

Events in Queensland handbook

Best practice guidelines for event delivery in Queensland

Version 1.4

First published July 2016

Last updated November 2019

Scheduled revision annually



Acknowledgement

This guide and supporting templates have been prepared by Events Coordination, Strategic Engagement and Protocol, within the Department of the Premier and Cabinet (Queensland).

Advice, links, templates and contacts have been drawn from a number of sources in consultation with a broad range of experts and stakeholder groups.

The Department of the Premier and Cabinet would especially like to acknowledge and thank for their provision of materials, advice and support in the development of this guide:

- the State of New South Wales (acting through the Community Engagement and Events Division)
- Volunteering Queensland, and
- Queensland Government departments, units and statutory bodies listed throughout this guide.

Disclaimer

This guide along with links, references and templates is intended as a supportive guide only and is not intended to be a complete or comprehensive guide to the coordination and delivery of your event.

Please keep in mind that policies, protocols, legal information, supporting documents, links and contact details provided in this document are liable to change. You must exercise your own skill and care in the development, preparation and rollout of your event and carefully evaluate the source, accuracy, currency, completeness and relevance of the information provided in this guide in application to your planning. You must also ensure that you seek professional advice as appropriate to you.

References to third party sources are provided for your assistance only and is not a representation or endorsement by the Department of the Premier and Cabinet (Queensland) for the services or products provided by these parties. Nor does the Department of the Premier and Cabinet (Queensland) make any representation as to the accuracy, currency or correctness of information provided by third parties. Similarly, you should not interpret the absence of a reference to a third party as a comment on that third party.

Contents

1	Introduction and overview	7
2	Where to start – general planning	8
	Who should you talk to?	10
3	The role of the Queensland Government	11
	Police support at your event	12
	Funding support for your event	12
4	Operations and logistics	12
	Identifying risks	12
	Developing the risk management plan	13
	Insurance	13
	Incident reporting	13
	Emergency response plan	14
	First aid response	14
	Crowd management	14
	Children at your event	15
	Event site	15
	Waste management	16
	Noise issues	16
	Fireworks and special effects	17
	Aquatic events	17
	Smoking	17
	Alcohol	18
	Temporary structures	18
	Audio visual, theming and lighting	18
	Weather	18
	Lighting	19
	Electricity, gas, fire and hazardous materials	19
	Security personnel	20
	Supplying plastic bags	20
5	Financial considerations	20
6	Pre-event site visit	20
7	Food and beverage	21
	Food	21
	Water	21
	Alcohol	21



8	Onsite staff	22
	Briefing	22
	Volunteers and volunteer management	22
	Occupational Health and Safety	23
	Operational staff.....	23
9	Performers and entertainers	23
	Copyright.....	23
	Insurance	24
10	Traffic and transport	24
	Traffic management plan	24
	Road closures	24
	Traffic and transport permits	25
	Parking.....	25
	Public transport.....	25
	Event organiser considerations.....	26
	Transport operator considerations	26
11	Accessibility	26
12	Sponsorship, grants and fundraising	27
	Sponsorship	27
	Grants	29
	Fundraising	29
13	Marketing, communications and media	29
	Defining your target market.....	29
	Setting your objectives	30
	Defining your message	30
	Determining your marketing tools	30
	Communication during your event	31
	Promotional items and giveaways	31
	Media and public relations	31
14	Welcome to Country/Acknowledgement of Traditional Owners	31
15	Event protocol	32
16	Australian protocols	32
17	Legal considerations	32
18	Documentation	33
19	Event delivery	33
	Pre-event	33



On the day	34
Post event	34
20 Evaluation	34
21 Attachments – templates.....	34
22 Resources.....	35
Accessible events	35
APRA AMCOS	35
Arts Law Centre of Australia	35
Protocol and Australian honours	35
Media, Entertainment and Arts Alliance	35
Promotional items	35
Risk management	35
Traffic and transport.....	35
Tourism and Events Queensland (TEQ).....	35
Volunteering Queensland	36
Waste and recycling initiative.....	36
23 Appendix – contacts and approvals.....	36
Accessibility	36
Alcohol	36
Children.....	36
Competitions, raffles, bingo and other games.....	37
Copyright.....	37
Electricity and gas.....	37
Fire.....	38
Fireworks and special effects.....	38
Fundraising	38
Grants and funding support	38
Landowners	39
Lighting structures.....	39
Noise levels.....	41
Police support	41
Promotion.....	41
Protest/march /public assembly	42
Signage.....	42
Significant event.....	42
Smoking	42

Traffic and transport.....	42
Water safety.....	44
Waste management.....	44
Welcome to Country	44

1 Introduction and overview

Each event is unique, with its own specific set of circumstances and requirements which are shaped by many elements including the event type, stakeholders, location, duration and time of year.

This guide has been prepared for organisers staging events in Queensland. It outlines the guiding principles for event organisers interacting with the Queensland Government to enable them to successfully plan and manage an event.

The following sections are applicable to all events in Queensland:

- Risk management page 13
- Insurance page 13 and 22
- Incident reporting page 13
- First Aid page 14
- Emergency Response page 14
- Waste management page 16
- Staff and volunteers page 22
- Health and Safety page 23
- Traffic management page 24
- Welcome to Country page 31
- Legal considerations page 32
- Event documentation page 33
- Evaluation page 34
- Australian protocols page 32

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

- Large crowds page 14
- Children at your event page 15
- Fireworks page 17
- Alcohol page 18
- Temporary structures page 18
- Weather impacts page 18
- Lighting to ensure safety page 19
- Electricity, gas and fire controls page 19
- Security presence page 20
- Food and beverage page 21
- Site visit page 20
- Financial considerations page 20
- Performers and entertainers page 23
- Accessibility page 26
- Sponsorship page 27
- Fundraising page 29
- Grants page 29
- Marketing page 29
- Media and public relations page 31
- Communication messages page 31

2 Where to start – general planning

Before delving into the planning of your event, it is helpful to begin with putting some thought around the following points:

What is the purpose and aim of your event?

- Is this event to celebrate something specific, engage certain like-minded community groups or raise awareness of a certain issue? Who is your target audience and do they have any requirements that might need further consideration in your event planning?

What are your financial goals?

- Will your event be free to the public, cost-neutral (with low entry fees), raise a profit or raise funds for charity?

How will your event impact on the environment?

- What can you do to minimise environmental impact?

Whether you are planning a small or large-scale event, there are steps you can take to improve sustainability, many of which are simple and inexpensive.

There are three core considerations to help deliver a more sustainable event:

1. Understanding and managing the event's environmental impact

- Does the event encourage public, active and greener transport options?
- Will the generation of unnecessary waste and disposal of waste to landfill be minimised?
- Will you avoid using single-use plastic items and use reusable or recyclable products and make sure that the event has the appropriate waste collection and recycling bins?
- Will the event minimise energy and water consumption to save resources and emissions?

2. Sourcing environmentally and socially responsible products and services

- Will the event provide and encourage sustainable food and beverage practices?
- Does the venue support good sustainability practices?
- Will sustainability be considered in purchasing and will you manage your supply chain responsibly?

3. Engaging and communicating with communities

- Will you communicate your sustainability efforts?
- Does the event promote inclusion and accessibility by welcoming the whole community (regardless of gender, age, ability, race, orientation, socio-economic status, cultural background or political affiliations) and ensuring that the event is accessible?
- Have you considered promoting a healthy, safe and secure event?

How many people do you hope will participate?

- Will your event have a minimum number to proceed, or a maximum cut off?
- Will your event be ticketed? Will it be invite only?
- Think about how these elements might impact on your budget.

Will your event be ongoing?

- Is your event a one-off, or will it be held again in the future? If your event is a one-off, have a think about whether you might want to hold the event again if it is successful, and what you might be able to put in place now to help in future events.

Does your event align with government objectives?

- Does your event align with Queensland Government priorities and values by creating employment opportunities for Queensland; attracting new audiences to Queensland or enhancing the Queensland's identity and reputation? The event may be applicable to apply for a Queensland Government grant.

Who will be involved in the planning of your event?

- Do you have a clear staffing structure with defined roles and communication channels, and do staff have the required skills to complete tasks assigned to them?
- Have you considered engaging volunteers, and who might manage them? Have you considered a volunteer recognition plan?
- Are there stakeholder groups that might need to provide advice or be involved in the planning process?
- Are you involving stakeholders in scheduled planning meetings when you chair, and taking minutes of these meetings?

Where will your event be held?

- Have you researched your venue?
- Does the venue come at a cost for hire; do you need to seek permission from landholders to use the venue and what sort of lead time do you need for this?
- Have you considered any external costs such as additional security requirements?
- Is your location/venue appropriate for your target audience?
- Have you chosen a space that is accessible, with adequate facilities and public transport and/or parking facilities close by?
- Will your event create changes to road access, facilities or volume of people in an area that will have an effect on local residents? Will local residents need to be notified?

When will your event be held?

- Have you considered the impact of typical weather patterns around the time of your event? Inclement weather aside, will it be too hot or cold for participants?
- Do you have an inclement weather plan?
- What else is happening in the adjacent area to your event?
- Are you aware of any other events or activities (such as school holidays) that might impact you? Would any of these hinder the attendance at your event or could you benefit from other activities? Will there be an impact on resources (access to public transport, transport, suppliers) from other events held at the same time?
- Does your proposed event date allow you sufficient lead time to plan, consult with stakeholders, seek sponsorship, hire staff, arrange operational elements and market your event effectively?

Who will be attending your event, and how will you reach them?

- Have you identified your target market?
- What elements of the community make up your target market? Have you considered how large your target market is and whether there is potential for growth? Does your event cater for any special requirements that your target market might have?
- How will you promote your event and what marketing strategies will best reach your target market? Do you have any key messages to promote for your event? Have you allowed enough lead time and budget to market your event effectively?

How can we integrate digital technology into the event?

- Is there an opportunity to promote your event, deliver it more cost efficiently, or expand your audience using digital technologies?
- Could you use an online booking platform for ticketing or rsvps?
- Could you deliver your event via webinar, or include a live social media feed?
- Is there an opportunity to film key event segments and make these available to a larger online audience post-event?
- Is digital collateral an option? Think projections instead of banners, web content instead of brochures.
- Do you have an event hash-tag or a social media channel, or could you use a polling app to engage with participants pre, during and post event? Online engagement can be a great way to inform your event planning and seek feedback.

What approvals will you need to run your event?

- Have you identified which bodies or stakeholders you might need to seek approval from?
- Do you know who you need to speak to and are you aware of what is required for approvals (plans, paperwork, and application documents)?
- Is there a cost for approvals and have you allowed for these in your budget?
- Have you allowed enough time to seek approvals?
- Advertising or selling of your tickets for your event must not commence until stakeholder engagement has occurred.

Have you considered what might happen if you do not obtain approvals in time? How will this impact on your event/budget.

What will your event cost?

- Have you put together a financial plan for your event? Including all costs such as security, inclement weather plan, approvals, and necessary permits.
- How will you fund your event?
- Will you seek grants, sponsorship or financial event partners? Will your event be ticketed or will you be seeking donations or fundraising for your event?

Have you considered risks associated with your event?

- What issues or activities could impact or compromise your event?
- Have you identified these risks and put together a risk management plan that clearly outlines how you can avoid or manage risks?
- Have you developed adequate documentation to identify and mitigate risk? These include operations manuals, risk management plans, emergency evacuation plans, inclement weather plans. Who will assist you in putting together these plans?
- Have you thought about what insurances you will need for your event?
- Have you included enough lead time to arrange insurance, and is it included in your event budget?

Who should you talk to?

Depending on the size, location and impact of your event, you may identify several stakeholders such as the local council, landowner and Queensland Government you may need to contact to discuss your event and requirements.

Local council

In most instances your first point of contact for your event should be the local council. The local council will be able to provide you with information on event permits, approvals, and requirements

for event preparation, safety and notification to stakeholders. The local council may also have resources that will be useful to you in your event planning, or links to grants and funding.

In addition to an event permit, the local council can also advise whether you need approvals for other event elements such as:

- food vendors (section 7)
- serving or selling alcohol (section 7)
- signage and advertising (section 13)
- noise restrictions and fireworks (section 4)
- temporary road closures (section 10)
- traffic and parking management plans (section 10)
- events held in parks (section 4 and 7).

Ensure you have allowed enough time to discuss your event with the local council before you proceed too far with your planning. It is best to approach them at least four months before your planned event date. If you are planning a large-scale event, you should allow at least 12 months to ensure enough time to address all event elements and potential issues.

For a full list of local councils, visit the Queensland Local Government Directory provided by the Department of Local Government, Racing and Multicultural Affairs at www.dlgrma.qld.gov.au or call 13 QGOV (13 74 68).

Queensland Government

You may be required to interact with Queensland Government departments or agencies in planning your event in a number of ways.

Some government departments will need to be contacted to arrange permits, approvals or licences, while others may be able to provide support, advice, assistance or funding. These are detailed in the Appendix section of this guide.

Where relevant, the event may also benefit from contacting government bodies, government owned corporations or statutory authorities. Section 3 on the role of the Queensland Government has additional information.

Other stakeholders

Depending on your event type, location, size and elements, you may also need or benefit from speaking to other organisations, such as Volunteering Queensland for event volunteer recruitment and management.

The organisations outlined in this guidebook are not a complete list, and you may need to seek additional approvals or advice from other organisations. It is your responsibility to ensure you have identified and approached all stakeholder bodies and obtained necessary advice, approvals and assistance to ensure a safe and successful event. Some considerations are detailed in the Appendix of this guide.

3 The role of the Queensland Government

The role of the Queensland Government is to ensure events in Queensland are conducted and maintained with the safety and interest of the public at all times.

The Premier is supported by ministers, who are responsible for departments. The list of ministers is available at www.cabinet.qld.gov.au, government departments at www.qld.gov.au, government owned corporations at www.qld.gov.au and statutory bodies at www.treasury.qld.gov.au.



Police support at your event

In Queensland, events are operated on a user pays system, where the event organiser is responsible for costs associated with police support.

Should you request police officers to support the event, the officer in charge of the local police station or establishment concerned will determine whether the services should be performed in the ordinary course of police business or as special services (at a cost to the event organiser). The provision of police resources to events must be balanced with the need to provide an adequate response to core business and will be discussed with the organiser during the planning phase of the event.

Political assemblies and marches are covered by separate legislation (*Peaceful Assembly Act 1992*) and require a separate process of approval by the Queensland Police Service and local council.

For more information, contact the Queensland Police Service via www.police.qld.gov.au or phone Policelink on 131 444.

Funding support for your event

The Queensland Government may support events and activities that closely align with government priorities through sponsorship, funding or grants. Refer to Section 12 for further information on sponsorship and grants.

4 Operations and logistics

Identifying risks

A risk is the chance of something happening that will affect objectives or negatively impact either a person, reputation or finances. Risks are also measured in terms of event likelihood and consequences.

During the planning phase it is essential you carefully consider potential risks involved in staging your event. Events conducted in Queensland must always be mindful of the safety and security of participants and the public.

Some risks to be considered are:

- financial risks
- reputational risks
- security threat
- non-attendance by performers or guest speakers
- volunteers not having a positive, meaningful experience
- equipment failure or equipment not delivered
- noise implications
- lost children
- missing person/s
- property damage or loss
- over crowding
- poor attendance
- weather implications
- event running too long, or too short
- a bushfire
- motor vehicle accident

- catering issues (e.g. poor/too expensive/doesn't turn up).

To gain a greater understanding of the principles of risk management, refer to the Standards Australia publication, Risk management – Principles and Guidelines AS/NSZ ISO 31000:2009 or alternatively, it is available at www.riskmanagement.com.au.

Developing the risk management plan

A risk management plan documents the proposed actions to treat the identified risk. This process consists of a series of steps that, when undertaken in sequence, enable continual improvement in decision-making and effective event delivery.

The steps to be documented in creating a risk management plan are:

1. identify potential risks
 - what could happen?
 - how could it happen?
 - who could be harmed?
 - what could be harmed?
 - when could it happen?
2. rate potential risks
 - qualitatively measure the likelihood of this risk occurring
 - what are the consequence levels?
 - what is the level of tolerance should this risk occur?
3. actions to be taken (control measures) to minimise or reduce these risks
 - these control measures must be appropriate to the level and type of risk
 - actions should be clear and succinct
 - clearly articulate your proposed controls measures
4. resources to be utilised
 - financial or physical resources to be employed to minimise the risk
5. timetable for implementation
6. mechanism and frequency of review.

Your identification of risks, and the recommendation of control measures to reduce the level of risk to an acceptable or tolerable level, are crucial in the planning process for your event.

A risk management plan template is provided in the Attachment section of this guide.

Insurance

It is recommended to discuss your event's insurance requirements with the landowner, and seek professional advice about insurance cover for your event. The amount and type of cover will depend on the event being held, and the local needs.

Some types of insurance worth considering are public liability insurance, professional indemnity insurance, volunteer personal accident insurance, property insurance, and event cancellation insurance. If you employ workers at your event you must have workers' compensation insurance.

You should also ensure contractors and suppliers have appropriate insurances to cover themselves. To ensure they have adequate cover, you should request a copy of their certificate of currency.

Incident reporting

It is recommended you have an incident reporting system in place to manage the documenting of any accidents or incidents that occur at your event. Keeping records of incidents is useful to enable

discussions with the landowner, to address event improvements for future years, and may be useful for any insurance claims that may arise from your event.

An incident report form template is provided in the Attachment section of this guide.

Emergency response plan

An emergency response plan outlines how you will respond to an emergency at your event.

The preparation of this plan should involve the landowner and, where relevant, local police and emergency services. It should outline:

- details of the overall coordinator responsible for the emergency response
- chain of command in dealing with an emergency
- chain of command dealing with a response
- potential incidents that could occur
- how an incident would be managed
- communications plan of informing event participants
- first aid facilities
- emergency service vehicle access points
- evacuation procedures
- evacuation muster points
- ingress and egress (entering and exiting) of the event site
- a list of stakeholders who may need to be contacted (suppliers, VIPs, guests, landowners) with their preferred method of contact (e.g. two-way radio, mobile or email)
- an appointed spokesperson
- a designated person to report to and deal with media matters
- a dedicated complaints manager.

This plan should be shared with all staff, volunteers, suppliers and stakeholders before the event. Consideration should be given to exercising your emergency response plan prior to your event. This can be discussed with the Queensland Police Service and Queensland Fire and Emergency Services and should involve all major stakeholders of your emergency response plan.

An emergency response plan should form part of the event management plan. An event management plan template is provided in the Attachment section of this guide.

First aid response

Appropriate consideration should be given to whether it is necessary to have appropriately qualified first aid personnel on site at your event. Your risk assessment should be able to highlight this need. If your event is of a relatively risk-free nature for participants, the landowner may be able to provide first aid support.

Should you require additional first aid support, independent organisations can assist in providing onsite support, or upskilling your staff or volunteers. It is recommended to discuss first aid response with the landowner.

Crowd management

Crowd management should be considered at your event. The landowner will be able to share experiences of potential issues, at either certain times or locations.

At an event with anticipated large crowds, it is recommended you consider:

- security

- venue capacity
- access points to the venue
- entry and exit points at the venue
- staging access
- VIP access
- barricade design
- ticketing and the ticketing process
- crowd crush
- the management of overcrowding in your emergency response plan.

If you are expecting crowds, it is recommended you contact local police as early as possible, ideally six months ahead of the event.

Children at your event

A blue card may be required for staff, suppliers and volunteers conducting certain activities. A blue card is not required in all situations where a child may be present however, if your activities do fall within the scope of the blue card system you must ensure everybody who needs a card has a card. If you are performing volunteer work with children that requires a blue card, you must hold the card before commencing the duties. If you are a paid employee, you can commence the activities as long as an application form has been submitted to Blue Card Services.

Organisations which fall within the scope of the blue card system are required to develop and implement child and youth risk management strategies. To assist organisations to develop and implement appropriate child and youth risk management strategies, a suite of online videos have been developed to provide information and guidance on the minimum requirements.

For large events, or those targeted towards children, it is recommended organisations have good risk management practices in place. Blue Card Services have online tools available to assist. Other considerations include having a plan for lost children and parking areas for prams. This might include a process for wrist-banding children with their parents' mobile number, and/or setting up an area for children to comfortably wait until they are reunited with their parents.

All staff, suppliers and volunteers should be briefed on the details on the event including the procedure of managing a lost child.

For further information on blue cards or to view the online videos and tool kit, please visit www.bluecard.qld.gov.au or contact Blue Card Services on 1800 113 611 or 07 3211 6999.

Event site

Approval is required to hold an event in national parks or reserves, or on private, local government, state or federal government land.

Should you wish to hold your event in a national park, recreation area or forest you might need to apply for one of the permits below:

- Queensland Parks and Wildlife Service [event permit](#) if:
 - your group has more than 40 people and activities are to be conducted in day use areas or established walking tracks
 - your group has more than 15 people and activities are to be conducted in remote off-track areas
 - you would like 'exclusive use' of park areas or facilities
 - your activity may impact on the enjoyment of the place by the general public

- there may be safety issues for other park visitors
- the activity involves the use of motorised vehicles, vessels or the installation of temporary infrastructure
- the activity may impact on the cultural heritage or natural values of the area.
- Queensland Parks and Wildlife Service [commercial activity permit \(CAP\)](#) if your activity is held in a national park, recreation area or forest and is designed to make a profit, gain or benefit. [Applications attract a fee.](#)

If your event is held in a public place, you may need to apply to the local council for approval. Please see Section 7 on Food and beverage.

You may also wish to discuss the logistics, including the impact of traffic and transport, with the landowner as soon as possible.

Waste management

The local council may require you to submit a waste management plan which might consider:

- recycling
- packaging—what types are available, and quantity
- waste receptacles—type, quantity and placement
- emptying of waste receptacles—frequency and logistics
- pre-event and post-event clean up.

When sourcing materials you should consider whether the supplier is a signatory to a product stewardship arrangement, such as the Australian Packaging Covenant, a sustainable packaging initiative which aims to change the culture of business to design more sustainable packaging, increase recycling rates and reduce packaging litter.

You must use appropriately licensed or accredited waste transporters and recycling and disposal facilities for the management of wastes and recyclables.

Noise issues

When planning your event, including bump in (event set up) and bump out (event pack down), it is important to consider, and notify, any noise implications on nearby residents or local businesses in this planning.

You should consider the public address (PA) system broadcast times, sound checks and positioning of speakers, and monitor the noise levels during use. During bump in and bump out, it is important to pay attention to machinery and equipment, such as scissor lifts, that might create noise disturbances. Operation of this equipment should be undertaken at appropriate times, and noise protection should be considered for staff and volunteers working in close proximity to the noisy areas.

Local council can assist you with times that are appropriate for when you can generate noise above a certain decibel level.

Should a noise complaint be lodged, it is important to be able to respond quickly and appropriately to avoid a warning or a fine. It may be useful to have a register, where noise levels are monitored and registered throughout the event.

Fireworks and special effects

In Queensland, possessing or using fireworks and other explosives without a licence is illegal. Only trained and appropriately licensed professionals who understand the hazards and risks may buy, store, transport or use fireworks and explosives.

When planning your event involving either indoor, outdoor fireworks or special effects, you must:

- select an appropriately licensed contractor/operator
- ensure appropriate insurance coverage for the display
- consider the local council's noise guidelines and appropriate times for displays (e.g. hold displays before 9 pm, minimise repeated displays at the same site and limit noise in sensitive areas)
- obtain approval from the landowner or agent where the display is held
- ensure the Explosives Inspectorate, Queensland Fire and Emergency Services, local community and other appropriate authorities have been notified before the display
- ensure neighbours of the site are notified at least four days before the display
- provide emergency planning (e.g. first aid and access to and from the display firing site)
- provide enough time for the operator to set up the display and clean up afterwards
- ensure crowd control is in place before and during the display
- respond appropriately to changed conditions (e.g. cancel the display due to unsafe weather conditions such as high winds or other factors)
- not allow a fireworks display or special effects event to proceed if you know the display does not comply with safety requirements
- report any unplanned explosives incidents that occur to the Explosives Inspectorate.

Contact the Department of Natural Resources Mines and Energy at www.dnrme.qld.gov.au for further information.

Aquatic events

An aquatic event is an organised water activity such as boat or swimming races, sailing regattas, water skiing competitions or fireworks displays likely to affect the normal operation of ships in local vicinity. If you want to hold an aquatic event you will require an aquatic event authority, which permits you to hold an event. You can apply, accompanied by the relevant application fee.

This authority allows users, whether recreational or commercial, organised or social, to have equal and safe access to its waters.

Contact the Gold Coast Waterways Authority at www.gcwa.qld.gov.au for more information on Gold Coast waterways. Contact Maritime Safety Queensland on www.msg.qld.gov.au for information on all other Queensland waterways.

Smoking

Strict tobacco laws apply in Queensland to protect the health of the community. Smoking is either banned or restricted in common areas of community events, such as eating and drinking areas, near under 18 sporting areas, around skate parks, near children's playground equipment and at public transport waiting points. In Queensland, smoking bans also apply to the use of electronic cigarettes.

Tobacco laws in Queensland also prohibit the sale of smoking products from temporary retail outlets such as market stalls, mobile vehicles, trailers, booths and tents.

Further information about Queensland's tobacco laws is available at www.health.qld.gov.au and in the search box, type 'tobacco laws'.

For advice on managing smoking at your event and which smoking bans may apply you can make contact with your local public health unit and speak to an Environmental Health Officer. Contact details are available at www.health.qld.gov.au and in the search box, type 'public health units'.

Sun safety

Queensland has a moderate to extreme ultraviolet radiation (UVR) environment year-round. This contributes to high sunburn rates and skin cancer incidence rates that are the highest in the world. When organising an event, consider ways to reduce event attendees, staff and volunteers' unsafe exposure to UVR. Queensland Health provides practical sun safety recommendations to support event planning. Further information is available at www.health.qld.gov.au and in the search box, type 'sun safety'.

Alcohol

If you are serving or providing alcohol at your event, please see Section 7.

Temporary structures

Before you erect any new structures, or hang any signage, ensure you have permission from the landowner. Some structures might need to be weighted down, rather than pegged. Other temporary event sites might require an application to the local council or engineering certification. For safety reasons, you should monitor the weather forecast also seek the services of a professional rigger to install any signage hung overhead.

Audio visual, theming and lighting

If your event requires sound, vision, lighting or you need to communicate with your participants, you might wish to engage a professional for this task.

It is important to consider adequate coverage to participants and enable them to see or hear and receive the full impact. You might also wish to consider using digital platforms through an app, lighting, screens, mobile technology or digital branding.

It is recommended to discuss expectations on appropriate noise levels with the landowner, and seek the services of a professional rigger to install any lighting rigs or screens that are hung overhead.

Weather

Inclement weather conditions and the likely impact on attendees should be considered at your event. The planned response and contact details for all stakeholders and participants should be included within the event management plan. Conditions worth considering are:

- heat and UV Index –provision of shade structures/shelter, water, first aid, sun cream and mosquito repellent
- wind–provision of shelter, and ensuring structures and attachments are properly secured
- rain–provision of shelter, and protecting leads and wiring
- hail–provision of shelter
- thunderstorm/lightning-provision of shelter
- bushfire–provision of safety/cancellation/evacuation methods
- cold–provision of shelter and warmth.

It is recommended the predicted UV Index and sun protection times be checked; the weather forecast monitored for any warnings via the Bureau of Meteorology website www.bom.gov.au/qld/, or the BOM Weather app www.bom.gov.au/app/.

In Queensland, the UV Index is moderate to extreme throughout the year and sun protection is required every day. It is recommended that event organisers ensure shade is readily available and consider providing reminders for attendees to remember to use sun protection. In the case of extreme weather, it might be necessary to delay, cancel or postpone your event to ensure the safety and security of participants. You may wish to consider event cancellation insurance to financially protect yourself against inclement weather conditions.

It is wise to consider the costs for how you would operationally deal with inclement weather, and include a contingency for unforeseen costs.

A template for an inclement weather and cancellation plan, and event management plan is provided in the Attachment section of this guide.

Lighting

If your event is to be held at night or in a dark venue, it is essential there is enough light to see walkways and exits in case of an emergency. It is important to ensure you have contact details of a qualified electrician, and a generator on site in case of a failure to the lighting equipment.

Electricity, gas, fire and hazardous materials

If your event requires the use of electricity, or hazardous materials such as gas or chemicals, it is recommended to seek professional advice about their safe use.

Portable outdoor gas heaters can produce large amounts of toxic carbon monoxide if they are used incorrectly or are not operating properly. If they are used indoors, this can result in carbon monoxide poisoning.

There is a safety checklist for outdoor events in the Attachment section of this guide.

It is important to ensure:

- reputable contractors are used
- all cylinders and generators are in good working order
- all electrical cords are tagged and tested and in good working order
- all electrical cords in public areas are appropriately covered and taped down to prevent trip hazards
- an adequate number of fire extinguishers are provided, and staff are briefed on their use
- hazardous items are protected and clearly marked on the site plan
- there is an adequate back up option in place of failure
- these items are considered as part of the risk management assessment.

For the most part, in Queensland, it is illegal to light a fire in the open without a permit. You can apply through the 'Permit to Light Fire' through your [local fire warden](#). The Rural Fire Service Queensland may impose conditions on your approved permit to reduce unwanted risk or nuisance to other people, property or to the environment. Visit www.ruralfire.qld.gov.au for further information.

Security personnel

Using professional security staff at your event is recommended if you are engaging VIPs, serving alcohol, have money on site, have equipment that needs protecting or are expecting large crowds. Some venues will have preferred security providers who know the venue well. It is worth engaging with your chosen security provider early as possible, as they can provide invaluable experience in planning and operations.

Supplying carry bags

Event organisers should consider the use of carry bags at events. Under Queensland's plastic bag ban, from 1 July 2018 it is an offence to supply single-use lightweight plastic shopping bags under 35 microns, either free or at a charge. The plastic bag ban also includes single-use lightweight compostable, degradable and biodegradable plastic shopping bags. You may choose to provide and charge for alternative bags, which can include reusable heavyweight plastic bags, woven polypropylene 'green' bags, paper or other types of carry bags.

A retailer or organisation who is found to be supplying banned bags after 1 July 2018 may be fined up to \$6,300 per offence as can a person, such as a supplier, who is found to be providing misleading information about a banned bag.

For more information on the Queensland Government's plastic bag ban visit www.qld.gov.au/plasticbagban or telephone 13 QGOV.

5 Financial considerations

Developing a budget is an important task in managing an event. In the initial planning phase, the development of a budget helps to establish whether the event will be viable.

The budget should include all forms of income and expenditure with realistic figures. By overestimating income or underestimating supplier costs you can run into financial difficulty. The more research and consultation the more accurate your budget will likely be.

A budget template is provided in the Attachment section of this guide.

6 Pre-event site visit

A pre-event site inspection is a valuable tool that shouldn't be underestimated. It is important for a number of reasons such as:

- forming a relationship with the landowner
- determining the best access
- determining where the [direct sunlight shines](#), or any locations that are shaded
- determining amenities and storage
- determining access to power
- understanding emergency evacuation
- understanding the standard of the site that is expected during the post-event inspection
- determining site capacities and overflow areas.

A pre-event site visit checklist is provided in the Attachment section of this guide.

7 Food and beverage

Creating a healthy environment is important for all Queenslanders to assist them choose healthier food and drink options. When organising an event, consider the opportunities to raise awareness, promote and reinforce healthier eating and drinking behaviours.

Food

If you are serving food at your event, you must ensure appropriate consideration is given to the safe preparation and service of food. In Queensland, local councils are responsible for issuing licences and permits for temporary food stalls, catering or mobile businesses, to ensure the highest quality standards are used. It is recommended you contact the local council for information on what will be required for your event.

Should food suppliers be using bottled gas or electricity on site, please see Section 8 on Occupational Health and Safety.

Although promoting healthy food and drink at your event may not be a priority, you may like to consider the following points when choosing the food you serve or the food vendors selected:

- supply or encourage food vendors to provide a variety of healthy and nutritious food;
- consider offering food sourced locally or use local suppliers;
- ensure there is plenty of fruit and vegetable options available; and
- offer a variety of cuisines, to suit a range of dietary requirements and cultures.

Water

For public safety, drinking water should be available to all people at your event irrespective of the event type or weather conditions. In the vast majority of cases, it is a legal requirement to ensure free drinking water is available when alcohol is being sold.

Free clean and accessible drinking water is recommended, when possible. It can be in the form of water fountains, taps, water trailers or bottled water. If it is not feasible to offer free drinking water, bottled water for purchase should cost less than the lowest price of any other drink sold to people. Remember to ensure drinking water locations are well signposted.

Alcohol

In most cases, you must have a liquor licence or permit to sell or supply liquor (alcohol) in Queensland.

A liquor licence states where and when you are allowed to serve alcohol. Different licence types are available to suit different businesses or community organisations. Fees and legal obligations for liquor licences vary, depending on the type of business and licence. Liquor licences may take 4-6 months to be approved.

Permits are also available for non-proprietary organisations wishing to serve alcohol temporarily or at a one-off event. Permit applications must be lodged 21 days in advance of the event. Conditions may also be placed on the licence or permit around noise restrictions, signage, security and lighting.

'Wet areas' are designated by a local council to allow the consumption of alcohol in a public place, normally for particular occasions such as a wedding in a park.

If your event is held in a public place, you will need to apply to the local council for wet area approval if people intend to drink. It is important to note having an area declared 'wet' does not rule out the need for a liquor licence. If you intend to sell or supply liquor to others, such as at a festival or fete, you will also need to apply for a liquor licence or permit.

In addition to the required permits, other points to consider include:

- displaying signage on responsible service of alcohol
- displaying signage indicating licenced areas
- providing access to free drinking water
- ensuring food is available
- enabling the safety and security of participants, and local residents
- the legal requirements for trained staff to serve alcohol.

Please be mindful the sale of full strength alcohol may attract additional needs for security personnel.

For more information on relevant liquor licensing or to apply for your liquor permit visit www.business.qld.gov.au or telephone 13 QGOV.

8 Onsite staff

Briefing

A briefing document, or briefing session is important as it provides a firm set of principles, practices and instructions to guide staff, volunteers and suppliers on their roles and your expectations of them.

The document or session should include:

- contact list of staff, their roles and responsibilities
- individual roles and tasks assigned
- event description, location and site layout
- order of proceedings or runsheet
- emergency response plan
- the expected procedure and practices such as dress code
- any other information that will make the staff member feel at ease in their role.

Consideration should be given to an onsite event briefing with all stakeholders, staff and volunteers before the event starts.

Volunteers and volunteer management

Volunteering is time willingly given for the common good and without financial gain.

Volunteers can provide invaluable assistance in the coordination and running of an event. It is also important to understand why volunteers choose to volunteer at your event.

Before engaging with volunteers, it is important to:

- ensure you give enough time to plan the involvement of your volunteers
- be aware of the rights and responsibilities to your volunteers in supporting your event
- identify the roles you will need
- consider why a person would like to volunteer
- ensure you have appropriate insurances to engage volunteers
- ensure you have time to appropriately brief, train and debrief volunteers.

It is worthwhile considering how you will thank or reward volunteers, and follow up with them after the event.

There are number of options to source volunteers for your event, such as:

- Volunteering Queensland
- tertiary institutions (where the event tasks align with students' course desires)
- specific industry bodies relevant to your event type
- local services clubs such as Lions Australia and/or Rotary Australia
- groups with an interest in the topic, such as local residents, Parents and Citizens' Associations, or peak body organisations.

For more information on event volunteer management, training or to connect with volunteers, contact Volunteering Queensland at www.volunteeringqld.org.au.

Occupational Health and Safety

In addition to your event participants, you will need to consider the health and safety of staff, suppliers and volunteers. You will need to assess risks and put control measures in place to prevent or minimise exposure to these risks.

For more information on ensuring your event has adequate health and safety mechanisms in place visit www.worksafe.qld.gov.au or telephone 1300 362 128.

Operational staff

Accreditation is an efficient way of managing protocol and safety at an event. A number of accreditation options are available depending on the event such as shirts, badges, lanyards, swipe cards, or vests. It is worth considering accreditation for media, photographers, money handlers, food preparers, and roles dealing with hazardous materials, or those that interact with security and/or VIPs.

Appropriate mechanisms such as signage, fencing and an adequate briefing will need to be in place to enable the effective use of accreditation processes.

9 Performers and entertainers

If you are engaging performers at your event, it is recommended to have a written contract detailing a number of items such as the obligations of the performer, event conditions, payment (if applicable) and issues relating to cancellation.

Many professional performers will provide a contract for signature, however, it is advised professional legal advice is sought before signing such contracts. Should you wish to initiate the contract or agreement, you may have an existing in-house contract template, or you can contact Arts Law Centre for Australia for low cost sample agreements. For further information visit www.artslaw.com.au.

The Media Entertainment and Arts Alliance, www.meaa.org, can provide information on performers' wages.

Copyright

If you are having pre-recorded music at your event you will most likely need to obtain a licence from Australasian Performing Right Association and the Australasian Mechanical Copyright Owners Society (APRA AMCOS). This event licence allows you to use music from any legal source and ensures the songwriter and composer receive royalties. You will need to obtain your licence not less than 72 hours prior to the start of your event.

For more information visit APRA AMOS at www.apraamcos.com.au.

Insurance

You should ensure your performers have insurance to cover their activities while at your event. In most cases, \$20 million is the amount of coverage required for public liability insurance. It is also recommended to request a copy of their certificate of currency for your records.

10 Traffic and transport

To run a special event in Queensland that may either directly, or indirectly, impact roads traffic or transport arrangements, event organisers must obtain written approval from the Queensland Police Service and public authorities such as the local council or Department of Transport and Main Roads (TMR), or other landowners responsible for the roads the event will use.

If the event uses only local council roads, seeking the consent of the local council will be required. If the event uses state-controlled roads, or has a significant impact on adjoining state-controlled roads, the additional approval of the relevant TMR office is required.

If the event uses privately-owned or leased roads, approvals for the use of these roads must also be obtained from the landowner.

If you are unsure if your event is a special event you should first consult with the Queensland Police Service in the area you intend to hold the event. Smaller events, which can be held within the existing road rules, may not require a special event permit, but you still may need to seek other approvals for other elements of your program.

For more information about the relevant TMR offices or for a list of all state-controlled roads, visit www.tmr.qld.gov.au, and in the search box, type 'regional offices' or 'Queensland state-controlled roads and regions maps'. Additional information on the role of the Queensland Police Service at your event is detailed in Section 3.

Traffic management plan

If you anticipate your event will have an impact on traffic and/or transport then you might be required to develop a Traffic/Transport Management Plan (TMP). The Queensland Police Service, local council and TMR offices will advise accordingly. You should work closely with them in preparing the TMP to ensure you include all relevant information.

In situations where complex road closures or traffic management is required to secure the event route, local council, Queensland Police Service and TMR will require a site-specific Traffic Guidance Scheme (TGS) be prepared. The local council or TMR regional office can assist.

Details on how to access additional information on TMPs and TGSs is provided in the Traffic and transport section in the Appendix.

Road closures

If a road closure is proposed, early discussion with the road-owning authority should take place during the initial contact prior to the TMP being developed. Road authority requirements and community expectations require all road closures be publicly advertised a minimum of two weeks prior to the event.

The issuing of road closure advice (traffic notices) must be coordinated with the relevant TMR regional office and local council, who have established systems to ensure the wide dissemination of this important information for the public.

Traffic and transport permits

Depending on the size of the event, different road permits may be required.

- Special Event Permit—to run a special event in Queensland, organisers must obtain written approval from the Queensland Police Service, public authorities and the landowner responsible for the roads the event will use.
- Road Corridor Permit (RCP)—a RCP is required if applicants wish to undertake an activity, works or erect a structure within the road corridor.
- Traffic Control Permit (TCP)—a TCP will ensure the conducted event can be performed safely with due care shown to both workers and all road users. A RCP is required prior to applying for a TCP.

The following documents may be required to either accompany the permit application or during the preparation of the event:

- Event management plan
- Traffic Guidance Scheme
- Traffic/Transport Management Plan

To support special events in local communities, TMR has developed the Event Traffic Marshal (ETM) scheme to conduct very basic traffic control duties in low risk road environments. To be engaged as an ETM, the volunteer must undertake the competency assessment and perform their duties in accordance with the approved procedure. Visit www.tmr.qld.gov.au, and in the search box, type 'event traffic marshal scheme' or 'Traffic management at special events'.

Details on how to access additional information on these documents and permits is provided in the Traffic and transport section in the Appendix. A template for the event management plan is in the Attachment section of this guide.

Parking

Spectator and participant car parking and associated vehicle movements should be carefully considered in pre-event planning.

Parking needs for the event must be accommodated with appropriately located sites, directional signage and traffic controllers/event traffic marshals. Event parking should include parking areas for cars, motorcycles, bicycles and buses, as well as locations for any essential or emergency vehicles, participants, officials, spectators, media, accessible parking, traffic controllers/event traffic marshals and medical vehicles.

If existing parking facilities at the event location are inadequate, consider parking availability nearby. If you need to set up additional parking facilities, traffic controllers/event traffic marshals may be required. Easily accessible parking spaces close to the event should be provided for people with disability.

Public transport

Every effort should be made by event organisers to encourage participants, supporters and spectators to use alternative routes to access the event and, where possible, to use public transport as an alternative to car travel.

Where coordinated public transport is organised for event participants and supporters, the event management plan should contain relevant details of such arrangements and key personnel contacts.

Event organiser considerations

When planning an event in Queensland, considerations should be given to passenger transport arrangements for your event, particularly if it will impact on existing transport services, local residents, businesses, or the safety of people travelling to or from your event.

Visit www.translink.com.au and search 'planning an event' for a checklist on what to consider when planning transport arrangements for your event.

Transport operator considerations

As a transport operator, you may be asked to provide transport services to or from an event. Visit www.translink.com.au to understand what you need to consider to deliver these services.

For more information about passenger transport for events, email majorevents.team@translink.com.au.

11 Accessibility

It is important to consider accessibility to all people, including those with a disability or issues with access. People with a disability or older people may experience difficulty hearing what is said, seeing small print, climbing steps, understanding signage or using facilities.

Things to consider include:

- provision of public or private transport
- nearby reserved/allocated parking
- accessible toilets and/or food and drink facilities
- ramps and/or lift access
- dedicated viewing areas
- regular resting spots.

Consideration should be given to a continuous accessible and definable path of travel. This is a path of travel within a building that is unobstructed and able to be utilised by all people. Some of the elements of a continuous accessible and definable path of travel are:

- clear and unobstructed entrances to the building, with no severe gradient changes, no steps or an alternative to steps at the front entrance (e.g. ramp)
- a wide primary path of travel for use by people in wheelchairs or people with assistance animals such as Guide Dogs or Hearing Dogs.

A continuous accessible and definable path of travel must extend to the accessible entrance from local parking, drop-off point or public transport.

You may wish to consider for people with hearing impairments:

- hearing loops and Australian sign language (Auslan) interpreters
- real time captioning (when the venue is suitable).

For people with sight impairments you may wish to consider:

- information in large print and/or Braille
- designing accessible websites
- additional onsite staff/volunteers to assist
- provisions for guide dogs (including drinking water and shade).

If your event is ticketed, you may wish to allow discounted tickets to carers and seniors who hold a Queensland Government Carer Business Discount Card, Companion Card, or Seniors Card. For more information on these cards visit www.qld.gov.au/community.

12 Sponsorship, grants and fundraising

Sponsorship

Sponsorship cannot only assist in additional revenue raising or cost reductions for your event, but can also involve the community by spreading the word.

It can be difficult securing sponsors for your event, however, having a plan, proposal and seeking sponsorship ahead of time can make a huge difference. Be realistic on your sponsorship deliverables and expectations. When you have secured a sponsor, providing quality return on investment will assist in fostering long-term partnerships.

Below are some considerations when seeking sponsorship.

Assessing potential sponsors

When deciding who to approach, think about:

- What benefits can you offer?
- What kind of sponsorship do you need? Cash, in-kind (prizes, catering, printing or venue hire), or a combination of both?
- Is your preferred sponsor compatible with your organisation and its goals?
- Is there likely to be a conflict of interest between the sponsor and what you want to get out of your event?
- Could there be a conflict of interest between sponsors if you have more than one sponsor?

Approaching sponsors

- Who is the person who will make the decision? Make your written proposal directly to that person. Has the business supported your organisation, or a similar one, in the past?
- Submit your written proposal well in advance of the event.
- Present a professional looking document. It needs to be well-written, typed, and should include:
 - full event details
 - the names of any other sponsors
 - information about any events you've held before—show your track record with copies of newspaper clippings or other relevant information
 - what you want in terms of sponsorship (i.e. cash, in-kind or a mix)
 - what the sponsor will get in return – naming rights, signage, advertising, presentation of prize, speaking opportunities, or the opportunity to distribute promotional material
 - your contact name, address and telephone number.
- Follow up your proposal with a phone call a few days later.

Managing sponsors

Once you have gained sponsorship from an organisation you should:

- prepare a written agreement outlining the obligations and benefits for the sponsor
- nominate a point of contact who will liaise with the sponsor
- keep your sponsor updated in the lead-up to your event
- publicise your sponsor in the ways you agreed in your sponsorship proposal
- send your sponsor copies of your promotional materials
- invite your sponsor to your event and give them an official role
- after the event, send a letter of appreciation, photos of the event, copies of any news stories and a report on the event and its outcomes.

Your event may be eligible for sponsorship through the Queensland Government. Sponsorship is available to businesses, associations, local councils and not for profits to deliver significant initiatives and events in Queensland.

For further information on sponsorship provided by the Queensland Government, visit www.qld.gov.au/sponsorship. Sponsorship applications are accepted via the online portal.

Grants

Your event may be eligible for a federal, state, or local government grant.

Applying for grants can be a competitive process due to the limited pool of funds available and the number of organisations seeking support. Each grant also has its own funding criteria and requirements that need to be carefully considered to ensure your organisation's project is suitable.

Improving your skills in order to prepare applications for grants can mean the difference between obtaining a grant or missing out. The Department of Housing and Public Works runs workshops to provide organisations with practical, first-hand knowledge on how to write grant applications. For information on these workshops visit www.nprsr.qld.gov.au/news-events/events.

For further information on grants provided by the Queensland Government, visit www.qld.gov.au/community, or for federal or local government please visit www.australia.gov.au or the relevant local council website.

Fundraising

Organisations and individuals wishing to fundraise for a charitable or community purpose must be authorised by the Office of Fair Trading. It is an offence to fundraise for a charitable purpose without this approval.

If you are fundraising or selling items at your event, it is important to consider keeping your staff and volunteers safe. You might want to consider:

- the safety and security of your staff and volunteers
- hiring a licensed security guard to monitor the movement of money
- where the money will be kept.

For further information on fundraising conditions, visit www.qld.gov.au/law.

13 Marketing, communications and media

It is vital appropriate consideration is given to how you will attract your audience, to enable the event to achieve its outcomes. The development of an effective marketing and communications plan is essential for the delivery of a successful event.

Initial planning and consultation with key stakeholders and landowners should be done before your event ticket sales or advertising occurs.

Some considerations to incorporate in this plan are:

- Who will you communicate with?
- What will you tell them?
- When will you communicate with them?
- How you will communicate with them?
- Can your online platform cope with the anticipated demand of ticket sales? What are your contingency plans?
- Do you have social media platform/s in place?

Defining your target market

You should define who your event is likely to attract, and if there is a perceived demand or gap for the event. These target markets should be ranked, so you know where your resources are best spent.

If your event is annual or recurring, your existing audiences are a valuable asset. They can be ambassadors, and assist in spreading the word.

Setting your objectives

Your event may already have existing objectives you wish to achieve. If not, it is important to set realistic and measurable objectives that will be evaluated at the end of the project. Some objectives might be around level of attendance, increase in revenue, or achieving a high participant satisfaction rating. All of these objectives must have a numerical target, e.g. 95 per cent, increase by 20 per cent etc.

Defining your message

You need to define what your audience needs to understand, and when they need to understand it.

- What will you tell them?
 - event times
 - reasons to attend
 - potential impacts to the transport system (road closures, diversions, public transport changes)
 - parking arrangements
 - contact/booking details
- When you will communicate with them?
 - in the planning stages
 - to notify them of the changes
 - during the event
 - after the event.

Determining your marketing tools

Once you have undertaken the above activities, you are in a position to determine the best tools to gain the maximum reach.

Some of the most commonly used tools are:

- direct mail or direct email
- print—mailbox drops, flyers, posters
- advertising—print, radio, online, television, cinema
- outdoor advertising—billboards, bus stops, banners
- website/internet
- media releases
- social media.

It is important to ensure all messaging and imagery is consistent with your event brand.

If you set up a website, it is worthwhile understanding how many people viewed your site, what pages they viewed, the peak viewing times, and for how long. Your web developer should be able to authorise for you to see these statistics. Using these figures, and cross-checking them against your marketing activities can allow you to understand what marketing activities worked well.

Social media can play a major role in your event delivery. It is not only useful to attract and engage attendees, it can also be used successfully for contingency planning. For example, you can update your attendees of a program schedule change, or manage attendees in the event of an emergency.

Communication during your event

It is still important to consider on site communication during your event. Some of the most commonly used on site tools are screens, signs, information booths, PA system, variable message boards, apps and printed programs.

Operational signage is an important part of any event in communicating messages to participants. Signage you may wish to consider includes parking/no parking, directional, first aid, information, and stallholder names.

It is important to discuss with the landowner where the signage will be placed, and how it will be affixed before preparing your signage.

Specific requirements for telecommunication/ mobile/ WiFi connection systems should be considered together with power requirements for electronic lighting, equipment and payment systems, such as Efpas etc

Promotional items and giveaways

If you have promotional items or giveaways for patrons, it is important to keep safety in mind. Consider the hazards associated with your promotional items, especially if children will have access to them. Disposable items such as helium balloons released can cause serious environmental harm to wildlife. Items should be non-toxic, not contain loose or small parts that can be swallowed, and not have sharp edges or strings that could cut or choke a child. Safety and warning labelling should be included where necessary.

For further information on product safety, visit www.qld.gov.au/fairtrading.

Media and public relations

Media considerations should form a significant part of your marketing and communications plan. There are a number of media platforms including radio, television, print, cinema and online platforms including bloggers.

You may wish to consider media platforms that require long leads (such as magazines), and post event releases that summarise your event. It is worthwhile appointing a media spokesperson, who can be available to respond to media enquiries.

If you have invited media to your event, you may wish to consider giving accreditation or a pass to allow access to the back of house areas or facilities to enable them to publish immediately.

It is also worthwhile considering how you will deal in the event of an incident/accident.

A marketing and communications plan template is provided in the Appendix.

14 Welcome to Country/Acknowledgement of Traditional Owners

A Welcome to Country is a protocol where Aboriginal or Torres Strait Islander Traditional Owners welcome others to the land of their ancestors. This practice shows respect for the Traditional Owners and Elders of a particular area or region.

The Welcome to Country ceremony is carried out at significant events, major public functions and/or formal functions involving people from other parts of the country or from overseas such as:

- openings of festivals
- award programs
- conferences

- significant community engagement forums.

The Acknowledgement of Traditional Owners and Elders differs from a Welcome to Country in that it can be delivered by both Indigenous and non-Indigenous people.

This practice demonstrates respect for Aboriginal and Torres Strait Islander cultures and recognises the importance of acknowledging Traditional Owners of the land and/or sea. Most Traditional Owner groups or representative groups will require a nominal fee to cover the cost of conducting the Welcome to Country ceremony.

A Welcome to Country including a traditional dance or smoking ceremony will generally involve a more substantial payment.

A master of ceremonies either introduces the Traditional Owner representative to provide a Welcome to Country or makes an Acknowledgement of Traditional Owners and Elders. Other key speakers and participants may wish to take the opportunity to also precede their discussions with an Acknowledgement.

A short pause should be taken after the acknowledgement as a sign of respect, before proceedings continue.

An example of an Acknowledgement of Traditional Owners and Elders is:

"I would like to respectfully acknowledge the [Name of the Group if known] Traditional Owners of the land [and/or sea] on which this event is taking place and Elders both past and present.

I also recognise those whose ongoing effort to protect and promote Aboriginal and Torres Strait Islander cultures will leave a lasting legacy for future Elders and leaders."

For further information on local Traditional Owners and Elders contact 13 QGOV (13 74 68).

15 Event protocol

If your event is likely to attract dignitaries, VIPs or cultural sensitivities, it is important to consider their engagement appropriately. Some types of operational aspects to consider including meeting, escorting and seating VIPs, the order of speeches and appropriately acknowledging VIPs.

16 Australian protocols

The Australian Flags and Australian National Anthem should be used with respect and dignity.

It is recommended to familiarise yourself with the protocols on using the Australian National Flag, Australia Flags, and Australian National Anthem at your event by visiting the federal government website, www.pmc.gov.au/government/its-honour.

17 Legal considerations

It is recommended to engage professional legal advice at the beginning of your event as it may impact on the event delivery. Legal advice may be useful when considering:

- agreements (contracts) with staff, suppliers, sponsors, contractors, venues, performers, volunteers; and other stakeholders
- type of insurances that might be applicable to your event
- the drafting of entry, application or competition forms
- taxation issues

- fundraising plans
- issues relating to intellectual property.

An independent national community centre for the arts, Arts Law Centre of Australia, can provide low cost sample agreements to be modified. For more information, visit www.artslaw.com.au.

18 Documentation

Coordinating an event is a complex task, often with the involvement of many stakeholders. Good record keeping will assist in the execution of an event. Some documents you may wish to consider keeping are:

- project plan
- event timelines (including necessary steps in the planning and delivery phases)
- event budget
- minutes of meetings, notes and actions taken at meetings, confirmation emails
- key stakeholders who have been consulted and their input
- event delivery checklist
- a record of all communications (electronic, physical by meetings, face to face or phone calls)
- event management plan—one document or manual that could be supplied to staff, volunteers or key stakeholders. The event management plan should include:
 - event runsheets
 - production schedules
 - event site plan
 - risk management plan
 - transport management plan
 - permits and approvals
 - emergency response plan
 - contact list
 - staff roles and responsibilities
 - inclement weather plan
- contracts with suppliers, landowners, entertainers, staff, and volunteers
- feedback or survey results from attendees and stakeholders
- final reports
- sponsor reports.

Templates are provided in the Attachment section of this guide.

19 Event delivery

Pre-event

Ensure you have factored contingency timing into your runsheet, to allow for staff or suppliers to address unforeseen issues.

Where possible, it is recommended having a rehearsal to ensure the audio-visual system is working effectively, and key staff know what is expected of them.

At event delivery time, it is recommended all parties have been:

- provided, and requested they read, a copy of the event management plan
- briefed of their expectations

- provided appropriate documentation to assist them in their role
- provided with any foreseeable issues within their scope of works.

On the day

On event day, it is recommended all documentation, including the Event Management Plan and its associated documents are available onsite.

Post event

Immediately after your event, consideration should be given to a 'hot' de-brief with onsite stakeholders. This 'hot' de-brief will highlight the main issues and successes, and determine the structure and key points to address during the planned stakeholder de-brief in the coming days/weeks.

When your event is over, there's often a number of tasks still to do such as:

- conduct a debrief meeting
- pay your suppliers and finalise the budget
- finalise the event report
- acquit any grant monies
- collate and evaluate survey results and data
- thank staff, volunteers, suppliers and sponsors for their input in the event
- prepare and distribute any sponsor reports
- hand the site back to the landowner.

It is advisable to keep all documentation for your event for a certain period of time. In the event that issues may arise, it is important to have an accurate report. You should seek legal advice about how long to retain your records.

20 Evaluation

Evaluation is an important part of an event lifecycle to ensure successes can be celebrated, and issues can be addressed. There are many ways you can effectively evaluate your event, such as:

- conducting a face to face, online, phone, and/or onsite survey (for participants, stakeholders, suppliers or to all)
- sending an evaluation sheet survey (for participants, stakeholders, suppliers or to all)
- measuring success against your objectives
- measuring attendee figures and/or media attention
- holding a debrief meeting with key stakeholders
- measuring telephone calls/emails received regarding the event
- measuring website visits and/or social media likes/shares.

Being able to critically assess these elements will enable a greater outcome for the next event.

21 Attachments – templates

- Event management plan
- Incident report form
- Pre-event site inspection checklist
- Safety checklist for outdoor events
- Event site plan
- Inclement weather and cancellation plan

- G. Event budget template
- H. Risk management plan
- I. Order of proceedings
- J. Bump and Run (runsheets)
- K. Marketing and communications plan
- L. Final report

22 Resources

Accessible events

For considerations in designing accessible events, visit Arts Access Australia at www.artsaccessaustralia.org.

For considerations in designing age-friendly events, visit the World Health Organization at www.who.int.

APRA AMCOS

To obtain an appropriate music licence for your event, visit www.apra.com.au.

Arts Law Centre of Australia

For low cost sample templates and contracts, visit www.artslaw.com.au.

Protocol and Australian honours

For event protocols such as the Australian Government Honour System and Australian Flag protocol, visit www.pmc.gov.au/government/its-honour.

The State Order of Precedence can assist in preparing the list of acknowledgements for hosts and speakers at your event. These are detailed on www.premiers.qld.gov.au.

The protocol guide to forms of address can assist in addressing dignitaries and VIPs. These are detailed on www.premiers.qld.gov.au.

Media, Entertainment and Arts Alliance

For information on arts workers, visit www.meaa.org.

Promotional items

For standards, regulations and general guidance on supplying safe promotional products visit www.productsafety.gov.au.

Risk management

To gain a greater understanding of the principles of risk management, Standards Australia have a publication Risk management – Principles and Guidelines AS/NZS ISO 31000:2009.

Traffic and transport

Information can be found in Section 10, Traffic and Transport. Further information on public transport for events, visit www.translink.com.au.

Tourism and Events Queensland (TEQ)

For information on funding available to events via the Queensland Destination Events Program (QDEP), and access to the Queensland Events Guide; a comprehensive resource designed to assist organisers throughout an entire event project, visit www.teq.queensland.com.

TEQ also works in partnership with the Australian Tourism Data Warehouse (ATDW), which is Australia's largest tourism network. There is no cost to list your event and event organisers can register, create and manage their event listings via www.atdw-online.com.au.

Volunteering Queensland

For assistance with event volunteering and management, or a range of helpful and free resources and templates from Volunteering Queensland, visit www.volunteeringqld.org.au.

Waste and recycling initiative

The Australian Packaging Covenant is a sustainable packaging initiative which aims to change the culture of business to design more sustainable packaging, increase recycling rates and reduce packaging litter. For more information or to see signatories, visit www.packagingcovenant.org.au.

23 Appendix – contacts and approvals

The details below may assist in your planning and approval processes.

Accessibility

It is important to consider accessibility to all people, including those with a disability or issues with access. People with disabilities or older people may experience difficulty hearing what is said, seeing small print, climbing steps, understanding signage or using facilities.

Advice required from:

- Department of Communities, Disability Services and Seniors
Telephone: 13 QGOV (13 74 68); website: www.communities.qld.gov.au
- Local council
- Landowner

Recommended deadline: Contact in the initial phase of planning.

Alcohol

If you are selling or serving alcohol you might require a permit or licence:

- A [liquor licence](#) states where and when you are allowed to serve alcohol. Different licence types are available to suit different businesses or community organisations.
- [Permits](#) are also available for non-proprietary organisations that want to serve alcohol temporarily or at a one-off event.

Approval/license required from:

- Office of Liquor and Gaming Regulation
Telephone: 13 QGOV (13 74 68); website: www.business.qld.gov.au/liquor-gaming
- Local council
- Local police

Recommended deadline: A licence can take 4-6 months to be processed. Permit applications must be lodged 21 days in advance of the event. Application fees may apply. Conditions may also be placed on the licence or permit around noise restrictions, signage, security and lighting.

Children

A blue card may be required to conduct certain activities. It is important to note that a blue card is not required in all situations where a child may be present however, if your activities do fall within

the scope of the blue card system you must ensure that everybody who needs a card has a card. If you are performing volunteer work with children that requires a blue card, you must hold the card before commencing the duties. If you are a paid employee, you can commence the activities as long as an application form has been lodged with Blue Card Services.

If you are unsure if you require a blue card please contact Blue Card Services.

Approval/license required from:

- Blue Card Services,
Telephone: 07 3211 6999;
website: www.bluecard.qld.gov.au; email: info@bluecard.qld.gov.au

Recommended deadline: You should allow at least 28 business days for an application to be processed. Applications will take longer to process if the form is incomplete or police or disciplinary information is returned.

Competitions, raffles, bingo and other games

Art unions, raffles, bingo, lucky envelopes, Calcutta sweeps and promotional games (trade promotions or competitions) are regulated under the *Charitable and Non-Profit Gaming Act 1999*.

Under the Act, these different games are broken into categories, some of which require a [licence](#).

Approval/license required from:

- Office of Liquor and Gaming Regulation
Telephone: 13 QGOV (13 74 68); website: www.business.qld.gov.au

Recommended deadline: Applications must be lodged between 21-28 days prior to the commencement date of the game/s. Applications may require a fee.

Copyright

The approval to play pre-recorded music, reading, images at your event may require a licence.

Approval/license required from:

- APRA AMCOS
Telephone: 02 9935 7900; website: www.apraamcos.com.au
- The copyright holder (e.g. author, photographer)

Recommended deadline: Minimum 72 hours before the event commences.

Electricity and gas

Any activity involving electricity or the use of gas.

Approval/advice required from:

- Landowner
- In-house electrician/external electrical contractor
- Local council
- Workplace Health and Safety Queensland
Telephone: 1300 362 128; website: www.worksafe.qld.gov.au

Recommended deadline: Timeframes may vary. Check with local council of landowner.

Fire

Any activity involving fire, or fire pits may require a [permit](#).

Approval/permit required from:

- Fire warden finder, Rural Fire Service Queensland
website: www.ruralfire.qld.gov.au
- Local council
- Landowners and landowners of the adjoining properties

Recommended deadline: Minimum 72 hours before the event commences, however these times may vary. Your local fire warden can advise of the appropriate times.

Fireworks and special effects

If you are staging a fireworks display, refer to the Queensland [Code of Practice](#) for the Control of Outdoor Fireworks Displays.

Approval/licence required from:

- Explosives Inspectorate, Department of Natural Resources Mines and Energy
Telephone: 13 25 23; website: www.dnrme.qld.gov.au; email: explosives@drnm.qld.gov.au
- Local council
- Landowners and landowners of the adjoining properties

Recommended deadline: Times vary between 4-7 days before the fireworks display. You must notify the Explosives Inspectorate at least seven calendar days before the fireworks display is staged. You are obligated to notify the local community of the fireworks display, and neighbours in close proximity (200–800m depending on the type of display) no less than four days before the proposed fireworks display, via radio, local newspapers or direct mail.

It is recommended contacting the Department of Natural Resources Mines and Energy to understand your responsibilities in staging a fireworks display.

Fundraising

Any activity raising funds from the wider public.

Approval/license required from:

- Office of Fair Trading
Telephone: 13 QGOV (13 74 68); website: www.qld.gov.au/fairtrading
- Local council
- Charity you are fundraising for
- Landowner

Recommended deadline: Application times vary between 14 days to one year. Contact the Office of Fair Trading for further information.

Grants and funding support

Your event may be eligible for a federal, state, or local government grant. For further information on grants provided by the Queensland Government, visit www.qld.gov.au/community.

Grants and/or advice available from:

- Department of Communities, Child Safety and Disability Services
Telephone: 13 QGOV (13 74 68); website: www.communities.qld.gov.au
- Department of Housing and Public Works (grant writing workshops)
Telephone: 13 QGOV (13 74 68); website: www.nprsr.qld.gov.au/news-events/events
- Tourism and Events Queensland
Telephone: 07 3535 3535; website: www.teq.queensland.com
- Federal government
website: www.australia.gov.au
- Local council

Recommended deadline: Check the respective website for eligibility, guidelines, opening and closing dates.

Landowners

Approval is required to hold an event in national parks or reserves, or on private, local government, state or federal government land.

Should you wish to hold your event in a national park, recreation area or forest you might need to apply for one of the permits below:

- Queensland Parks and Wildlife Service [event permit](#) if:
 - your group has more than 40 people and activities are to be conducted in day use areas or established walking tracks
 - your group has more than 15 people and activities are to be conducted in remote off-track areas
 - you would like 'exclusive use' of park areas or facilities
 - your activity may impact on the enjoyment of the place by the general public
 - there may be safety issues for other park visitors
 - the activity involves the use of motorised vehicles, vessels or the installation of temporary infrastructure
 - the activity may impact on the cultural heritage or natural values of the area.
- Queensland Parks and Wildlife Service [commercial activity permit \(CAP\)](#) if your activity is held in a national park, recreation area or forest and is designed to make a profit, gain or benefit. [Applications attract a fee.](#)

Approval/permit required from:

- Queensland Parks and Wildlife Services (QPWS), Department of Environment and Science (for the use of national parks, marine parks and forests)
Telephone: 13 QGOV (13 74 68); website: www.npsr.qld.gov.au
- Local council
- Landowner

Recommended deadline: As early as possible. Approvals for a commercial activity permit may take up to 40 business days. Contact the local council and/or landowner in the initial phase of planning. Application fees may apply.

Lighting structures

There are a number of physical structures owned by Queensland Government, local councils or private companies available for lighting and/or light projections to celebrate events and promote a variety of causes throughout the year.

Lighting assets can be expensive and time consuming, and not all requests will be supported.

Approval/license required from:

- Landowner

The list below is not an exhaustive list. Please contact the building manager of significant structures in your local area to discuss opportunities for lighting assets for your event/campaign.

Asset	Owner	Contact details	About the asset
Brisbane Magistrates Court and Arrest Court, Brisbane Supreme Court and District Court (QEII Courts of Law)	QG	courts.buildingmanager@justice.qld.gov.au 07 3109 9046	
Brisbane City Council assets: Goodwill Bridge, Go Between Bridge, William Jolly Bridge, Story Bridge, Victoria Bridge, Reddacliff Place (Donna Marcus Steam 2006 Sculpture Balls)	BCC	Apply via https://forms.business.gov.au/aba/qldlq1/light-up-brisbane-and-hang-a-bridge-banner-application/	Available for light ups in support of significant city, state or national campaigns or events. Apply online.
Brisbane City Council assets: City Hall and King George Square	BCC	Apply via https://www.brisbane.qld.gov.au/laws-permits/laws-permits-businesses/light-brisbane-hang-bridge-banner/light-council-asset	Available for light ups in support of significant city, state or national campaigns or events. Apply online.
Kurilpa Bridge	QG	enquiries.qgao@hpw.qld.gov.au 07 3008 2761	Annual lighting schedules are programmed at the start of the year and amended throughout the year as requests are received. Apply via email.
Queensland Performing Arts Centre (QPAC)	QG	info@qpac.com.au 07 3840 7400 www.qpac.com.au	QPAC's outside lighting is used to promote and theme major QPAC events. Any external requests will be considered around the existing schedule. Apply via email.
Judith Wright	QG	info@judithwrightcentre.com 07 3872 9000	External requests are considered around the existing schedule. Apply via email one month prior. Charges may apply.
Parliament House	QG	clerksoffice@parliament.qld.gov.au 07 3553 6250	Permission to be requested via the Clerk of Parliament. Apply via email.
Sir Leo Hielscher Bridges (Gateway)	PO	mediaenquiries@govianetwork.com.au 07 3323 0000	Available to support community, cultural or charity events. Apply via email.
Suncorp Stadium	SQ	reception@suncorpstadium.com.au 07 3331 5000	Predominantly used to host sporting events and concerts, but will

		www.suncorpstadium.com.au	consider other requests in light of the schedule. Apply via email.
Treasury Casino	PO	luanie.thirnbeck@star.com.au	Apply via email (no later than two weeks prior to request date).
Wheel of Brisbane	PO	director@wheelofbrisbane.com.au 07 3844 3464	Annual lighting schedule determined are determined at the start of the year. Apply via email.
Wintergarden	PO	Sarah.nolan@ap.jll.com 07 3229 9755	Apply via email.
Broadway on Adelaide	PO	Sarah.nolan@ap.jll.com 07 3229 9755	Apply via email.

BCC – Brisbane City Council PO – Privately owned QG – Queensland Government SQ – Stadiums Queensland

Recommended deadline: As early as possible to discuss your requirements. Some assets have a forward calendar of special lighting opportunities so will not always be available at the time you wish to implement your campaign.

Noise levels

Confirming appropriate noise levels and times for installation or playing amplified noise at your event.

Approval/license required from:

- Local council
- Local police
- Landowner

Recommended deadline: Contact the local council or landowner in your early stages of planning.

Police support

The officer in charge of the local police station or establishment concerned will determine whether police services should be performed in the ordinary course of police business or as special services (at a cost to the event organiser).

- **Approval/license required from:**
- Local police
Telephone: 131 444; website: www.police.qld.gov.au

Recommended deadline: Contact to be made early in planning, prior to advertising or selling tickets to the event.

Promotion

Assistance in promoting your event.

Approval/license required from:

- Tourism and Events Queensland
Telephone: 07 3535 3535; website: www.teq.queensland.com
- Regional Tourism Organisations
Listed individually on Tourism and Events Queensland's website: www.teq.queensland.com
- Local council
- Landowner

Recommended deadline: As soon as possible, and when preparing your marketing plan.

Protest/march /public assembly

An activity likely to disrupt the normal road conditions will be required to notify local police.

Approval/license required from:

- Local police
- Landowner

Recommended deadline: Minimum five days before the event commences.

Signage

Any physical or digital signage at, or near your event site.

Approval/license required from:

- Local council
- Landowner

Recommended deadline: Contact the local council or landowner.

Significant event

Any event having the potential to draw large crowds, generate significant noise, or likely to disrupt the normal road conditions.

Approval/license required from:

- Queensland Police Service
Telephone: 131 444; website: www.police.qld.gov.au
- Local council
- Landowner

Recommended deadline: At least 12 months prior to the event. Contact the local council, local police or landowner in the initial planning phase and prior to selling tickets or advertising the event.

Smoking

Smoking is either banned or restricted at common areas of community events such as eating and drinking areas, under 18 sporting areas, around skate parks, near children's playground equipment and at public transport waiting points. In Queensland smoking bans also apply to the use of electronic cigarettes.

Advice from:

- Local public health unit
Telephone: 13 QGOV (13 74 68); website: www.health.qld.gov.au and in the search box, type 'public health units'.
-

Traffic and transport

Further information on Traffic Control Permits, Traffic Guidance Schemes and Traffic/Transport Management Plans is available in the Manual of Uniform Traffic Control Devices (MUTCD), Part 3—Works on Roads, Section 2. Visit www.tmr.qld.gov.au and in the search box, type 'MUTCD'.

Further information on Road Corridor Permits can be accessed at www.tmr.qld.gov.au, and in the search box, type 'Road Corridor Permit'.

Additional information on the Event Traffic Marshal scheme can be accessed at www.tmr.qld.gov.au, and in the search box, type 'Event Traffic Marshal'.

Approval/license required from:

- Department of Transport and Main Roads (TMR)
Telephone: 13 QGOV (13 74 68); website: www.tmr.qld.gov.au
- Queensland Police Service
Telephone: 131 444; website: www.police.qld.gov.au
- Local council
- Landowner

Recommended deadline: Contact the landowner or local council as soon as possible. Contact your local TMR roads office if your event uses state-controlled roads, or has a significant impact on adjoining state-controlled roads.

Water safety

Aquatic activities (boat or swimming races, sailing regattas, water skiing competitions, fireworks displays) that are likely to affect the normal operations of vessels may require an aquatic event authority. You may also need to contact the TransLink team for advice around potential impacts to public transport.

You must apply to hold an aquatic event to Maritime Safety Queensland/Gold Coast Waterway Authority before the event. [Applications attract a fee.](#)

Approval/license required from:

- Maritime Safety Queensland
Telephone: 13 QGOV (13 74 68); website: www.msq.qld.gov.au
- Gold Coast Waterways Authority
Telephone: 5539 7350; website: www.gcwa.qld.gov.au
- Department of Transport and Main Roads
Telephone: 13 QGOV (13 74 68); website: www.tmr.qld.gov.au
- Local police
- Local council / landowner

Recommended deadline: Applications must be lodged 30-90 days prior to the event. Contact your local Maritime Safety Queensland office in the early planning stages. Application fees apply.

Waste management

Preparation of how waste will be dealt with at your event – a waste management plan will be required for the events listed in Section 1 of this document

Approval/licence required from:

- Local council
- Landowner

Recommended deadline: Contact the local council or landowner.

Welcome to Country

It is important to ensure correct protocol is adhered to when liaising with and identifying Traditional Owners.

Advice from:

- Department of Aboriginal and Torres Strait Islander Partnerships
Telephone: 13 QGOV (13 74 68); website: www.qld.gov.au

Recommended deadline: It is good practice to request the involvement of the Traditional Owner at least two weeks' prior to the event day.