Licence required from:

- Local council/landholder

Contact details Contact the local council/landholder

Resource document available at www.dlg.nsw.gov.au

Go to “Local Government Circulars to Councils”, then find circular number 97-65 under the index for “Circulars 1997”

Minimum deadline Four month minimum but check with the local council

Also see Section 4.1

AREA **Traffic management**—if traffic disruption is expected, you will be required to submit a transport management plan to the local council and the RTA and you may be required to apply for a Road Occupancy Licence

Approval/Licence required from:

■ Roads and Traffic Authority

Contact details Ph: 13 17 82; Website: www.rta.nsw.gov.au

Click on “Traffic Information”, then “Special events guide” under “Popular downloads”

■ Local council

Contact details Contact the local council. Liaise with the landowner.

Minimum deadline Recommended at least six months before the event—check with the local council. Depending on the scale of the event, more than 12 months’ notice could be needed.

Also see Section 4.1

Roads and Traffic Authority in Section 4.2

Section 10

AREA **Waste management**—a plan showing how you will handle waste may be required for approval to stage event

Approval/Licence required from:

■ Local council/landholder

Contact details Contact the local council

Minimum deadline Check with the local council

Also see Section 9.3

AREA **Water events**—to conduct an event on NSW waterways an aquatic licence may be required.

Approval/Licence required from:

■ NSW Maritime Authority

Contact details Ph: (02) 9563 8504; Website: www.maritime.nsw.gov.au/aquatic.html

Minimum deadline Six weeks before event

Also see *NSW Maritime Authority*
Section 4.2

INCIDENT/ACCIDENT REPORT		
EVENT:	VENUE:	
NAME:	TEL:	
POSITION		
Incident/Accident Category (mark as appropriate)		
<input type="checkbox"/> General Trespass	<input type="checkbox"/> First Aid	<input type="checkbox"/> Vehicle Related Incident
<input type="checkbox"/> Noise Complaint	<input type="checkbox"/> Emergency Services Required	<input type="checkbox"/> Suspicious Article
<input type="checkbox"/> Crowd Incident	<input type="checkbox"/> Emergency Evacuation	<input type="checkbox"/> RSA Breach
<input type="checkbox"/> Theft	<input type="checkbox"/> Slip/Trip/Fall Incident	<input type="checkbox"/> Intoxication
<input type="checkbox"/> Damage to Grounds	<input type="checkbox"/> Lost Person	<input type="checkbox"/> Unauthorised Activities
<input type="checkbox"/> Lost Property	<input type="checkbox"/> Other (specify)	
Incident/Accident Details		
Date:	Time:	
Location:		
Details of Incident/Accident:		

Did you inspect the area? <input type="checkbox"/> Yes <input type="checkbox"/> No		
What was evident?		

What actions did you take?		

Contact details of Person Involved		
Name:	Tel:	
Residential Address:		

Post Code:		

Details of Injuries & Treatment		

First Aid Officer Requested? <input type="checkbox"/> Yes <input type="checkbox"/> No		
Name of Officer:	Tel:	
Ambulance Requested? <input type="checkbox"/> Yes <input type="checkbox"/> No		
Did the person go to hospital? <input type="checkbox"/> Yes <input type="checkbox"/> No	Name of Hospital:	
Does the injury require any follow up treatment? If yes, give details:		

Details of Damage/Other		

Were Police Called? <input type="checkbox"/> Yes <input type="checkbox"/> No	Did they attend? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Name of Police Officer:		
Contact Station		
Tel:		
Reported to staff? <input type="checkbox"/> Yes <input type="checkbox"/> No		
Name:	Date:	Time:
Additional Information:		

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This guide is also available at www.events.nsw.gov.au

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