



# **Event Management - A Local Government Guide**

## **Exercise Workbook**

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**Developed by Statewide Mutual  
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## Introduction

Local Government, the third tier of Government and closest to the community, has amongst its many other functions a duty to coordinate, be a participant in, and jointly or fully manage many types of public events.

To be successful events need to be managed effectively in order to satisfy the Councils duty of care, its own risk management requirements and WHS obligations.

Councils have a “duty of care” to people attending their facilities and must be able to demonstrate that they have exercised “due diligence” in the event management planning process.

To do this Council needs to be aware of the risks associated with running an event in order to manage these risks, ensuring the event does not end in disaster.

The Civil Liability Act 2002 provides some protection to Councils against Public Liability claims that may arise from an incident occurring at an event. In order to take advantage of this protection, the Act requires Council to provide documentary evidence that it has followed a thorough process in its event preparation, thereby fulfilling its duty of care to the community.

This Workshop aims to provide a step by step process to ensure an appropriate risk management approach is implemented and seamlessly incorporated into each stage of the event management process.

Councils are encouraged to consider the process outlined within this document and to develop their own procedures, reflecting their needs and resources

The International Standard for Risk Management AS/NZS ISO 31000:2009 and associated documentation supports a holistic and systematic approach to the management of risk. This manual follows the process outlined in the Standard.

This material is based on the Statewide Mutual Guidance Note “Event Management”, and also makes reference to RMS (former RTA) Guidelines for Bicycle Road Races (2004) and Guide to Traffic and Transport Management for Special Events (2006). (Refer to your Participant Manual, Section 7 Reference Documents for more reference material)

# 1. What is an Event

## Definition

A Public Event, for the purpose of this workshop is:

*Any promoted public gathering that Council takes part in, either as an approval authority, an organiser or a participant. Such gatherings may include entertainment, involve the participation of other organisations such as “stallholders”, facilitators of an activity or similar, as invited by Council to take part.*

## Exercise 1:

**What events does your council manage?**

List the events your Council manages in the left column of the following table.

Event Name (Exercise 1)	Event Owner (Exercise 2)

**Why does / should Council (risk) manage events?**

**Discussion 1:**

**Why should Council 'Risk' manage events?** Make notes of interest in the space below


## 2. Considerations

### Who owns the Event?

#### Exercise 2:

Next to the list of events on page 5 of this Exercise Workbook, write down who owns each of the events you have listed.

#### Exercise 3:

Why does your Council run events?


**Exercise 4:**

**In the space below:**

- **List the impacts that your event could have on Council and the community.**
- **List the legal considerations you will need to think about when organising your event.**




## Stakeholders - Communication and Consultation

### Exercise 5:

#### Who are your stakeholders?

List some of the external and internal stakeholders relevant to your events.

External Stakeholders	Internal Stakeholders

## 3. Planning an Event

### Establish details of the Event – the Planning Process

#### Exercise 6:

#### Develop an Event Management Plan

#### Using the Template provided, you will now begin to develop your own Event Management Plan.

- From the list of events you developed earlier, choose one key event that we will work and plan through. Alternatively, you may choose one of the scenarios provided on Page 11 of this Exercise Workbook.
- Use the Template provided to complete pages 12 to 13.
- If your process includes getting preliminary approval, complete the form on page 15.
- List the stakeholders for your event on the form on page 16.
- Work on your own plan and, at the end of each step, discuss these with your group and offer constructive feedback to other participants.

## Workshop Exercise

### EVENT SCENARIO 1 – Choose your own event

Choose an event run by your Council that you would like to prepare an Event Plan for.

### EVENT SCENARIO 2 – Australia Day Event at Sosueme Council

**Sosueme Regional Council's** 355 Committee has made a request to Council regarding approval to conduct an Australia Day event. The committee wants to have:

- a fireworks display at night;
- a street parade of vintage cars;
- street stalls and a jumping castle;
- a fly over of the local aviation vintage planes;
- a naturalisation ceremony at the rotunda in the town's central park.

Other activities include traditional community events such as:

- gum-boot throwing;
- three-legged races for children and other competitions;
- a concert by a well-known local performer in the park prior to the fireworks display.

The population of the town is 25,000 and part of the activities will include a section of the State Highway.

**OR**

### EVENT SCENARIO 3 – Australia Day Event at Weerbroke Shire Council

**Weerbroke Shire Council** will conduct an Australia Day Event at the local swimming pool. The activities will include:

- a jumping castle,
- a flotation device in the pool;
- free barbeque;
- small fireworks display;
- a local awards ceremony held prior to the fireworks display.

The town has a population of 2,500.

**Proposal: (detailed description)**


**Aim of Proposal: (why is Council holding the event)**


## Considerations

### Stage One Checklist

This list is a broad indication of some of the things that need to be considered when it comes to planning an event. It is by no means exhaustive.

Considerations	Comment
1. <b>Event Coordinator</b> - Who is controlling the event, who are they representing (organization) and in what capacity? (This determines who has responsibility)	
2. <b>Approval/endorsement for event</b> - If it is a Council run event, ensure approval/ endorsement is obtained and date recorded. The Preliminary Approval Form must be completed and signed before going ahead.	
3. <b>Type of Event</b> - Describe the event. For example a show, parade, exhibition, an activity that involves spectators or participants. If there will be participants what activities will be involved (i.e. games, reading, exercises etc.)?	
4. <b>Demographics</b> - Who are you expecting to attend (i.e. families, young people, seniors, animals, etc.)? Who are the active participants? Will they be volunteers, contractors, other organizations, etc.?	
5. <b>Size of event</b> - Number of people expected to participate (work on the day) and number attending.	
6. <b>Finances</b> - Have you considered the cost involved in running the event? Is there a budget or do you need to request funding? If funding is required ensure this is sought at the earliest opportunity.	
7. <b>Locations</b> – Will the event be located indoors, outdoors, in a hall, on the road, in a reserve? Consider the boundary and be specific with parameters. Is the location suitable for proposed activities? Is it available? Is a booking required?	
8. <b>Dignitaries</b> - Are official guests being invited? Who?	
9. <b>Approval</b> - Is a Land Use Application required? Do you need endorsement from Council's Parks & Property area, a §355 Management. Committee, Council's Traffic Committee, the RMS or the Police? If so have the approvals been obtained? (Include approval dates where applicable)	
10. <b>Resources</b> - Determine what resources are required (i.e. budget, staff, plant/equipment, pre-event work, road closure barriers, crowd control, warning signs, stage, marquee, table, chairs, PA system, lights, etc.).	
11. <b>Collection of Money</b> - Where money is to be charged or collected at the event, ensure appropriate security is in place at the collection point, counting location, transportation and securing the funds.	
12. <b>Access</b> - Consider the suitability of venue including entry/exit points, disabled access, traffic control, parking, speed limits etc.	

Considerations	Comment
13. <b>Services/Facilities</b> - Are portable toilets, kitchen facilities, waste collection, disabled access, equipment storage, transport, etc. required? Is key access required?	
14. <b>Equipment Hire</b> - Read the conditions when signing agreements or contracts when hiring equipment to ensure Council does not assume unnecessary risks or liability. Seek legal advice if necessary.	
15. <b>Catering</b> – Prepared in-house or professionally? Are food-handling procedures being followed?	
16. <b>Beverages</b> - Is alcohol being served? Consider Responsible Service of Alcohol requirements.	
17. <b>Stall Holders</b> – Consider the type and number of stalls, suitability of stall holders, weather, venue requirements etc.	
18. <b>Food Vendors</b> - What are they serving, what services do they need (electricity/water), are they complying with industry requirements (Food Handling, etc)?	
19. <b>Waivers/ Disclaimers</b> - Are waivers / disclaimers required?	
20. <b>Temporary Structures</b> - Who is setting them up? Are they qualified and are they complying with industry standards?	
21. <b>Amusement Devices</b> - Be sure to obtain the necessary information and grant approvals for the operation of the device using the template documents (or similar). Consider using a disclaimer (i.e. on the back of the tickets).	
22. <b>Contingency Planning</b> - Has a “Plan B” been developed in case of problems with the venue, food, equipment, weather, etc.?	
23. <b>Electrical Equipment</b> - Ensure electrical equipment is appropriately checked and safe to use.	
24. <b>Emergency</b> - Prepare a “line of communication” phone list and make it available to all personnel at the event? Have an emergency procedure listing the designated emergency coordinator? Consider having a First Aid Kit onsite or St John Ambulance present? Have the Police been notified?	
25. <b>Security</b> - Are security guards required at the event (i.e. for a youth party/concert or large event)?	
26. <b>Marketing</b> - Are your preparing any advertisements, flyers, etc.? Use the correct council logo and check the content of the promotional material for accuracy of information.	
27. <b>VIP Labels</b> - Are these required?	
28. <b>Volunteers</b> - Are volunteers required for the event? Have you prepared a “Volunteer Register”?	
29. <b>Cleaning</b> - Do cleaning costs after the event need to be considered?	
30.	
31.	

## Preliminary Approval Form

Name of Event:	
Location:	
Date:	Period:
Purpose of Event:	
Nominated Coordinator: (Staff or Committee) name & position:	
Site Controller (Name & Position):	
Director Responsible (Name & Position):	
Approval to hold Event Granted by: (select & state date)	Council Mtg: _____ Executive Mtg: _____ Other (specify): _____ Date: _____
Event Description: (state activities, estimated number of people expected)	
Resources Required: Staff (who or number) Financial (how much) Material (equipment)	
Resources Approved: Y/N & date	
Designated staff to attend event:	
The above information has been endorsed by (Director):	
Name	
Position	
Signature	
Date	

### WHS Act: Section 27: Duty of Officers

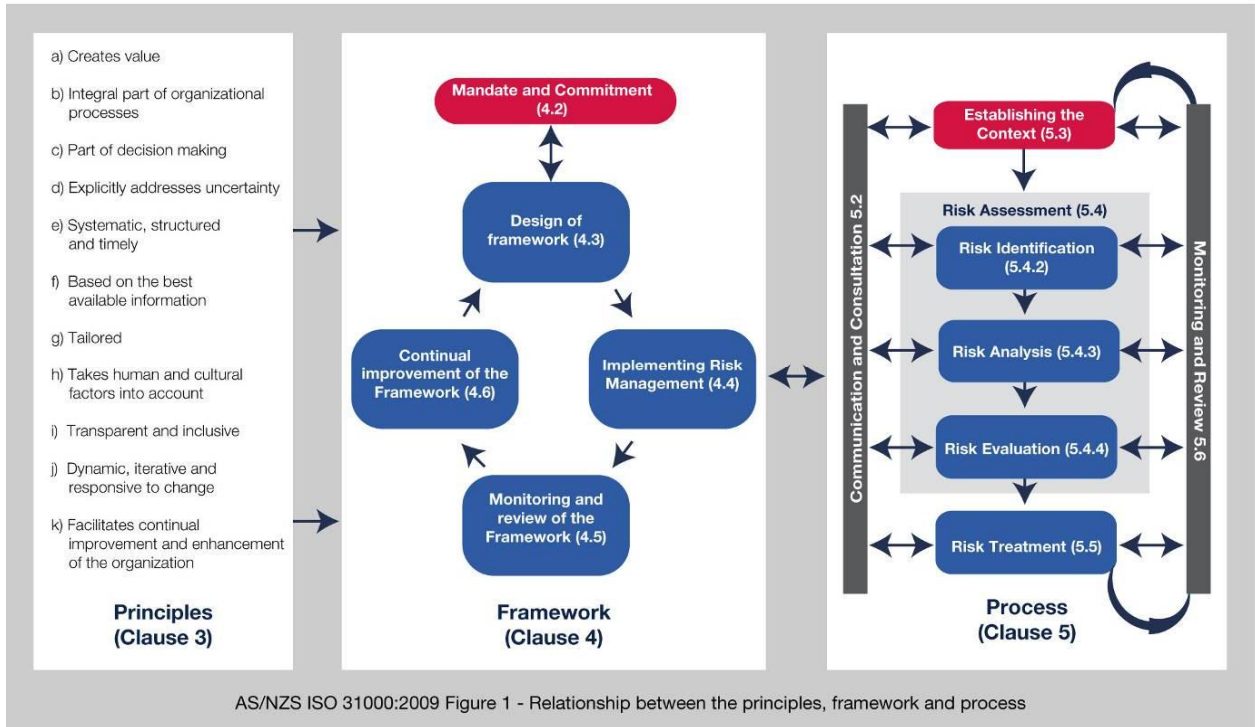
“if a person conducting a business or undertaking has a duty or obligation under this Act, an officer of the person conducting the business or undertaking must exercise due diligence to ensure that the person conducting the business or undertaking complies with that duty or obligation”

**THIS DUTY CANNOT BE DELEGATED**

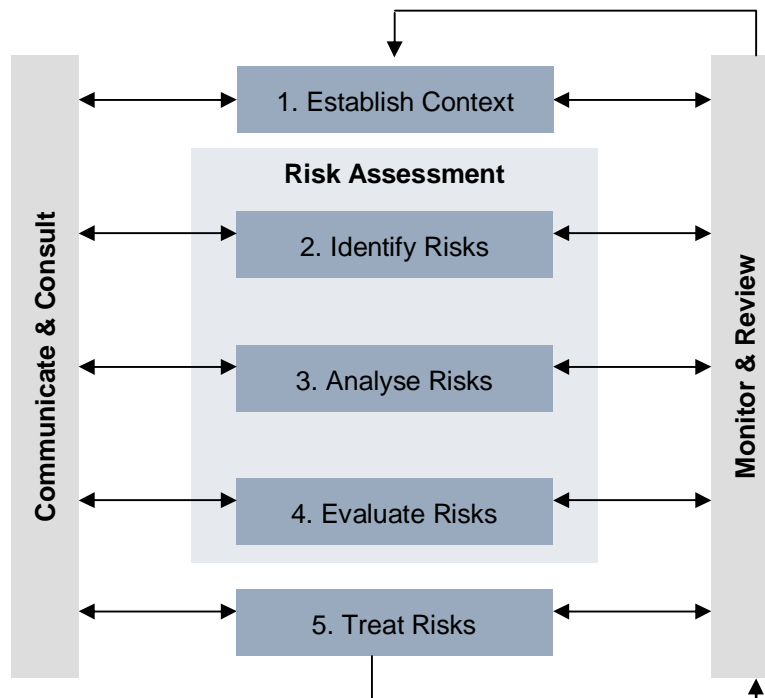




# 4. Risk Management Process



Source: AS/NZS ISO 31000 Risk management – Principles and guidelines



**Discussion 2:**

**What is risk?**


**Exercise 7:**

**Identify all activities and tasks**

- Using the Template provided, complete page 19 to list all the activities and tasks that need to be undertaken as part of the event;
- Determine what phase of the management process they will occur (i.e. pre-event, during the event or post-event); and
- Identify the **venue** so that this can be referenced when conducting an **onsite risk assessment**.

## Activities

List all the activities and tasks that will take place. include activities prior to, during and after the event.

Refer to your event program to help you complete the list.

Obtain a copy of the proposed floor plan or layout of where activities will take place and where structures will be set up.

Establish a timeline of actions to be undertaken to ensure everything is taken care of in a timely manner

Pre-Event	During Event	Post-Event

Consider all the activities listed above when carrying out the risk assessment as each may have issues that need to be managed. At this point begin thinking of the potential risk exposures any of the above may bring. These may include WHS, Public Liability, Environment, Financial, Reputation, risks.

### Sample Risk Matrix

	Consequences				
Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	Medium 8	High 16	High 20	Extreme 23	Extreme 25
Likely	Medium 7	Medium 12	High 17	High 21	Extreme 24
Possible	Low 5	Medium 10	High 15	High 18	High 22
Unlikely	Low 2	Low 4	Medium 11	Medium 13	High 19
Rare	Low 1	Low 3	Medium 6	Medium 9	High 14

### Sample Corrective Actions Table

Risk Level	Action Required
Extreme Risk 23 - 25	<ul style="list-style-type: none"> <li>• This rating level is not acceptable</li> <li>• Report immediately to Senior Management</li> <li>• Consider alternative activity unless appropriate controls are implemented</li> <li>• Develop specific Treatment/Action Plan for immediate implementation to address extreme risks</li> <li>• Allocate actions and budget for implementation within one month</li> <li>• Report to Senior Management on effectiveness of control</li> </ul>
High Risk 14 - 22	<ul style="list-style-type: none"> <li>• Develop and implement a specific Treatment/Action Plan for high risks</li> <li>• Consider alternative activity unless appropriate controls are implemented</li> <li>• Allocate actions and budget to minimise risk; monitor implementation</li> <li>• Report to Senior Management on effectiveness of control</li> </ul>
Medium Risk 6 - 13	<ul style="list-style-type: none"> <li>• Develop and implement a specific Treatment/Action Plan for medium risks</li> <li>• Allocate actions and budget to minimise risk where existing controls deemed inadequate; monitor implementation</li> <li>• Management to consider additional controls</li> </ul>
Low Risk 1 - 5	<ul style="list-style-type: none"> <li>• Accept and Monitor low-priority risks</li> <li>• Manage via routine procedures where possible; Monitor via normal internal reporting mechanisms</li> </ul>

## Risk Assessment

### Exercise 8:

- Select at least three activities/tasks from each column from Exercise 7 and list them on the risk assessment table on pages 22-23 of this Exercise Workbook.
- Identify the risks associated with each these activities (List one activity at a time, as each activity may carry more than one risk exposure).
- Using your own, or the supplied risk matrix (p20), carry out a risk assessment.

## Risk Treatment – Risk Controls

### Exercise 9:

- On the risk assessment table on pages 22-23 identify those hazards that require additional controls and list the proposed controls in the table.
- Determine if the control/s should be implemented and who will be responsible for implementation.

## Event Risk Assessment

<b>Division/Dept:</b>		<b>Branch/Section/Program:</b>				<b>Activity:</b>			
<b>Consulting Group:</b>					<b>Date of Assessment:</b>				
Ref No.	Hazard	Risk Description	Risk Category	Risk Assessment			Controls required to mitigate risk	Actions required to achieve controls	Risk Owner /Person Responsible
				Likelihood	Consequence	Rating			
e.g.		There is a risk that ... could happen resulting in ...	Public Liability	Possible	Major	High (18)			
01									

Ref No.	Hazard	Risk Description	Risk Category	Risk Assessment			Controls required to mitigate risk	Actions required to achieve controls	Risk Owner /Person Responsible
				Likelihood	Consequence	Rating			

**At this point, you should complete the Insurer Requirement form which is located in the Sample Tools and Templates document and send it with the program of events and the risk assessment to your Account Manager.**

## Treatment Action Plan

### Exercise 10:

#### Controls and Treatment Action Plan

- From the table on pages 22-23 transfer the list of additional controls onto the Treatment/Action Plan form on page 25 of this Exercise Workbook.
- Complete the table allocating actions timeframes etc. to each new control.
- Add any existing controls to the table to ensure that they are also implemented as part of the Project Plan.



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## Event Treatment/Action Plan

Ref No.	WHAT needs to be done	HOW will this be done	WHO is accountable	WHEN does it need to be done by	MONITOR progress every:	REPORT to:

**Remember to carry over those controls/ processes you currently have in place that you have determined are still effective.**

**The event coordinator or other designated staff must ensure the actions are carried out in a timely manner.**

## Contingencies

### Exercise 11:

#### Contingencies

- Make a list of what can go wrong and how you plan to manage it.
- Also think of your line of communication and make a list of who you would call and what circumstances.
- Prepare your Emergency Phone List and Line of Communication List (p27).


## Emergency phone list

Service	Phone Number
Hospital	
Ambulance	
Police	
Electricity Provider	
Rural Fire Service	
State Emergency Service	

Prepare the Line of Communication list that will be used to take charge of a situation and to notify Senior Management Personnel not present at the event if an incident occurs.

Reason	Who to Contact:	Method of Contact
<i>E.g.: Stall holders</i>	<i>Council Coordinator's name</i>	<i>Mobile phone or location</i>
Lost children / property		
For First Aid Kit		
Inclement weather event		
For (urgent) announcements		
Other Council staff	<i>Council Coordinator</i>	<i>Phone or location</i>
<i>Council Coordinator's name</i>	<i>GM/Director</i>	<i>Phone</i>

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## Monitor and Review

### Exercise 12:

**How will your Council conduct the monitor and review process?**

List the methods you can use to monitor and review your event during the planning and event stages.


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**Debrief**

**Discussion 3:**

**How does your Council measure the level of success achieved by the event?**


## 5. Documentation and Records

### Exercise 13:

What type of documents do you need to collect?

Documentation	Large scale events	Medium scale events	Small scale events

