

Event management planning guide



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Appendix two	Event budget template
Appendix three	Event marketing plan template

1 Introduction

1.1 Introduction

Wodonga is a great city in which to host events. Organising any event requires considerable hard work and planning. This guide demonstrates a range of issues to be considered and resources available that can assist in making for a successful occasion. Wodonga Council hopes you find this planning guide of assistance.

1.2 Working with Wodonga Council

Wodonga Council can help you ensure that your event runs smoothly and is successful. This document can be used to streamline your approach to planning by outlining the responsibilities of Wodonga Council and external bodies, as well as identifying appropriate resources to assist you with your event. It can be used as a guide when hosting any event within the city, providing handy tips and advice along the way.

Wodonga Council values community events and the contribution they make to the community. Wodonga Council can provide many types of assistance in the staging of your event. These include:

- Event development and delivery advice;
- Hiring and booking of recreation reserves, public reserves, parks or areas of open space;
- Food safety advice;
- Grants through the *Festival and Event Contribution Program*;
- Local laws advice;
- Marketing;
- Traffic management and road closures (limited to Wodonga Council roads); and
- Waste management advice.

To contact Wodonga Council's events' team, please refer to the contacts page at the end of this guide.

2 Event planning

2.1 Event purpose and concept

Defining the purpose and concept of your event is an essential starting point of the event management process, to ensure the event's success. You and your event committee should brainstorm some aims and objectives of the event and ensure these are specific, measurable, achievable, realistic and have a time frame.

2.2 Develop an event management plan

Planning is the most important part of running a successful event. Event management planning includes all activities and issues associated with the event and how you are going to plan for them. Your event management plan must include the following important documents:

- Key objectives and measures;
- Project plan/ critical path/ and/ or task list listing all the tasks required to deliver the event (appendix one is a sample task list);
- Project budget;
- Program schedule or runsheet (including contact list);
- Site plan and other details about the venue;
- Traffic management plan;
- Security brief;
- Contracts with suppliers and entertainers;
- Event promotion/ marketing;
- Waste management plan;
- Emergency management plan, including map of evacuation;
- Risk management plan;
- Public liability insurance;

- Wet weather/ contingency plan;
- First aid; and
- Infrastructure and equipment list.

For events that are held annually, a lot of the documentation can be utilised for future years.

2.3 Research

Before investing a lot of time and money into an event, it is important that you research its concept to evaluate the likelihood of its success. You can do this by investigating other similar events that have been held locally or in another location. You should consider any available market research about these events in terms of audience participation and community acceptance. Through the process of researching, you will be able to establish the viability of the event for a Wodonga audience. Then, you can go ahead and plan your event with confidence, implementing and facilitating it in the most appropriate and effective way.

2.3.1 Community and public consultation

Consulting with residents and businesses in the vicinity of your event venue can assist with the smooth running of your event. This is especially important if your event directly affects any individual or business.

2.4 Organising group/planning committee

It is important to establish a committee with identified roles and responsibilities, or share the workload with professional staff. Dependent on the nature and scope of the event, you may seek the services of a company to help in the planning and management of the event, or some components of the event. A pre-determined fee will apply. Using an external organisation to manage or partly manage the event does not diminish your responsibility to fulfil obligations outlined in this guide.

2.5 Timing

The timing of your event can be crucial to its success. It is important to find out when other events are being staged in the Albury, Wodonga and North East Victoria region so that your event does not suffer from poor attendance. Remember to find out when public holidays are and to be mindful of school holidays. Spring and Autumn are particularly popular times to stage local events. To avoid disappointment, please consult with Wodonga Council's events' co-ordinator or visit alburywodongaaustralia.com.au

Consideration also needs to be given to the time of day your event will be run. This must fit with your event concept and target audience. For example, you wouldn't start a family event at 9pm or hold it during the heat of the day between 11am and 3pm in the summer months. Also, be mindful of the length of the event as this can impact significantly on costs and participation numbers. Once you have identified a date, notify your key stakeholders and place it in their diaries.

3 Budget

In order to successfully plan your event, you will need to develop an accurate and comprehensive budget (appendix two is a budget template).

3.1 Income

As ticketing is an important means of crowd control, you must consider a ticketing process that involves advanced ticket sales, tickets purchased at the event or both. Your event management plan needs to address:

- Whether the tickets are pre-sold, sold at the gate or both;
- Information provided from the tickets about the event; and
- A description and/or a copy of the ticket.

3.1.1 Sponsorship

Sponsorship can contribute to the success of your event. Seeking sponsorship from businesses and organisations can be time consuming and frustrating if you are not strategic in your approach. When short listing potential sponsors, make sure their philosophy matches with your event concept and target audience.

By researching their priorities and guidelines for sponsorship in advance, you can align your approach and submission to these goals. It is recommended that you contact the appropriate manager in person to give your sponsorship request maximum impact. A face-to-face meeting is often the most effective way to sell your event.

3.1.2 Wodonga Council funding programs

Wodonga Council values the contribution that arts, culture, festivals and events make to a dynamic, diverse and holistic community. These aspects are documented in its *Cultural Services' Plan*. One way the council seeks to support a range of public entertainment and engagement opportunities is through the following funding programs:

- *Arts and Cultural Contribution Program;*
- *Festival and Event Contribution Program;* and
- *Event Attraction Contribution Program.*

For more information about applying for these funding programs, please visit the council's website or phone the council's events' co-ordinator on (02) 6022 9300.

3.1.3 Grant funding sources

Finding and applying for grants funding can be a complex and time consuming process often requiring a lead time of up to six months before your event. You can access grant funding programs by visiting the following websites.

Table one: Organisations which provide funding for events

Organisation	Website
Australian Government: GrantsLink (access to all grants)	grantslink.gov.au
Festivals Australia	arts.gov.au/arts/festivals_australia
Tourism Victoria	tourism.vic.gov.au/marketing/marketing/ev ents-marketing/
Australia Council for the Arts	australiacouncil.gov.au/grants/fundingguide
Victoria Government – Department of Planning and Community Development	dpcd.vic.gov.au
Victorian Multicultural Commission Grants Program	multicultural.vic.gov.au
Regional Development Victoria	rdv.vic.gov.au (Local Life, Local Events program)
Vic Health	vichealth.vic.gov.au/en/Funding- Opportunities/About-Funding.aspx
Arts Victoria	arts.vic.gov.au
Regional Arts Victoria	rav.net.au
Philanthropy Australia	philanthropy.org.au
Department of Sport and Recreation	sport.vic.gov.au

If you are successful in securing funding, make sure you are adequately informed about any obligations you are committed to fulfil. For example, often you are required to report back to your funding body after the event. This will mean you have to collect data during the event such as attendance rates and audience satisfaction feedback.

3.1.4 Raffles and fundraising

Should you wish to hold a raffle or if your event is a fundraising event, you will need to ensure that your event complies with laws and regulations set by the Victorian Commission for Gambling Regulation.

3.2 Expenses

It is important to account for all costs associated with the event's activities. Be sure that you do not overspend on this amount, unless you have income to cover the expense.

When considering your budget, don't forget to include the following where appropriate:

- Venue hire;
- Equipment hire (For example, staging, marquees, trestle tables, toilets and bins);
- Audio visual;
- Entertainers and performers (including Australasian Performing Right Association (APRA) or Phonographic Performance Company of Australia Ltd (PPCA) licence fees);
- Marketing and promotion;
- Signage;
- Catering;
- Power (For example, consumption at venue and generator hire);
- Permit fees;
- Security;
- Traffic management fees;
- Salaries and fees;
- Travel and accommodation;
- Administration (For example, telephone, postage and art supplies);
- First Aid (St John Ambulance); and
- Contingency (at least 10 per cent is recommended as a guide);

To obtain the best possible price, contact several suppliers with your event requirements and arrange a quote.

3.3 Cash handling

Should you have a float or the need for cash handling at your event, ensure your staff adopt safe cash handling practices, for example, avoid counting cash in front of event attendees. Ensure you have plenty of change in your float to meet the demands of your event.

4.0 Venue

4.1 Venue selection

A venue needs to be selected depending on its suitability to your event's concept.

Correct venue selection is a critical success factor for an event. Consideration needs to be given to:

- Indoor/outdoor requirements;
- Location and approximate travel time to get there;
- Proximity to public transport and adequate car parking;
- Catering facilities and liquor licensing;
- Heating and air conditioning;
- High visibility to attract passing traffic;
- Cost of using the venue;
- Services supplied. For example, power, water, toilets, lighting and shelter from weather;
- Access for the disabled, heavy equipment;
- Site layout;
- Wet weather options; and
- Audio visual options.

Wodonga Council produces the *City of Wodonga Venue Guide* to assist event organisers with researching venues in Wodonga for your event. For further information, visit Wodonga Council's website or contact the council's customer service to receive a copy.

If you wish to use a recreation reserve, public reserve, park or area of open space within Wodonga, you will need to book it through Wodonga Council. To find out about using a Wodonga Council venue, contact Wodonga Council's customer service.

4.2 Venue/site map

Site plan checklist

A site map should be drafted for your event identifying the utilities and services. Tick all the items below that are required for your event. After you make sure these conform to Wodonga Council's and other legal requirements, you can include them on your site plan/floor plan.

- Directional signage location
- Disabled access
- Drinking water sites
- Emergency access and exit points
- Entry and exit points
- Event management area
- First aid posts
- Fire extinguishers
- Greens Rooms for performers
- Information booth/s
- IT Equipment – PC's, IT connection, projectors, screens
- Kitchen or catering facilities
- Liquor licence / wet and dry areas
- Location of temporary and/or permanent toilets (including disabled)
- Lost and stolen property/ lost children
- Media area
- Parking (refer to traffic management plan) and disabled parking
- Pedestrian routes
- Performance/entertainment locations
- Power supply (single or three phase)
- Registration area
- Restricted areas
- Roads or paths
- Rubbish bins
- Seating and /or shade (natural or built)
- Security location
- Staff/ back of house area
- Stages and marquees
- Structures (art and design)
- Telephone access
- Water (including for fire appliances)/gas control/generators)
- Vehicle access routes

4.3 Grass cutting and irrigation lines

If your event is being held at a Wodonga Council venue, the council can organise grass cutting before your event. If temporary structures, like tents, are being erected, underground irrigation lines and power must be located and marked out by Wodonga Council staff beforehand to avoid damage. Please contact Wodonga Council's events' co-ordinator at least two weeks prior to the event if you would like to access either of these services.

4.4 Power

Typically, power is a crucial utility required for events. It comes in two forms; single-phase power and three-phase power. Single-phase power involves a 240kw power outlet. Most domestic loads are single phase. Three-phase systems allow you to power larger motors and other devices such as generators. If using a portable power source for audio, power must be earthed.

Most events usually only require access to single-phase power; although, some such as food vendor vans, audio or concert lighting set-ups require a three-phase power supply. It is important when planning your event that you consider the needs of the groups attending the event to ensure that you have adequate resources and a sufficient power supply.

Safety issues must be carefully considered when dealing with power. All power leads must be tagged and tested and must be covered with approved safety pads to prevent damage by both pedestrian and motorised traffic. Potential hazards relating to power must be addressed and included in your risk management plan. As a preventative measure, it is worthwhile consulting with the venue and users to confirm specific details with respect to supply and demand.

4.5 Temporary structures

If you are intending to erect temporary structures for public entertainment at your event, you must follow the following guidelines. A temporary structure includes:

- A booth, tent or marquee or other temporary structure with a floor area more than 100 square metres;
- A seating stand (whether enclosed or not) for more than 20 people;
- Stage or platforms (including sky borders and sky wings) exceeding 150 square metres floor area; and
- Pre-fabricated buildings more than 100 square metres.

All temporary structures with a floor area more than 100 square metres need to be approved by a qualified engineer. Wodonga Council may require an inspection to determine if the permit is being complied with. Thus, it is advisable to make use of a registered building practitioner when erecting such a structure. Local event hire companies include:

- Barlens (barlens.com.au);
- RBR Party Hire (rbrparty.com.au); and
- 24 Seven Events and Party Hire (24sevenevents.com.au).

Public entertainment cannot be conducted at a place without an occupancy permit. A place of public entertainment includes any place/building having a floor area more than 500 square metres which is enclosed or substantially enclosed; or to which admission can be gained by payment of money or other consideration which is used or intended to be used for an entertainment or meeting to which admission may be ordinarily gained by members of the public (*The Building Act of 1993 and Building Regulations 2006*). Further information can be found on the Victorian Building Commission's website.

For further enquiries on temporary structures, please contact Wodonga Council's building and planning teams.

4.6 Toilets

Toilet facilities must be able to cater adequately for the number of patrons attending your event. The *Building Code of Australia 2005, Volume one, Victoria Appendix, Section Vic H102.4 – Sanitary and amenity facilities in places of public entertainment* must be adhered to. Table two also outlines the number of toilet facilities required for events. These figures may be reduced for short events as shown in Table three. Disabled access

toilets must be provided as well. It is essential that these facilities be maintained in a clean state throughout the entire event.

If the event is held in a venue such as a park or reserve with existing public toilets and if the appropriate booking system has been applied, Wodonga Council will ensure that the toilets are cleaned prior to the event. You will, however, be responsible for maintaining their cleanliness during the event. It is recommended that toilets be cleaned every two to three hours by contracted cleaning staff, depending upon volume. Don't forget to buy lots of toilet paper. If your venue does not offer an adequate number of toilets, you will have to hire portable toilets. Ensure toilets are well lit so as not to provide a security hazard, and are located away from food storage and food service areas.

Table two: Guide to toilet facilities according to patronage

Patrons	Males			Females	
	Toilets	Urinals	Hand basins	Toilets	Hand basins
<500	1	2	2	6	2
<1000	2	4	4	9	4
<2000	4	8	6	12	6
<3000	6	15	10	18	10
<5000	8	25	17	30	17

Table three: Reduction in toilet facilities for short events

Source: *Event Management: Planning Guide for Event Managers in Victoria*

Duration of event	Quantity required
More than eight hours	100 per cent
Six to eight hours	80 per cent
Four to six hours	75 per cent
Less than 4 hours	70 per cent

4.7 Water

At your event, ensure that staff and volunteers have ready access to free water during the event. Clear directional signage must indicate where to locate water stations.

Under the *Building Code of Australia*, event organisers must:

- Provide one drinking fountain or drinking tap (not a washbasin) for every 200 patrons or part thereof;
- Provide drinkable water that is freely available;
- Provide signage to the water; and
- Place drinking taps in areas that do not form a bottleneck of patrons.

4.8 Waste management

Whether your event is a major festival or a small celebration, provision must be given to the appropriate collection and disposal of waste and recycling during and after your event. Careful planning will ensure that you have sufficient facilities, such as rubbish bins, recycling bins and mini skips, to dispose of all rubbish and recyclables.

After your event is over, you will be required to clean up. You will need to have organised enough staff to help with this job. Wodonga Council may provide waste management support for not-for-profit groups, but generally it is necessary for you to arrange your own rubbish disposal. While Wodonga Council is able to assist with the cleaning of streets and car parks prior to an event, it cannot provide the additional service required for waste management at large commercial events. As a result, you may need to contract the use of mini skips and bins through a commercial provider.

Wastewater cannot be disposed of down stormwater drains. This water needs to go into a sewer outlet. For more information about waste management at public events, contact Wodonga Council's customer service.

Wodonga Council can also assist you with advice on introducing cost effective waste reduction, reuse, recycling and composting programs.

4.9 Disability access

For information about your responsibility to provide adequate disability access at your event, you can refer to *Accessible Events – A Guide for Organisers*. This publication contains practical information on how to make events accessible for all people in the community. This guide can be accessed via the Meetings and Events Australia website.

5 Program

5.1 Programs and performers

You need to define clearly the reason for hosting your event giving careful consideration to your target audience. The program content should be selected to support the concept underpinning the event. Activities should be tailored to meet these requirements. A range of performers to keep people interested from the event's start to finish should be chosen to complement activities. If your event is targeted at children, remember to also cater for parents and carers in the programming.

It can be challenging to source appropriate performers that fit into your event's theme. You can use the services of agencies to assist you in locating these performers. At some events and festivals, copyright laws may apply when songs are performed that are not the entertainer's original pieces. You will be required to pay a performers' rights' fee to the Australasian Performing Right Association (APRA) and/or the Phonographic Performance Company of Australia Limited (PPCA). For more information, please contact APRA or PPCA.

5.2 Recognition of indigenous land owners

An Acknowledgement of Country is a means by which all people can show respect for Aboriginal culture and heritage and the ongoing relationship the traditional custodians have with their land. An Acknowledgement of Country would be used at minor functions such as public speeches, seminars and meetings. On such occasions, a chair or speaker may begin by acknowledging that the meeting is taking place in the country of the traditional custodians. For example:

"I would like to acknowledge the traditional custodians of the land. I would also like to pay respect to the Elders both past and present and extend that respect to other Indigenous Australians who are present".

At major functions such as conferences, naming and/or opening ceremonies, major exhibitions and other functions where official guests and dignitaries are in attendance, it is important that an Elder be asked to conduct the 'Welcome'. In addition, other welcoming activities such as music and dance may be used under the direction of the Elder.

5.3 Wodonga Mayor and/or councillor involvement

You may wish to have a representative from Wodonga Council attend your event. To extend an invitation to the Mayor or councillor/s, please forward a request in writing to Wodonga Council or phone the executive assistant on (02) 6022 9300.

5.4 Program schedule/run sheet

Develop a running sheet that sets out when things take place on the day of the event. The document should include items such as set-up of equipment, arrival of VIP's, presentations of awards. The smooth running of an event is dependent upon the people involved knowing what, where and when activities are occurring. Running sheets are critical to ensure that everyone is aware of what is happening and whose responsibility it is to make it happen.

5.5 Audio visual

If your event requires audio visual, you must consider the type of equipment you will need. In doing so, you will need to consider:

- Requirements of performers (performers will often provide technical specifications for this);
- The venue size;
- Green room (change room with mirror and water);
- If the event is held indoors or outdoors;
- The anticipated size of the audience;
- Time of day;
- Proximity to residential areas;
- Access to power;
- Stage and staging (for example, access to the stage, stage surface)
- Rigging points for lights;
- Lead covers;
- Microphone and lectern for speeches; and
- Crowd barriers.

Make sure you test all equipment before your event commences. For local AV suppliers, please contact Wodonga Council's events co-ordinator.

6 Marketing

As an event organiser, you will be required to be an effective communicator. You will need to plan ways to promote your event to the community and key stakeholders and relay messages to participants on the day of the event.

6.1 Event marketing plan

An event marketing plan will be needed to detail how you will promote your event (appendix three is an event marketing plan template).

Your plan must describe how the public will hear about your event. It should detail all the promotional opportunities that you will be using for your event. The plan should include who is responsible for each promotional activity or item and the proposed date for completion.

It is important to ensure that any commitments made to sponsors regarding advertising and promotion is incorporated into your marketing plans.

Below is a list of local marketing activities which you may engage for your event in Wodonga:

6.1.1 Advertising

- *The Border Mail* newspaper
- NECANA newsletter – Defence newsletter
- Albury Wodonga *News Weekly* (awnw.com.au)
- Neighbourhood Watch newsletter
- *Midweek Express*

- Radio - 105.7 The River*, 104.9 Star FM*, 1494 AM 2AY, Edge FM/3NE, ABC Goulburn-Murray
- Television – PRIME 7, WIN, Southern Cross Ten*
- *Out & About* – Quarterly publication produced by *The Border Mail* which has a calendar of events for the region. Contact *The Border Mail* on (02) 6024 0501 for edition deadlines and details.

*Southern Cross Media affiliated.

6.1.2 Banner

A 12 metre x 1.2 metre banner can be erected across Elgin Blvd to welcome visitors to Wodonga to your event. For further information about booking this and fees applicable, please contact Wodonga Council's customer service at Wodonga Council on (02) 6022 9300.

6.1.3 Direct mail

If planning a direct mail campaign for your event (For example, a letterbox drop to residents), contact Wodonga Council's events co-ordinator for a list of local companies to quote on your specific requirements.

6.1.4 Noticeboards

Many local cafes and businesses around Wodonga have noticeboards where you can place a promotional poster or information about your event. Please check with the cafe/business owner before putting up the poster.

If your event is a sporting event, local gyms and sporting facilities may also have a noticeboard where you can display a poster and information about your event.

Wodonga Council has noticeboards at Coles supermarket (off Hovell St), Woodland Grove, the Baranduda Community Centre, Kookaburra Point (near Lake Hume) and the Wodonga Sports and Leisure Centre. While it is not guaranteed that your poster will be placed on the council's noticeboards, event organisers can drop off five A4 posters at customer service, addressed to the communications and marketing team for consideration.

6.1.5 Media

Tourism Victoria provides a *Working With Media* kit for organisations who wish to use the media as a means of promoting your event via the Tourism Victoria website at tourism.vic.gov.au/industry-resources/industryresources/working-with-the-media/

6.1.6 Online tourism and event websites

Below are some suggested free websites to promote your event (subject to website owner approval). Details you may include are date, time, location, a short blurb about the event, the event website, cost to attend, event co-ordinator contact details as well as a picture or logo in jpg format.

- alburywodongaaustralia.com.au/events.asp - managed by Wodonga Council
- Northeastvictoria.com.au – managed by Wodonga Council
- visitvictoria.com/
- vic.gov.au/calendarday/2011/10/09.html?type=current&day=09&month=10&year=2011
- visitalburywodonga.com/whats-on
- murrayriver.com.au/events/vic/
- albury-wodonga-vic.com.au/add-links.htm
- about-australia.com/events/victoria/murray/events/
- australia.com/events/Events.aspx

- victoriastartpage.com/calendar.html
- ausemade.com.au/vic/destination/events/victoria-events.htm
- australiancountryevents.com
- regional.eventslive.com.au
- alistguide.com.au/event
- wottodo.com.au

6.1.7 Online news calendars

The below local news websites will also list community events:

- bordermail.com.au/submitevent.aspx
- mycommunityconnect.com.au
- wodonga.iprime.com.au/index.php/lifestyle/infonet
- 2ay.com.au/community_2ay

6.2 Signage

Appropriate signage can also be used to promote your event and direct people to amenities/locations at the event. Signs should be installed to provide safe, easy access and movement at your event. Directional signage that indicates where toilets, exits and information booths are located is strongly recommended. Sponsor's requirements should be taken into consideration when hanging signage. Signs are recommended to provide information about:

- Public phones;
- Entrances and exits;
- Ticketing (including services for people with a disability)
- Toilets;
- Water;
- First aid posts;
- Camping areas and facilities;
- Parking;
- Information centre;
- Rules relating to alcohol consumption;
- Lost and found;
- Public transport pick-up and drop-off;
- Security;
- No smoking/alcohol consumption (if appropriate);
- Program details;
- Emergency services; and
- Notice of closures to footpaths or walkways.

If you choose to promote your event using signage, be aware that some signs will require a planning permit. Please check with Wodonga Council and allow sufficient time for approval of permit requests.

Please note that signage anchored by star pickets/pegs should be approved by council to ensure electrical, gas and telecommunication underground services on council owned land are not affected. Please remember to remove any signage at the end of your event.

6.3 Wodonga Visitor Information Centre

The Wodonga Visitor Information Centre (VIC) has two locations with the main centre in Hovell St, Wodonga and another centre located at Gateway Village. Staff at these centres can promote your event to visitors passing through the region. The VIC can display an A4 poster and/or brochures promoting your upcoming event. Feel free to chat to the friendly staff on 1800 796 222 and let them know about your event.

6.4 Professional photography and video recording

If planning to engage a photographer at your event and you intend to use the images in the future for promotion or in a publication, please ensure subjects provide consent of their image being used, as per the *Privacy Act 2001*.

6.5 Notifying residents

It is important to advise residents and local businesses in close proximity to the event venue, that your event will be taking place. You can notify residents by conducting a letterbox drop in the surrounding areas, including the following information:

- Name of the event;
- Event purpose;
- Number of participants;
- Any disruptions to residents and businesses;
- Road closures;
- Event organiser contact name and number; and
- Public transport and disruptions

You should also forward a copy to Wodonga Council's events' co-ordinator prior to the event.

7 Event safety and regulations

7.1 Public liability insurance

Public liability insurance is mandatory for all events with a minimum of \$10 million cover. You may also need to ensure that there is adequate insurance cover for any volunteers. Various insurance companies offer a community group insurance scheme with cover available for most community events, celebrations and festivals. Two organisations are localcommunityinsurance.com.au and communityinsurance.com.au

All contractors, performers, food vendors and other suppliers at your event should supply you with a current certificate of currency prior to their participation at the event. Please note that a tax invoice is not a certificate of currency and is not accepted as a certificate of currency. For other insurance enquiries, please contact the council's risk management advisor.

7.2 Risk and opportunity management plans

Prior to your event, it is vital that you make an informed assessment of all possible risks and opportunities associated with the event. Through careful analysis, you must identify any potential hazards (or detrimental consequences) that could pose a risk to anyone involved in the event or potential opportunities for improvements. It is important to include others in this process including emergency services, venue managers and risk assessment officers.

A risk assessment meeting, attended by key stakeholders, should be held to ensure that possible risks and opportunities are identified and managed. This should be documented in a risk and opportunity management plan which will allow you to minimise the risks involved and any opportunity for running of your event.

For large events, Wodonga Council will require a copy of your risk management plan to be submitted as part of the venue booking process. For a copy of an event risk management plan template, please contact Wodonga Council's events' co-ordinator. For risk assessment enquiries, please contact the council's risk management adviser by phoning the number above.

7.3 Emergency management plan

Your event also must have an emergency management plan. This plan will outline your response in the event of an emergency. It should consider:

- Possible emergency interruptions;
- Evacuation procedures (including evacuation points);
- Personnel responsible in emergencies and evacuations;
- Emergency services meeting points;
- Ambulance and emergency vehicle loading areas;
- An incident control centre;
- Arrangements for additional emergency services personnel;
- Lines of communication in order of authority; and
- Risk management strategy.

People involved in the staging of your event must be familiar with the contents of the emergency management plan.

7.4 Emergency services

Depending on the location, timing, size and make-up of the event, event organisers will need to inform the Country Fire Authority (CFA), State Emergency Service (SES), ambulance service as well as the Victoria Police who, if requested, may attend and provide a presence at the event. The provision of first aid facilities is essential to any large scale event.

St John Ambulance or the Red Cross can be contracted for basic first aid requirements. Serious injuries will require Ambulance Victoria.

It is important to identify and record details of local emergency services even if they are not necessarily attending the event (see Table one). The CFA, police and ambulance should be informed about the event either by letter or phone.

Table four: List of emergency services' contact details

Local organisation	Contact name	Phone number(s)	Informed/ booked	Required to attend event?
Ambulance			<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
CFA			<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Police			<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
SES			<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
St John Ambulance			<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Security			<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
Local hospital			<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

7.5 Contingency plan

The contingency plan is formulated after you have conducted a risk assessment and written your risk and emergency management plans. It is necessary to undertake contingency planning to cater in advance for situations that may possibly arise.

7.6 Wodonga Council permits and local laws

If you are planning an event that involves busking, camping, advertising or selling goods then you may require a permit from Wodonga Council.

You can collect permit application forms for these activities from the Wodonga Council offices or you can phone the civic services' team. To ensure your event complies with Wodonga Council's local laws, please phone the civic services' team.

7.7 Traffic management

If your event impacts on any road, public transport or the flow of local traffic in Wodonga, you will need to notify the council of your event and also develop a traffic management plan.

Wodonga Council will be able to explain how your event may affect the road network and traffic flow and elements required for a traffic management plan. Traffic management plans need approval by Wodonga Council and possibly from VicRoads and should include details of the following:

- The aims and objectives of the plan; and
- The area affected.

7.8 Temporary road closures

Depending on the nature of your event, you will be required to comply with specific conditions in order to obtain your temporary road closure permit.

The council's civic services' team will advise on conditions including newspaper adverts for road closures that need to be met. For more information about road closures, please contact the council's civic services' team.

7.9 Noise levels

Music and other noise from events can often be loud and as a consequence noise pollution can occur. Loud music or noise cannot be projected before midday or after 11pm. Under the *State Environmental Protection Policy (Control of Music from Public Premise) No. N-2*, if your outdoor event involves the use of amplified music or loud noise, you must monitor your sound levels to ensure they don't breach 65 decibels (dB) for outdoor venues, when the measurement point is located outdoors and 55 dB when located indoors. For indoor venues, this is five dB during the day/evening and eight dB during the night.

Further information about Victorian State noise regulations is available via the Environmental Protection Authority's (EPA) website at epa.vic.gov.au/noise

7.10 Security

In the early planning stages, you will need to determine the likelihood of security issues arising before, during or after your event. You will need to take into account:

- Crowd control issues;
- The serving of alcohol; and
- The safe storage of money.

If any of the listed issues cause you concern, Wodonga Council recommends that you consider contracting a security firm for your event. A security brief would then need to be developed in partnership with the security firm. It should include details of:

- The details of any security firms that have been contracted, including licence details and the number of personnel at the event;
- Roles and responsibilities of staff (including a list of people permitted in restricted areas);
- Victoria Police contact details for the event, including station and contact person;
- Crowd control measures;
- Cash protection measures;
- Equipment protection measures;

- Procedures for confiscated or prohibited items;
- Details of the venue layout, entrances, exits, first aid posts and potential hazards;
- Potential issues that may arise; and
- Areas where public access is restricted.

7.11 Catering

If your event is running for an extended period of time, you may want to consider catering arrangements. These arrangements should enhance the theme and timing of your event and can be promoted in your marketing campaign. Catering options could include:

- Getting participants to bring their own food;
- Getting community groups such as local service clubs to supply food; and
- Booking mobile food vendors.

You also must take into account the cost of food and its impact on your target audience. Expensive meals can deter families from attending an event. Community groups can provide a low cost catering alternative. This is also an effective way of engaging the community in your event and having funds reinvested into the community. Another option is to book a mobile food vendor. You can often charge a nominal fee for mobile food vendors to attend your event as commercial operators. You must ensure that vendors have documentation to indicate that they meet the *Food Act 1984* requirements. For more information on food vendors, contact Wodonga Council's environmental health team.

7.11.1 Food hygiene

If you are planning on selling any kind of food in Wodonga, you may need a registration or notification. Wodonga Council's environmental health team can guide you on which classification you fall under according to the *Food Act 1984*. The act requires this process regardless of whether you are profitable, non-profitable or a charity organisation.

If you are already registered with another Victorian council, please inform Wodonga Council by lodging a *Statement of Trade (SOT)* at least five days prior to trading.

Failure to register or lodge an SOT could result in enforcement action being taken. For further information, please contact Council's environmental health team.

7.11.2 Alcohol management

While the consumption of alcohol is part of many social festivities, responsible behaviour is also necessary. To ensure that responsible use of alcohol is encouraged and enforced at all events, organisers are required to prepare an alcohol policy.

Some aspects to include in your events' alcohol policy are:

- A signed relevant application form for use of Wodonga Council reserve/facility, with appropriate indemnities and insurances provided;
- A permit from Liquor Licensing Victoria (LLV) (justice.vic.gov.au/alcohol), once you have sent your application in, a copy is forwarded to Victoria Police for comment. Ensure you allow three weeks for this process;
- *Responsible Service of Alcohol* certificates for those individuals serving alcohol; and
- Security personnel.

For further information, please go to responsiblealcohol.vic.gov.au

7.12 Fire management

Management of fire hazards should be addressed at the risk assessment phase prior to the event. Sources of fire risks at events may include food vendors cooking using LP gas

or audio/visual equipment causing electrical fires. To proactively manage these risks, event organisers and staff should conduct pre-event safety inspections to identify and control any potential risks. The appropriate fire extinguishers should be made available in any high risk areas, for example dry chemical (powder) extinguishers for LP gas or electrical fire, water extinguisher for wood or paper fire.

7.13 Gas cylinder safety

To maintain public safety it is essential that all portable gas cylinders are secured. For information about gas cylinders and safety regulations, please contact Energy Safe of Victoria on 1800 069 588 or visit esv.vic.gov.au

7.14 Fireworks

Under Victorian state legislation, fireworks may only be included at your event if they are provided and operated by a pro-technician who is licensed by WorkSafe Victoria.

Event organisers are also required to obtain a CFA Permit Schedule 14 and supply a copy of this permit to Wodonga Council if your event falls within the specified 'Fire Danger Period' declared by the CFA. Further information can be found at cfa.vic.gov.au

7.15 Contracts

If you are planning to engage performers or event suppliers for your event, or if you have secured sponsorship from local businesses, it's a good idea to have a short letter of agreement or contract between you as the event organiser and them. If the arrangements are in writing, this will ensure that both parties are fully aware of their event responsibilities and obligations including the fees negotiated, the supply of equipment and what occurs if the event is cancelled, and will minimise any disputes that may arise. Make sure this letter of agreement is clear and both parties are happy before signing.

7.16 Postponing or cancelling the event

In the unfortunate circumstance that your event has to be postponed or cancelled, please ensure that you undertake the following:

- Notify the media such as local radio and television stations as well as *The Border Mail* (if time permits)
- Place signage at the event indicating that the event is cancelled/postponed
- Ensure you fulfil all agreements such as payment of performer fees (or a portion thereof) as outlined in your contracts (see 7.15 Contracts).

Please remember that if an electrical storm is forecast or takes place at the time of your outdoor event, it is extremely dangerous for paid staff and volunteers to continue to set-up and work. Under your duty of care, it is advised that the event be cancelled or postponed.

8 Human resources

8.1 Staffing

Without the contribution of both paid and volunteer staff, your event would not be successful. When recruiting staff with the desired skills and personal qualities, it is important to clearly define roles and responsibilities so that potential workers can be matched with appropriate duties. Likely roles required at events include:

- Publicity and promotions;
- Catering co-ordinator;
- Performers and staging;
- Safety and emergency services;
- Admission and ticketing;
- Information services;
- Car parking;

- Administration; and
- Crowd control.

Ensure that you have adequate staff to manage the event. Often local service clubs and community groups are happy to assist.

8.2 Recruiting volunteers

As discussed in the section above, the recruitment of volunteers can be vital to the success of your event. The Albury Wodonga Volunteer Resource Bureau may be able to provide assistance in the sourcing of volunteers.

As part of your volunteer screening process, it is advised that any volunteers aged over 18 years who are recruited, agree to a police check to ensure the protection of all fellow staff and event patrons. Further information can be obtained via the Victoria Police website at police.vic.gov.au

If your volunteers will be working with children at the event in a one-on-one environment (for example, supervising children's art activities), they will also be required to obtain a Working With Children's Check. There is a fee for this and you should decide whether you as the event organiser will cover this, or whether it is up to the volunteer to pay.

8.3 OH and S

As part of your duty of care to all event staff and attendees, you need to consider the following OH and S elements as an integral part of your event preparations:

8.3.1 First aid

For large events of 500 or more expected attendees, or for high risk events such as extreme sports, you should engage the services of a registered first aid provider (see Section 7.4 Emergency services). For all other smaller events, there should be a complete first aid kit located in your information tent and an event staff member who has been trained in first aid.

8.3.2 Heavy lifting

Ensure all event staff and volunteers demonstrate safe lifting and carrying techniques when setting up and packing down equipment at your event.

8.3.3 OH and S walk-through

It is strongly advised that the main event co-ordinator and/or an OH and S representative at your event, conduct a walk through 30 to 60 minutes prior to your event commencing. This process will ensure any potential hazards are identified and rectified before event attendees are present.

8.4 Team briefing (prior to event)

Hold a briefing session for everybody involved with the event to go through the program schedule/run sheet. In addition, explore the contingency plan that you have in place so other members of the team are briefed of the duties and responsibilities in case of any mishaps. Make sure AV/IT equipment has been tested and that the master of ceremonies is fully briefed.

9.0 Post event

9.1 Evaluation

A thorough assessment to measure whether you have achieved the event's purpose is required. Aspects of the event that are successful need to be documented along with areas that need greater work. Feedback should be sought from both patrons and staff in an effort to make an informed assessment of the event's overall impact. Evaluation

questions should determine the success of your event's aims and objectives. These could include:

- Overall satisfaction or enjoyment of the event. Did it meet expectations?
- Any suggestions for improving the event

Other questions should relate to the actual staging of the event. These could include:

- Please rate the parking ease and availability?
- How did you find out about this event?
- How do you think we could improve promotion?
- Did you find the program enjoyable?
- Please rate the catering for this event?

Feedback methods need to be quick and easy for participants to access and answer. They also need to be measurable and useful for event organisers. Suitable methods could include feedback surveys, roving evaluators talking to participants and collection of hard data such as attendance numbers.

9.2 Debriefing

After your event is over, you will need to organise a debriefing to review all aspects of the experience.

Debriefing is a process whereby the event stakeholders have the opportunity to discuss what worked, what didn't, why it didn't work and how it could be improved.

All stakeholders should be involved in this forum including the Wodonga Council events' co-ordinator, sponsors, volunteers, security, vendors, performers and staff. It should be viewed as a worthwhile experience with recommendations greatly assisting the planning for your next event.

Some points to discuss in the debrief:

- List what you thought was successful or worked well in the area you were responsible for;
- List what you thought was not successful or did not work well in the area you were responsible for;
- List your recommendations for the area you were responsible for; and
- List your recommendations for the whole event.

9.3 Showing appreciation

It is important to acknowledge the hard work of all those involved in your event. Regardless of the extent of their contribution, it is essential to let staff and volunteers know that their efforts are appreciated. It is a good idea to plan an informal gathering for staff, to give them the opportunity to talk about the event in a social setting, and in turn give you the opportunity to facilitate a feedback forum. Don't forget to budget for some catering at your debrief as a sign of your appreciation.

If you have obtained grants or sponsorship for your event, don't forget to send out a letter or certificate of appreciation with some event photos.

10 Other

10.1 Helpful hints for the day

The success of your event can rely upon the realisation of the following helpful hints.

- **Be on time.** Get to your event venue early to ensure all aspects of the event are running on-time and according to plan.
- **Carry your contact list.** Make sure you have your contacts' list of all staff and external authorities handy.

- **Be well briefed.** Make sure you and your staff are available to answer any queries that may arise before or during the event (a frequently asked questions and answer sheet at your information tent can be very handy).
- **Check logistics.** Ensure you have all your logistical requirements and equipment (like maps and mobile phones) at the ready or with the people delegated to operate or manage them.
- **Relax and enjoy the day.** This should be fun for you too.

10.2 Rides

While rides can be a major attraction and provide additional revenue for organisers, they also require careful monitoring and organisation. If you intend to charge an entry fee into the event or intend to erect any marquees or other types of structures, you also will need to contact Wodonga Council as early as possible for advice and to determine if a permit is required. If you are planning to have the rides or marquee structures on Wodonga Council-land, you will need to again contact the council to see if this is permitted.

Minor rides are typically offered to the public for free at the event organiser's expense. In this case, a flat fee is paid to the operator by the organiser at no cost to the public. Major rides can be subsidised by the organiser and offered to the public at a discounted price, or the ride operator can operate the ride at full cost and return a percentage or flat fee payment to the organiser for this opportunity. Operators must take full responsibility for their rides. You should collect from them current copies of any necessary permits and insurance cover prior to confirming their booking.

10.3 Sun smart

As the event organiser, you must protect the health of your event employees, volunteers and patrons. To minimise exposure to harmful UV rays, you should consider:

- Programming activities so that they are not during peak UV radiation times between 11am and 3pm;
- Taking advantage of existing natural shade provided by buildings, trees and other structures and knowing where the shade falls during the time of your event;
- Using portable shade structures where there is no shade;
- Locating key activities such as eating areas in shaded spots;
- Encouraging staff and patrons to wear sun protective clothing including sunglasses and hats; and
- Providing staff and patrons access to SPF 30 plus broad spectrum sunscreen for use at the event.

10.4 Sustainable event management

Wodonga Council aims for environmental best practice and the integration of ecological sustainable development in all aspects of its events. To achieve this, Wodonga Council's events' team is currently working on a Sustainable Event Management System (SEMS) which will support the planning, development and implementation of both Wodonga Council-run and community-run events. The SEMS will also provide a framework to ensure that those events are also consistent with Wodonga Council's stated sustainability objectives.

Once completed, Wodonga Council's events' team will be able to provide leadership, change, the best advice and support for community event organisers to ensure events in Wodonga are leading the region in sustainability.

It is envisaged that the SEMS will be adopted by Wodonga Council by the end of 2012. Please contact the council's events' co-ordinator for further information.

10.5 Wodonga Visitor Information Centre trailer

For larger events with a high percentage of visitors from outside the Albury-Wodonga region, the Wodonga Visitor Information Centre has a trailer which can be staffed by volunteers for your event. Please contact the council's events' co-ordinator at least two weeks prior to your event to organise.

10.6 Contacts

Albury Wodonga Health – Wodonga Campus	(02) 6051 7111 awh.org.au
Albury Wodonga Volunteer Resource Bureau	(02) 6021 0990 vrb.org.au
Attorney-General Department's Crime Prevention and Community Safety	(02) 6250 6711 crimeprevention.gov.au
Australian Amusements Leisure and Recreation Association	aalara.com.au
Australian Performing Rights Association (APRA)	(03) 9426 5200 apra.com.au
Bureau of Meteorology	(03) 9669 4000 bom.gov.au
Community Group Insurance Scheme	(03) 9860 3470 llcq.org.au
Country Fire Authority (CFA) – District 24	(02) 6056 3022 cfa.vic.gov.au
Emergency calls only — Police, Fire, and Ambulance	000
Energy Safety Victoria	1800 069 588 esv.vic.gov.au
Food Safety Victoria, Department of Human Service	1300 364 352 health.vic.gov.au/foodsafety
Liquor Licensing Victoria	(03) 9655 3366 consumer.vic.gov.au
Meetings and Events Australia	(02) 9929 5400 meetingsevents.com.au/downloads
Phonographic Performance Company of Australia Limited (PPCA)	(02) 8569 1100 ppca.com.au
Regional Development Victoria	(02) 6056 2166 rdv.vic.gov.au
Resource Smart	1300 363 744 resourcesmart.vic.gov.au
State Emergency Services (SES)	1300 842 737 ses.vic.gov.au
St John Ambulance	(02) 6059 2980 stjohn.org.au
SunSmart	(03) 9635 5148 sunsmart.com.au
Sustainability Victoria	(03) 8626 8700 sustainability.vic.gov.au
VicRoads	(03) 9881 8000 vicroads.vic.gov.au
Victorian Building Commission	1300 815 127 buildingcommission.com.au
Victorian Gaming Commission	1300 182 457 vcgr.vic.gov.au

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Victoria Police – Wodonga	(02) 6049 2600 police.vic.gov.au
Victoria Workcover Authority	(03) 9641 1555 workcover.vic.gov.au
Wodonga Council Events' team, Civic services team, Environmental health team	(02) 6022 9300 wodonga.vic.gov.au PO Box 923 Wodonga Vic 3689
Worksafe Victoria	(03) 8792 9000 worksafe.vic.gov.au

Disclaimer

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Appendix one				
Project plan/Critical path/Task list template for an event				
<Event name>				
<Event location>, <Event date and time>				
Task	Responsibilities:	Started	Finished	Date
KEY MILESTONES				
Expression of interest deadline				
Marketing print deadline				
Event date				
TASKS COMPLETED				
Establish date for event				
Steering committee set-up and allocation of sub-committees (set parameters and methodology of communication)				
Venue contract reviewed and signed				
Finalise title and theme				
Seven to 10 months prior				
Design and print				
Arrange the design of logo				
Finance				
Prepare preliminary budget and have signed off				
Confirm booking procedure (if tickets are involved)				
Research funding grants to apply for				
Ensure public liability insurance covers all event activities				
Management				
Draft critical path for review				
Establish future committee meeting dates				
Finalise committee responsibilities				
Hold community and public consultation				
Write event management plan				
Marketing				
Establish marketing and communications plan				
Update regional tourism websites with event details				
Program				
Research ideas for entertainers/ performers/ activities				
Sponsorship				
Obtain information on demographics and the key benefits of involvement from commercial perspective for inclusion in the sponsorship flier				
Sponsorship packages to be determined (levels, packages, inclusions and entitlements)				
Send sponsorship flier to print				
Distribute sponsorship flier and make pitches				
Review and enter sponsorship contact databases into database				
Six months prior				
Emergency services				
Request first aid service service				
Management				
Confirm performers entitlements (travel, accommodation and meals)				
Committee meeting				
Program				
Programme grid developed with performer time allocations				
Discuss ideas for entertainers/performers/activities with committee				
Research welcome to country				
Five months prior				
Community participation - expression of interest				
Introduction of project to community through marketing, call for expression of interest from individuals/groups interested in planning, performing, volunteering				
Food stalls				
Research appropriate food stalls/vendors and update database				
Send information to potential food stalls/vendors				
Entertainment				
Source performers as appropriate and update database				
Confirm with committee with performers (and check against budget)				
Update master spreadsheet for for entertainments				
Send contracts to all performers/activites (outlining deadlines, requesting photos, biographies and confirming entitlements)				
Management				
Committee meeting				
Marketing				
Put expression of interest detials on website				
Sponsorship				
Plan a schedule to follow up regularly with potential sponsors				
Produce contract for sponsors, process invoices, and request logos as sponsorship bookings come in				
Venue				
Evacuation plan				
Four months prior				
Design and print				
Set program draft and brief				
Finance				

Appendix one Project plan/Critical path/Task list template for an event				
<Event name>				
<Event location>, <Event date and time>				
Task	Responsibilities:	Started	Finished	Date
Review 2012 budget				
Food vendors				
Compile draft contracts and forms				
Raise invoices for food vendors				
Entertainment				
Confirm with committee with performers (and check against budget)				
Update master spreadsheet with entertainment contact details				
Review contracts (checking that risk management form is complete and that insurance is current)				
Management				
Committee meeting				
Wet weather contingency plan				
Marketing				
Engage in social media for event				
Three months prior				
Food Vendors				
Send contracts to all food vendors (outlining deadlines and confirming entitlements)				
Check current food registration with the council				
Infrastructure				
Book infrastructure as per performers requirements				
Confirm standard requirements for stages				
Request quote from audio visual supplier				
Entertainment				
Book accommodation for performers where required				
Management				
Committee meeting				
Marketing				
Flier design and production				
Poster design and production				
Operations				
Draft security brief				
Get security quotes				
Book security				
Arrange parking staff for venue				
Organise any permits for event				
Organise any licences for event				
Traffic management plan				
Risk management plan				
Sponsorship				
Confirm sponsors' entitlements (acknowledgements, logos, advertisements) and request materials as appropriate (advising that full payment of sponsor package is required prior to print deadline for the sponsor's information to be included)				
Ensure all entitlements are adhered to				
Volunteers				
Meet with KM and VB about volunteer requirements				
Send expression of interest to previous year's volunteers				
Waste management				
Organise requirements				
Send out contract				
Two months prior				
Audio visual				
Confirm AV and send contract				
Design and print				
Ascertain what material will be required for final program				
Draft evaluation form and send to committee for review				
Draft final program				
Final proof of the program approved				
Send program to print				
Finance				
Obtain performers travel itineraries and organise reimbursements as applicable				
Food stalls				
Review contract (checking all elements of risk and that insurance is current)				
Ensure all appropriate paper work has been submitted including registration, insurance and food safety program				
Confirm power sources and update master spreadsheet				
Identify water requirements and update master spreadsheet				
Collate information with all final event details for information pack				

Appendix one
Project plan/Critical path/Task list template for an event

<Event name>

<Event location>, <Event date and time>

Task	Responsibilities:	Started	Finished	Date
Infrastructure				
Plan information area requirements (including furniture and signage) and place orders as required				
Book toilet cleaning				
Organise general venue cleaning prior and post-event				
Check if generator back up is required				
Ensure SunSmart considerations are implemented				
Organise keys for venue				
Confirm event staff work hours for event				
Organise water for green rooms, staff, event patrons and volunteers				
Management				
Draft runsheet				
Undertake committee site visit				
Confirm committee responsibilities during the event				
Plan staff and confirm rosters for information desk, MCs, directional staff and general duties				
Committee meeting				
Entertainment				
Confirm technical requirements - add to master spreadsheet				
Book Mayor/councillors to event				
Organise Mayor's speech requirements				
Chase invoices				
Marketing				
Banner (for Elgin Blvd) design and printed				
Send event details to <i>Out & About</i>				
Newspaper adverts designed				
Draft text for final program and send to committee for review				
Prepare signage brief (sponsor corflutes)				
Send program text to graphic designer				
Put posters in noticeboards				
Book photographer				
Security				
Determine whether additional venue security is required and organise booking if needed				
Sponsorship				
Confirm sponsor involvement in official opening				
Volunteers				
Update volunteer application form				
Source external volunteers				
Volunteers registered				
Volunteers position description and roster prepared				
Month prior				
Catering				
Staff/volunteer meal vouchers				
Emergency services				
Place first aid on site map				
Finance				
Update budget				
Finalise cash float for onsite				
Food stalls				
Information packs send to food vendors				
Send gas sheet information to relevant stallholders				
Map out site plan				
Follow-up phone call to ALL food vendor to ensure everything is fine				
Infrastructure				
Confirm all infrastructure				
Send site plan to all suppliers				
Pack-up list				
Collate all signage				
Review equipment list and do shopping list (if necessary)				
Mark up site map for OH and S inspection				
Brief parking staff				
Inform emergency services of event				
Map power outlets and wattage				
Green room				
Order food/ beverages for performers				
Main stage				
Confirm technical requirements				
Review and finalise main stage confirmation to all performers with onsite briefing notes (remember to confirm stage size within briefing)				
Distribute performer biographies and briefing notes to stage MCs				

Appendix one**Project plan/Critical path/Task list template for an event****<Event name>****<Event location>, <Event date and time>**

Task	Responsibilities:	Started	Finished	Date
Set-up housekeeping notes for onsite folder for MCs				
Organise MC briefing				
Management				
Committee meeting				
Confirm onsite staff roster				
Print running sheets, program and site plan and distribute to all involved				
Prepare onsite contact list (including performer list)				
Prepare event handbooks for staff/volunteers				
Prepare onsite folders (including master folders)				
Prepare stage manager folders				
Marketing				
Corflute production				
Print program (with map)				
Brief to photographer and film crew				
Sponsorship				
Set-up meetings with sponsors				
Review and finalise sponsor onsite briefing notes				
Volunteers				
Volunteer training				
Follow-up external volunteers				
Volunteer position descriptions				
Runsheets of volunteers and job allocation				
Volunteer information packs				
Collate all information for information tent				
Week of event				
Venue				
Ensure keys from venue are obtained				
Volunteers				
Volunteer info evening				
Management				
Team briefing				
Bump-in				
Onsite (refer to individual run sheet for day)				
Dismantle				
Post event				
Management				
Send thank you letter to volunteers				
Send thank you letter to performers, activities and market stallholders				
Committee debrief				
Sponsors meeting and debrief (and return any signage)				
Analyse evaluation results				
Review media coverage				
Update budget				
Finalise accounts				
Prepare final report				

**Appendix two
Event budget template**

Component	Particulars	Proposed (exc GST)	Working	Actual	Notes
Income					
	Ticket sales				
	Sponsorship				
	Grants				
	Raffles and fundraising				
	Stall or other fees				
Total income		\$	\$	\$	
Expenses					
Venue hire	Hire fee				
Infrastructure	Equipment hire				
	Audio visual (lighting and sound)				
	Traffic management				
	First aid				
	Toilets				
	Power				
	Security				
	Waste management				
Program	Entertainment				
	Travel and accommodation				
Catering	Food for staff/ volunteers				
	Food for performers				
Marketing	Design				
	Print advertising				
	TV				
	Radio				
	Program				
	Flyer				
	Distribution/ postage				
	Signage				
	Photography				
	Media launch				
Administration	Permit fees				
	Salaries and fees				
	Stationary				
	Decorations				
	Prizes				
	Insurance				
	Contingency				
Total expenses		\$	\$	\$	
Total		\$	\$	\$	

