

Event Management
Toolkit and Planning Guide

*Current as June 2025. This will be reviewed annually and is subject to change.*

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# Who is this guide for?

This guide has been put together for committees and event organisers that are looking to hold an event in Hepburn Shire. It was developed by the Events Officer, with information provided by council officers that are relevant to successfully and safely running an event. It should be the first document used to plan your event.

When considering the running of an event in Hepburn Shire, whether this is the first or hundredth iteration, use this guide to identify timelines and the work needed to successfully hold your event and maximise the benefits that event has to your stakeholders and the broader community. This guide will help ensure compliance to relevant regulations.

# Event Management Checklist

*Print and use this checklist as a quick guide to prepare for your event*

# Securing permits for your event

☐ At least **seven months** prior to your event, review the beginning of this guide to identify all the permits and approvals your event will require and the timeframes required for each

☐ Develop supporting documentation required for event approvals

☐ Apply for required approvals, permits and licences

# Planning your event

**Strategic Planning**

☐ Have a strategic planning workshop with your team and brainstorm the vision for your event, goals, and what sets your event apart

☐ Develop a strategic plan for your event

☐ Determine your measure of success and how you will celebrate when you achieve it

**Event Planning**

☐ Book your venue

☐ Establish the committee structure and supporting roles/responsibilities

☐ Develop your planning documents and share with the team

☐ Plan the online collaboration system and set it up

☐ Schedule a training session to get everyone on the committee up to speed

# Preparing for your event

**Event Teams**

☐ Establish your volunteer policy, structure and systems

☐ Recruit your team

☐ Develop a communication system

☐ Plan a volunteer social event – no reason, just because you can!

☐ Set up the volunteer roster

☐ Run volunteer briefing sessions

☐ Regularly celebrate volunteers on social media

**Finance**

☐ Set up an efficient financial management system

☐ Develop a comprehensive budget

☐ Keep worksheets for each expense area updated based on quotes and invoices

☐ Establish a regular financial reporting system

☐ Brainstorm new revenue streams for the event

**Sponsorship**

☐ Determine sponsorship targets, including in-kind sponsors who could help offset expenses

☐ Brainstorm the event assets and document an inventory of all assets and their value

☐ Set up the sponsorship tracker

☐ Identify, pitch to, and secure sponsors

**Grants**

☐ Identify what the event needs grant funding for and the amounts needed

☐ Identify suitable grant programs (review the eligibility and criteria closely)

☐ Set up the grant tracker

☐ Record funding contract KPIs, milestones and deliverables in planning timeline

**Marketing**

☐ Identify your ideal event attendees

☐ Develop a marketing plan and content calendar

☐ Develop a media database

☐ Develop a marketing kit and share it with stakeholders

☐ Review the website design checklist against your event website and prepare a list of changes and enhancements for the webmaster

☐ Implement your marketing plan

# Running your event

**Risk + Operations**

☐ Consult with relevant authorities and apply for permits (Council, Vic Roads, EPA etc)

☐ Develop a risk management plan

☐ Develop an emergency management plan

☐ Check that you have all necessary insurances

☐ Book traffic management if applicable

☐ Hold a risk management briefing session with your committee

☐ Book all participants (e.g. entertainers, stallholders) and equipment (e.g. marquees)

☐ Notify nearby residents of the event

☐ Book waste management

**Logistics + Preparation**

☐ Develop your event delivery run sheet

☐ Schedule and run briefing sessions

☐ Review the risk management plan and consider necessary contingencies (check the weather forecast!)

☐ Make sure all data collection tools are in place and ready to be activated during the event

# Evaluation and improvement of your event

**Post Event Review**

☐ Allocate a committee member to coordinate the post event review

☐ Set up and distribute surveys e.g. in SurveyMonkey

☐ Thank sponsors, volunteers, and other stakeholders

☐ Finalise accounts

☐ Hold a debrief meeting

☐ Develop a post event report, and distribute to key stakeholders

☐ Acquit any grants

# Introduction

In the Hepburn Shire we thrive on community festivals and events – they are a vital part of creating a vibrant and liveable region. Events are a great way to activate our spaces, discover our amazing culture, showcase our natural beauty, and promote our region as a place that is welcoming, entertaining, and vibrant.

Planning an event can seem overwhelming at first, so we have created this Event Planning Guide along with a series of templates to help you deliver an amazing and safe event every time.

**Council’s role in supporting events**

Hepburn Shire Council has a vision for events:

*‘Hepburn Shire will be the premier regional Victoria events destination, that features a diverse, vibrant and inclusive calendar of events, that drive visitation, deliver positive social, cultural and economic benefit for our community and enhance community pride.’*

*(Hepburn Shire Councils Event Strategy 2020-2025)*

Council is an event-friendly council, with a genuine desire to support events that enhance the liveability of the region, and/or attract visitors to the region.

Council’s role is to:

* manage the approval, regulation and facilitation of safe and compliant events.
* deliver civic events.
* support community events and some major events and festivals.
* attract major and niche events to the region.
* invest in event infrastructure.
* help grow the capacity of local event organisers (such as provide training in event management and marketing).

If you have any questions or concerns about events, or are needing some guidance, please contact the Hepburn Shire Council’s Events Officer on 5321 6439 or email events@hepburn.vic.gov.au

Council has multiple templates that you can use when planning your event. These can be downloaded from [Council’s website](https://www.hepburn.vic.gov.au/Places-activities/Events/Organising-an-event).

**Roles of event managers**

Community and professional event organisers develop, market and deliver events that:

* + enhance the appeal of the region as a place to visit, live and invest
	+ increase daytrip and overnight visitation (and visitor expenditure) into the region
	+ support community connectivity
	+ celebrate and highlight the unique aspects of our community
	+ are financially and environmentally sustainable
	+ either compliment or enhance existing events or initiatives
	+ do not clash with other local events

Things to consider before planning an event in the Hepburn Shire:

* + Will your event compete or clash with another event on at the same time?
	+ Does a similar event already exist in the region? If so, you may be better to speak with them about how you can collaborate and share resources rather than duplicating.
	+ Does the region have a suitable [outdoor or indoor venue?](https://www.hepburn.vic.gov.au/Places-activities/Venues)
	+ Do you have the necessary volunteers and support to ensure the event is a success?
	+ What approvals and permits will be required for the event?

**Securing permits for your event**

# Event Approvals

If you’re an event organiser wanting to host an event within the Hepburn Shire Local Government Area on Council-owned or -managed land, you must notify the Events Officer at events@hepburn.vic.gov.au.

**If the site or venue you are considering using is private land, and your event is open to the general public, you may need planning approvals.**

**When do I need an event permit from Council to host my event?**

An event permit from Council is required if you’re holding an event, and

* The event will have over 100 attendees,
* The event will be held on public or Council-owned land OR is an event open to the public on private land,
* The event’s venue is Council-managed and requires a booking,
* The event will require road closure or onsite vehicle access,
* The event will be catered by an external caterer,
* There will one or more of:
* Rides or inflatables
* Stages or other temporary structures such as marquees
* Amplified sound
* Alcohol for sale
* Animals
* Generators or gas used
* Fireworks
* Food and drink stalls
* Signage on roadsides

If your event has any of these, you are likely to need Council approval. Still unsure? Contact the Hepburn Shire Council’s Events Officer on 5321 6439 or email events@hepburn.vic.gov.au and we can answer questions about your specific event.

For private gatherings under 100 people whether a party, wedding, or sporting event, this is not considered an Event however a Local Law Permit **may** be required depending on location. If you are selling food at your event, you will require a Statement of Trade.

**Council’s event approval process**

**1. Understand what’s required**

To ensure you understand what’s needed to host an event in the Hepburn Shire, familiarise yourself with this guide. There are templates throughout this guide to help you put together the documentation you will need to run a successful, safe and compliant event.

**2.** **Chat with Council**

We recommend you speak with Council’s Events Officer to talk you through your event plans after you have gathered your preliminary information.

**3.** **Gather your documents**

Once you’ve learned what you need to complete, develop your documents.

There is an [event management toolkit](https://www.hepburn.vic.gov.au/Places-activities/Events/Event-management-toolkit) available on Council’s website which includes multiple templates, forms and resources to assist you.Ensure all the relevant documents are completed:

* Event Management Plan
* Site Map
* Risk Management Plan
* Emergency Evacuation Plan
* Entertainment Schedule (stage performances, use of amplified sound, event displays, fireworks, etc)
* Noise Management Plan
* Traffic Management Plan
* Notice of Intent to Hold a Public Assembly Form (for the police)
* Copies of your Public Liability and Worker's Compensation Insurance Certificates of Currency and those of all third party suppliers
* Any other permits or licenses required by your event, such as for amusement rides, fireworks and food stalls (see below)
* Application fee/s

**4. Submit**

Once the forms are completed, please submit your forms to relevant authorities. If you are unsure, submit to the Event Officer.

Submit your event permit application if applicable via the [online portal](https://www.hepburn.vic.gov.au/Places-activities/Events/Event-permit). It is essential that the Event Management Plan, Site Plan, Risk Management Plan and Public Liability Insurance Certificate of Currency are submitted in your online application.

The other attachments will vary depending on what is included in your event (such as amusement rides, fireworks and food stalls); please include them in your application and the Events Officer will ensure they are passed on to the relevant Council officer.

**Application timeframes**

Depending on the size and requirements of your event, an event proposal needs to be submitted to Council for consideration at least two months prior to the proposed event date to allow sufficient time for Council to respond and for any other additional approvals/permits or information to be obtained.

If you are planning a large-scale or complex event (for example with multiple locations) you should submit your application at least six months before your event. Your application will be referred to different sections within Council to assess various event related information (for example, risk management, planning, insurance, traffic, and waste management).

If an event requires approval of a traffic management plan or road closure, three months prior notice will be required to allow sufficient time for approval by Regional Roads Victoria. Approvals for road closures may take up to six months for regional and state roads.

**Council reserves the rights to decline an application that is received with insufficient notice or information.**

**When will I receive my event’s approval?**

Once your application has been received, the Events Officer will review. If all the required documentation has been submitted and is approved, you will receive approval to hold your event. This process could take up to 6 weeks on the specific requirements of your event (e.g. referrals for Liquor License or Traffic Management).

**The event approval will outline the conditions of your event. Make sure you read and understand the conditions.** Applications and approvals for an event are not transferable. This means the event organiser is not allowed to transfer Council’s approval for an event to an alternative organiser, venue, date or time without Council’s approval.

If you are not given event approval, you will need to postpone or cancel your event. If your event goes ahead without approval, in the event of an insurance claim your insurance may no longer be valid. You can only start to promote your event once your event approval has been issued, so, the earlier you start the application process, the earlier you can start spreading the word!

**Council may not issue an approval for an event if:**

* The completed application and associated documentation are not received within the required time limits.
* Relevant emergency services or agencies raise an objection to the conduct of the event.
* Another event is approved at the same venue on the same day.
* The nominated venue is not considered suitable for the event.
* Council is not satisfied that all the required planning processes or considerations have been adequately addressed or completed.
* Council believes the event poses an unreasonable or unacceptable risk to public safety or health.

# Other Event Approvals

**What approvals will my event need?**

|  |  |  |
| --- | --- | --- |
| **Situation** | **Requirement** | **Apply to or provide to** |
| Hosting an event | Insurance: Public Liability Insurance of at least $20 million and Worker's Compensation Insurance (or Personal Accident/Insurance as applicable) by the event organiser and all third-party contractors providing equipment, services or supplies for the event. The policies must be current and extended to cover the specific event/location. | Local Community Event Insurance [Community Event Insurance Australia – Stallholder Insurance – LCIS Community Group Risk Management, not for profit Risk management (localcommunityinsurance.com.au)](https://www.localcommunityinsurance.com.au/insurance/event/about.aspx#:~:text=We%20Can%20Assist%20You%20With%20The%20Following%20Event,General%20Property%20Insurance%20...%208%20Asset%20Cover%20) |
| Will there be temporary structures such as marquees, grandstands and stages? | Visit the Victorian Building Authority website for further information  | <https://www.vba.vic.gov.au/building/prescribed-temporary-structures> |
| Will you be using gas or extension cords? | Follow State Government electrical and gas safety guidelines. Essential Services Commission <https://www.esc.vic.gov.au/>  | <https://www.esc.vic.gov.au/> |
| Will there be amusement rides? | Follow Worksafe Victoria Checklist  | <https://www.worksafe.vic.gov.au/amusement-ride-hire-checklists>  |
| Will you have fireworks? | You will need to hire a licensed professional, and they will submit a Fireworks Notification Form. | <https://www.worksafe.vic.gov.au/using-fireworks>  |
| Will food be served? | FoodTrader is the new state-wide registration and notification portal for people selling food in Victoria from temporary and mobile food premises. From vendors:* Statement of Trade from FoodTrader
* Certificate of Currency for Public Liability Insurance
 | <https://www.hepburn.vic.gov.au/Places-activities/Events/Temporary-food-event>[Homepage - FoodTrader](https://foodtrader.vic.gov.au/)<https://foodtrader.vic.gov.au> |
| Will alcohol be served? | * Varies depending on the restrictions of the venue
* Responsible Service of Alcohol (RSA) Certificate
* Statement of Trade from FoodTrader
 | <https://www.vic.gov.au/liquor-licensing> [Homepage - FoodTrader](https://foodtrader.vic.gov.au/)<https://foodtrader.vic.gov.au> |
| Will your event change the usual use of a road or footpath? | Varies:* Traffic Management Plan

Road Closure Application  | Council or Main RoadsVicRoads Map of Declared Roads: <https://www.vicroads.vic.gov.au/traffic-and-road-use/road-network-and-performance/maps-of-declared-roads> VicRoads Getting Permission for your Event: <https://www.vicroads.vic.gov.au/traffic-and-road-use/events-and-filming-on-our-roads/getting-permission-for-your-event>  |
| Will the event be amplifying sounds or creating noise? (e.g. announcements or music) | * Entertainment Plan
* Noise Management Plan
* Noise from outdoor entertainment venues and events is managed using a combination of measures including noise limits, standard operating hours, and permits issued by Environment Protection Authority Victoria.
 | [5. Music noise from outdoor entertainment venues and events | Environment Protection Authority Victoria (epa.vic.gov.au)](https://www.epa.vic.gov.au/for-business/find-a-topic/noise-guidance-for-businesses/entertainment-venue-and-outdoor-event-music-noise-guidelines/music-noise-from-outdoor-entertainment-venues-and-events#:~:text=Noise%20from%20outdoor%20entertainment%20venues%20and%20events%20is,permits%2C%20subject%20to%20when%20the%20concert%20is%20held.) |
| Will you advertise on roadsides with corflute signs? | Council has regulations on location and size of signage, these are referred to as Town Gateway Signs. Erecting signs may need approvals as well. | <https://www.hepburn.vic.gov.au/Places-activities/Events/Organising-an-event>  |

**Temporary structures and Stages**

Temporary structures including tents, marquees, booths, stalls and fencing are permitted providing they meet State Government legislation standards <https://www.vba.vic.gov.au/building/prescribed-temporary-structures>, and that all details of the temporary structures are provided at the time of your application.

These structures include:

* tents, marquees or booths with a floor area greater than 100m²
* seating stands for more than 20 people
* stages or platforms (including sky boarders and stage wings) exceeding 150m² in floor area
* prefabricated buildings exceeding 100m² other than ones placed directly on the ground surface.

Marquees must be weighted down with weights on each leg of the marquee as pegs are not permitted in Council grounds unless pre-approval has been given.

**Noise**

Music is often a key feature at events. If you will have amplified sound or live bands at your event, provide Council with an Entertainment Plan which includes the type of sound system you will be using during your event, along with a Noise Management Plan outlining measures to control noise.

You will need to consider the following when planning the entertainment at your event:

* Start and finish time of the sound or music
* Are there surrounding houses that may affected by this noise?
* Is there wildlife that may be affected by this noise?

Avoid offensive noise to nearby residents, particularly from patrons, amplified music and public address systems. Offensive noise means noise that is of a level, nature, character or quality, or that is made at a time, or in other circumstances, that is not within the regulations.

Environment Protection Authority (EPA) Victoria has regulations for venues and outdoor venues. See EPA website for more information: <https://www.epa.vic.gov.au/for-community/environmental-information/noise/music-noise>

**Event notification plan**

If your event is going to have an impact on the surrounding residents and businesses, you will need to provide notification of your event with detailed dates and times. Some venues have commercial businesses operating on or near the site. We suggest you chat with those businesses and consider incorporating ways to reduce impacts on those businesses. You will need to provide evidence of their acknowledgement.

Victoria Police, Ambulance Victoria, Country Fire Authority (CFA), SES and other emergency services need to be informed, in writing, of medium to large scale events and also if your event involves traffic management. The notification should include: date, time, venue, event details, anticipated crowd numbers, contact name and phone number. For major events a stakeholder meeting or series of meetings may be required.

**Fireworks**

If you plan to have fireworks (display and/or theatrical), or any form of pyrotechnics such as Chinese firecrackers at your event, there are a number of steps required to legally discharge, whether your event is on private or public land.

* 1. All pyrotechnic displays are required to engage a licensed pyrotechnical company
	2. The pyrotechnician will need to notify WorkSafe Victoria in writing at least 7 days before discharging fireworks
	3. Pyrotechnicians must not discharge any fireworks unless they have also given council a written notification at least 7 days before proposed display
	4. The pyrotechnician must also contact the Country Fire Authority (CFA) at least seven days before the proposed display
	5. Notify residents and businesses likely to be affected by noise

Further information: <https://www.worksafe.vic.gov.au/using-fireworks>

If the event falls on a Total Fire Ban Day, the CFA may withdraw its permission and the fireworks display cannot go ahead. The fireworks display must be included in the Risk Management Plan and the pyrotechnician also submits a Risk Management Plan and Safety Plan.

The Safety Officer/s must be familiar with all aspects of the fireworks display including the type of fireworks, conditions of the permit, implementation, and emergency response. Suitable firefighting equipment must be available.

**Electrical, Lighting and Gas**

Your event must follow State Government electrical and gas safety guidelines, and have relevant certification completed and available to provide on the day of your event.

Details of power supply arrangements will need to be provided with your Event Approval Application, such as use of generators.
Silenced generators are a great way to allow you to structure your event site exactly how you would like it. Generators must be silenced 4-stroke generators that have a current test and tag certification. Generators must be clearly labelled on your site plan.

The use of electricity and electrical equipment at your event requires sign-off from a qualified electrician that the electrical equipment used meets legal requirements. Ensure that:

* All electrical cords are tagged and tested by a licensed electrician and show no evidence of damage or fraying. Cords must be secured at least 1.8 metres above ground level or safely protected on the ground to prevent trip hazards.
* All electrical wiring and equipment is protected from exposure to water.
* Generators are in safe working order and have been checked in line with the manufacturer's safety inspection guidelines.
* Generators are located in a safe place, free from public access.
* Petrol for generators is located in a safe location, at a safe distance from ignition sources and away from the public.

Lighting is an important safety aspect for everyone on site before, during and after the event. Think about the time of day/night that you will be setting up, delivering, and packing up your event. Carefully consider the types of activities that will take place, the various event zones, and existing natural or structural lighting. Depending on what permanent lighting structures are available at your event site, you may require additional lighting. This may include lighting towers, marquee lighting or decorative lighting. Any electrical installations being carried out on site must be certified by a licensed electrical contractor and be sure to include any proposed lighting in your site map.

Mobile food vendors that use gas for cooking are required to ensure all gas installations are safe and certified as complying with current Regulations and Safety Standards:

<https://www.esv.vic.gov.au/community-safety/energy-safety-guides/safety-work/events>

Here is a [safety checklist for LPG gas canisters](http://www.dnrm.qld.gov.au/__data/assets/pdf_file/0006/374505/lpg-safety-checklist.pdf). <https://www.esv.vic.gov.au/community-safety/energy-safety-guides/outdoor-safety/gas-and-lpg-safety-outdoors>

**Amusement Rides**

When hiring an amusement ride, check that the ride operator is competent and that the ride is properly maintained. If the ride operator cannot provide evidence of competence or maintenance checks, they may not be a suitable choice for your event. It is important to see evidence of maintenance and safe operation of the ride. For further advice: <https://www.worksafe.vic.gov.au/amusement-rides>

**Animals**

The inclusion of animals at events is a common request, for example, animal farms, pony rides, petting zoos, native wildlife displays.

There are various animal welfare acts, regulations and codes of practice that must be upheld, as detailed here:

<https://agriculture.vic.gov.au/livestock-and-animals/animal-welfare-victoria/pocta-act-1986/victorian-codes-of-practice-for-animal-welfare/code-of-practice-for-the-public-display-of-exhibition-of-animals>

To ensure that animal welfare and hygiene requirements are considered and managed appropriately at events, organisers are required to ensure that the animals involved in their events are chosen for their suitability and not subjected to injury, suffering, distress or excessive disturbance and public health interests are adhered to.

**Accessibility**

Under Australia’s Disability Discrimination Act, it is unlawful to discriminate against people with a disability. If your event, venue or service is not as accessible as possible, patrons may lodge complaints with the Anti-Discrimination Commission, which could lead to legal action if their concerns are not addressed.

Legalities aside, making your event inclusive for all patrons, including seniors, parents with prams, and people with impairments and disabilities means you are making it possible for more attendees to come to your event.

Visit this guide for tips on improving accessibility: [hepburn-shire-council-accessible-events-guide-2019.pdf](https://www.hepburn.vic.gov.au/files/assets/public/businesses/documents/hepburn-shire-council-accessible-events-guide-2019.pdf)

**Serving food**

Generally, food vendors need a food business registration. Even if the food business has a license for its fixed premises or its manufacturing facility, a separate temporary food stall license is likely needed for a stall if the food is unpackaged or if further handling occurs, such as:

* Fruit or vegetable juice is processed at the place of sale
* Sausage sizzle or barbecue
* Unpackaged takeaway foods such as hamburgers, hot dogs, pizzas, hot chips or curry
* Unpackaged food for taste testing

However, a non-profit organisation that sells meals on only a few days each year may not need a food license. If the food sold does not constitute a meal to eat while sitting down, for example, a sausage sizzle, a not-for-profit organisation may not need a food license.

For ingredients or food prepared at another location to sell at the market stall then that location is likely to need to be licensed as a food manufacturer. Examples would include:

* Cutting vegetables and meat
* Making dough or batter
* Baking cakes
* Making jam or chutney
* Repackaging food for sale at the stall, for example packing bulk coffee, herbs or nuts into packages for sale.

You may not need a license for your temporary food stall if:

* Only packaged food is handled
* Only unpackaged snack food is sold
* Only non-alcoholic drinks are sold

Potentially hazardous foods need to be kept below 5°C or above 60°C to minimise the growth of bacteria in the food. Examples of such foods include:

* Raw and cooked meat, or foods containing meat, such as casseroles, curries and lasagne
* Dairy products, such as dairy-based desserts
* Seafood
* Processed fruits and vegetables, such as salads
* Cooked rice and pasta
* Foods containing eggs, beans, nuts, or other protein rich foods, such as quiche and soy products
* Foods that contain these foods such as sandwiches and rolls.

Each food vendor will need to provide you with their Certificate of Currency for Public Liability Insurance.

It is important that you have a plan in place to effectively manage food vendors and stallholders at your event. It is your responsibility to ensure all stallholders hold appropriate levels of public liability insurance, provide quality products, and have a safe stall set up. Please remember, marquees must be weighted down with weights on each leg of the marquee as pegs are not permitted in Council grounds unless pre-approval has been given.

**Will there be mobile food vehicles at your event?**

Mobile food vehicles must be registered with Council and have a satisfactory Food Premises Assessment Report (FPAR) that is no more than 12 months old. The FPAR must be valid at the time of your event.

If the mobile food vehicle is registered with Council, please include a copy of the Food Registration Certificate/Licence Number with a current FPAR with your Event Application.

If the mobile food vendor cannot provide a current FPAR or the food vehicle has not been inspected, Council’s Environmental Health Officers will conduct a food inspection at the event that will incur a food inspection fee.

At any time during the event if a mobile food vehicle is found to be non-compliant with the Food Standards Code in accordance with the Food Act 2003 (even though it has a current and satisfactory FPAR), Council’s Environmental Health Officers may inspect the mobile food vehicle and an inspection fee will be charged.

**Will there be temporary food stalls at your event?**

Council’s Environmental Health Officers may inspect temporary food stalls trading at your event. This is due to the temporary nature of stall set-up and the requirement to ensure the food preparation area meets required standards. The operation of all temporary food stalls must be carried out in accordance with the Food Act 2003, Food Regulation 2015, Australia New Zealand Food Standards Code and Council’s requirements for the operation of temporary food stalls.

Council’s Environmental Health Officers will conduct a food inspection at the event that will incur a food inspection fee.

**Food Safety Supervisor (if applicable)**

Food businesses (which includes temporary food stalls and mobile food vehicles) selling ready-to-eat, potentially hazardous foods are required by law to appoint a Food Safety Supervisor who has undertaken food safety training. Please ensure that the Food Safety Supervisor’s certification is valid.

* <https://foodtrader.vic.gov.au/>
* <https://www.health.vic.gov.au/public-health/food-safety>
* https://www.hepburn.vic.gov.au/Places-activities/Events/Temporary-food-event

**Serving alcohol**

If you want to sell or serve alcohol at your event, you likely need a liquor license from: <https://www.vic.gov.au/liquor-licensing>

Volunteers serving or supplying alcohol under a community liquor permit are not required to hold a current Responsible Service of Alcohol (RSA) training certificate. However, the permit holder must ensure someone with current RSA training is available to supervise the volunteers. Further information on Responsible Service of Alcohol training is available: <https://www.vic.gov.au/responsible-service-alcohol-training>

**Traffic management and road closures**

If your event will impact traffic, such as it will involve road closures, have an impact on adjoining roads, or require a large number of parking spaces, you need to hire an accredited Traffic Management Designer to develop a Traffic Management Plan (TMP) and supporting Traffic Guidance Scheme (TGS). The police, Council, and Transport and Main Roads offices can advise you.

VicRoads changes to requirements for event organisers, specifically regarding traffic management, became **effective on April 1, 2024**. This change mandates that temporary use or changes to roads and footpaths during events must be conducted by a Department of Transport and Planning (VicRoads) Traffic Management Accredited company.

Additionally, VicRoads requires a complete permit application to be submitted **at least 60 days** before the event date. For events on arterial roads, organizers must obtain either an S99B Permit or a Memorandum of Authorisation.

For community events in low-risk road environments (e.g. low speed and low volume roads), traffic is often controlled by the police, sometimes with the assistance of the State Emergency Service (SES).

Sporting, community and special interest groups have an alternative low-cost option in circumstances where accredited Traffic Controllers may not be required for basic and low risk duties. Transport and Main Roads’ Event Traffic Marshal (ETM) scheme enables volunteers to be engaged by Event Organisers to undertake basic traffic control tasks.

If you create your own [Traffic Management Plan](https://tilmagroup.sharepoint.com/%3Aw%3A/g/EbAGD6M0_EFGl3_R9v7B-A0BZ3Xkcf_0TkthsLET9qxMyQ?e=u9Ss6y) to be approved by Council, it will need to include:

* A map of the event site
* Proposed signage, barricading and traffic control
* A plan showing what types of traffic devices will be used and in what positions
* Confirmation that traffic direction will only be conducted by police officers or accredited traffic control officers
* Details of proposed road closures and what times those roads will be closed
* At least one diversionary route for traffic affected by each road closure
* Emergency vehicle accesses.

You can contact local Police for further information. [Events and filming on our roads](https://www.vicroads.vic.gov.au/traffic-and-road-use/events-and-filming-on-our-roads) is a useful resource from Vic Roads.

**Road closures**

If you need a road closed for your event, you will need a letter that addresses:

* Event name and date
* Contact details of event coordinator
* Purpose of event
* Event location
* Number of expected attendees
* Roads to be closed and the times they will need to be closed between
* Description of agenda for the event
* A risk assessment
* A Traffic Management Plan created and signed by a qualified person with an appropriate certification.
* A copy of public liability insurance with a minimum cover of $20,000,000.

If your activity/event is affecting a Council-managed road, submit your request online via [Apply for an event permit Hepburn Shire Council](https://www.hepburn.vic.gov.au/Places-activities/Events/Event-permit) at least three months before the event.

**Transport and pedestrian access plan**

For some bigger events, Council needs a Transport and pedestrian access plan. For smaller events, it may be more appropriate to provide just a Pedestrian Access Plan.

Your Transport & Pedestrian Access Plan should detail:

* Patron movement to and from as well as during the event
* Public transport usage
* Additional buses if required
* Provision for all access requirements
* Parking requirements
* Any additional information as required.

For further information:

[Notifying Public Transport Victoria](https://www.ptv.vic.gov.au/footer/about-ptv/event-information/tell-ptv-about-your-event/)

[Notifying Victoria Police](https://www.police.vic.gov.au/events)

Planning your event

# Strategic Planning

Developing a plan for future success is important including considering:

1. Where will your event be in three to five years/ time?
2. How will you achieve that vision?

Having a clear direction and understanding where you want to have your event in the future is a big ask of many event committees, but if you want to grow your event (or even remain viable), it is a good idea to think about your event’s long-term potential.

This does not have to be an overwhelming process. A simple brainstorming workshop with the team to discuss the following will give you everything you need to develop an event strategy.

* What are your event’s strengths?
* What are your event’s challenges, or those things preventing you from achieving what you want to achieve?
* What opportunities exist for your event?
* What sets you apart from other events? What is your distinct difference compared with other events?
* What events (around the region / state / world) are your benchmark?

Template: [Event Strategic Plan](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fstrategic-planning%2F2.-event-strategy-template-2023.docx&wdOrigin=BROWSELINK)

# Event Planning

**Setting the date**

Check the [events calendar](https://visithepburnshire.com.au/events/) to see what other events may be planned for your chosen date, and check your preferred venue is available. You may consider collaborating with another event to complement one another.

This could create a bigger event on at the same time, such as on separate days of one weekend. This would likely increase overnight visitation and success for both individual events. Events in shoulder or low-season are generally more favourable when it comes to funding applications and other requests for support.

**Record keeping**

Coordinating an event is a complex task often requiring the participation of many stakeholders. Given the complexity of event organisation, it is vital that you maintain good records of the planning, implementation and evaluation process.

Suggested documents to be kept include:

* Decision making processes – minutes of meetings, confirmation emails, meeting notes
* Permits/approvals – any licences, approvals, consents, etc. required to conduct your event
* Formal documentation such as:
* Risk management plan
* Emergency response plan
* Transport management plan
* Event site plan
* Waste management plan
* Communication plan
* Run sheets
* Production schedules
* Landowner consent
* Consultation register (details of who you have consulted about the event, how you communicated with them and notes about outcomes)
* Contracts – any agreements made with suppliers, authorities, performers, staff, volunteers, etc
* Volunteer register (for insurance purposes)
* Insurances

There are free and affordable online storage systems, such as Google Drive and Dropbox, which provide access for more than one member of the organising committee.

Checklist: [Approvals and Licenses Required for Events](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Frisk-amp-operations%2F1.-approvals-licences-required-for-events-2023.docx&wdOrigin=BROWSELINK)

**Planning timeline**

Setting milestones, deadlines and key dates for the event’s planning allows you to better delegate tasks and reduce stress for all committee members. Documenting processes reduces feelings of overwhelm.

Probably the most critical tool for all event managers is a project planning timeline that helps ensure that the event planning is on track at all times. A Planning Timeline lists all critical tasks, the person responsible for the task, and due dates for undertaking the tasks.

Template: [Planning Timeline](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Frisk-amp-operations%2F1.-event-delivery-run-sheet-template-2023.xlsx&wdOrigin=BROWSELINK)

**Event management plan**

The event management plan needs to be completed by the event manager. It will guide all licensing and approvals for your event; and is typically the first thing Council will ask for.

Following is a list of what needs to be covered in the plan:

* Event details
* Traffic management
* Stallholders
* Electricity
* Waste management
* Environmental impacts
* Noise
* Emergency procedures
* Risk assessment
* Event contacts
* Emergency management services
* Local authorities’ contacts

Supporting documents typically include:

* Insurance certificates
* Local road map/site plans
* Risk management plan

Template: [Event Management Plan](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Frisk-amp-operations%2F2.-event-management-plan-template-2023.docx&wdOrigin=BROWSELINK)

**Venue**

In selecting your event’s venue, consider your event’s needs such as:

* Parking and access by public transport
* Power and water
* How noise and night lighting will affect neighbours
* Does the venue [support environmental sustainability](https://www.melbourne.vic.gov.au/business/sustainable-business/sustainable-event-guide/Pages/venue-choice.aspx)?
* Infrastructure requirements - Do you need sporting fields, bar and canteen facilities, campgrounds, large open green space, etc?
* Is it fenced to allow for ticketed entry or will you need to hire fencing?

For information on: [Council Venues](https://www.hepburn.vic.gov.au/Places-activities/Venues)

**Site plan**

You will need a clear site plan to submit with your application to Council for event approval. You can start with an aerial view of the location from Google Maps to show the positioning of infrastructure, equipment, stallholders, emergency entry and exit and parking. This map can also be used to brief contractors, performers, stallholders and suppliers. The site map will also need to be included in your planning and communication with emergency services.

The site plan needs to include:

* the event’s operation centre
* main event areas (fields of play, stages, exhibition booths, activities, entertainment, amusement rides, etc)
* all temporary overlay inside and outside the venue/s
* parking areas and directions to them
* parking area entry and exit for different constituent groups
(i.e. competitors, spectators, performers, officials, VIPs, persons with a disability, etc.)
* public transport set-down and pick-up areas
* disabled attendees set-down and pick-up areas
* public entry and exit gate(s), ticket rip/scanning and bag check areas
* back of house support compounds
* competition, training and warm-up areas
* food and beverage areas
* water access
* information booths
* toilets and change areas
* security fencing (if required)
* accreditation zones and access points
* VIP areas
* emergency vehicle access and exit
* emergency evacuation areas
* first aid stations and the lost children station
* locations of generators and temporary structures (such as marquees, and stages and seating)
* access pathways
* lighting
* hazardous facilities

Distribute a copy of the site plan to each organisation involved in the event. Post it around the venue prior to the event, on the event website and on social media.

**Events operations centre**

Regardless of the size of your event, it is likely that you will need to have set aside an area where your staff and volunteers can meet for debriefs and/or meetings, as well as run the operations of your event. This needs to be detailed on your site map.

There are four requirements for an Event Operations Centre:

* A representative of the event organisation must be present in the centre and must be able to contact the event organiser at all times.
* The representative must be authorised and prepared to act on behalf of the event organiser in all matters.
* Those present must be able to immediately address any problems arising during the event.
* The event organiser must be responsible for the logging of incidents throughout the event.

If applicable, a Lost Children location must be provided; ensure operators have current Working with Children Permits.

Preparing for your event

# Event Teams

**Governance model for events**

Depending on the size and type of your event, there are a few different approaches to a governance structure that you may wish to explore. Following are the common options.

* [Incorporated Association](https://www.consumer.vic.gov.au/clubs-and-fundraising/incorporated-associations)
* [Company Limited by Guarantee](https://business.vic.gov.au/business-information/start-a-business/business-structures/company)
* Subcommittee under an existing incorporated body (e.g. business chamber, progress association, sporting club)

The key in deciding the best option is that you never want to create an unnecessary administrative burden as a result of the structure you decide. Managing events are enough work on their own, so do not complicate it further with regulatory requirements that are unnecessary.

Further reading: [Not For Profit Law](https://clcs.org.au/) (legal resources for not-for-profit organisations)

**Establishing an effective committee structure**

Does your committee have a clear structure?

Does everyone on the committee know their primary role within the team?

The most effective event committees operate like a business with clearly defined position descriptions. Once the governance model is established it is time to set up the committee structure. This involves developing an organisational chart and roles and responsibilities for each of the positions. It is important that you take the time to do this well at the start to prevent burnout and overloading a few key people.

Template: [Committee Structure](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fevent-planning%2F3.-committee-structure-responsibilities-and-checklist-template-2023.docx&wdOrigin=BROWSELINK)

**Communication**

There are a few key communication tools that will support the efficiency and productivity of event teams.

**Email**

It is recommended that events set up email accounts using the event website or Gmail accounts for the key positions on the committee, including:

* info@eventname.com (or eventnameinfo@gmail.com) – used by the event coordinator as the event’s primary contact email.
* secretary@eventname.com – used by the secretary for general correspondence and is the primary email for meeting notifications and internal event communications.
* marketing@eventname.com – used by the marketing and sponsorship coordinator.
* stallholders@eventname.com – an example of another email you may need for specific elements of your event that will receive a large number of external enquires and correspondence

[Set up free Gmail accounts](https://gsuite.google.com/learning-center/products/gmail/get-started/)

**Shared Calendar**

Once you have a Google account created for the event, with emails and file sharing, you can also add a shared Google Calendar. [Learn how to set this up](https://support.google.com/a/answer/1626902?hl=en).

It is recommended that this calendar has all key dates added, including meeting dates, major deadlines (e.g. grant applications due), special dates such as committee member birthdays, dates of other events that you will attend for research, and of course your event dates.

**Online Communication Platform**

In addition to email, it is recommended that you set up a communication tool for the event team, which is the central place for discussions in between meetings, and the primary place for subcommittee coordinators to provide regular updates and request input and ideas.

Following are some suggested tools that you can use for this purpose:

* [Slack](https://slack.com/features)
* [Whats App](https://www.whatsapp.com/)
* [Facebook Group](https://www.facebook.com/community/getting-started-with-groups/how-to-set-up-a-facebook-group/)
* [Messenger Group](https://www.facebook.com/help/messenger-app/1428015930791367)

**Record keeping**

There are two recommended options for effective file sharing and online collaboration, so your committee can upload, share and access your event’s files from anywhere.

[Google Drive](https://www.youtube.com/watch?v=NFQC4_N7Yos)

Offering 15GB of storage for free, Google Drive allows you to store your files in the cloud, as well as create documents and forms using Google’s own (online) versions of Microsoft’s products: Word, Excel and PowerPoint are replaced by Docs, Sheets and Slides, but they are compatible.

[Dropbox](https://www.youtube.com/watch?v=zjSFC6pPkyk)

Dropbox is a well-known cloud storage, offering 2GB of free storage with paid plans for more storage space.

It is recommended that you set up your online filing based on your committee structure, for example, to have folders for:

* + - Marketing
		- Finance
		- Operations
		- Stallholders
		- Post Event Review
		- Other

By using this structure, you can then share only the appropriate folder with the appropriate committee member and prevent confusion. Online storage ensures that when a committee member retires, they will not take any intellectual property (IP) or files with them.

**Best practice meeting management**

Why do committees have so many meetings? Are they all really necessary? No!

It is important that event committees do not burn out their team with unnecessary meetings during the year.

If you must have a meeting, make it an efficient and effective meeting and ensure you have a suitable Chairperson. Following are some tips on how to chair an effective meeting.

|  |  |
| --- | --- |
| Well-prepared | * Clear agenda distributed in advance
* Well informed about meeting topics
* Clear purpose to the meeting
 |
| Good time manager | * Keeps the meeting on track relative to agenda and time
* Ensures participants’ comments are relevant
 |
| Good summariser | * Summarises discussion, agreement and action at the end of each agenda point.
 |
| Impartial | * Doesn’t take sides or show favouritism
* Allows all participants to share their views
 |
| Assertive | * In control but not too ‘authoritarian’
* Able to deal diplomatically with different personality types and behaviours
 |

Templates:

* [12 Month Meeting Agenda](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fevent-planning%2F2.-12-month-meeting-agenda-template-2023.xlsx&wdOrigin=BROWSELINK)
* [Meeting Minutes](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fevent-planning%2F4.-meeting-minutes-template-2023.docx&wdOrigin=BROWSELINK)
* [Committee Structure](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fevent-planning%2F3.-committee-structure-responsibilities-and-checklist-template-2023.docx&wdOrigin=BROWSELINK)

**Succession planning**

Having the committee structure and clear roles and responsibilities set up and strong leadership are key to succession planning.

The role of chairperson of a committee should rotate regularly. Aim to change leadership every 3-4 years. Certain skills are better at different stages of the event’s lifecycle.

It is also important to always have a deputy chairperson position so that there is always a new leader being trained and ready to step up when required.

**Improving your committee’s skills**

Council and our Tourism Partners (Daylesford Macedon Tourism and Tourism Midwest Victoria) periodically holds workshops to provide training for community groups or businesses wanting to hold events. This training aims to empower groups with the tools, knowledge and confidence to host amazing events.

Other training courses for event committees:

* [TAFE](https://www.vu.edu.au/courses/diploma-of-event-management-sit50322) - Diploma of Event Management
* [Meetings & Events Australia](https://www.meetingsevents.com.au/mea-diploma-event-management-sit50316) - Diploma of Event Management

**Workplace Health and Safety**

The requirements of the Work Health and Safety Act, 2011 and regulations are to be fully observed in respect of the conduct of event activities to the satisfaction of WorkCover Authority requirements. Ensure the safety of volunteers, staff, contractors and the public are considered in your planning.

**Volunteer recruitment and management**

Attracting and retaining volunteers for your event is a key priority to ensure ongoing success and viability.

Volunteering is not just about getting stuff done for your event. Think about volunteer management as helping volunteers achieve their own personal goals with the by-product that the event work gets done.

We need to understand why people volunteer so we can satisfy their needs and expectations. Volunteers come with a range of motives - appeal to volunteers by tapping into these motives. Today, people want short, defined experiences that make them feel they have made a difference.

Six types of motivations that may be met by volunteering include:

* Values: Acting on values that are important to the volunteers
* Learning: Increasing knowledge, or developing or practicing particular skills
* Enhancement: Engaging in psychological development and enhancing self-esteem
* Career: Gaining experiences that will benefit their career
* Social: 'Fitting in' and get along with social groups they value
* Protection: To help cope with inner anxieties

**Setting up roles and responsibilities**

The best way to recruit volunteers is have clearly defined and documented roles to ask them to fill, with checklists/timelines of tasks to complete:

* Use descriptive words in the job description like assistant, support, specialist, enthusiast, coordinator, guide or leader.
* Outline the impact they will have. Make them feel inspired and wanting more.
* Describe the task they will be doing.
* Detail the skills, traits and attitude you are looking for in a volunteer.
* Describe your event and organisation.
* Run a draft past someone who knows nothing about the volunteer opportunity and get their feedback.

It’s not about mass recruitment – understand what team members you need and be targeted in your approach.

Also consider approaching existing community group to ask them to volunteer – particularly if there is something in it for them (exposure, fundraising etc.)

**Recruiting the team**

Whyshould people spend their free time helping out at your event? Make clear the benefits they will get out of helping out at your event.

Following are some tips on recruiting volunteers:

* Ask people you know
* Ask your volunteers to bring a friend
* Ask on social media
* Ask university, TAFE and high school students
* Invite groups
* Talk to other organisations about their volunteers
* Broadcast via local media
* Be around town
* Maximise your volunteer webpage

The following websites connect volunteers with opportunities, so get your event listed! They guide incoming traffic to the volunteering opportunities where they are a good match.

* Volunteering Victoria is the state peak body for volunteering, focusing on advocacy, sector development and the promotion of volunteering <https://www.volunteeringvictoria.org.au>
* [Volunteer Match](http://www.volunteermatch.org/nonprofits): Free for non-profits to post volunteering opportunities.
* [FreddyMatch](https://freddymatch.org/): a subscription-based volunteer recruitment and management system
* [Local community groups and service clubs](https://www.mycommunitydirectory.com.au/) can be approached to help your event. Ask for their help well in advance, and as personally as possible (i.e. not by email).

Templates:

* [How to attract volunteers to your event (tips)](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fevent-team%2F3.-volunteer-recruitment-tip-sheet-2023.docx&wdOrigin=BROWSELINK)
* [Volunteer briefing](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fevent-team%2F2.-volunteer-briefing-template-2023.docx&wdOrigin=BROWSELINK)
* [Volunteer roster](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fevent-team%2F4.-volunteer-roster-template-2023.xlsx&wdOrigin=BROWSELINK)

# Financial Management

**Understanding your financial drive**

Before setting the event budget, it is important that you define your financial drive. For example, are you aiming to raise funds for charity, make a profit to put towards future events, generate funds to buy infrastructure, or generate funds to undertake a community project?

What are your financial targets? How much profit are you aiming for each year? These should go into the budget as expense line items e.g. event retainer.

**Developing budgets and budget management**

Having sound budgeting and financial management systems in place is critical for event success. Here are some things to consider for your event:

* The event committee should collaboratively set the budget and agree on risk appetite.
* e.g. Do you want to take the risk of spending more on a headline act as a strategy to increase ticket sales? Will you allocate budget to engage professional assistance to help reinvigorate the program and marketing to increase attendance?
* The Finance Coordinator or Treasurer is the one to manage the budget, with regular reporting and reconciling required. It’s important that you have a strong financial coordinator as they are responsible for managing the budget and always keeping it up to date and reporting regularly to the committee. Have you considered approaching a local bookkeeping or accounting firm to manage this on your behalf as an in-kind sponsorship arrangement?
* Set your expenses first, based on the kind of event you want to put on, and then look at how you can generate the required income to make it work. If you can’t, you have to start trimming expenses. Setting the budget is an important process.
* There must always be a finance report at committee meetings. Monitor, review, adjust, and never ignore budgeting issues or challenges.
* Your annual event budget is one of your key planning tools, along with your timeline and strategy.

Remember that as an event organiser you are accountable for finances.

Templates

* [Budget](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Ffinance%2F1.-budget-excel-template-2023.xlsx&wdOrigin=BROWSELINK)
* [How to use the budget template](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Ffinance%2F2.-how-to-use-the-budget-template-2023.docx&wdOrigin=BROWSELINK)

**Revenue streams**

Diversify your income sources to mitigate the risk of losing a large portion of income. Common sources of revenue for events include:

* Ticket sales (e.g. entry fee)
* Fees for additional activities (e.g. children’s activities)
* Stallholder fees
* Merchandise
* Food or beverage sales
* VIP experiences (e.g. behind the scenes tours, best seats in the house, meet the performers)
* Hiring out own equipment (e.g. hiring out an owned marquee throughout the year)
* Commercial sponsorship
* Grants

Do you know what aspects of your event give the best return? Analyse your budget after your event to understand what earned the best income.

# Sponsorship

Sponsorship and grant funding are *part* of a viable commercial strategy, not the only strategy. Events do not have an automatic right to sponsorship and grants.

**Identifying suitable sponsors**It’s important to focus your time and energy on potential sponsors that are a really good fit with your event and target markets.

Consider which larger businesses locally, in the state and nationally would want to connect their brand with your attendees. Do you have a lot of families who attend? Then perhaps a baby food brand, school lunch brand, toy brand, or children’s clothing brand would be worth approaching for a sponsorship partnership.

Brainstorm a list of your top ten potential sponsors, find out if they have a sponsorship policy on their website, and if your event aligns, then find the contact details of their marketing coordinator to approach with your pitch.

**Developing a sponsorship prospectus and pitch**

You’ll want to show a potential sponsor:

* information on your event
* information on your attendees – how many come, where they come from, their demographics, your target markets, etc.
* your marketing plan – how you will be promoting the event and how you can mention sponsors (e.g. on social media, in e-newsletters, as naming rights sponsor of elements within the event, on posters, on your website, etc)
* how their support will help your event and the community
* in-kind support that would benefit your event (generator supply, help with set up and pack down, printing, marketing, accounting, etc)

In a sponsor partnership the sponsor is paying for a return on their investment, such as:

* sales during the event
* brand awareness with your attendees
* accessing a new market
* a product launch
* an opportunity to network with potential clients
* fulfilling their corporate social responsibility objectives and community engagement
* an opportunity for staff volunteerism and team building

Be sure to outline the benefits they will receive. Successful negotiation involves spending time in the other person’s shoes to identify and solve a problem for them.

**Managing sponsor expectations**

Ensure both partner’s commitments are written into a sponsorship contract to clarify all expectations. Then over-deliver to ensure your sponsor will sign up again next year!

Templates:

* [Mastering Regional Event Sponsorship](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fsponsorship%2F4.-mastering-regional-event-sponsorship-2023.docx&wdOrigin=BROWSELINK)
* [Sponsorship Tracker](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fsponsorship%2F2.-sponsorship-tracker-template-2023.xlsx&wdOrigin=BROWSELINK) and [How to use tracker](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fsponsorship%2F1.-sponsorship-tracker-how-to-guide-2023.docx&wdOrigin=BROWSELINK)
* [Sponsorship Prospectus](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fsponsorship%2F3.-sponsorship-prospectus-agreements-template-2023.docx&wdOrigin=BROWSELINK)

Further reading

* [Event Sponsorship Pricing Cheat Sheet](https://www.eventbrite.com/blog/academy/event-sponsorship-pricing-cheat-sheet)
* [Benefits events can offer sponsors](https://www.eventbrite.com.au/blog/four-realistic-benefits-you-can-offer-event-sponsors)

# Grant Funding

**Grants for events**

Hepburn Shire Council provides event funding and operational support through the Event Funding Framework, this is outlined in Council’s [Event Strategy 2020-2025](https://www.hepburn.vic.gov.au/Places-activities/Events/Event-Strategy). To enquire about event funding through Council – contact events@hepburn.vic.gov.au.

There are state and federal grants available for events, infrastructure, arts and music performances, sports, resilient communities, youth, seniors, mental health, and more, which your event can apply for.

Some grant finders include:

* [Community Grants](http://www.communitygrants.gov.au/) - Federal grant finder
* [Grant Connect](http://www.grants.gov.au/) - Federal grant finder
* [Funding Centre](http://www.fundingcentre.com.au/grant/home) - Grant finder for not-for-profits

Templates:

* [Grant Opportunities Guide](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fgrant-funding%2F2.-grant-opportunities-2023.docx&wdOrigin=BROWSELINK)
* [Grant Tracker](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fgrant-funding%2F1.-grant-funding-tracker.xlsx&wdOrigin=BROWSELINK)

**Applying for grants**

Every funder is trying to achieve certain objectives with their grants. Read their objectives, read them again, then answer their questions by showing how your event will help the funder achieve these objectives.

Attach letters of support for your event to your grant application, such as from Council, [Regional Development Australia](https://www.rda.gov.au/my-rda), and other organisations or businesses who can vouch for the value of your event to the community.

# Marketing

**Identifying your Ideal Event Attendees**

With so many options available and such a small budget, how do you know which marketing activities to undertake to get the best results? The answer is simple: Before you choose your marketing activities, you need to know who your customers are.

There are certain people you want to see more of at your event – the most profitable attendees who adore your event and talk about it to their friends and leave positive reviews about it on social media. They become advocates and promote your event for you!

Do you know who the ideal event attendee is for your event?

Generally, the people who you want to be attracting to your event:

* Spend the most and never ask questions about price.
* Don’t whinge, or leave negative reviews online.
* Love you, your product, the region… everything about what you offer.
* Are your biggest fan and advocate – they are proud to associate themselves with you and your event, and want the world to know about it.
* Make you want to get out of bed and go to work on your event.

They are your ideal event attendees. They are who you should be focusing on targeting with your event marketing.

Template: [Ideal Attendee Profile](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fmarketing%2F1.-ideal-attendee-persona-template-2023.docx&wdOrigin=BROWSELINK)

**Creating an event experience**

Does your event live up to the ever-evolving needs and wants of your ideal event attendees?

Do you know what your ideal event attendees want in an event experience?

The most important part of marketing an event is getting the experience right and ensuring that it is exactly what your ideal event attendee is looking for. If you do not create the right experience, no promotion in the world will convince people to attend your event - everyone is just too busy these days.

Take a look at your event program and the experience you are offering and consider if it is what your ideal event attendees want. If not, it’s time to get creative and focus on renewal and inclusion of fresh new elements. Keeping your event fresh is important for ongoing success.

**Photography, videography and graphic design**

Professional images, a hero video and high-quality graphic design can go a long way to encouraging visitors to come. They communicate your brand story and make the event look well-run.

The opposite can also be true: amateur graphic design and poor photography can result in potential attendees overlooking your event.

**Channels for promoting your event**

Consider your target market and the best way to engage them. A mix of different advertising mediums usually works best for community events, including:

* Facebook and Instagram posts and ads
* Search engine ads
* Media releases and PR activities that get media attention
* Posters, flyers, banners, corflute signs
* Radio ads

Templates:

* [Marketing Plan](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fmarketing%2F5.-marketing-action-plan-template-2023.docx&wdOrigin=BROWSELINK)
* [Marketing Schedule and Content Plan](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fmarketing%2F6.-marketing-schedule-and-social-media-content-plan.xlsx&wdOrigin=BROWSELINK)
* [Website Design Checklist](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fmarketing%2F7.-website-design-checklist-2023.docx&wdOrigin=BROWSELINK)

**Free event listings**

We strongly recommend you list your event with the [Australian Tourism Data Warehouse](https://www.atdw.com.au/) so your event is listed on local, regional and state tourism websites. When you list your event on ATDW you can update the listing at any time (in the one place) and this will be reflected across the board. This is free!

Checklist: [Where to list your event for free](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fmarketing%2F8.-websites-where-you-can-list-your-event-for-free-2023.docx&wdOrigin=BROWSELINK) which includes information on ATDW.

**How Council can help promote your event**

[Visit Hepburn Shire](https://visithepburnshire.com.au) has a What’s On section where you can list your event for free, to list this contact: tourism@hepburn.vic.gov.au

Collaborative with [Daylesford Macedon Tourism](https://dmrtourism.com.au) and/or [Tourism Midwest](https://tourismmidwestvic.com.au/) for events taking place in the west of the Hepburn Shire. Reach out to these organisations

**How to leverage your stakeholders**

To enable your stakeholders to help promote your event, provide them with a marketing kit made up of info in a Word document and in an online folder. Include:

* Information on your event
* Information on its target markets
* The event’s marketing objectives
* An overview of planned marketing activities
* Links to the event’s marketing channels (website and social media, including the Facebook event)
* Event logo, brand story, and copy with key messages (50 and 100 words)
* Graphics that can be shared on social media (designed by a graphic designer)
* High resolution images, and your hero video, if you have one
* A link to this [tipsheet for businesses on how to leverage events to increase sales](https://cdn1-teq.queensland.com/~/media/d0ffaa55a366463b8e45bc52ceababde.ashx?vs=1&d=20151210T185413)
* A request for information to help promote them and their participation in the event, if relevant.

**Social media**

There are a lot of tips online about how to effectively use social media to promote an event. It is worth researching this to maximise the effort you put into this channel.

Further reading

* [Social Media For Events Guide](https://tilmagroup.sharepoint.com/%3Ab%3A/g/EZPjV1af5ztAj1G43iDhd38BFSjuMTyRqhVYVejqRAb1rQ?e=yIxam9)
* [How to Promote an Event on Social Media in 12 Steps](https://www.eventbrite.com.au/blog/promote-event-social-media-12-steps-ds00/)
* [7 Tips to Boost Event Attendance with Social Media Marketing](https://adespresso.com/blog/7-tips-to-boost-event-attendance-with-social-media-marketing/)

**Working with media**

Developing and distributing a media release is one of the most effective ways of telling your story to the media. The main rule for media releases is that they have to be newsworthy. If a release isn’t newsworthy, it simply won’t get picked up. News is something new, up-to-the-minute and of interest to the readers.

Here are some things to consider when developing a media release about your event:

* Brainstorm a ‘hook’ that is newsworthy about the event. For local media, the hook might be different than for media where your ideal attendees live.
* The lead paragraph of your media release is the most important and should provide a ‘hook’ for the journalist. It should contain who, what, when, where, why, and how.
* After the lead paragraph, each remaining paragraph should be less important that the one preceding it. That way the editor can trim your release from the bottom.
* Write in short sentences in short paragraphs and keep the information simple and to the point. Keep the release to one page.
* If you read an article in the paper, you will see they always include quotes. So give them quotes to use, attributed to a particular person in the organisation, and ensure they are newsworthy.
* Head the release with “Media Release” and date it clearly.
* Use a catchy headline. Editors receive hundreds of releases a day and a good headline catches their eye.
* At the end of the release add “For further information, contact XX” The contact details should include name and telephone number, including an after-hours number. The editor must have somebody to call to answer questions or to interview.

It is important to build relationships with key media that are speaking to your ideal event attendees. Try not to take a broad-brush approach.

**Signage**

Clear and uniform signage will add to the aesthetic appeal of your event as well as highlight the key elements of your event.

Having clear directional signage at the event will make it easier for attendees to find their way around your event and easily locate essentials such as toilets and First Aid.

There is an opportunity to [book town gateway signs](https://www.hepburn.vic.gov.au/files/assets/public/v/2/places/event-toolkit/marketing/town-gateway-sign-information-2024.docx) at entrances to towns in the Shire.

**Packaging your event**

To increase the number of days your event attendees stay in our region, and how much they spend, work with partners to package your event. Packages help visitors choose to buy as they make travel planning easier. They inspire people to visit by painting a picture of what they could do for a couple of days in our region.

For example, work with a local accommodation provider and a local attraction to package entry into your event, two-nights’ accommodation, and entry to the attraction into one package with one price (the price does not have to be discounted). Consider your ideal event attendee when developing packages. For example, for families, work with a motel with a playground and pool, and a family-friendly attraction.

**Repeat visitation - creating a community of event advocates**

A goal for all events should be to encourage repeat attendance. It is much more efficient to encourage an existing attendee to come back than it is to attract a new one.

What are you doing to encourage repeat visitation to your event? Why would an attendee want to come back each year?

Running your event

# Risk Management

**Developing an effective risk management plan**

Even if your event is only a 'small community event' you need to take risk management seriously. The upside is that there are tools to take the pain out of this process.

Your Risk Management Plan identifies all the risks that could arise from holding your event and how you will avoid, reduce or mitigate these risks to avoid serious consequences for your event such as financial loss, loss of reputation, or legal action against the event organisers.

Do not put off filling out this Risk Management Plan template and creating an incidence response plan! The cost of not doing this is too high. Assign this task to one person on the committee to be responsible to complete it thoroughly.

A Risk Management Plan is required to ensure a safe event, comply with insurance requirements, prevent personal injury/property damage claims, and protect the liability of organisers and associated parties.

Template: [Risk Management Plan](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Frisk-amp-operations%2F3.-risk-management-plan-template-2023.docx&wdOrigin=BROWSELINK)

**Undertaking a risk audit**

The main risks to consider are things that could:

* Cause injury to an attendee or participant
* Cause damage to equipment, infrastructure or the site
* Harm the future of the event or the organising committee (including financial, legal and reputational risks)

The underlying legal issue of safety is duty-of-care, which means taking all possible steps to avoid potential injury to everyone involved.

Remember to consider all activities before and after the event is held, such as risks involving people, technology, selling enough tickets, income streams, your site’s terrain, bodies of water, weather, evacuation, fire, temporary structures, lighting, power, conductive wet environments, extension cords, traffic management, food handling, signage, chemicals, accessibility, emergency services access, first aid, sunburn, shade, children, noise, trip hazards, ergonomic safety (e.g. lifting), crowd control, alcohol, drugs, violence/aggression, cash security, rides, competitors, fence jumpers, negative reviews, key staff or entertainers being unavailable, and so on.

Review your event plan and think about what type of incidents could impact on each area.

**Hazardous materials**

If there are hazardous materials at the event such as electricity, gas, chemicals, fireworks, etc, seek expert advice about safe storage and use. Clearly identify these items in your risk assessment plan and communicate the management procedures to all staff/ volunteers/contractors, etc, who may come into contact with these items.

Other points to consider include:

* Only use reputable suppliers
* Ensure items such as gas cylinders and generators have been tested and are in good working order
* Ensure gas cylinder tags are clearly displayed
* Safe placement of items such as generators, cylinders, etc
* Ensure you clearly identify the placement of any hazardous materials on the site map
* Have back up plans in case of equipment failure (e.g. generators)
* Have a plan showing location of fire extinguishers, if applicable.

Council requires that all installations be certified by a licensed expert in handling electricity, gas, etc. It is advisable to have the expert present or on stand-by at the event in case of equipment failure in an emergency situation.

**Emergency Management Plan**

Your Emergency Management Plan will need to demonstrate you have adequate arrangements to facilitate emergency access/response/evacuation which will be reviewed by Council prior to providing approval for your event. The plan needs to identify alternative evacuation points, assign designated personnel to deal with an emergency, identify equipment location (e.g. fire extinguishers), and include a line of command contact list with phone numbers.

Template – [Emergency Management Plan](https://www.hepburn.vic.gov.au/files/assets/public/v/1/businesses/documents/event-toolkit-docs/emergency-management-plan-template.docx)

**Contingency planning**

An event committee should undertake scenario and contingency planning, considering questions such as those below, and decide how you would deal with the scenario if it happened. It is all about being prepared!

* What is the worst thing that could happen at your event? How would you deal with it?
* Do you have a contingency plan for wet or adverse weather?
* Do you have a backup plan for your headline act not showing up?
* What will you do if not enough volunteers show up on the day?
* Who will take over if the key event coordinator or other key volunteers are not available on the day (e.g. due to illness)?
* What if would you do if you lost power supply?

What to look for in suppliers/contractors. If you have stallholders, ride operators, third party contractors, etc. at your event, you will need to ask for from them, and keep on file:

* A Safe Work Method Statement
* Risk Assessment
* Proof of Public Liability Insurance

Once they step onto your event site, they become your responsibility.

**Insurance**

Event organisers are responsible for ensuring all parties involved or associated with the event have suitable insurance coverage.

Council will not be responsible for any equipment used or provided by the event organiser, or for any injury to event personnel.

The event organiser is required to have a minimum of $20 million Public Liability Insurance, and Worker's Compensation Insurance cover if the event has employees. Please ensure a copy of your current Public Liability Certificate of Currency, extended to cover the specific event and venue.

You will also need to collect copies of certificates of relevant insurances, including Public Liability and Worker’s Compensation, from all stallholders, contractors and people providing goods or services at your event. This can include (but is not limited to) contractors that provide marquees, stages, toilets, sound, lighting, amusement devices, fireworks displays, cleaners, security and first aid, as well as food and market stall vendors.

This step is very important and cannot be overlooked. This is your responsibility and will be checked by Council to ensure that all of your risk and safety responsibilities are managed at your event.

|  |  |
| --- | --- |
| **Insurance type** | **What it is for** |
| Public Liability ​ | Covers costs related to accidental injury to members of the public at the event and third party property damage.​ |
| Adverse Weather​ | Covers against the cancellation or abandonment of an event due to adverse weather conditions making your event unsafe for people to attend.​ |
| Volunteer Insurance / Workers Compensation ​ | Covers against any costs which arise due to a member of staff, volunteer or helper at the event getting hurt.​ |
| Cancellation Insurance​ | If your event is cancelled due to any unavoidable reasons not known to you when you took out the policy, you will be covered for any irrecoverable costs. This can include the cancellation of entertainment.​ |
| Property and Equipment ​ | Covers you against the loss of or damage to any equipment which you own or have hired and are responsible for during and in association with the event.​ |
| Vendors / Contractors​ | Always obtain certificates of insurance from all vendors/contractors, naming the event organiser as an interested party.  |

The event organiser is responsible for ensuring all parties involved with the event have suitable insurance cover.

**Security**Your event permit application will need to include a plan detailing how security will be managed and what procedures are in place to manage an emergency or evacuation. One security guard per 100 people at your event is the general rule, but more may be needed if your event involves drinking alcohol. Your security contractor will be able to advise you on number of security staff required for your event.

It is important to consider security management at your event. Larger events with over 1,000 attendees or events that will have alcohol available, are required to have security.

We highly recommend that event organisers check out the Security Management Plan template, regardless of the size of their event, to ensure they have considered appropriate security measures for their event. You want to make sure your event is memorable for the right reasons!

**First aid**

Event organisers must provide First Aid to deal with any injuries and illness that may occur at the event. The number of trained First Aid staff will depend on the size and type of event. You will be required to submit the details of the number of First Aid providers that will be onsite. Larger events will be required to provide Council with a First Aid and Emergency Response Plan. First Aid stations should be easily accessible and clearly identifiable. Ensure that your First Aid team are provided with a site map and are well briefed prior to the event.

**Alcohol and drugs**

If you plan on selling or serving alcohol at your event, it is your responsibility as the event organiser to apply for a Limited Liquor Licence. We recommend you contact the police prior to applying for the Limited Liquor Licence, as they will be able to provide up to date information and support for your application.

An alcohol and drug management plan is required to be submitted along with an approved Limited Liquor Licence. If your event is granted a Limited Liquor Licence, this must be submitted to Council and the Licencing Police prior to your event approval being issued. For public safety reasons, alcohol is not to be sold or supplied in glass containers.

Unfortunately, alcohol consumption can attract other illegal substances and you should have a process and plan in place to deal with such an issue.

# Operations and Logistics

**Run sheet**

A run sheet sets the timing and sequence of your event so that you and key stakeholders know what is happening and when. A good run sheet includes a timeline of the event production schedule including bump-in/bump-out, event timings, locations and program details.

Template: [Run Sheet](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Frisk-amp-operations%2F1.-event-delivery-run-sheet-template-2023.xlsx&wdOrigin=BROWSELINK)

**Contacts list**

A contact list is necessary and should outline all of the key contacts for the event, including but not limited to staff, volunteers, contractors, stakeholders and applicable public authorities.

It is also essential to add in any emergency contact details, including but not limited to 000. This contact list can be included in your run sheet.

**Infrastructure and entertainment suppliers**

You can find contacts for event hire (generators, AV, fencing, catering equipment, two-way radios), caterers, food trucks, staging, lighting, sound engineers, DJs and musicians through an online search, or by asking other local event organisers for suggestions.

**Stallholders**

[Stall Manager](https://stallmanager.com.au/) software was developed for managing stalls at events. You can research suitable stallholders and invite them to participate at your event, or you may choose to do an Expression of Interest form and invite stallholders to apply for your event.

Work out the area you will set aside for stallholders. You will need to decide how many sites you will have available and the size of each site. For example, you may set aside 3m x 3m sites for stalls and larger 3m x 6m sites for food trucks.

Once you’ve confirmed your stallholders, you’ll need to send them a confirmation that contains all of the event details including event date, event time, parking, arrival and departure time, bump in/out procedures and maps, waste reduction and management procedures, the event’s sustainability policy, and any other relevant event information.

It’s a good idea to remind your stallholders what equipment they will need to supply on the day, for example marquee weights, generator, etc. Set expectations out clearly to reduce the possibility of issues on the day of the event.

If you have food stallholders, it is your responsibility to ensure that they’ve received the appropriate approvals from Council to trade.

Ensure you create an event map and allocate space for the stallholders. This map will be required at the time of your application for event approval and will assist you with planning your event layout to ensure you have enough space for each activity.

**Accessible and inclusive events**

Hosting events that are inclusive is not a passing trend; nor is it optional, as events are all about building community.

Planning inclusive events, and considering the needs of people with disability can feel overwhelming. Involving people with disability in the planning stages can be very helpful. Be open to their suggestions and feedback - they can help you to see your event through their eyes.

Template: [Inclusive Events Guidelines](https://www.hepburn.vic.gov.au/files/assets/public/v/1/businesses/documents/hepburn-shire-council-accessible-events-guide-2019.pdf)

**Sustainable events**

Your event can significantly reduce its impact on the environment and the climate with simple choices around:

* venue choice
* energy efficiency
* water management
* waste management
* travel options
* produce purchases
* food and drinks
* going paperless with digital marketing and ticketing
* carbon offsets

Further reading:

* [Sustainable Event Checklist](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fenvironmentally-sustainable-events%2F4.-sustainable-event-checklist-template-2023.docx&wdOrigin=BROWSELINK)

Be sure to encourage your attendees to be mindful of their impact, and provide information to support good choices by your attendees, such as information on:

* public transport
* where they can purchase carbon offsets for their travel (such as [Greenfleet](https://www.greenfleet.com.au/))
* bringing their own to go cups and drinking bottle and where bottles can be refilled

Encourage the support of attendees in your efforts through other means as well, such as ensuring recycle bins are easy to find with clear instructional signage, and bins are emptied regularly so recycle bins are not contaminated with non-recyclables.

**Waste**

It is your responsibility to leave the site and its facilities clean and tidy. You are required to arrange waste and recycling bins as well as dispose of waste generated at your event. Bins located on Council’s reserves and fields are not permitted to be used for the disposal of event waste.

Most events generate a lot of waste, mostly from construction, promotional materials, and food and drinks. You can reduce your event’s waste by thinking about what you buy and where waste will go before ordering supplies. Work with your event’s partners, stallholders and suppliers to minimise waste before, during, and after your event.

Further reading:

* [11 tips for reducing your event’s waste](https://www.melbourne.vic.gov.au/business/sustainable-business/sustainable-event-guide/Pages/waste-management.aspx)

As a general rule of thumb, events generate approximately one litre of waste per person per meal. The table below provides a recommended number of 240 litre bins for events that span one mealtime. The numbers should be multiplied based on the number of mealtimes the event will go over.

|  |  |  |  |
| --- | --- | --- | --- |
| **No. of attendees** | **General waste bins** | **Recycling bins** | **Total number of bins** |
| 0 - 500 | 4 | 4 | 8 |
| 500 – 2,000 | 6 | 6 | 12 |
| 2,000 – 5,000 | 10 | 10 | 20 |
| 5,000 – 10,000 | 15 | 15 | 30 |
| 10,000 – 20,000 | 20 | 20 | 40 |

**Toilets**

A shortage of toilets can have a big impact on your event experience. How many toilets your event will need is dependent on the type of event and the expected number of attendees.

Toilets are often available at event sites, so check to see if your venue has permanent toilets. Here is a guide to help you arrange sufficient toilets for your event.

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Males** | **Females** | **Accessible** |
| **No. of attendees** | **Toilets** | **Urinals** | **Hand basins** | **Toilets** | **Hand Basins** | **Accessible** |
| 0 – 500 | 1 | 2 | 2 | 6 | 2 | 1 |
| 500 – 1,000 | 2 | 4 | 4 | 9 | 4 | 1 |
| 1,000 – 2,000 | 4 | 8 | 6 | 12 | 6 | 2 |
| 2,000 – 3,000 | 6 | 15 | 10 | 8 | 10 | 2 |
| 3,000 – 5,000 | 8 | 25 | 17 | 30 | 17 | 3 |
| For every 2,000 people over 5,000  | 2 | 1 | 2 | 1 | 3 | 1 |

The Building Code of Australia recommends at least one unisex toilet for patrons with a disability at each group of toilet facilities.

Provide more toilets if people will be drinking alcohol or camping on-site. Your event’s toilet facilities must be:

* accessible for people with a disability
* cleaned and re-stocked regularly
* located away from food service or food storage areas
* weather-protected
* well-lit so as not to become a security or safety risk
* fitted with sharps disposal facilities

Provide baby change facilities if your event is likely to attract families.

Prepare a cleaning schedule to regularly service the toilets throughout the event to ensure they are clean and that a continuous supply of water, soap, hand towels and toilet paper is provided. If you will use portable chemical-type units for events longer than four hours, they must be located where they can be pumped out during the event.

**Waste and Sanitation Management Plan**

Council will require some detail about the waste management strategy at your event, however this will vary depending on the size and type of event. A Waste Management Plan will be required for larger events which generate significant amounts of waste.

For smaller events Council will simply need to know how you intend to pick the waste up off the ground, the number of bins you are providing, and how you plan to remove the waste from the site.

**Water conservation**

Access to water may be required to service portable toilets or provide portable water for consumption at portable drinking stations.

Things to consider:

* Will you or are you required to offer free drinking water or is it currently available at your venue?
* Will food vendors need water for hand washing and general operations?
* Will temporary toilets need to be connected to water?
* Will the cleaning contractor need access to water?
* All drinking water must be potable.

Ensure there is a signed place for attendees to refill their water bottles or drinking fountains so they don’t need to buy bottled water.

Consider sell reusable cups and drinking bottles at your event (this could be as part of your branded merchandise).

**Evaluation and continual improvement of your event**

# Post event tasks

There are a lot of tasks to complete after your event, from packing up, wrapping up finances, and updating event documentation to assessing how the event can be improved for next time it is held.

Templates

* [Post Event Review Checklist](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fpost-event-review%2F1.-post-event-review-checklist-template-2023.docx&wdOrigin=BROWSELINK)
* [Post Event Report](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fpost-event-review%2F6.-comprehensive-post-event-report.docx&wdOrigin=BROWSELINK)

**Gathering feedback to support improvement**

Some ways to gather feedback on the event from different sources include the following.

* Post on social media a thank you message with a link to your attendee survey to encourage feedback from visitors.
* Ensure you monitor this and respond to all feedback (Don’t be afraid of criticism – it is a great opportunity to address it in a public forum). Ideally, provide a prize to encourage participation in your survey (this might be provided from a sponsor).
* Collate visitor feedback from the attendee survey and summarise it in preparation for your debrief meeting with sponsors, funding partners etc.
* Search through social media comments and posts by attendees for feedback (such as by searching for uses of your event’s or town’s hashtag
* Ask all of your sponsors for feedback on the partnership and the event. Aim to meet larger sponsors face to face and call the others.
* Facilitate a committee debrief session.
* Consider facilitating a community meeting for general feedback.
* Gather news and media clippings about the event.
* Request feedback from suppliers (such as your traffic management supplier, SES, Department of Main Roads, paramedics, sound technicians, your event hire company, stallholders, special guests, etc)
* Touch base with funding bodies and seek feedback.
* Book a debrief meeting with Council to discuss compliance, site and general feedback.

**Attendee survey**

Data on your visitors is helpful when planning next year’s event, such as the kinds of activities to include in your event (e.g. for families), or what kinds of sponsors best suit our audience (e.g. children’s brands).

Your survey will help you understand what kinds of people are coming to your event (e.g. age, where they live), and which marketing activities were most effective (How did you learn about the event?), and even help you acquit grants (How much money did you spend during your trip to this region?).

Templates:

* [Visitor Survey](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fpost-event-review%2F2.-visitor-survey-template-2023.docx&wdOrigin=BROWSELINK)
* [Stakeholder Survey](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fpost-event-review%2F4.-stakeholder-survey.docx&wdOrigin=BROWSELINK)
* [Sponsor Survey](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fpost-event-review%2F3.-sponsor-survey-template-2023.docx&wdOrigin=BROWSELINK)

**Debrief meetings**

Celebrate the victories and fix problems constructively and positively: in a debrief meeting your event’s stakeholders have the opportunity to discuss what worked, what didn’t, why it didn’t work, and how it could be improved.

The debrief meeting should aim to answer the following evaluation points:

* Were the event’s goals and objectives achieved?
* Were attendance targets met?
* Which aspects of the event worked best?
* What should be revised before the next event?
* Did outsourced services, including materials used (i.e. caterers, security, decorations, etc) meet expectations?
* Did staff and volunteers meet the event’s needs?
* Did the event receive positive feedback? What critical feedback was received?
* Was the event worthwhile in relation to the amount of organisation needed vs the return on that investment?
* Were budgetary targets (income and expenditure) met?
* Did sponsors and stakeholders achieve the outcomes they wanted?

Have each committee member responsible for an element of the event provide this information for their element:

* What was successful or worked well?
* What was not successful or did not work well?
* Recommendations for their element
* Recommendations for the whole event

Template: [Debrief Meeting Agenda](https://view.officeapps.live.com/op/view.aspx?src=https%3A%2F%2Fwww.hepburn.vic.gov.au%2Ffiles%2Fassets%2Fpublic%2Fv%2F1%2Fplaces%2Fevent-toolkit%2Fpost-event-review%2F5.-debrief-meeting-agenda.docx&wdOrigin=BROWSELINK)

**Measuring economic impact**

**Estimate attendance:**
You may have ticket sales data or have used an attendee counter for exact visitor numbers. However, if you need to estimate attendance, don’t over-estimate but seek estimates from several different sources, particularly anyone with experience in special events such as stallholders and police.

By obtaining estimates from different sources, a range, e.g. 5,000 - 6,000 attendees, should be able to be determined.

**Business Activity Assessment:**

Look beyond the event to the economic benefit gained by local businesses. Contact accommodations and other key businesses to find out information about how your event influenced:

* Accommodation bookings
* Restaurant sales
* Taxi usage
* Retail sales

Most of the business activity criteria are based on trends because businesses are likely to be reluctant to provide actual revenue details. However, by asking relevant operators the following questions, a pattern will usually emerge without infringing confidentiality:

* Did they experience an increase in patronage and revenue during the event?
* If so, by what percentage?
* How did this compare with during last year’s event?

It is important to be transparent about you calculations as you may be asked by sponsors, funders for evidence when reporting on numbers.