



# EVENT MANAGEMENT MANUAL

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## Introduction

Events are an important part of community life in the Leichhardt local government area (LGA). Leichhardt offers many great venues for events – from beautiful parks to heritage buildings and well-known, colourful public areas.

Managing or contributing to a safe and successful event is a rewarding experience. Organising an event takes careful planning and preparation, and the involvement of many sections of Council.

This manual is for anyone organising an event in Leichhardt LGA on community land, a roadway, or in a Council venue. Event organisers might include:

- Council staff
- Groups funded or sponsored by Council
- Groups not affiliated with Council, which are seeking to run an event in Leichhardt LGA.

Some elements of the manual apply specifically to Council staff, while other sections are for people outside Council. In these instances, headings have been added to show the intended audience of the information.

The manual is closely aligned with Council's Events Policy, which sets the overall framework for managing events in Leichhardt LGA.

## Before you begin

**For Council staff:** If you're running a Council event, you'll need to ensure your event is aligned with Council's strategic plans and policies. The Events Policy discusses this in more detail.

### Council's strategic plans

Council's Community Strategy Plan, *Leichhardt 2025+*, and its Community and Cultural Plan, clearly recognise the significant contribution events make to the diverse character and culture of Leichhardt LGA, and to strengthening community connectedness.

### Relevant Council policies

This manual needs to be read in conjunction with a number of Council policies and strategies, including:

- Events Policy
- Leichhardt Development Control Plan (DCP) 2013 – Part B, Section 3
- Environmental Sustainability Strategy 2010-2014
- Events and Festivals Waste Management Plan
- Booking Civic Meeting Halls Policy
- Reduced Fees and Fee Waiver Guidelines

- Callan Park Policy
- Integrated Communications Strategy (draft)
- Community Engagement Framework
- Risk Management Policy and Framework
- Sponsorship Policy
- Conditions of Hire for Community Facilities

Policies can be viewed at: <http://www.leichhardt.nsw.gov.au/About-Council/Plans-Policies-Pubs/Policies/Policies-A-to-Z>

## Using the Event Management Manual

### Checklists and important information

This manual provides information on all the key elements needed to manage a successful event in Leichhardt LGA. Some sections contain links to Council's website or other websites for more information.

At the end of the manual, you'll find checklists and templates to help you with your event.

### Go/No Go checklist

The first – and very important – checklist – will help you decide if staging an event is the best option for you. There might be other more cost-effective activities that will give you the same or a better result, with less risk and better use of resources.

Jump to the "Checklists, templates, forms and other resources" section at the end of this manual, and fill out the Go/No Go checklist. At this point, you might decide an event is not for you in this instance.

If you've decided to jump right in and stage your event, read on!

## Set objectives

Even the smallest event will require some degree of resources, so it's important you're clear on your purpose before you begin.

If you've completed the Go/No Go checklist, you will have already identified the aim of your event.

It's a good idea to write down some specific objectives for your event. If your event is successful, what will that look like? Setting clear objectives at the start helps to keep you on track, and makes it easier at the end to evaluate whether or not you have achieved what you set out to achieve through your event.

Examples of objectives are:

- Attract more than 500 attendees (or whatever attendance figure is relevant for you);

- Have an unblemished safety record, with no injuries or incidents;
- Engage families and children in physical activity;
- Raise awareness of the achievements of local women;
- An event that will have minimal environmental impact.

## Target your audience

Now that your purpose is clear, it's time to decide who you want to come to your event.

You might be targeting a specific demographic such as young people, seniors, families or school children. It may be an event for a particular suburb or for the whole LGA. Perhaps you want your event to appeal to a particular interest group such as jazz enthusiasts, pet lovers, fans of international cuisine etc. If funded or managed by Council, the event needs to be inclusive and not exclusive.

Consider how you will reach those people and tell them about your event. Do you have the resources to publicise your event to the right target audience?

## Diversity and accessibility

When thinking about your target audience, you must also consider the access needs of people with a disability. Event attendees with particular access requirements might include:

- A person with a hearing or vision impairment;
- A person who uses a wheelchair;
- A person with intellectual disability;
- A parent pushing a pram or stroller;
- An older person.

The most effective way of ensuring access for everybody is to consider access at the initial planning stages of your event. Developing an access plan can help you identify features that may make it difficult for people with a disability to access your event, while ensuring the event is accessible to the greatest possible number of people.

If your event is targeted at the general community, it's also important to make sure your information reaches groups that may not easily access mainstream communication channels. Consider promoting your event in languages other than English, and introducing culturally appropriate elements to celebrate the diversity of the community.

Council has an Access Policy Committee (APC) that meet on the second Wednesday of the month every second month at 3.00pm in the Leichhardt Town Hall Supper Room. The Access Policy Committee meets to discuss disability access issues and projects.

## Approvals

You'll need to apply to Council for approval of any event on community land or in a Council venue. Council has four processes for managing event approvals:

1. Open Space/community facilities booking;
2. Street party application;
3. Activity application – a specific type of approval used for events on community land;
4. Development application – required for events on heritage land, on a roadway, at Callan Park, and for events of a significant size and scale.

Events come in all shapes and sizes, from major community festivals to small street parties or public ceremonies. The location, size and nature of your event will have a big impact on the type of Council or other approval you might need, and the range of plans you'll need to put in place. Most events undertaken in the local area will require either a park booking or activity application.

The following table provides a guide to which approvals you will need for your event. The table is indicative only as requirements will depend on the type and scale of your event.

Type of event	Park booking	Activity Application	Development Application
Small – medium wedding, party or picnic with: – no marquee other than sunshade structure. -no amplified music other than small portable amplifier and microphone for speeches etc	✓		
Event involving staging, marquees and/or sound amplification. Large scale event over 1000 people could require an activity application	✓	✓	
Sporting activities (under 1000 people)	✓		
Organised fun run or walk (under 1000 people on site at any one time)	✓		
Sporting activities and fun run/walks (over 1000 people)		✓	
Events which are for trade or business		✓	
Go Karts / Paintball	Prohibited		
Entertainment equipment and activities – eg jumping castles, petting zoos	Policy under development at time of publication of this policy. Council requires all jumping castles and activities such as petting zoos to be managed by		

	professional companies. Proof of current \$20 million public liability insurance coverage will be required.
Event at sites listed on State Heritage Register eg Callan Park, Illoura Reserve (full list available at <a href="http://www.environment.nsw.gov.au/heritageapp/heritagesearch.aspx">http://www.environment.nsw.gov.au/heritageapp/heritagesearch.aspx</a> ) and sites listed in the Leichhardt Local Environment Plan 2013 or any draft policies eg Birchgrove Oval	✓
Stand alone street stalls/ food trucks	Refer to Council's Environmental Health Officers
Busking	Refer to Council's Busking Policy <a href="http://www.leichhardt.nsw.gov.au/About-Council/Plans-Policies-Pubs/Policies/Policies-A-to-Z">http://www.leichhardt.nsw.gov.au/About-Council/Plans-Policies-Pubs/Policies/Policies-A-to-Z</a>
Street Party	Refer to <a href="http://www.leichhardt.nsw.gov.au/Living-Here/Traffic-Management/Road-Closures---Street-Parties/Road-Closures-Street-Parties">http://www.leichhardt.nsw.gov.au/Living-Here/Traffic-Management/Road-Closures---Street-Parties/Road-Closures-Street-Parties</a>
Filming	Refer to <a href="http://www.leichhardt.nsw.gov.au/About-Council/Bookings/Filming-Locations">http://www.leichhardt.nsw.gov.au/About-Council/Bookings/Filming-Locations</a>
Commercial fitness	Refer to: <a href="http://www.leichhardt.nsw.gov.au/Recreation/Commercial-Fitness/Commerical-Fitness">http://www.leichhardt.nsw.gov.au/Recreation/Commercial-Fitness/Commerical-Fitness</a>

### Open Space booking (includes Sporting Grounds, Parks and Reserves)

With views of the Harbour Bridge and city, native plant restoration areas, heritage buildings, playgrounds and competitive sports facilities, Leichhardt Council's parks and open spaces are some of the best in Sydney.

You need a Council permit to engage in any of these activities on Council open space:

- Corporate promotion, product sale, charity events;
- Organised sport;
- Picnics or other informal gatherings of over 20 people;
- Wedding ceremonies;
- Erection of any structures, including marquees, jumping castles, etc;
- Petting zoos;
- Use of any equipment, including BBQ's, public address systems, scaffolding, etc;
- Commercial Fitness Training;
- Film and photography;
- Sale of food and beverages.

Visit our website at <http://www.leichhardt.nsw.gov.au/Recreation/Parks-and-Playgrounds> for details of each park, booking fees, and to apply online.

At the time of applying, you'll need to provide details about your event, including:

- Type of activity;
- Number of people attending;
- Catering;

- How to avoid waste generation / or waste removal requirements;
- Power requirements (if available);
- All Equipment to be brought in (eg, tables, chairs, stages, shade structures, marquees etc);
- Signage;
- Portable toilets (if required);
- Insurance.

Council staff are also required to use the park or sporting ground (casual hire) application form when booking a sporting ground, park or reserve for an event.

### **Community facilities booking**

Council has a range of venues available for booking. Visit our website at <http://www.leichhardt.nsw.gov.au/Community/Community-Facilities/Community-Facilities> to find out about venues, booking fees, and to apply online.

At the time of applying, you'll need to provide details about your event, including:

- Event purpose;
- Start and finish time;
- Insurance;
- External contractors eg musicians;
- Whether the event involves the service of alcohol;
- If it's open to the public and whether you plan to charge admission;
- Who your event is aimed at;
- Waste avoidance/management.

Council staff must also complete a booking form to book a Council community facility.

### **Street party application**

Council encourages properly conducted neighbourhood street parties as a way of building community spirit and improving neighbourhood security.

If you're planning a street party, you must apply for a road occupancy permit, and submit a street party application. You'll find all the details at <http://www.leichhardt.nsw.gov.au/Living-Here/Traffic-Management/Road-Closures---Street-Parties/Road-Closures-Street-Parties>

### **Activity application and development application (DA)**

Activity applications are required for events on community land which involve these activities:

- Engage in a trade or business;
- Direct or procure a theatrical, musical or other entertainment for the public;
- Construct a temporary enclosure for the purpose of entertainment;
- For fee or reward, play a musical instrument or sing;
- Set up, operate or use a loudspeaker or sound amplifying device;
- Deliver a public address or hold a religious service or public meeting.

If your event does not include any of the above, apply for an open space booking.

Under State Environmental Planning Policy (Exempt and Complying Development Codes) 2008, a range of temporary structures for private or community events can be carried out as exempt development and do not require a DA provided they meet certain criteria. Temporary structures include tents, marquees, booths, stages or platforms for community events.

Refer to the NSW Department of Planning & Environment website for more information, including this fact sheet on temporary uses and structures:  
[http://www.planning.nsw.gov.au/Portals/0/BuildingInNSW/EC/EC\\_POLICY\\_2\\_30\\_TEMPORARY\\_USES\\_AND\\_STRUCTURES.pdf](http://www.planning.nsw.gov.au/Portals/0/BuildingInNSW/EC/EC_POLICY_2_30_TEMPORARY_USES_AND_STRUCTURES.pdf)

You can read the full Policy here:  
<http://www.legislation.nsw.gov.au/maintop/view/inforce/epi+572+2008+cd+0+N>

Further information about classifying your event is contained in Leichhardt Council's Development Control Plan 2013 – Section B3.2  
<http://www.leichhardt.nsw.gov.au/Planning---Development/Planning-Controls--DCPs--LEPs--etc-/DCPs/DCPs>. This is particularly relevant if your event will involve road closures.

You'll find the activity application form on Council's website under 'A' at  
<http://www.leichhardt.nsw.gov.au/About-Council/Forms/Forms-A-to-Z/Forms-A-to-Z>

You'll find a development application form on Council's website under 'D' at  
<http://www.leichhardt.nsw.gov.au/About-Council/Forms/Forms-A-to-Z/Forms-A-to-Z>

Please note that Activity Applications will need a minimum of six weeks written notification to Council and that Development Applications may require notification six months in advance. Most approvals will be for one-off events. Activity and Development Applications conducting regular, annual events can be approved for a maximum of five years.

## Planning your event

With the preliminaries and approvals out of the way, it's time to dive in and plan the details of your event. You'll find a template for an event plan in the "Checklists, templates, forms and other resources" section at the end of this manual. Having a written event plan has many benefits:

- It allows everyone involved to be clear on what is being proposed and to get them all moving in one direction;
- It keeps all the event documentation together;
- It provides a written record of the event, in case you or someone else wants to run a similar event in the future.

The event plan should include:

- The name of the event;
- Date and start and finish times;
- Location and venue;
- Who the target audience is;
- A description of the event—objectives and desired outcomes;
- A run sheet of key event times, activities and programming;
- A production schedule detailing production tasks from set-up through to pack-down;
- Site plan with key facilities, entrances and exits marked;
- A list of the approvals and licences needed to deliver the event, the names of the approval bodies and the amount of notice required for each;
- Budget considering best, likely and worst case scenarios;
- Cashflow statement—if the event is to be fully or partially funded by ticket or other event-driven revenue (such as food or merchandise), consider how your bills and incidental costs will be paid for in the lead-up to the event before revenue starts to come in;
- Transport Management Plan (if required);
- Emergency Management Plan (large scale event);
- Waste management;
- Consideration of the environment;
- Risk Assessment and Risk Management Plan;
- Operational Staff required;
- Photography (consent forms required when photographing children);
- Adverse weather contingency plan;
- Security requirements;
- First aid.

Other elements of your event plan are set out under the various headings of this manual.

## Staffing

### Clarifying staff roles

**For Council staff:** Your event might involve your own department, or you might be working with people across Council or external parties.

**For people outside Council:** It's important before you begin to know how many people are required to run your event, and whether you have the resources to do it. If you have the budget, you might need to secure the services of a professional event organiser.

In any case, it's important to establish what each person's role will be, and the process for making decisions about the event.

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

- Electricians and plumbers;
- Security guards;
- Medical/first aid staff;
- Qualified sound and lighting technicians;
- Qualified personnel if the event is to be held on water;
- Experts in handling hazardous materials e.g. fireworks.

## Volunteers

Volunteers can provide invaluable assistance in the coordination and running of an event.

**For Council staff:** Council works with volunteers from many groups including the Rural Fire Service and State Emergency Service.

Council has requirements for working with volunteers at events:

- Insurance — **For Council staff:** if the event is Council-run, volunteers are covered by Council's insurances for medical expenses only. **For people outside Council:** if the event is not Council-run, Council does not cover volunteers, even if Council is providing funding;
- Work health and safety—volunteers are entitled to the same safe conditions that are provided to paid employees;
- 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. If checks are relevant, volunteers should always be advised and their permission sought.

## Liaison

### Emergency services

Depending on the size and nature of your event, you'll need to contact local emergency services to let them know about your plans. If you're staging a large public event, particularly where alcohol will be available, one of the risks will be potential anti-social behaviour. Contact Police well ahead of the event (at least six weeks to ensure they have the information before they draw up rosters) and discuss the security measures you will be putting in place.

Large crowds can also increase the risk of injury or health-related incidents. Advise ambulance services about the event, and provide information on first aid services that will be available at the venue.

**Police**, Leichhardt Local Area Comment 9552 8099  
**Fire and Rescue NSW**, Leichhardt Station 9560 1267  
**Ambulance Service** 9320 7777

In an emergency, 000 (triple zero) is always the number to use.

### Government agencies

You might also need to liaise with other agencies and organisations, well in advance of your event. These may include:

- Transport for NSW - 8202 2200
- WorkCover NSW – 13 10 50. WorkCover permits are required for fireworks. Find out more by visiting:

<http://www.workcover.nsw.gov.au/licensing/explosivesfireworks/Pages/Fireworksdisplays.aspx>

- NSW National Parks and Wildlife Service
- Office of Liquor, Gaming and Racing – 9995 0300. If you're planning to sell alcohol at your event, a permit/license will be required (note that eligible non-profit organisations holding a low risk fundraising event will not need a community liquor permit to be able to sell/supply alcohol at their event).
- NSW Taxi Council - 9332 1266
- Disability Council of NSW – 9377 6400
- Office of Environment and Heritage - 9995 5555
- NSW Food Authority - 1300 552 406

## Relevant legislation

As well as Council policies, your event needs to comply with all relevant laws. These include Work Health and Safety, and legislation relating to public health and the environment.

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

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

For information about fundraising, visit the Office of Liquor, Gaming and Racing website at <http://www.olgr.nsw.gov.au/> and select 'Charitable Fundraising' or contact them on 9995 0300.

## Licensing for music and performers

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.

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).

Refer to the APRA form in the "Checklists, templates, forms and other resources" section at the end of this manual.

## Inviting VIPs

If you intend inviting a high-profile VIP to your event, make sure you do this well in advance of your event date.

## For Council staff:

- Representatives of other local governments, State and Federal Members of Parliament and other dignitaries will be considered VIPs;
- Should VIPs be on the invitation list, the proposed list should be sent to the Mayor's office for review;
- The Mayor's office may request invitations to be sent to VIPs;
- Events where VIP invitations should be considered include events held in partnership with other Councils, events funded by state or federal government, signature events such as Mardi Gras and International Women's Day celebrations and corporate/civic events such as the Mayoral election and the first meeting of an incoming Council;
- Reserved seating should be provided for invited speakers and guests of honour;
- It is assumed that the content and artwork of invitations will have been approved by the media department before being sent to the Mayor's office.

## Venues

### Venue availability and booking

As soon as your event plans start to take shape, it's important to secure the right venue. Your choice of location will be influenced by the type and purpose of event, time of day/night, time of year, and the activities involved.

Leichhardt LGA has a wealth of locations to choose from, but you'll need to book your location well in advance to avoid disappointment. You also want to make sure your event doesn't clash with a similar event in the same area.

As outlined in the Approvals section of this manual, Council manages many events through its parks and facilities booking processes. By visiting our website, you can see the available venues and locations, the fees involved, and lodge your application online.

If your application for a park booking is successful, you'll receive a permit that gives you access to a specific open space area for a specific period on specific dates, for the purpose of carrying out specific activities. It will also specify the number of people and, where relevant, the types of equipment or vehicles permitted. The permit will also state a list of conditions. Breaking any condition invalidates the permit.

Please note that failing to obtain a permit where required, or failing to abide by the requirements of a permit (including the requirement to pay a fee) is an offence under Section 68 of the Local Government Act.

A permit is issued only upon payment, and must be produced on request, together with a receipt for the relevant fees, on the day of your activity. If you cannot produce a valid permit and receipt when asked by a Council officer, you may be required to cease your activities. Approval of any future bookings may also be affected.

Here are some of the things you cannot do in Council's Open Space without approval:

- Camping, lodging or staying overnight;
- Collecting any monies;

- Consuming any intoxicating liquor in prohibited areas;
- Engaging in any trade or business;
- Erecting any structure, screen, awning or enclosure;
- Exhibiting or distributing advertisements or handbills;
- Possess firearms of any kind;
- Light fires;
- Fly of model aircraft;
- Driving of model cars;
- Ride horses;
- Practise golf;
- Litter;
- Ride motorcycles or scooters off marked vehicle areas;
- Drive motor vehicles off marked areas;
- Play any musical instrument, sing, direct or procure any musical performances for fee or reward;
- Remove or damage flora or fauna;
- Smoking is prohibited on all Council Sporting Grounds and within 10m of a playground.

### **Site handover and hand back**

If you're hiring a Council venue, you should inspect the site immediately before and during any booking. If booking an Open Space area, the handover will happen in conjunction with Council officers. Council will not accept any responsibility for injuries caused due to circumstances outside of its control (including vandalism, broken glass).

It's essential that the site is handed back in the same state that you found it before your event.

### **Bonds**

**For people outside Council:** If you're hiring a Council facility, you may need to pay the following bonds:

- Key bond - for each key required to open Council facilities (e.g. toilets, canteen). Council will inform you if any keys are required;
- Additional security bonds, (including damage bonds) depending on the nature of the activities or functions to be held.

Current bond amounts and other details are on our website at <http://www.leichhardt.nsw.gov.au/About-Council/Bookings/Parks-and-Sporting-Grounds/Park-and-Sporting-Ground-Casual-Hire---Terms-and-Conditions-of-Use>

All damage to Council property, either deliberate or accidental, should be reported to Council as soon as possible, outlining full details of the incident. A hirer that is found to cause damage either through misuse or allowing misuse of the grounds or equipment will have a penalty imposed, at the discretion of Council.

Please note that you cannot apply for fee waiver or grant for bonds.

## Fee waivers and payments

**People outside Council:** If you hire a Council venue for an event, you'll generally be required to pay fees and charges in recognition of the benefit you're deriving from having access to community space. The current fees and charges are available on the Council website.

Cheques and money order should be made payable to Leichhardt Municipal Council. If you're paying by cash or credit card, you can pay in person at Council's Administrative Centre, 7-15 Wetherill St, Leichhardt.

You can also pay by credit card by downloading the credit card authorisation form <http://www.leichhardt.nsw.gov.au/About-Council/Forms/Forms-A-to-Z/Forms-A-to-Z>

All applicable fees and charges and bonds are to be submitted with your application form. The booking will not be confirmed until the full payment is made.

Under certain circumstances, event organisers can apply to have the fees and charges waived. Visit Council's website at <http://www.leichhardt.nsw.gov.au/About-Council/Forms/Forms-by-Category/Forms-by-Category> and download the Reduced Fee Waiver Form.

## Suppliers

### Facilities and equipment

Now that your event is becoming a reality, it's time to map out exactly what resources you'll need, and where they're going to come from. Depending on the nature and location of your event, you might need a stage, seating, sound equipment, portable toilets, food stalls, and any number of other facilities or pieces of equipment.

You'll need to ensure all legally required certification is received from suppliers of tents/marquees/stalls/stages or other temporary structures. Ensure there will be adequate lighting if the event is held at night – you may need standby generators for this purpose.

Council does not allow tents or marquees to be erected on community land without prior approval. Where approval is granted, pegging IS NOT permitted (all marquees must be weighted). Approval may be subject to a prior site visit by Council.

All amusement device (including Jumping Castles) and Petting Zoo suppliers must have a current \$20 million public liability certificate that must be submitted to Council at the time of booking

You can bring tables and chairs into open space areas, however you will be charged the cost of repairing any damage caused by the chairs.

When sourcing suppliers, keep environmental requirements in mind. Refer to the packaging guidelines on page 22.

## Production and staging

If you're planning to have entertainment, or any form of public communication from a stage or platform, there are some logistics and budget expenses you'll need to consider.

**Your target market:** any entertainment needs to be suitable for the people attending your event. If your main audience is children, think about ways to engage them. If it's for the general community, consider the diversity of people likely to attend and how you can include them. If it's for a function where people may want to talk, for example a presentation dinner, make sure you don't drown out the conversation with loud, intrusive music. Consider ambient music appropriate to the occasion.

**Classification of performance material:** it's important to make sure any material being performed is appropriately classified for your audience. This can be particularly relevant when booking bands – make sure their song lyrics are not offensive or inappropriate for your audience.

**Don't leave it too late:** bands and other entertainers require booking well in advance.

**Be realistic with your budget:** always ask for a quote before booking and make sure there's a clear agreement in place.

**Make sure your entertainment choice is suitable for your venue/staging size:** before booking any staging or entertainment, make sure you are familiar with your venue and its capacity.

**Book a reputable sound/production company:** poor sound can ruin an event. For large outdoor public festivals, check the credentials and experience of your sound company before booking.

**Consider the safety aspect when booking staging:** all elements of staging must comply with WorkCover requirements.

**Request Certificate of Currency and any other insurance documents** from the supplier: don't risk safety; avoid dealing with suppliers who don't have the required documentation and coverage.

**Know the noise restrictions for the venue:** make sure you get this information before you book, and tailor your program accordingly.

### **Fireworks**

Please note that there are specific requirements if you plan to use fireworks at your event. (While Council must be given notice, Council has no power to approve the use of fireworks. However Council may object to or impose conditions on their use. After receiving notification of the intended use of fireworks, Council may decide to object to the use of the fireworks, and inform the pyrotechnician and WorkCover of this decision. The fireworks display must not proceed unless the licensee has been able to resolve any objections by Council.)

Visit our website at <http://www.leichhardt.nsw.gov.au/Planning---Development/Building-Standards-and-Environmental-Health/Fire-Safety/Fireworks-Events> for more information.

## Detailed Planning

### Planning timeline

In the months leading up to your event, you'll be faced with many decision and details. A good way to manage these is by checking off the specific tasks that need to be completed at the following milestones:

- Three months out;
- Two months out;
- One month out;
- Two weeks out;
- One week out;
- The day before;
- On the day.

Use the event planning checklist in the “Checklists, templates, forms and other resources” section at the end of this manual to ensure you don't miss any important details in the lead-up to your big day.

### Site plans and setup

As part of your event arrangements, it's a good idea to 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.

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

- Toilets, hand-washing facilities and sharps containers;
- Water supply;
- Power supply;
- Public address system;
- Entrances and exits;
- Event coordination centre;
- Fencing/barriers, including those around site perimeter;
- Ticket collection points (if appropriate);
- Accessible entrances/exits for seniors and/or people with a disability;
- First aid facilities, possibly including areas with power, water, ice and shade;
- Lost children facilities;
- Lost property facilities;
- Media area;
- Information booths;
- Secure area for confiscated goods; hazardous and dangerous substances;
- Secure area for handling/managing cash;
- Facilities and private areas for event staff and hired personnel;
- Stage location and adequate fencing/barriers;
- Restricted access areas;
- Liquor outlets and approved liquor consumption areas (if appropriate);

- Food vendors/stalls;
- Emergency access routes;
- Routes around and through the event used by vehicles;
- Paths and lighting for pedestrians (including accessible paths of travel);
- Parking (for bikes, cars and prams);
- Security guards (if appropriate);
- Waste receptacles and recycling facilities (where applicable);
- Public address systems;
- Directional signage.

See the “Checklists, templates, forms and other resources” section at the end of this manual for an example of a site plan.

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 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 they can be as clear as possible about what will happen on the day.

Make sure you allow plenty of time for site setup – regardless of whether your event is a large outdoor festival or a small function indoors. If you’re able to access the venue on the day or days before the event, set up as much as you can. This may entail extra security for outdoor events, to look after valuable equipment on site.

## **Run sheets**

A run sheet is a list of every task that needs to be done for an event, from setting up to packing down. It’s your detailed guide for the day of the event, setting out specifically what will happen at given times.

As well as listing the task and time, the run sheet shows who is responsible for each task.

You’ll find a template and a sample run sheet in the “Checklists, templates, forms and other resources” section at the end of this manual.

## **Risk management**

When organising or approving events and festivals, Leichhardt Council has a duty of care to ensure appropriate risk management has been undertaken, with the view to eliminate or minimise any foreseeable risk of harm to patrons, residents or property. The duty of care extends to acts or omissions that may result in harm to patrons or residents at or near event venues, loss or injury to patrons, staff the audience or performers.

Risk management involves the following steps:

- Identification of potential risk;
- Risk assessment including prioritising the likelihood of each risk occurring and the severity of impact;
- Preparation of a risk elimination or reduction plan;

- Implementation of the plan;
- Evaluation of the plan after the event.

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;
- Power cords – ensure they are in good condition and adequately secured;
- Trip hazards – these need to be eliminated or managed through signage and barriers;
- Supplying ear protection for people working in noisy areas;
- Operating equipment and machinery and whether licensed operators are required;
- Supplying sunscreen and other personal protective equipment for people working at an outdoor event;
- Obtaining safe work method statements from contractors;
- Providing drinking water at the event;
- Providing adequate training to safely carry out assigned jobs at the event such as handling money, moving heavy items, managing and directing traffic and crowd management.

During the planning phase it's essential you carry out a risk assessment of your event. This involves carefully considering potential risks, then analysing and rating them according to the chance of each one occurring and the impact it could have on your event.

**For Council staff:** you'll need to complete a risk management plan and risk assessment. You'll find a template for these in the "Checklists, templates, forms and other resources" section at the end of this manual. Provide your completed risk documentation to the WHS and Risk Management Coordinator at least two weeks before the event.

**For people outside Council:** You will also need to complete a risk assessment. The template is in the "Checklists, templates, forms and other resources" section at the end of this manual along with an example of a completed risk assessment. If your event is in Council's Open Space, the risk assessment must be submitted to the Parks and Open Space Planner at least two weeks before the event.

By identifying risks, especially those that might 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 arises.

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

- Financial—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;
- Issues with handling money;
- Larger than expected crowds;
- Sun exposure or adverse/extreme weather;
- Fireworks.

It is important that risks continue to be monitored, assessed and managed once the event has started. Records of the risk management process should be kept for legal reasons and so that risk management can be improved for future events.

## **Transport management/Traffic control plan**

If your event involves the closure of any public roads (other than for a small-scale community street party on a local road) you will be required to submit a traffic control plan. Contact Council's Traffic Section on 9367 9222 to discuss your requirements.

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.

Your traffic control plan will need to be prepared by a person or company accredited for traffic control by NSW Roads and Maritime Services. It should include:

- Access routes for machinery/vehicles;
- Road/car park closures;
- Accessible parking and drop-off points;
- Parking and access for emergency vehicles;
- Emergency vehicle routes.

The plan will be considered by the local Traffic Committee, which makes recommendations to Council. Allow plenty of time to prepare the plan. Your documentation will need to be submitted six weeks in advance for approval by the Traffic Committee and Council.

You'll find information about traffic management requirements on Council's website: <http://www.leichhardt.nsw.gov.au/Living-Here/Traffic-Management/Traffic-Management>

A template for a traffic control plan can be found in the "Checklists, templates, forms and other resources" section at the end of this manual.

## **Parking**

It's important to provide enough parking for people attending and working at the event. If your event is not accessible by scheduled public transport, you may need to provide hired shuttle bus services and/or additional parking spaces.

Council has a community bus available for hire – visit:

<http://www.leichhardt.nsw.gov.au/About-Council/Bookings/Community-Bus/Book-Community-Bus> for more information.

If existing parking facilities at the event location are inadequate, consider nearby parking areas. 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.

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. You may be required to submit a parking plan as part of your transport management plan.

Vehicles must not be driven on parks except where provision is made for vehicles by way of roads, sealed or unsealed and parking areas. When using Council parks, vehicles must be parked in the designated parking areas, and not on grassed areas, unless authorised by Council.

Any vehicles parked illegally, e.g. obstructing driveways or parked on footpaths, will receive an infringement notice. If access is granted by Council to drop off and/or pick up materials, the vehicles are not to drive through the park while the event is taking place.

For large events, also consider having designated, secure parking areas for bikes and areas for prams.

## Packaging and waste minimisation/waste management

Community expectations about minimising waste have driven changes across many Council operations including regulations for events. Waste has a significant environmental impact, including the production of greenhouse gases when sent to landfill. Observing the waste wise principles assists event organisers with waste wise event planning

### *Waste wise principles*

- **Avoid** – identify ways to avoid and reduce the amount of waste generated e.g. unwanted packaging in set-up or in products for sale
- **Reuse** – Choose reusable options wherever possible e.g. containers, boxes and bags used to transport items and take these back
- **Recycle** – choose packaging that can be recycled in an event location i.e. glass / plastic bottles, cans and bulk cardboard (and organics where options are available).

### For all events



- Consider waste free events where practicable and encourage event goers to take waste/recycling home (e.g. for picnic type events)
- Provide stallholders with the *Avoiding Waste at Events for Stallholders* document (see the “Checklists, templates, forms and other resources” section at the end of this manual) and only accept stall holders who commit to the packaging and materials outlined in the *Sustainable Event Packaging Guidelines* below at Table 1
- Promote your waste avoidance message through media releases and in event advertisements that focus on your waste avoidance measures.
  - Minimise the use of printed media
  - Use public announcements at regular intervals during the event to promote your waste avoidance messages eg take-home, re-use or use recycling and waste disposal facilities where provided
- Make your event a plastic bag free zone

- Waste and recycling receptacles need clear bin signs, consistent with the NSW Environment Protection Authorities (EPA) Standard Away from Home signage – Visit [http://www.epa.nsw.gov.au/warr/SPD\\_Signs\\_2.htm](http://www.epa.nsw.gov.au/warr/SPD_Signs_2.htm) to download the signs.



### For events requiring an Activity or Development Application

You'll need to complete a Waste Management Plan in order to receive approval for your event.

The Waste Management Plan will include:

- A description of the event;
- A map of the event site showing waste / recycling station locations;
- Details of the amount and types of waste material and how they will be managed;
- A list of actions required before, during and after the event;
- Contact details for staff responsible for waste management;
- Information on how you'll promote waste minimisation and recycling.

You'll find a template for a Waste Management Plan in the "Checklists, templates, forms and other resources" section at the end of this manual.

The following table provides a guide to the indicative cost for Council provision of Waste Management Services. These charges are subject to review annually.

Bin type	Size	Cost based on trade waste service
Garbage	240	\$26.00 per bin
Blue	240	\$9.70 per bin
Yellow	240	\$12.90 per bin
Labour	2 Staff - deliver to and collect after event	\$98.80 per hour - Min 1 Hour
Plant	V68 Bin ute	\$6.60
Additional notes for supply, delivery and collection of bin after event to applied for labour and plant	1-5 bins = 1 hour	
	5-10 bins = 2 hours	
	10-15 bins = 3 hours	
	15-20 bins = 4 hours	

## For Open Space bookings

Check the Waste Wise Principles for all events above and consider waste avoidance prior to recycling/waste disposal.

You will need a Waste Management Plan depending on the size of your event (i.e. greater than 150 people).

The waste management plan must be submitted to the Parks and Open Space Planner at least two weeks before the event.

## For Facilities bookings

Check the Waste Wise Principles for all events above and consider waste avoidance prior to recycling/waste disposal.

Council facilities provide for on-site recycling / waste disposal if required.

## *Sustainable Event Packaging Guide*

Table 1 - Sustainable Event Packaging Guide for ALL stallholders

<b>Accepted</b>	<b>Not Accepted</b>
<b>Plates/food boxes</b> - Paper or sugarcane plate; Palm leaf plate; Paper noodle box;	Plastic plates or takeaway container
<b>Cups</b> - Paper cups	Polystyrene / plastic cup
<b>Cutlery</b> - Wooden or corn starch cutlery	Plastic cutlery
<b>Trays</b> -Cardboard tray or paper bags	Aluminium food bags
<b>Cellophane Wrap</b> (made from cellulose)	Cling Wrap
<ul style="list-style-type: none"><li>▪ <b>Reusable bags</b></li><li>▪ <b>Biodegradable bags</b> to Australian Standards eg Corn starch bags</li></ul>	Plastic Bags
<b>Glass</b>	
<b>Aluminium / Steel Cans</b>	
<b>Recyclable plastic bottles</b> e.g. plastic drink bottles, 2 litre milk bottle (numbers 1 & 2)	

## Environmental management

As well as effective waste management, there are many things you can do to make your event more environmentally friendly.

### *Venue Selection*

- Choose a venue close to public transport facilities;
- Select a venue that involves the least travel for event participants;
- For indoor events, consider venues that have natural lighting and ventilation and are an appropriate size for the number of attendees to minimise energy use;
- Maintain room temperatures at an appropriate level.

### ***Transport***

- Encourage people to use public transport by providing information on trains and bus timetables, maps and directions at registration/ invitation stage;
- Provide information about bike racks close to the venue. Consider providing bike racks or bike storage areas if there aren't any;
- For participants who need to travel by car, encourage carpooling;
- Source service providers that are located close to the event venue whenever possible;
- Provide a shuttle bus to public transport – see the Parking section on page 21.

You can find transport information at <http://www.131500.com.au/plan-your-trip> or by calling 131500.

### ***Equipment & Supplies***

- Avoid unnecessary lighting and other energy use whenever possible. Turn off light, AC, projectors and other equipment when not in use;
- Minimise the use of generators where possible;
- Where possible, ensure technical suppliers are using modern technology that is energy efficient and design systems that reduce excess equipment, including caterers using energy and water efficient equipment;
- Prioritise supplies and equipment that contain recycled materials, and materials that are recyclable or biodegradable;
- Make arrangements with suppliers and contractors to collect unused products and materials for reuse;
- Source local equipment and supplies where possible;
- Consider the impact of balloons on the environment.

**For Council staff:** some equipment is available for use including:

- Banners for indoor and for outdoor use;
- Marquees (3x3m size, no side walls);
- Reusable cups and cutlery;
- First aid kit and sunscreen;
- Bins (waste, recycling, organics);
- BBQ;
- Chairs and tables;
- Smoke free event signage.

These can only be booked by Council staff, using an internal booking system.

Council staff must also adhere to Council's sustainable purchasing policy and guidelines when acquiring goods and services. In particular, consider before the purchase how the product is used and how it is disposed of at the end of its life.

### ***Purchasing/catering***

- If electricity supply is needed, consider whether green power is available. Visit <http://www.greenpower.gov.au/> for more information;
- Provide reusable crockery, cutlery and glassware, or if not possible, recyclable or biodegradable products;
- Avoid bottled water and provide tap water where possible, unless there are potential WH&S issues;

- Prefer Fair Trade products, as Council is an accredited Fair Trade Community;
- Implement good food hygiene practices when handling food;
- Catering choices will consider locally made, healthy food, culturally appropriate, dietary requirements, minimal waste implications and fair trade where possible. Leichhardt's Sustainable Shopping Guide provides a directory of local suppliers – visit <http://www.sustainableleichhardt.com.au/>
- If appropriate, source a caterer close to the venue to reduce transport;
- Encourage caterers to implement more sustainable working practices and increase their staff awareness such as improved energy and water efficiency of their equipment, and providing healthy food;
- Minimise food waste by estimating attendance numbers to the event (e.g. by requesting RSVP or previous attendance numbers);
- Minimise the use of packaging.

### ***Sustainable Event Promotion***

- Prefer the use of electronic means of communication like email, website, social media and other web-based systems) for the promotion and registration of events;
- Consider whether printed advertising is necessary; Provide links to a website where documents/ presentations can be consulted;
- Prefer environmentally vegetable-based or wet inks where possible;
- If relevant, promote the event as socially and environmentally sustainable: like 'waste wise', 'car-free';
- If using signage, like banners and posters, consider making it reusable (e.g. no dates or address);
- Limit amount of promotional material and encourage other organisations participating to comply; prefer sustainable promotional products.

### **For Council staff:**

Where printing is required, follow Council's guidelines on printing services including:

- Limit the amount of materials printed and consider printing on both sides;
- Prefer 100% post-consumer recycled content paper or, if not available, paper with the highest level of post-consumer recycled content.

### ***Noise management***

While your event might create a positive buzz in the community, there will also be many people who aren't involved and don't want to be disturbed by event noise. Regardless of the size of your event, the quiet enjoyment of property owners surrounding your event site is not to be disturbed by excessive noise, offensive language, anti-social behaviour or any other activity likely to cause disturbance.

In the interest of harmony with neighbours, encourage all attendees to:

- Keep noise to a minimum, especially during night-time events and
- Leave the event quietly.

If your event is subject to a development application, property owners around the event site may receive a letter from Council about your plans, in line with Council's Notification Policy. When assessing your application, Council will take into account the comments received from anyone who has made a submission.

If you're hiring a Council facility, refer to the special conditions of hire for noise restrictions. All events must comply with noise control regulations. Visit <http://www.epa.nsw.gov.au/noise/> for more details.

## **Security and emergency management**

The event organiser is responsible for providing adequate in-house security including managing patron behaviour, alcohol use and possession, general spectator and participant safety, protection of paid and volunteer staff and the ejection of undesirable patrons. Police may retain the responsibility for managing anti-social behaviour before and after the event.

A security guard service licensed for crowd control and with events experience can provide invaluable expertise to help manage potential risks at your event, and may be legally required. It is mandatory that any person undertaking a "security activity" is appropriately licensed to carry out that activity. These activities include:

- Acting as a crowd controller, venue controller or bouncer;
- Guarding cash or valuables (including cash in transit);
- Protecting assets, guarding infrastructure and servicing security equipment.

Your risk management planning may identify other high security risks that are likely to occur at the event. For most large, liquor-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.

### ***Dealing with money***

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

- Gaining a fundraising authority from the Office of Liquor, Gaming and Racing (visit <http://www.olgr.nsw.gov.au/>);
- Making arrangements for the collection of money at your event.

Any staff handling large sums of money at your event must be trained in correct procedures. 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.

### ***Emergencies***

The main issues arising from emergencies are crowd control and safety, and injury or medical emergencies. In the event of an emergency, emergency services should be called immediately.

Emergency plans should be drawn up well in advance of your event, and communicated to paid and volunteer staff. All staff need to know the layout of the venue, the location of emergency equipment and first aid stations, emergency exits and access routes, and how to recognise and anticipate hazardous situations.

You'll find an emergency checklist in the "Checklists, templates, forms and other resources" section at the end of this manual.

## **Adverse Weather plan**

It's important to carefully consider potential weather impacts and to include them in your risk assessment .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 and include these in information to attendees (such as on the event's website or the back of tickets);
- Who is responsible for deciding to cancel/postpone;
- At what time you need to make a decision about cancelling/postponing an event;
- How you'll 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. Staff who run Council events should always have an alternate indoor venue in case of wet weather, otherwise consider covering the event with wet weather insurance. This information should be included in pre-event staff and volunteer briefings as well as in your event documentation.

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 provides long and short-range forecasts.

There are four sources of information about sporting ground closures which are updated (where required) at 9 and 3pm:

**Phone** 9367 9190

**Web** <http://www.leichhardt.nsw.gov.au/Recreation/Sporting-Ground-Status>

**Twitter** @lmcSportGrounds

**Signage** There are also OPEN and CLOSED signs on all Sporting Grounds that reflect the current status.

## Insurance

**For people outside Council:** If you're hiring a Council open space for a one-off event, you may be able to be insured through Council.

However, if you fall within any of the following categories, you won't be able to be insured through Council and will need your own public liability insurance:

- Incorporated bodies, clubs or associations;

- Commercial users (hirers who require grounds for the purpose of a business or profit making activity);
- A hirer who hires Council facilities for more than a total of ten days over a 12 month period.

All hirers who are not covered by Council's insurance must:

- Maintain a Public Liability Insurance Policy for a minimum of \$20 million, endorsed to indemnify Council against any accident, injury, or damage resulting from or incidents arising from the hirer's use of Council property or facilities;
- Keep the insurance current during all times that the ground is to be used;
- Name "Leichhardt Council" or "Any Local Government Authority" on the policy under "Other Interested Parties"; and,
- Provide proof of insurance (photocopy of the original Certificate of Currency) to Council.

Any contractors you use must also have appropriate insurance to cover their activities at the event.

Please note that if you are covered through Council's insurance, inappropriate behaviour at your event may void the insurance.

### **First aid**

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

Medical and first aid providers – such as St John's Ambulance or suitably qualified first aid officers - should be included in your event plan and all related documentation.

### **Water and sun protection**

You must provide access to free drinking water at your event.

If your event is outside, you don't want your participants going home with sunburn or other nasty after effects. Encourage sun smart behaviour by:

- Scheduling events where possible outside of peak UV times and promoting sun safety when the UV Index is 3 or above;
- Encouraging use of shade from trees and buildings;
- Providing shade structures and encouraging people to bring their own shade, such as umbrellas;
- Providing or promoting sun protection items;
- Booking the Cancer Council Sunshade and requesting attendance by a Cancer Council delegate at your event – call 13 11 20.

### **Food safety requirements**

Charitable or not-for-profit organisations that sell food for fundraising purposes are not required to be registered with Leichhardt Council and the NSW Food Authority. They are however, required to ensure that they follow good hygiene and food handling practices so that food is being served as safely as possible.

The requirements include:

- Temperature control;
- Protecting food from contaminants;
- Hand washing;
- Cleaning and sanitising;
- Food storage.

Fact sheets on these topics are available from the NSW Food Authority's website: <http://www.foodauthority.nsw.gov.au/retail/resources/>

Temporary food stalls that are selling food to make a profit are classified as a business and are required to be registered with Leichhardt Council and the NSW Food Authority.

To register your temporary food stall, food business proprietors are to complete Council's Temporary Food Stall Application Form and return it to the Event Organiser. It is the Event Organiser's responsibility to submit all application forms with payment to Leichhardt Council at least three weeks before the event.

All food businesses must comply with the requirements of the Food Standards Code, NSW Food Authority Guidelines for Food Businesses at Temporary Events and Council's Important Information for Temporary Food Stall Applicants. For more information visit:

[http://www.gtcc.nsw.gov.au/files/SD\\_EnvironmentalHealth/Guidelines\\_for\\_food\\_businesses\\_at\\_temporary\\_events.pdf](http://www.gtcc.nsw.gov.au/files/SD_EnvironmentalHealth/Guidelines_for_food_businesses_at_temporary_events.pdf)

Organisers need to ensure there is adequate refrigeration/mobile refrigeration for food stall operators, and that Council has given approval for the operation of temporary food premises and issued the necessary permits.

## **Alcohol and smoking**

**For Council staff:** ensure your event is Smoke Free. As adopted by Council on 26 June 2007, all Council events and all Council sponsored events are Smoke Free. You will need to incorporate this in the planning of your event and erect signage accordingly (as supplied by Council). Contact Council's Community Events Coordinator for temporary No Smoking signs.

The consumption of large volumes of alcohol, such as kegs and cartons is not permitted in Council's parks.

For larger gatherings where there is service of alcohol, the caterer needs to obtain an "off licence to serve alcohol outside a registered licensed premises" from the Liquor Administration Board.

The sale of alcohol requires a license and the prior permission of Council. If your event involves the service of alcohol, ensure you have an RSA licensed person present.

## **Toilets**

As part of your event planning, it's essential you provide enough toilet facilities for the number of expected attendees. Where alcohol will be available, the number of facilities needs to be substantially higher. Other factors that should be considered include the duration of the event, the crowd demographic, and crowd peaks during the event.

Under Leichhardt Development Control Plan 2013, at an event where alcohol is permitted the number of toilets to people ratio is 1:75. For all other events a ratio of 1:150 is permitted. Ten per cent of the required number must be accessible toilets.

If there are not enough permanent toilet facilities at the site, you may need to provide portable toilets. Council does not provide portable toilets but may grant permission to allow the temporary use of those supplied by a private contractor. If approved, portable toilets must be kept in a clean and tidy condition and must be removed immediately on completion of the event. A copy of the private contractor's Certificate of Currency must be received by Council before the booking.

## **Uniforms/identification for staff and volunteers**

It's important for you to be able to clearly and quickly identify authorised personnel at your event. This helps 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 hat, 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'll also need to consider how to make sure non-accredited people don't 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, briefing staff and volunteers and using signage.

Staff and volunteers need to be dressed appropriately for the event conditions; for example, for an all-day outdoor festival they need hats and other sun protection and appropriate footwear. They may also need to carry water to avoid dehydration, and be dressed in a way that they can easily carry and access communication equipment such as mobile phones, two-way radios etc.

## **Financial accountability**

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

A detailed budget needs to form part of your event planning. You'll find a budget template in the "Checklists, templates, forms and other resources" section at the end of this manual.

Council staff and groups staging events using Council funds are accountable for how event money is spent. It's important you stay within your allocated budget, as cost over-runs have serious implications. Make sure you keep track of all spending against your budget, so you can make adjustments if required.

## **Photography and filming**

Having gone to so much effort to stage a successful event, it's a great idea to capture highlights of the event on video and through still images. Depending on your budget, you might engage a professional photographer or video crew. Make sure they are experienced at covering events, so you can be sure they will identify the best and most colourful opportunities. If your budget doesn't stretch to bringing in professionals, you could assign staff or volunteers to record images on smart phones.

If you plan to use footage or images in the public domain – for example in social media, on your website and in promotional material, you're advised to ask people to sign a release form before they are photographed or filmed. This obviously isn't feasible if you are capturing wide-shot images of large crowds. However, if you're taking photos or videoing individuals or small groups, having them sign a release form makes it clear to them that their face may appear in material in public. It's particularly important that if anyone under 18 is photographed or filmed, you first obtain a signed release form from their parent or guardian.

A sample release form can be found in the "Checklists, templates, forms and other resources" section at the end of this manual.

## **Planning to evaluate your event**

Your event will change and evolve as you move through your planning phase. Constantly check all your arrangements against your event plan – and remember that you set objectives at the beginning of this process, and your ultimate goal is to achieve those objectives.

You'll also need to think about how you're going to evaluate your event when it's all over. How will you know whether you have achieved your objectives? Depending on your goals, this may mean you need to count attendance numbers accurately, gather attendee feedback through surveys, speak to suppliers/entertainers/stallholders on the day to get their feedback, or other evaluation mechanisms. You might need to assign staff or volunteers specifically to these tasks to ensure they don't get forgotten amid the whirl of activities that need to happen on the day.

## Communications

### Protocols

**Council staff:** As Council deals with many stakeholders, it's important to follow the correct protocol for Council-run and Council-funded events.

At official events and programs where there are public presentations, the Mayor or the General Manger (or their nominated delegate) is the official spokesperson of Council.

For openings or a commencement of a program, conference, meeting, exhibition, performance or event, the Mayor (or nominated delegate) will officiate at the event.

A Mayoral Engagement Request Form (refer to the "Checklists, templates, forms and other resources" section at the end of this manual) needs to be submitted to the Mayor's Personal Assistant at least two weeks before your event.

All speeches and running orders for Council functions need to be approved by the Media and Communications Coordinator and the Community Events Coordinator. Draft speech notes need to be forwarded to the Media Coordinator one week prior to the event.

All Council run events and community run events with the support/ contribution of Council must include Leichhardt Council's logo in all communication and advertising materials (flyers, posters, website etc.) Council banners must be displayed at all Council-run events and community events that are funded by Council.

### Welcome to and Acknowledgement of Country

At major events, a Welcome to Country conducted by an Aboriginal Elder is encouraged.

Acknowledgement of Country' is where people not of Aboriginal or Torres Strait islander decent or an Aboriginal person not from the traditional area acknowledges the country, showing respect to the original inhabitants and their descendants.

This acknowledgement is a sign of respect and should always be conducted prior to any event. An acknowledgement takes place in the absence of a local traditional owner or descendant of the local Aboriginal clan, who would normally perform a Welcome to Country.

Leichhardt Municipal Council considers the following to be appropriate wording in conducting an Acknowledgement of Country:

"I acknowledge the Gadigal and Wangal people of the Eora nation on whose Country we are meeting today, and their elders past and present."

### Councillors' diary

The Councillor's diary provides an overview of upcoming events where the Mayor and/or Councillors will be in attendance. The calendar is available on Council's website at <http://www.leichhardt.nsw.gov.au/Calendar.aspx?View=General>

**For Council staff:** All events should be added to the “What’s On” section of the website as this is an important source of information for community members and Councillors. Designated Council officers are able to add information to this section, or contact the Web Coordinator for assistance. For any event requiring the Mayor’s attendance, first confirm the date with the Mayor’s office, then complete a Mayoral Engagement Request Form (see the “Checklists, templates, forms and other resources” section at the end of this manual) and email it to the Mayor’s office at least two weeks before the event. This must be followed by speech notes (if a speech is required) and a run sheet at least one week before the event. As the manager of the event, it is your responsibility to ensure the event makes it to the website as soon as possible once a date has been chosen/ confirmed.

## Invitations

**For Council staff:** If formal invitations need to be sent, the person organising the event is responsible for developing an invitation/stakeholder list. If your event includes invitations to VIPs, the proposed invitation list will be forwarded to the Mayor’s office. Invitations should be forwarded to the Media Coordinator who will approve or liaise with the Mayor for sign off where required.

## Arrangements for dignitaries

**For Council staff:** Ensure parking/access is arranged in advance for VIPs, and that an appropriate Council representative is there to meet and greet visiting dignitaries. Ensure the correct titles are used for all guests, including Ministers and Vice-Regal visitors.

If dignitaries need to make a speech, liaise with their office well in advance, find out any specific requirements etc.

## Notifying residents and other key stakeholders

**For Council staff:** Through its Community Engagement Framework, Council is committed to engaging with and listening to local communities.

The Framework expresses Council’s commitment to open, participatory and transparent governance that forms the foundation of democratic, responsible government. It sets out the steps required for engagement relating to site-specific matters and events, ensuring residents likely to be impacted are notified as early as possible in the event planning stages.

Event managers must ensure regular and open communication is maintained with all stakeholders to the event, with processes in place to identify and address any issues as they arise.

It’s important to consider how you will communicate with your stakeholders. 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. This will include the non-event goers as well as those attending the event e.g. local residents, businesses, motorists, churches, hotels, motels etc;
- Approval bodies;
- People you would like to attend your event, i.e. your target market for the event;
- Suppliers;
- Potential sponsors;
- Media.

Council's Development Control Plan 2013 also has provisions for notifying residents and property owners who may be impacted by an event. If your event is subject to a development application, property owners around the event site may receive a letter from Council about your plans. When assessing your application, Council will take into account the comments received from anyone who has made a submission.

### **Media and communications**

The nature of your event and your target audience will determine the type of communication you'll need to undertake. If you're staging an invitation-only event, you probably won't need to seek media coverage before the event but you might want to attract the media to the event itself. Regardless, you'll still need to communicate with various stakeholders in the preparation of your event.

If you're managing a public event, media coverage and communication with potential attendees are critical both for attracting people to come along, and for letting them know about specific event arrangements such as starting time, transport, parking etc.

**For Council staff:** speak to Council's media and communications team as early as possible, so they can work with you to implement the most effective communications plan.

**For people outside Council:** you may need to develop your own communications plan. You can find a template in the "Checklists, templates, forms and other resources" section at the end of this manual.

If you're seeking media coverage before your event, make sure you have someone available who can be interviewed if the opportunity arises. Nothing frustrates the media more than being given information about a potential story, only to be told there is no-one available when they want to do an interview or arrange a photo! For Council staff, this will be coordinated by the media and communications team. Those outside will need to liaise directly with relevant media.

If media are likely to attend and cover your event, make sure you have an appropriate person available to greet them, provide any necessary information and find out if they have any specific requirements. Being prepared and cooperating with the media can mean the difference between a great story about your event, and a small story tucked away in the background.

### **Public communications**

Your plan should also reflect ways of communicating with people at your event, and could include:

- A public address system (PA);
- Portable message boards;
- Electronic variable message signs;
- Screens near the stage area or around the event;
- Updates via social media;
- Other forms of signage;
- Information booths;
- Volunteers and wayfinders;
- Printed guides or programs;
- Online guides and programs that can be downloaded onto mobile phones or handheld devices (this can also reduce paper waste and excess printing costs);
- Using SMS to send event updates and news to mobile phones, provided that event patrons can select whether or not they want to be registered to receive this service.

Developing communication protocols in advance can be vital to ensuring important information is communicated quickly and clearly. Reporting procedures for the following communications should be considered:

- 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;
- Between event staff and emergency services and Police (ensure you have a list of who to contact in case of an emergency and establish how you will contact them, e.g. by two-way radio);
- Between event staff and those who have access rights to the event, such as Council and inspection officers;
- Between event staff and those 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.

If you are using two-way radios at your event it is a good idea to brief all staff and volunteers on how to use the radios, change the battery and use correct radio protocols.

## **Advertising and promotion**

Your communications plan needs to include all the advertising and promotion required for your event. This will depend on the size and scale, your target audience and your budget.

**For Council staff:** Council has many channels for promoting your event, so it's important you work with the media and communications team to make the most of these opportunities. Let them know well in advance, and provide as much relevant information as possible. Council channels include:

- Media releases;
- "What's On" on Council's website;
- Facebook;
- Twitter;
- YouTube;
- Resident newsletter (every second month);
- Enewsletter (weekly).

If you have sufficient budget, you can also discuss other advertising and promotion options which might include:

- Newspaper, radio or television advertising;
- Cinema advertising;
- Flyers;
- Posters;
- Banners/signage;
- Letterbox drop;
- Social media paid advertising.

All promotional material for Council-run events requires approval from the media and communications team and/or section Managers.

**For people outside Council:** Depending on your budget, you might need to focus on low-cost activities such as social media/website updates and media releases. For large festivals with a promotions budget, it's advisable to seek help from a public relations or marketing professional. The communication plan template, in the "Checklists, templates, forms and other resources" section at the end of this manual, has ideas that might assist.

## Sponsorship

### *Seeking sponsors for Council-run events*

**For Council staff:** Council's Sponsorship Policy sets out the principles, circumstances and mechanisms for sponsorship of Council events by external parties. You'll find the policy on our website at: <http://www.leichhardt.nsw.gov.au/About-Council/Plans-Policies-Pubs/Policies/Policies-A-to-Z>

### *Sponsorship provided by Council*

**For people outside Council:** The Community Grants program provides grants of up to \$5,000 to support community initiatives in the Leichhardt LGA. The grants are funded by Leichhardt Council and managed by Community and Cultural Services.

Visit our website at <http://www.leichhardt.nsw.gov.au/Community/Grants-Program/2013/2014-Leichhardt-Grants-Available/Community-Grants/Community-Grants> for information about the Community Grants program.

Council also supports a number of major community events through ongoing partnerships with specific organisations.

There are many other grants and sponsorship opportunities available to event organisers. This is a highly competitive environment, and it's advisable to do your homework well in advance as there may be a lengthy application and approval process. Be aware that sponsorship also comes with additional responsibilities, as sponsors will expect formal recognition and may also want to be directly involved in your event. For large events where you are seeking significant amounts of sponsorship, you may want to consider getting help or advice from someone experienced in this area.

## 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;
- Accessible facilities, including ramps and entry/exit points;
- Meeting points;
- Information booths.

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

When planning signage, check whether there are any restrictions on the placement of signs where the event is being held. Signage should be stand alone i.e. cannot be attached to trees or Council buildings.

**For Council staff:** Council's Community Events Coordinator can provide details of available signage.

## On the day

### On site paperwork

The planning is over, and the day of your event has arrived! Having followed the various steps and checklists in this manual, you should by now have everything in place for a safe and successful event.

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 run sheet outlining the timing of your event;
- A production schedule;
- Contact phone numbers of all staff, volunteers, performers, emergency personnel and other key stakeholders;
- Your risk assessment documentation;
- A site plan;
- Emergency response information;
- A transport management plan;
- Your communications plan;
- Radio protocols and channels if relevant;
- The chain of command.

Arrive at your site/venue early. It's time to put your run sheet into practice, along with all the other elements of your event including risk management, waste wise practices, transport and parking and crowd management.

Refer to the “Checklists, templates, forms and other resources” section at the end of this manual for your on-the-day checklist.

## **Dealing with the unexpected**

Even with the most detailed planning, unforeseen circumstances are likely to arise. A special guest might be late or might cancel at the last minute; the weather might not be kind, or there might be an issue with food, the sound system, or any number of other elements.

Through your risk assessment you would have worked through various scenarios impacting your event, and how you would deal with them. Now is the time to put those thoughts into action.

Key attributes of an effective event manager are the ability to remain calm and professional, to be flexible and innovative whatever the situation, and to have a clear chain of command in place so that if anything goes awry you know immediately who to contact and how to contact them.

Few events go perfectly, but most issues can be managed provided sound planning and processes are in place. Remain focused on your event objectives and the needs of those attending the event, and stay positive.

## **Managing your energy on the day**

Events can mean big days, late nights and a fair degree of stress. Make sure you and your team are well rested leading in to the event, and stay hydrated and eat appropriately on the day.

## **Site pack-down**

Managing a large event is a major undertaking, and you and your staff/volunteers are likely to be tired at the end of it. It's important you factor in the time needed to pack down the site, returning it to the state it was in when you began setting up for your event.

This might mean you need to allocate specific people to start later in the day/evening and finish when the packing down is done.

Key aspects to address when packing down the site are:

- Waste removal: for large events, your waste management plan must be complied with. For events in Council facilities, ensure the venue is clean and all hiring requirements have been met;
- Signage: take down any signs at your site/venue;
- Vehicle access: your planning needs to have considered how vehicles will access your site to collect equipment etc after your event. For a large festival, the pack down of large items may not be able to happen until the next day;
- Lighting: for outdoor events, make sure you consider the finish time and whether the site will be dark. If so, you'll need to ensure there is enough lighting to pack away safely;

- Noise: Be considerate of neighbours around the site or venue, and ensure the pack down proceeds as quietly as possible;
- Indoor venues: ensure all food is taken away or appropriately refrigerated, and all appliances are switched off.

The on-the-day checklist in the “Checklists, templates, forms and other resources” section at the end of this manual includes key tasks for packing up after your event.

## Evaluation

You’ve staged a successful event – congratulations!!

Your event coordination role doesn’t end when everything is packed away at the end of the day. Wherever possible, Council will formally measure the effectiveness of the events it manages and financially supports, against the event objectives. This may be in the form of surveys, evaluation sheets or verbal questions for attendees at or after the event, debriefing meetings involving key stakeholders and/or self-evaluation of the organising team through a review of the event plan and the event outcomes.

Information gathered during event evaluation will be used for the planning of future events. Attendee, stakeholder and staff feedback may influence decisions on elements including venue choice, timing of event, catering, entertainment, admission price, waste management, traffic management, parking and any other aspects that arise.

You should evaluate your event to assess what worked, what didn’t and where improvements can be made. Ways to do this include:

- 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. You’ll find a sample feedback form in the “Checklists, templates, forms and other resources” section at the end of this manual;
- 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, such as achievements, challenges and recommendations. If you send this beforehand, people can prepare their feedback for the meeting;
- Send out an evaluation sheet or online survey 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;
- Conduct evaluation via social media, for example inviting comments via Facebook;
- 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?

Having gathered information during your evaluation, it's important to then apply what you've learned to your next event. If you're a Council staff member, circulate the evaluation information so others have the benefit of seeing what worked, and what can be improved for other Council-run events.

## **Checklists, templates, forms and other resources**

We've provided the following checklists, templates, forms and other resources to help ensure you've covered every aspect of managing your event.

### **Checklists**

- Checklist before you begin (go/no go)
- Event planning timeline (includes on-the-day checklist)
- Checklist if booking a park or sporting ground

### **Templates**

- Event plan
- Event run sheet (template and sample)
- Site plan
- Stall list
- Risk assessment/risk management plan – needs further editing
- Incident/emergency management plan
- Traffic management plan
- Waste management (Event Waste Wise) plan
- Communication plan
- Event budget

### **Forms**

- Mayoral engagement request form
- Park or Sporting Ground (Casual Hire) application form
- Facility booking form
- Application for approval of street party
- Activity feedback form (SHP evaluation)
- APRA event form
- Photography waiver form
- Temporary Food Stall Application Form and Important Information for Temporary Food Stall Applicants

### **Other resources**

- Avoiding waste at events – Information for stallholders

### **External resources**

- NSW Premier & Cabinet Event Starter Guide  
<http://www.events.nsw.gov.au/event-starter-guide/>

- State Environmental Planning Policy (Exempt and Complying Development Codes) 2008  
<http://www.legislation.nsw.gov.au/maintop/view/inforce/epi+572+2008+cd+0+N>

NSW Department of Planning & Environment fact sheet on temporary uses and structures:

[http://www.planning.nsw.gov.au/Portals/0/BuildingInNSW/EC/EC\\_POLICY\\_2\\_30\\_TEMPORARY\\_USES\\_AND\\_STRUCTURES.pdf](http://www.planning.nsw.gov.au/Portals/0/BuildingInNSW/EC/EC_POLICY_2_30_TEMPORARY_USES_AND_STRUCTURES.pdf)

NSW Food Authority Guidelines for Food Businesses at Temporary Event and other information for food providers - <http://www.foodauthority.nsw.gov.au/retail/retail-business-types/markets-temporary-events#.VCC10yuSwn8>