[event name]

[DATE]

[TIME]

[LOCATION]

EVENT MANAGEMENT PLAN TEMPLATE

[ORGANISATION]  
  
LAST UPDATED: [DATE]  
Please note: all details are subject to change.

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KEY EVENT DETAILS

**Event name**

This should be the full title of the event, as it should appear in all published material, not an abbreviated version.

**Contact details**

Include event organising agency and contact details of Event Manager (telephone, mobile, email address and facsimile).

**Venue details**

Include venue name, if the venue is indoors or outdoors, and the venue address.

**Event times**

Event date/s and time/s with reference to the order of proceedings and/or bump and run (runsheet) documentation.

**Event concept**

A brief description of the event including major event components and highlights.

**Event objectives**

State the significant objectives of the event and the desired outcomes.

**Target audience**

What sections of the community are being targeted? Are there specialist interest groups?

**Expected attendance**

How many people are expected to attend the event?

PROJECT MANAGEMENT AND ADMINISTRATION  
Clearly define the role of the event organising agency and all key stakeholders. To avoid confusion and to channel requests to the appropriate organisation identify what services are being provided by each organisation and how they communicate with each other.

Refer to organisational structure for further information.

SIGNIFICANT STAKEHOLDERS  
Identify the significant stakeholder groups. These are organisations which have a significant impact on, or input into, program design. They may include event partners, state, local and federal government agencies, sponsors, venue suppliers, significant suppliers and consultants. For each of these organisations, record the role and responsibilities, and the key representative.

COMMUNICATION PROTOCOLS   
Protocols for communication and reporting arrangements between all significant stakeholders should be clearly documented to clarify decision making responsibility and how information will be communicated to all personnel. Issues that may need to be discussed include:

* Who makes the decisions on the overall event e.g. design, programming, cancellation?
* Who makes the decisions on safety and security issues?
* Who is responsible for communication with media, and who is media spokesperson (may be different)?
* Communication protocols in the event of an emergency (e.g. injury of a participant at the event, food poisoning outbreak etc.)
* Who the police venue commander is and what level of decision-making rests with them?
* Who the event manager is, who they report to, and what level of decision-making rests with them?

Where an incident is identified there should be clear guidelines on how it should be reported through the correct chain of command to the appropriate person e.g. a volunteer should not call the Significant Incident Response Room to report an emergency. Refer to Incident reporting level for further information.

COMMUNICATION DIAGRAM  
It is recommended the relationships of key stakeholder groups be represented diagrammatically, particularly those groups or individuals that may be involved in operations during the event or will have a significant impact on decisions on event design. This diagram should illustrate who the key decision-makers are and how information is communicated to all stakeholders.

PLANNING MILESTONES  
Detailed planning timelines should be developed for the event and should identify the key milestones in the planning process.

Some significant planning milestones to consider include when the consultation process with stakeholders will run, when the event plan will be finalised, contracting of suppliers, and stakeholder briefings.

MARKETING AND COMMUNICATIONS PLAN  
A separate Marketing and Communications Plan should be developed by the event organising agency.

Important information which will impact on the event management team during the event should be recorded in the event management plan, including information numbers (hotline for general public enquiries), signage, ticketing information, merchandise, media and competitions.

VENUE ISSUES  
Early in the planning process a site inspection of the proposed venue should be conducted to ensure the venue meets the requirements of the event. Once approval for the event has been gained from the appropriate level, a booking should be placed and the relevant hire documents completed to secure the venue. A bond may need to be paid at this time.

Ensure the venue (if indoors) has a fire evacuation plan with clearly marked exits. If the venue is outdoors and will involve the erection of marquees etc. arrange for an inspection by the Queensland Fire and Emergency Services for safety approval.

Ensure sufficient time has been booked to allow for set up (bump in) and take down (bump out) of equipment. Ensure access to site will be available (i.e. check with local council to ensure no roadworks are planned which will impede access), for events with significant infrastructure this may increase the booking time by days or weeks before and after the event.

Ensure the hire documents clearly state what areas of the venue are being hired and what services will be provided by the venue during the event. There can often be hidden costs that are not included in the venue hire fee. It is important to clarify with the venue representative whether additional charges will be made for items such as site power, parking, cleaning, damage to grounds or facilities, security, the use of foyer or entry areas, staging and audio visual supplies.

SPECIAL EVENTS LEGISLATION  
Under the *Police Powers and Responsibilities Act* *2000*, Queensland Police Service may seek to declare a ‘special event’ and associated ‘special event sites’, which provides police officers with increased powers specially designed to facilitate the unique safety and security issues relating to the conduct of major events. They are activated by a Regulation for the duration of the particular event.

Queensland Health administers the *Health Practitioners (Special Events Exemption) Act* *1998* which allows visiting health practitioners to provide care to their entourage without having to register under Queensland law.

PERMITS, LICENSES AND INSURANCE  
Include details of all permits/licences as well as insurance.

COPYRIGHT  
If relevant, copyright issues need to be addressed in the early planning stage where the event involves, for example:

* The use of original literary, dramatic, musical and artistic works or subject matter other than works in which copyright exists (e.g. use of an artist’s work to decorate an event venue/use of music at an event etc.). Visit [www.apraamcos.com.au](http://www.apraamcos.com.au) for further information.
* Items in which moral rights of authors of literary, dramatic, musical or artistic works and cinematograph films exist. Approach publisher to apply for rights if copyright material.

ACCREDITATION  
This can be a time-consuming and costly task, but one that can be critical to the success of an event. If there are a number of venues or activities, accreditation should be standardised.

Early planning should consider:

* the types of accreditation required, e.g. participants, VIPs, media, staff, volunteers, security and contract workers.
* how and where accreditation will take place.

SAFETY AND SECURITY  
It is the responsibility of the event organising agency to organise and manage private security for all aspects of the event.

**INCIDENT REPORTING LEVEL**It is important a process is clearly articulated in advance regarding the key people to contact in the event of an incident and/or emergency.

**Risk management**

* Provide a link to the risk management plan.
* Identify any extreme risks and how they will be mitigated.

**Security personnel**

* For what purpose is security required? For example, traffic control points, performance and dressing facilities, alcohol consumption areas and general public safety throughout the event, crowd management, security of money.
* Which company will be used? Who is the designated security manager? All security personnel should report to the security manager.
* Number of officers, times and locations, where will they be based.
* How will the event manager and police communicate with security?

**Marshals**

* How many are required?
* Who do they report to?
* Where will they be based?
* Which organisation is providing the marshals?
* What do they do in response to an emergency?

**First aid providers**

* Where will first aid officer/s and stations be set up?
* Will there be other volunteer or professionally qualified first aid officers on site during the event?
* Emergency service access points for ambulance officers.
* Recording of incidents.
* Location of a buggy for transport of patients.
* Lifeguards.

**Emergency response plan and evacuation**

* Identify times when access may be difficult e.g. crowds, motorcades and how this will be managed.
* Any vehicle responding to an emergency situation needs to be given access to the site – identify predetermined access and reporting points
* Chain of command during an emergency and evacuation.
* The details of the overall coordinator responsible for the emergency response.
* The chain of command dealing with a response.
* Emergency service vehicle access points, with a map.
* Evacuation procedures (including 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).
* A communications strategy including informing event participants of the evacuation, an appointed spokesperson, a designated person to report to and deal with media matters, a dedicated complaints manager.

**SIGNIFICANT EMERGENCIES AND EVACUATION**Detail the procedures for a significant emergency.

### HEALTH AND SAFETY ON SITE

Detail any unique aspects for health and safety e.g. hot weather, sunscreen.

TRAFFIC AND TRANSPORT  
Include details of scheduled public transport services, parking, barricades to control traffic and crowds, signage and/or marshals to assist with direction of patrons from public transport stops or car parks.

If relevant, provide a link to the traffic management plan.

PUBLIC ACCESS  
Include information on:

**Public access to venue**

* Closed to public vehicle traffic and parking.
* Closed to pedestrians at appropriate times to ensure safe bump in and out of equipment. How will this be managed, e.g. will temporary barricades be required to ensure public safety?
* Entrance points to the venue should be included in all promotional material. Signage should be erected in appropriate locations to direct patrons.

**Overcrowding**

* Plan should cater for possibility of overcrowding. Identify problem areas, process/ability to cap audience and how crowd notification will be managed. Choose venue and entertainment program to suit.
* Methods for crowd dispersal.
* Monitor and evaluate the number of patrons entering. Who gives and receives this information?
* Contingency plan for areas that may be dangerously overcrowded. Who will decide to implement this contingency?

**Accessibility**

* Identify access to the venue for patrons with disability, including a drop off point. This may need to be staffed by a marshal. Identify accreditation/vehicle pass mechanism.
* Availability/location of lifts or elevators.

### STAFFING

* Detail the staff roles, responsibilities and contact details here.

VOLUNTEERS  
Issues to be considered with volunteers for a major event include:

* What is their role?
* How will they be recruited and trained?
* How will they be identified on site (i.e. uniform)?
* How will they be managed?
* Associated costs (training, food, water, clothing, transport)
* Accreditation
* Are there any benefits for volunteers?
* Public liability insurance

**INCLEMENT WEATHER AND CANCELLATION PLAN**

This should include a policy regarding the cancellation, postponement or modifications that will be made in the event of poor or extreme weather conditions. All suppliers and stakeholders should be made aware of the wet weather plan in advance.

Include information on who will make the decisions on cancellation or modification of the event and the latest time this decision can be made and safely implemented. A strategy to communicate this decision to suppliers, participants, guests and the general public is required.

PROTOCOL/VIP GUESTS  
A comprehensive plan for protocol related matters should be developed. Some of the following issues that may need to be considered include:

* Who is inviting the guests? They should be invited as soon as possible. Check if there are particular requirements/preferences about food, protocols, seating etc.
* Who are the VIP guests and how many will be in their entourage?
* What specific protocols apply to these VIPs or dignitaries?

Details of the event should be communicated to these guests with a confirmation letter detailing arrival time and location, parking arrangements, access, a run sheet/program, their role during the event, a site map and contact name and number for staff at the event.

If different cultures are involved, consideration should be given to holding a briefing for all relevant agency staff about protocols.

FOOD AND BEVERAGE  
Food and/or beverages may be required for staff, crew and volunteers, the general public, participant groups, and performers. Include details of relevant licences e.g. temporary food stall licence.

WASTE MANAGEMENT  
Identify stakeholders and set the event waste policy and criteria.

Estimate likely volumes and types of recyclables and wastes and research contractors who can supply and place skip and wheelie bins, signage, cages, and bailers for cardboard and other materials where required.

### ENTERTAINMENT

**Programs**

Programs for each stage and roving entertainment should be developed. Consideration should be given to the potential conflict between stages and roving performers, i.e. do not schedule a roving musical piece in the same area/time as a performance on stage.

**Performers**

Consider performer requirements including change facilities and access to toilets. Costs may also include airfare, accommodation and ground transport in addition to a performance fee.

**Activities, rides and displays**

Ensure any activities that are offered are safe and have qualified personnel operating them. If a third party is contracted to offer activities ensure they have the appropriate level of public liability insurance and determine their hire equipment, signage and security requirements.

PRODUCTION  
Production for the event includes items such as staging, audio, visual displays, special effects, rigging and lighting requirements. Production requirements should be identified and costed early in the planning phase and this will be dictated by the amount and style of the entertainment, speeches etc.

Provide a link to the production schedule documentation indicating what audio visual needs are required for any performances, speeches, visual technology.

**Staging**

In addition to size, consider factors such as:

* the presentation or look of the stage
* whether the stage should be covered
* stairs or access points (e.g ramp)
* if a backdrop required
* hanging points for banners and lighting
* how the stage will be delivered and set up
* other hire equipment required for the stage e.g. lectern, chairs, tables

**Lighting and audio**  
In determining audio visual requirements, consider:

* the size of the audience and the coverage desired
* whether the event is indoors or outdoors
* existing facilities the venue will supply
* how many people will be on stage will require microphones and whether they need to move or can be stationary
* venue lighting for safety and effect
* special effects lighting
* safety relating to any fire or fireworks associated with an act
* screens
* the performers on or off stage e.g. concert orchestra, choir, solo performer
* media requirements.

**THEMING**  
When planning the event theming, consider set up and removal, installation, that it will be safely secured and will not obscure views for the general public and security.

SITE LAYOUT  
A draft site layout should be developed for the event management plan and used in all stakeholder briefings. It should include items such as:

* scale and direction (north arrow)
* a list of symbols used (key)
* entrance and exits, adjacent roads
* fencing
* stages / marquees
* toilets
* lost children area
* first aid
* parking
* water
* emergency road access
* fire extinguishers.