

SPECIAL EVENTS

A MANAGED APPROACH



eventscorp
WESTERN AUSTRALIA

INTRODUCTION

“Special Events – A Managed Approach” has been written by Eventscorp as a practical guide to event management and is designed around a training workshop which includes videos, overheads and group interaction. It is for general guidance only and should not be solely relied upon for event management.

Event tourism covers a diverse field of cultural, sporting and community activities; however, the fundamental principals remain the same. This manual is designed for use by all event organisers, regardless of their experience and expertise.

Eventscorp, a division of Tourism Western Australia, has the responsibility for assessing the development of event tourism in the regional areas of WA. Through this program it is intended that the level of expertise in managing events will be increased with the infusion of Eventscorp’s experience with international events. However, specific advice from other sources should also be obtained.

To further assist in the development of regional events, Eventscorp administers the Regional Events Scheme, which assists major events with finance where they meet specific criteria based on:

1. Bringing additional tourism income to regional communities by increasing visitor expenditure in the host community (economic impact).
2. Extending the length of the traditional tourist seasons by better utilising tourism facilities and services during off-peak or shoulder periods.
3. Attracting media coverage that will help raise the profile of the region as a tourist destination.

Additionally, Eventscorp assists regional events by providing advice on event management and marketing.

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For regional event information and funding application forms visit:
www.regionalevents.westernaustrlia.com

Special events can be widely promoted free via our events database, which is WA's most comprehensive guide to significant events in the state. Information is available world-wide on the internet www.regionalevents.westernaustralia.com It was designed as a handy reference for event planners, tour operators and the press.

The information contained in this manual was correct at the time of compilation, but is subject to change without notice. Tourism Western Australian and Eventscorp cannot be held responsible for any changes, errors or omissions.

POINTS TO PONDER

To select an event to suit your town or region you may want to answer the following questions:

- What are the *objectives* or *goals* of the organisers?
- *Which* events are most likely to help us meet our goals?
- *Why* do you want to stage an event?
- How much will it *cost* us to stage?
- Is it a *celebration*?
- Do you want to *attract visitors*?
- Is there anything in your town or region that can be re-enacted or celebrated from an *historic* point of view?
- Is there a person or place of historic significance?
- Are there any **unique** features - either made or natural, primary produce, cultural, sporting, community event or facility that you can build on?
- What *risks* are involved and can we afford to take them? [Don't rely too heavily on gate takings.]
- How will our market *respond* to these events?
- What effect will it have on the *community* and will they support it?

THE BEST EVENTS HAVE COLOUR, EXCITEMENT, AMBIENCE, UNIQUENESS AND COMMUNITY SUPPORT.

Donald Getz believes the attributes that create the special atmosphere are festive spirit, authenticity, tradition, hospitality, theme and symbolism.

“A **special event** can be defined as a one-off or irregular occurrence outside the normal activity of the organisation.”

Getz D, 1997

“A **festival** is a celebratory event organised by a community usually occurring at regular intervals and which involves cultural activities of special importance.”

[Federal Department of Communications and the Arts].

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A.	INTRODUCTION	

There are many definitions of events, including:

"A special event can be defined as any activity outside an organisation's normal programme, presented for or with a group of people that has a specific time frame."

EventsCorp uses:

"A one-off or irregular occurrence outside the normal activity of the organisation."

1. WHY HAVE SPECIAL EVENTS?

Special events are a unique form of tourist attraction capable of achieving a number of positive benefits to your organisation and the host community:

- / To satisfy the objectives of your organisation (e.g. increase funds or membership).
- / Increasing expenditure within the community by increasing the number of visitors and their length of stay.
- / Raise the profile of a destination.
- / To increase community pride and spirit.
- / To create jobs and stimulate regional development.
- / To broaden the cultural and recreational resources available.
- / Better utilisation of facilities and services during off-peak and shoulder periods.

With the decline of many primary industries in rural Western Australia, special events offer an opportunity to revitalise regional areas and spread the social and economic benefits of tourism.

Although a number of events have probably evolved for purely local interests there is an emerging trend to create new events to attract tourists and increase the economic impact to the community.

The right kind of event will enhance local attractions and the atmosphere that can be experienced by the visitor to the host area. It can also generate a longer stay for your visitors. In order to achieve this it is preferable that the event should offer a certain genuineness to the visitor and a sense of belonging to the location where it is to be held. (It is good if this is the case, but it is not always necessary.) An event can be imported into an area.

The most significant events in Western Australia are synonymous with the location in which they are held. Blues at Bridgetown, Margaret River Masters, Dowerin Field Days, Shinju Matsuri in Broome, Crab Fest Mandurah, Northam's Avon Descent, Kulin Bush Races and the Ord Valley Muster to name a few.

Such events create huge awareness for the town or location in which they are held and can contribute significant economic and social impacts to the local community.

The best events are unique, have a sense of belonging, local flavour, ambience, authenticity, unique characteristics....

There is little point in holding an event during peak tourism season when all the accommodation and restaurants in town are full. Events should aim to attract visitors during shoulder or low periods.

B. EVENT SELECTION

Listed below are four primary reasons for staging an event:

1. Economic Impact – visitor expenditure in the region for tourism and business operators; event sponsorship injects funds into the community.
2. Promotion of the town - you can promote your region and/or destination through media generated through the event.
3. Volunteers - you can recruit new people (members) interested in your organisation or area.
4. Morale - town and volunteer morale can be increased with involvement.

Federal, State and local Government increasingly require Event Holders to substantiate the magnitude of the economic benefits gained by events. These include the ability to attract visitors to the region, to encourage residents to stay at home, generation of employment, attraction of sponsorship moneys from outside the region and development of new or improved infrastructure with in the local community.

The three main sources of **economic impact** are: expenditure by visitors from outside the region, capital expenditure on facilities for the event and the expenditure required to stage the event. Longer term benefits can be gained from exposure or awareness of the host region and hopefully, return visitation [although this is difficult to measure].

Organisers must not aim for their event to be all things to all people. Target specific segments of the total market, often referred to as 'niche' markets. You may be aiming at sporting enthusiasts, performing artists or visual artists, lovers of folk, blues, country or rock music, business people, or housewives. Alternatively, your target audience may be a specific age group; e.g. seniors or children.

Once you have decided on the type of event and the target audience, you will need to plan and develop the event accordingly. One strategy to assist in the planning is to conduct a small feasibility study to determine what visitors expect to see, do and experience, otherwise they will not support the event. There are several ways of doing this:

- Research other events of a similar nature to identify structures and activities;
- Contact organisers of similar events to discuss strategies and exchange ideas;
- Survey local and surrounding regional residents to determine their support of the concept.

An important factor in presenting the right combination of experiences to visitors is to have the full support of the local community. Without this support it would be very difficult to conduct a successful event.

1. LOCAL AUDIT

A useful tool in developing an event is an assessment of local and regional assets. Examples are listed on page 13.

To carry out a local audit or assessment, participants are requested to think laterally in identifying actual and potential tourism facilities. Some of the more obvious resources can often be overlooked. If you can imagine you are a visitor arriving at the host location for the first time, what are the necessary services, facilities and points of interest you would be searching for? For example, historical attractions, natural attractions, restaurants, recreational parks and ovals, fuel outlets and public services.

2. DEVELOPING A SHORT LIST

Once the list of resources is developed, the event will begin to emerge. If it doesn't, and it may not, you are going to need to look for other event concepts.

It may be beneficial to hold a workshop or think-tank with the community and people from outside the area to obtain further ideas. In this instance, a facilitator is often helpful to work with the group and help draw out suggestions.

If these methods are not successful, look to import an existing event. Eventscorp may be able to help as we have information on different events from around the world and other parts of Australia.

Additionally, there may be a metropolitan event that could extend its activities into regional areas. For example, a regional tour of a performance group.

Questions that we should ask once we have developed a short list of possible events:-

- Which events are most likely to help us meet our goals?
- How much will they cost us to stage?
- What risks are involved and can we afford to take them?
- How will our market respond to these events?
- What effect will it have on the community and will they support it?
- What potential support can be generated through local authorities?
- What potential support can be generated through local tourism operators?

3. Bidding

Many regional communities have hosted successful events by bidding for existing sporting competitions, concerts and by extending city events into regional areas.

Headline acts from the Perth International Arts Festival are regularly channelled into regional areas as a flow-on benefit to regional communities. Visual arts are often taken on the road to regional areas by Federal and State Governments and art galleries.

Instead of creating a new event, more immediate results can often be achieved by bidding for existing events. The benefits of bidding for sporting events for example include: the ability to attract visitors during non-peak periods when accommodation and facilities are readily available, the ability to forecast visitor numbers and likely economic impact and having an established parent body to manage the event.

Prior to any formal bid a feasibility study is conducted to establish the economic impact to the host community which is determined at least in part by visitor numbers and their length of stay. Media impact is also an important criterion.

The professionalism of the organising committee is examined along with the suitability of the venue, timing and cost to both bid and stage the event.

An important part of Eventscorp's national/international bidding process is to produce collateral showing Perth as a friendly, cosmopolitan city with sufficient facilities and attractions to appeal to the sanctioning body. The likely competition is also considered carefully as the cost to bid for significant events is quite costly. Following the Feasibility a decision is made whether to proceed or not. Once the bid is successful, the national or state sporting association will manage the event.

It is becoming increasingly important for events to be managed and run more professionally due to legal requirements and demands of major stakeholders. Sponsors and grant providers require more accountability from event organisers. Local, state and federal government regulations are tightening and insurance for events by their very nature is much more difficult to obtain.

4. Eventscorp's Funding Evaluation Criteria

1) Economic impact

The estimated economic impact for an event incorporates the anticipated number of intrastate, interstate and international participants, spectators, support teams and others, the length of their stay and their estimated daily expenditure.

Where ever possible previous events are analysed to obtain verification of potential numbers. If an event is being held for the first time, a credible estimate of its potential economic impact is gauged through discussions with the applicant and other sources.

2) Media impact

The media plays a significant role in creating awareness of the region and Western Australia as a tourist destination. Events can promote Western Australia as an attractive tourist destination using video tourism postcards, signage and the visual landscape of the event. In leveraging events, Eventscorp seeks to incorporate these features in the television broadcast. Frequently, the host broadcaster welcomes the opportunity to incorporate images of the State in order to add another dimension to the event coverage.

Eventscorp seeks information on the extent of the television broadcast into Western Australia's active, emerging and major markets. Markets include; Singapore, Malaysia, Japan, United Kingdom, Netherlands, Switzerland, New Zealand and Germany as well as Hong Kong, China, United Arab Emirates, Indonesia and South Africa.

An event which provides significant television coverage in Western Australia's priority and developing markets and which features tourism postcards and signage, will receive favourable consideration under this criterion.

3) Event frequency

Eventscorp develops a program of regular events to ensure that cost savings are made on bidding and marketing. An event staged on a regular basis (for example, each year) will receive a favourable assessment under this criterion.

4) Private sector investment

The percentage of the event budget provided by the non-government sector is an important consideration when analysing events. The greater the revenue percentage provided by the private sector, the more favourable the assessment under this criterion.

5) Tourism activity

The tourism calendar in Western Australia consists of high, shoulder and low periods. During the high period, hotels are full, tourist attractions are frequently visited and tourist operators are generally busy. The opposite occurs during the low period. Under this criterion, an event staged in a low season (such as July in the Southern regions), is more attractive than an event staged in a high season (such as September).

6) The Developmental Approach

When Eventscorp analyses an event, we sometimes find that it may initially fall short of the criteria but has good development potential. In this situation, Eventscorp may conclude that the event is worth supporting throughout its development.

7) Other criteria

Other criteria may also be relevant including; the effect of the event on the corporate sector and how the event enhances the regions /State's status and profile.

8) Funding

Eventscorp is allocated a maximum level of funding each year. Sometimes, Eventscorp is faced with an event which may match the criteria but for which there are insufficient funds.

If funding is available then the process for considering the event proposal will continue. If there are insufficient funds, the applicant will be advised that, although an initial analysis justifies further consideration, Eventscorp's inability to fund the event prohibits the process going any further. Should funds become available, then the analysis will continue.

9) Risk

Events involve risk. The greater the potential risk, the more intense the analysis of that risk. Risk analysis will cover; revenue raising, the potential to cover losses, management expertise, the

potential for injury, event cancellation and terrorism.

10) Prestige

Measurement of an event's prestige is based on the status of competitors, sponsors and the media, the involvement of national/international sports federations and the numbers of spectators.

5. *Value Adding to Events*

To extend the visitor's length of stay and to increase the economic impact of an event, other activities or attractions can be added prior to or after your main event. The advantages can also include a reduction in the use of resources during peak periods and a more even spread of people over a longer period. Agricultural shows may want to consider the addition of a seminar, workshop, conference or trade show as a lead-up to the main event.

Other examples may include the addition of a concert, side-show alley, stalls, local produce, buskers and performing artists.

Government Agencies can often provide expert speakers and resources at little or no charge.

6. *TIMING*

Once you have decided on the special event which best meets your objective, you will need to select dates and times. There are several factors to consider when selecting dates.

- How much lead time is required to produce the event?
- When will your customers want to attend? School holidays, business hours, weekend or weekday?
- What else is happening at that time? You should check that other similar events are not happening at the same time. Check your local government calendar of events, Eventscorp's Special Events Directory and the state association or national body, if there is one.
- What dates are available at potential sites? Sites may be limited by seasonal factors such as sporting events, weather or school holidays, or have existing bookings from other activities.
- When can the essential people be there? Find out when performers, dignitaries and sponsors are available.
- When your volunteer force is available.

A calendar of events is available at www.westernaustralia.net/events

7. EVENT COMMUNICATION

INFORMATION CENTRE

An information desk or office should be set up providing the following:

- Emergency Co-ordination Centre
- First Aid Posts and public communication
- Communication with Event Organisers and staff
- Maps of the site available to patrons
- Detailed information about the event and its activities
- Staff knowledgeable in all aspects of the event.

The Information Centre is where information about any aspect of the event during its operation can be gained, and where consultation occurs in relation to major decisions before being executed.

The Information Centre staff should always know the whereabouts of the event manager and be able to contact him or her. At a small event it may be by mobile phone [if range permits] or loud hailer.

Make sure to mark the Information Centre on your site plan.

COMMUNICATION SYSTEMS

Event Organisers and Staff

All event organisers and staff are in contact with the event through the Information Centre. Organisers may have a separate representative at the event Information Centre to facilitate the provision and dissemination of public information.

The communication system should be multi-modal and not rely on one single system. It should also have its own backup power supply. In your event plan, provide the name and contact details of the person who is responsible for the communication system.

Public Communication

Event organisers must be able to communicate with the crowd both for public announcements and in emergencies. Consideration should be given to the style and content of announcements:

- what volume is required for announcements to be heard over spectator noise
- will the audience easily understand announcements
- are multiple language announcements required
- what wording will lend credibility to the instructions

The communication systems in most emergency vehicles can be used in an emergency if public address systems cannot be placed inside the venue. Another option available for organisers is the use of closed circuit television to provide visual information to the public, particularly to cater for people with hearing impairment.

8. Telephones

Event organisers should have a landline telephone or other reliable means of communication readily available at the venue to contact police, emergency services, maintenance and other support services.

It is desirable for public telephones to be available at events with large numbers of patrons attending. Where permanent facilities are not available, event organisers should contact a telecommunication service so that temporary public telephone facilities can be provided.

Temporary additional support to the mobile network may be required at remote public events, or at very large events.

9. Directional Signage

Clear, appropriate, strategically placed signage is essential to prevent congestion and unhappy, confused patrons.

Appropriate signs are needed for the following:

- Parking
- Entry and exits
- Phones
- Rules relating to alcohol consumption
- Toilets
- Lost & Found
- Water
- Public transport- pick up/set down
- First aid posts
- Security
- No Smoking
- Camping Areas & Facilities
- Ticket sales/prices
- Disability facilities and access
- Fire extinguishers and any dangers

For larger events a Signage Plan may be required. Some sponsor's contracts contain a copy of the Signage Plan to ensure the best exposure for their banners and signs.

Overall responsibility for all matters relating to signage should be allocated to one person on the committee.

10. Street Banners

Banners add a sense of excitement and festivity to the event. It brings movement and life into the community and generates community pride.

Some Council's encourage community organisations and event organisers to use banners to promote their upcoming events. Council permission will need to be sought to use street banners as a means of advertising upcoming events and a fee may apply for erecting and dismantling. You may need to book flagpoles and a permit may be required.

11. RESOURCES REQUIRED

As part of the planning process in the development of a regional event we suggest you need to explore the resources available to each region or area. The following categories are a good starting point for organisers.

RESOURCE CATEGORIES

AUTHORITIES/COMMUNITY ORGANISATIONS

- ✓ Chamber of Commerce
- ✓ Visitor Centre
- ✓ Clubs and associations
- ✓ Demographic information (age, population, income)
- ✓ Development Authorities
- ✓ Libraries
- ✓ Local Government
- ✓ State and Federal Government Departments
- ✓ Senior members of the community

COMMUNITY SKILLS

- ✓ Arts and craft groups
- ✓ Business organisations
- ✓ Clubs and associations
- ✓ Service organisations
- ✓ Voluntary groups

FACILITIES

- ✓ Aquatic - dams, estuary, lakes, ocean, ports, rivers, boat ramps.
- ✓ Infrastructure - buildings, galleries, halls, public open space, tracks (bike/walk).
- ✓ Sporting - courts, equipment, ovals, parks, racecourses, rinks.

SERVICES

- ✓ Accommodation
- ✓ Communication
- ✓ Food and beverages
- ✓ Hotels
- ✓ Hours of business
- ✓ Petrol stations
- ✓ Restaurants
- ✓ Visitor information

TRANSPORT

- ✓ Airports/strips
- ✓ Hire cars
- ✓ Tourist coaches
- ✓ Trains

HERITAGE

- ✓ Buildings
- ✓ Celebrities
- ✓ Historic events
- ✓ Period costumes
- ✓ Pioneers

C. VENUE and SITE MAP

1. Venue

To formulate a comprehensive map or plan of the site, consideration needs to be given to potential hazards, access and egress of emergency services, and other needs such as pedestrians, traffic and shelter.

The choice of a venue or site that is suitable for a particular event will depend on a number of factors, such as:

- type, timing and duration of the event
- expected number of attendees
- size and location of the area
- facilities:
 - accommodation/camping
 - availability of potable water, toilets, ablution facilities and power supply
 - solid and liquid waste collection, storage and disposal
 - food services
 - car parking facilities, traffic flow
 - availability of shelter
 - access for persons with a disability
 - for the care of young children
- environmental factors such as:
 - weather conditions/time of the year
 - proximity to reservoirs, water catchment areas and the risk of pollution of natural resources
 - other potential impacts on the environment
 - proximity to residential areas and noise levels
 - surface drainage
- access and egress for those attending, emergency vehicles, and service vehicles such as waste collection services
- potential impacts on cultural heritage sites
- land tenure, National Parks/native title issues.

POTENTIAL HAZARDS

When selecting a site, especially for an outdoor event, complete a “Risk Assessment” for any potential hazards in the area. The event manager must ensure that all hazards appropriate to the event have been addressed.

[See the section on Risk Management].

3 ACCESS AND EGRESS EMERGENCY SERVICES

Access and egress for emergency services must be considered as an integral part of the plans for the event. Inadequate access to the site by emergency services can have disastrous consequences.

In consultation with emergency service providers (police, fire and ambulance) provide the following:

- a road network within the site (this may not be necessary for small sites);
- ensure ground surfaces are compatible with vehicles (plan for the effect of heavy rain);
- uninterrupted access and egress routes– this may mean designating an access road to the site for emergency services and neighbouring residents only. This is to ensure that arriving emergency service vehicles are not hindered by departing patrons, staff or equipment;
- health and emergency services must be informed of any traffic alterations to the road network;
- official parking for attending health and emergency services personnel;
- larger responding vehicles need wider than normal gates; and
- detailed maps of the site and surrounding roads and access routes to all key stakeholders. Updated maps to be provided as appropriate.

OTHER SITE NEEDS TO CONSIDER

- services and utilities already available;
- shelter already available;
- provision for disabled people;
- access and egress to site by pedestrians;
- access and egress by key stakeholders and their vehicles;
- traffic flow and parking (cars, buses, delivery vehicles etc)
- access in wet weather;
- agreement by key stakeholders to use the venue for the event; and
- impact on local environment.

4 SITE PLAN

A site plan is a map of the event and is essential for event planning and management. All key stakeholders can use it as part of the planning process, with consultation as to its final layout.

The site plan must be easy to interpret and be posted strategically around the site for use by patrons. The site plan can be distributed for setting up the event and is also invaluable in an emergency.

Use the following checklist to determine what must be shown on the site map. Use a simple grid format and include surrounding streets and landmarks. Entrances, exits, Event Coordination Centre, Emergency Co-ordination Centre, vendor locations, first aid posts, toilets, phones, security and licensed areas should be numbered and/or indicated by a symbol.

5. Site Map Checklist

The area surrounding the venue
Liquor outlets and consumption area
Ticket sales
Event Information Centre
Non-alcohol areas
Picnic/quiet areas
Entrances & exits
Entertainment sites
Shelter & shaded areas
Pedestrian route
Lost children/property
PA System
Security locations
Food/vendors/stalls
Portable gas cylinders
First Aid posts
Licensed liquor consumption areas
Restricted Areas
Public telephones
Seating
Media
Vehicle access routes
Parking (car, bus, vendors, disability etc)
Main Power/water/gas control
Disability set down / pick up
Taxi & Bus stops
Stage location
Maintenance Areas
Stores
Emergency Co-ordination centre
Standby generators
Emergency egress routes –pedestrians
Toilets - state whether reticulated sewer, septic tank, mobile toilet blocks, disability and baby change facilities
Rubbish bins (including drainage pits and sharps containers)
Fire fighting equipment (Fire Extinguishers, Fire Blankets, Hydrants, Hose Reels, static water supplies)
Emergency access & egress routes –emergency vehicles
Drinking water sites - state whether source is reticulated, tank, carrier, other

Attach a copy of the site plan to the Event Plan and distribute to all key stakeholders.

D. EVENT BUDGET

Careful budgeting is essential for an event to work and, in fact, the decision whether to hold an event is ultimately determined by the budget.

A budget is defined as the planning process used to anticipate **revenues** and **expenditures**. It becomes the outline or framework from which all event decisions are based.

There are three tasks required to make your event's financial operation function correctly :

1. Budgeting - forecast of revenues and expenditure.
2. Financial recording - accounting for incoming and outgoing funds.
3. Financial reporting - preparation, presentation and confirmation of financial status of the event.

1. BUDGET PROCEDURES

Steps :

1. Estimate revenues (gate/ticket sales, sponsorships funds, merchandise sales, community grants, donations, in-kind) that can be generated by the event.
2. Estimate costs of staging the event to see if it is viable.
3. Compare income to expenses.

It is generally accepted that an allowance of 10% is added on to the estimated value of costs (expenditure) as a 'contingency amount'. A contingency is an unforeseen circumstance that was not budgeted for and requires expenditure.

2. BUDGET FORMAT

The budget format should display revenue and expenditure. Samples are attached, however not all of these items will apply to your event. Develop your event budget around the items that are relevant to your event.

i) Revenue

- ✓ Bar takings
- ✓ Stall Holders
- ✓ Trade exhibitions
- ✓ Sponsorships
- ✓ Grants
- ✓ Donations (in-kind)
- ✓ Gate or tickets
- ✓ Advertising
- ✓ Programme sales
- ✓ Merchandising (souvenirs, t-shirts)
- ✓ Raffles
- ✓ Registration fees (participants)
- ✓ Catering
- ✓ Staff fees

ii) Expenditure

Venue

- ✓ Cleaning
- ✓ Catering
- ✓ Decorations
- ✓ Erection of stands/displays
- ✓ Lighting
- ✓ Ground / hall repairs
- ✓ Marquees
- ✓ Painting and repairs
- ✓ Power
- ✓ Public Address system
- ✓ Refrigeration
- ✓ Rental
- ✓ Rubbish disposal
- ✓ Security
- ✓ Signs, bunting, flags
- ✓ Telephones, fax

Staging Cost

- ✓ Talent costs
- ✓ Equipment
- ✓ Event coordinator fees
- ✓ Gate attendants
- ✓ Insurance
- ✓ Lighting
- ✓ Stage
- ✓ Toilets
- ✓ Transport
- ✓ Trophies and prizes

Finance / Administration

- ✓ Bank charges
- ✓ Couriers
- ✓ Entry forms
- ✓ Hire of office equipment
- ✓ Medical
- ✓ Petty cash
- ✓ Postage
- ✓ Prize money
- ✓ Secretarial
- ✓ Stationery
- ✓ Free passes

Publicity / PR

- ✓ Brochures
- ✓ Information kits
- ✓ Media conference
- ✓ Merchandising
- ✓ Television advertising
- ✓ Photography
- ✓ Posters
- ✓ Theme, logo, image
- ✓ Media on-site facility
- ✓ Media hosting costs
- ✓ Printed programme
- ✓ Promotions
- ✓ Social functions
- ✓ Souvenirs
- ✓ Radio advertising

3. **FINANCIAL CONTROL**

Financial control is probably the most crucial aspect of event management.

Principles of Financial Control:

- /Limit members of your organising committee who can incur expenditure.
- /Keep accurate records of all income and expenditure by using Excel spreadsheets.
- /Circulate financial information to all who require it.
- /Keep information easily understandable.
- /Maintain expenditure within budget guidelines.

i) Examples

- ✓ Two or more people must authorise all payments.
- ✓ Two people must sign all cheques.
- ✓ Money should be handled by as few people as possible. For security reasons money should not be counted or handled in view of the public unless absolutely necessary.
- ✓ Bank all money as soon as possible.
- ✓ Don't expect anyone to remember anything. If money is taken out, provide a receipt or voucher immediately.
- ✓ Keep all money separate from your personal money to avoid confusion.
- ✓ Maintain a record of every aspect of your financial transactions. If an item is not budgeted for do not pay until you get committee approval.
- ✓ Photocopy all cheques as a record.
- ✓ All payments must have an accompanying account before payment.
- ✓ Bank statements to be balanced every month. Some organisations will not pay on photocopied accounts - they will only pay on originals to eliminate duplicate payments.
- ✓ The Treasurer should provide a report at each meeting.
- ✓ The Treasurer is often the local bank manager or financial adviser. Audits are conducted once the books are finalised by an independent, professional auditor or bank manager.
- ✓ Petty cash is only for small items such as milk, pens, taxis, postage etc.
- ✓ For a petty cash, draw a cheque for a small amount and all expenditure from this is recorded in the petty cash book. Receipts need to be supplied wherever possible.

ii) Ticketing

Ticket control is important as tickets are in effect, money. Giving tickets to outside organisations or people to sell on your behalf is difficult to administer. If you do:

- / Set up a distribution system whereby sellers are responsible for their ticket allocation.
- / All tickets and cash are to be returned by a certain date, with a report on sales.
- / Tickets should be numbered.
- / Not all telephone callers will collect their tickets so request a deposit within 7 days, or the seat will be re-sold.
- / Offer credit card payment as a method of gaining sales.

Complimentary tickets need to be policed and you should establish a clear policy as to who can authorise complimentary or free of charge ticket distribution. Records need to be kept for accounting and budgetary purposes. Don't forget to reserve tickets for your VIP's and media.

Note that precise ticket records are an efficient means of evaluating crowd numbers.

Determining whether tickets will be sold in advance or purchased at the event, or both, will help determine necessary crowd control measures.

Give consideration as to how you will sell the tickets i.e. through a ticket agency, Visitor Centre or sporting body.

Advanced ticket sales allow event organisers to anticipate patron numbers and plan accordingly. It also enables information about services and their location to be passed on prior to the event e.g. event details, event services, transport arrangements, access to the site, health promotion and publicity material.

Providing sufficient entrances, exits and ticket selling points will minimise congestion and make crowd control easier. Staggering of crowd arrival/departure times will also reduce congestion.

4. SOURCING FUNDS

Applications for funding are usually very competitive therefore they need to be carefully prepared.

There are a number of grants available from both federal and state departments, however, they are normally for specific purposes and require detailed applications:

- / The Department for Community Development produces a WA Grants Register
- / Lotterywest
- / Healthway
- / Department of Culture and the Arts
- / Commonwealth Department of Tourism
- / Tourism Western Australian.

Please refer to www.tourism.wa.gov.au/industry/grants.asp

Sponsorship from the private sector is another form of sourcing funds. Sponsorship is dealt with in the Marketing Section.

E. ADMINISTRATION

Managers get the job done through people and people are an essential ingredient in staging an event. Organisers comprise of either volunteers or paid staff.

Most regional event organisers are non-paid volunteers and they will possess a wide variety of skills [see page 31 Volunteers].

People will usually volunteer for the following reasons:

- / Responsibility
- / Challenge
- / Training or experience
- / Social interaction
- / Community involvement
- / Ownership (sharing in ownership of the event)

The management committee will generally know the volunteers, but if it is someone new to the area, it may be advisable to conduct a short interview to determine the applicant's strengths, weaknesses and motives. This way you may be able to decide on the most appropriate tasks for them to do.

It is very important to develop a close, supportive working relationship between your volunteers and staff. All staff must have clearly defined duties, common goals, an understanding of their responsibilities and they should meet regularly.

1. HUMAN RESOURCES

Special events administration has four basic components which can be known by a multitude of names:

Senior Management - Executive Committee or Advisory Council.

Management Committee - comprised of Chairpersons of subcommittees - Chairperson of this committee on Executive Committee.

Operational Committees - the sub-committees are appointed to implement the detail of the organisation of the event.

Event Coordinator - person responsible for overseeing the event, usually paid.

Senior Management is the advisory level of the event and comprises key stakeholders from the community who are able to bring a level of expertise and local knowledge to the event organisation.

If your event relies on volunteer staff from the community, then a series of sub-committees should be formed to work on the following areas to plan, develop and implement strategies for the event. These are the operational committees and one person should be nominated as Chairperson and report to the Management Committee:

- Administration
- Operations
- Marketing/Media
- Hospitality
- Volunteer program

An Event Coordinator should be appointed to bring all the facets of the volunteer committees together and coordinate the event. This person should be a member of the Management Committee.

If the event has the luxury of paid staff, then an Organising Committee should be established with staff to work on the areas of the event. Ideally, there are seven key areas in an Organising Committee:

- Management
- Administration
- Marketing
- Media
- Operations
- Volunteers
- Special projects

Depending on the final structure of the management team, be it volunteer sub-committees reporting to a Management or Executive Committee, the event must clearly state where the final responsibility lies for the planning, budgeting, promotion and development of the event in all its aspects.

The duties of all personnel need to be defined and allocated which will of course vary depending upon the size and complexity of the event.



2. LEVELS OF MANAGEMENT

i) Organising Committee

If an Organising Committee is established, the parent body (Visitor Centre, Shire, Organisation) will appoint or elect an Executive Director to take responsibility for the overall management of the event. All important decisions such as policy, structure, and budgets are made at this level.

This person is responsible for coordinating the appointment of an Event Coordinator.

ii) Event Coordinator

One person should be responsible to the Organising Committee for the operation of the event. The Event Coordinator should be involved in the development of the sub-committees and the appointment of personnel. Some regional towns have professional Event Coordinators to manage their events and a few employ a full time coordinator.

The Coordinator does not always organise directly: they generally know what is going on in each division. The Coordinator does not need to know every detail as the sub-committee Chairperson will report matters up the line to the Management committee and the Coordinator.

In the later stages of planning, the Coordinator may have to exert pressure and make decisions in order to meet deadlines. The Coordinator works with the Management Committee, which will have clear responsibilities, tasks, and deadlines within the overall organisation structure.

iii) Management Committee

This committee is the focal communication in the actual development of the event's activities. The Management Committee comprises a Chairperson from each sub-committees in the following areas (although it can vary depending on the event):

- o Administration
- o Operations
- o Marketing
- o Hospitality

Each member of the Management Committee is involved in the event's planning process. Each manager needs to communicate, co-operate and sometimes compromise, as there will be overlapping of tasks.

It is vital for the successful running of an event that all committees communicate by reporting up and down the line, from volunteers to the Committees.

Define the tasks that need to be accomplished and who is to accept responsibility for them. A check-list of suggested tasks is provided, however they will vary with each event.

Examine your alternatives as some tasks may be able to be conducted by community organisations, local government or as part of a sponsorship deal.

3 KEY STAKEHOLDERS

Key Stakeholders are all the people and organisations that are involved in and/or have been consulted in the planning of the event. Consultation is vital to the success of the event as cooperation is more likely when people are well informed. Brainstorm the key stakeholder list with the organising committee. Check if fees for services are charged. The list may be added to as planning proceeds. Make a Key Stakeholder contact list and keep it in a prominent place for easy access by organisers.

SAMPLE LIST OF KEY STAKE HOLDERS

Organisation	*Power	Contact Name	Phone	Lead Time/ Task
Police				
Shire				
Ambulance				
SES				
Food vendors				
Security				
Fire				
sponsors				
Media				

***Power Rating:** Defines how responsive you will be to the stakeholder. Extremely powerful= 10. No power at all = 0

CONSULTATION WITH KEY STAKEHOLDERS

Planning Meetings

A series of planning meetings should be conducted with all key stakeholders well in advance of the event to allow time for both planned and unexpected changes. The venue owner/land manager may have his or her own requirements for pre-event meetings; the event manager should seek the earliest possible advice on this.

The needs and expectations of key stakeholders are best identified by them.

Briefing Meeting – Before Event

A briefing meeting should be conducted within seven days prior to the event to clarify issues of emergency procedures, communication, timetables, food, security, public health & safety, alcohol service, ticketing and traffic management.

De- Briefing Meeting – After Event

A formal de-briefing meeting should be conducted within fourteen days after the event. Key stakeholders will need to gather information about the event, what worked, what didn't work and why. This information can be collated by the event organising committee who may then produce and distribute an event evaluation report for sponsors, grant providers and future committees.

Documentation

Keep detailed records of all key stakeholder meetings and contacts. Include the date, organisation, attendees, and details of conversations, actions, and contact person.

4. CRITICAL PATH / TIME LINES

Also known as Work Plans and Critical Paths, it simply is a method of planning all the tasks and activities required to make your event successful.

Write down everything that has to be done and when.

Successful production of your event will depend on coordinating a vast array of simple tasks and making sure they are completed correctly and on time.

Regular meetings should be set up to enable coordinators to report their progress back to the Management Committee and the Advisory Council if established. As the event draws closer and the tasks more critical, the meetings become more frequent.

To establish a critical path for the event:

- /Brainstorm to compile a list of activities that need to be done.
- /List tasks in order from start to finish. Some tasks can be done simultaneously and some cannot be started until others are completed.
- /Determine what resources are required - human, financial, facilities, equipment.
- /Determine starting and completion dates for each task.
- /Identify the person responsible for each task.
- /Arrange a reporting system for regular meetings.
- /Draw up a time path showing the tasks, dates and people responsible.

i) Sample Critical Time Paths

There are many variations of critical paths, each structured to suit the individual needs of the organisers. The following examples may be a good starting point for people not familiar with the layout of critical paths.

ACTIVITY	SOURCE	PHONE	COMMENTS	DEADLINE	PERSON IN CHARGE
Signage	Sponsors	97 ...	to supply	5 August	A.G.
Ambulance	St Johns	97 ...		25 August	L.M.
Trophies	Mr Engrave	97 ...		17 Sept.	P.C.
TV	GWN/WIN	97 ...	6 weeks lead	2 Sept.	P.C.

Another common layout is similar to a year planner which still shows the activity, source, telephone/facsimile and person responsible, but includes the weeks/months of the year and when the activity is to occur.

ACTIVITY	SOURCE	PHONE	1/8	7/8	14/8	21/8	Info.	PERSON IN CHARGE
Signage	Sponsors	97 ...	*				to supply	A.G.
Ambulance	St Johns	97 ...			*		supply	L.M.
Trophies	Mr Engrave	97 ...		*			6 wks	P.C.
TV	GWN/WIN.	97 ...				*		P.C.

The advantage of this layout is that the organisers can see at a glance when the task is due, how long it will take and who is responsible.

5. FACILITIES CHECKLIST

Operations

- ✓ Accommodation
- ✓ Alternative areas eg. Under cover
- ✓ Bar, catering areas
- ✓ Car park
- ✓ Change rooms
- ✓ Crèche
- ✓ Electricity
- ✓ Exhibition areas
- ✓ Extension cords
- ✓ Fencing
- ✓ First aid room
- ✓ Lighting
- ✓ Lost property
- ✓ Official's room
- ✓ Performers' rooms
- ✓ Playing areas
- ✓ Press room
- ✓ Practice areas
- ✓ Reception area
- ✓ Refrigeration
- ✓ Rehearsal area
- ✓ Rubbish bins
- ✓ Sales area
- ✓ Scoreboards
- ✓ Seating
- ✓ Security room
- ✓ Stage
- ✓ Storage
- ✓ Tables
- ✓ Toilets
- ✓ Trade booths
- ✓ Transport
- ✓ VIP area

Staff

- ✓ Ambulance
- ✓ Attendants
- ✓ Barmen
- ✓ Cashiers
- ✓ Caterers
- ✓ Cleaners
- ✓ Electrician
- ✓ Maintenance
- ✓ Officials
- ✓ Receptionists
- ✓ Security
- ✓ Stall holders
- ✓ Stewards
- ✓ Technicians

Administration / Finance

- ✓ Admission
- ✓ Budget
- ✓ Contracts
- ✓ Copyright
- ✓ Documentation
- ✓ Franchise
- ✓ Fund raising
- ✓ Grants
- ✓ Identification
- ✓ Insurance
- ✓ Incorporation
- ✓ Invitations
- ✓ Legal aspects
- ✓ Licensing
- ✓ Organisation structure
- ✓ Permits
- ✓ Printing
- ✓ Programmes
- ✓ Sales
- ✓ Seating arrangements
- ✓ Stationery
- ✓ Stock take
- ✓ Tickets
- ✓ Evaluation forms

Equipment

- ✓ Chairs
- ✓ Communications
- ✓ Decorations
- ✓ Direction signs
- ✓ Display boards
- ✓ Fencing
- ✓ Flags
- ✓ Heating
- ✓ Lighting
- ✓ Marquees
- ✓ Projection equipment
- ✓ Public address system
- ✓ Scoreboards
- ✓ Signs
- ✓ Spectator stands
- ✓ Staging
- ✓ Tables
- ✓ Uniforms

Media Presentation

- ✓ Advertising
- ✓ Ceremonies
- ✓ Commentators
- ✓ Critical time paths
- ✓ Dress rehearsal
- ✓ Entertainment
- ✓ Interpreters
- ✓ Packages
- ✓ Interviews
- ✓ Marketing
- ✓ Music
- ✓ Photography
- ✓ Programs
- ✓ Press
- ✓ Prizes
- ✓ Protocol
- ✓ Publicity
- ✓ Radio
- ✓ Souvenirs
- ✓ Sponsorship
- ✓ Theme/image
- ✓ TV
- ✓ VIP's

Support Services

- ✓ Bar/catering
- ✓ Car parking
- ✓ Change rooms
- ✓ Emergency procedures
- ✓ Exhibition props
- ✓ Information
- ✓ Lost property
- ✓ Maintenance
- ✓ Medical
- ✓ Police
- ✓ Red Cross / St John's
- ✓ Secretarial
- ✓ Security
- ✓ Shops / food outlets
- ✓ Telephones / fax
- ✓ Tour packages
- ✓ Transport

6 VOLUNTEERS

A volunteer is a representative from the community who gives their time freely to support an organisation's activities. Experience shows that most volunteer committees are driven by a small, motivated band of people - which is often better than a large, ineffective group.

The advantage of volunteer workers is that they offer free or low-cost assistance and valuable skills, contacts, enthusiasm and commitment.

People volunteer for various reasons:

- | | |
|------------------------|-------------------------|
| To help others | To get work experience. |
| To give something back | To feel needed. |
| To make new friends | Merchandise or gifts. |
| To gain power | |

Find out from your volunteers the reasons for volunteering and their needs and interests, so as to delegate tasks that are meaningful and satisfying to them.

Recognition is important to volunteers and to retain them you must recognise and reward them. Below are some suggestions as to how you might reward volunteers:

- / Praise whilst on the job.
- / Award certificates.
- / Letter of thanks.
- / Complimentary tickets to functions and events.
- / Social function after the event.
- / Award life membership
- / Mention them by name in newsletters.
- / Complimentary merchandise - t-shirts, jackets, bags etc.

Once tasks have been assigned to your volunteers, time will have to be invested in educating them and making them feel good about their work. Regular feedback is important.

Volunteers can be delegated a wide range of tasks, depending on their abilities and interests. Ask volunteers to submit their experience as part of the volunteer registration form to allow you to allocate an appropriate position according to their capabilities.

Each member should be given a written job description so there can be no confusion as to responsibility of tasks.

You will need some flexibility, as your special event develops new opportunities and problems may arise. Be prepared to adapt to changes.

Delegation does not mean giving boring or unpleasant tasks to your volunteers. It is designed to develop the competence of staff and to give authority and the opportunity to make decisions.

i) Successful Delegation

- / It is more important to describe the required outcomes, than how to do the task.
- / Clarify the required standards of quality.
- / Define a time frame and hold people to it.
- / Specify the level of authority.
- / Explain the importance of the job.
- / Explain the resources and support that are available.
- / Clarify how progress will be monitored.
- / Indicate trust by letting them get on with the job.

Volunteers do not have a financial obligation to your organisation and may not fulfil the responsibilities given to them. They can lack commitment unless they believe in your cause or are rewarded appropriately.

ii) **Volunteers Checklist**

- / Determine why you need volunteers.
- / Recruit through advertising, past members, community and sporting groups, friends, work place etc.
- / Arrange interviews to establish suitability.
- / Identify training needs and implement.
- / Establish their tasks in writing with job descriptions.
- / Provide a volunteer manual with event and volunteer information.
- / Keep them informed prior to the event with a regular newsletter.
- / Reward and recognise your volunteers.

Training

It is important that staff and volunteers are provided with pre-event training to clarify roles, responsibilities and procedures especially in communication, emergency and security plans. Staff and volunteer training is a function of the Risk Management process.

Document any training provided including trainer, trainees, date, time, and topic. It is also advisable that all staff and volunteers are provided with a written position description clearly outlining their roles and responsibilities and whom they are to report to.

In the Event Plan include details of planned training sessions including date, time and venue. It is recommended that relevant stakeholders are involved in some of the volunteer training sessions (i.e. emergency services, Local Laws & Traffic).

F. OPERATIONS

1. INCORPORATION

In order to attract government assistance and to avoid legal complications it may be advisable for the organisation to become incorporated. The alternative if a permanent organisation is not required is to find a local incorporated organisation to be the host body.

Incorporation was developed to protect members of voluntary organisations from being personally liable for the financial affairs of the organisation. If incorporated, the organisation assumes a single identity and the only party liable to legal action is the organisation. There is no recourse to individual members if the organisation becomes non-financial. In a case of negligence, the organisation may be liable, but not the individual members. However, there may be recourse in the case of fraud.

The organisation may acquire property and may sue or be sued in its own name. All voluntary organisations (of over 5 members) should consider the protection of incorporation.

Further details can be obtained by contacting the Department of Consumer and Employment Protection, 66 St Georges Terrace, Perth. www.docep.wa.gov.au

2. INSURANCE

No event should be without insurance cover to protect the public, paid staff and volunteers. Insurance is necessary to reduce or eliminate risks to your organisation for accidents caused to your visitors, or your staff. The minimum requirement is Public Liability (\$5m at least, should be considered), Workers Compensation (which is mandatory for any "worker" under the Act) and Personal Accident for any voluntary workers.

There are many others to be considered such as Professional Indemnity, Pluvius (rain insurance), cover for equipment or property in your care or custody (goods on loan) etc. It may be possible in some circumstances to obtain cover under a host organisation such as your local council policy, state or national sporting association. As insurance rates and cover vary from company to company it is recommended you consult an insurance broker or insurance company for full details. And of course, seek legal advice also.

3. THE ROLE OF LOCAL GOVERNMENT [See: www.lgiswa.com.au]

Local government has a very important role in the approval and conduct of events and may need to approve the venue, food and beverage supply and sale, toilet facilities, crowd control, public access, signage, essential services such as water and electricity, noise control, security, rubbish disposal, pedestrian and traffic barriers, side shows, fireworks and even the hours of operation.

It is recommended you discuss your event plans with your Council as early as possible.

Local Government may provide the following support to an event:

- Preparation and presentation of formal bid documents for attracting major events;
- Hosting venue and facility inspections;
- Supply of promotional material including brochures, videos and other appropriate tourism and general information, a calendar of events (both hard copy or on a website), and any other cross-promotional opportunities that may be available;
- Support in determining appropriate venues and negotiating venue use;
- Assistance in obtaining funding and sponsorship;
- Information on relevant contacts for the logistical components of a major event;
- Financial support through sponsorship.

4. MUSIC - Licenses [see: www.apra.com.au]

The Australasian Performing Right Association (APRA) administers the performing rights in music. This translates to the copyrights involved in the broadcast, public performance and communication of music that is under copyright.

APRA administers the rights of its members through selling licenses for the use of copyright music to the people who will be using the music (in this case event holder) and redistributing the collected license fees as royalties to the respective artists (members).

It is extremely important that a license is obtained from APRA, by the event holder, for the public performance or broadcast of any copyrighted music. Failure to obtain a license may result in the event holder infringing copyright laws.

APRA offers licenses specifically for music used in events through activities such as concerts, dance parties and other miscellaneous performances.

How to register your event with APRA

Event Licences

Once you have finalised your concert line up, or decided on the music to be used for your event, you need to contact APRA. Music is protected by copyright law and you require a licence from APRA to publicly perform either live or recorded music.

Who is responsible for obtaining a licence?

The person authorising a public performance of music at any event is the one who should complete an APRA licence agreement. If you are promoting a concert, function or any other event that uses music, it is your responsibility to contact APRA prior to the event so that the appropriate licence can be arranged.

Box Office (Ticketed) Events

Concerts, festivals or events (not including dance parties) with a box office ie. ticket sales, are generally licensed on a Concert Promoter's Licence. Fees are calculated at a 1.65% of gross box office receipts (1.5%+GST) and are paid after the event.

As part of administering this licence, you must ensure that all performers complete lists of the works they perform and return these to APRA within 30 days of the event. The song lists are important because they allow APRA to identify the composers who should receive royalty payments.

See: www.apra.com.au for further details.

5. TRAFFIC MANAGEMENT FOR EVENTS [See: www.mainroads.wa.gov.au]

Main Roads WA has produced a Code of Practice for Traffic Management for Events and details are available from their website. The Code includes on-road and off-road events, signage, planning, approvals, traffic management plans, accreditation and vital information.

It is recommended you discuss your event plans with MRWA and your Council as early as possible.

6. Claim Prevention Checklist

Car Park and surrounds

Check for broken glass and rubbish regularly.
Lighting must be adequate.
Sandwich boards and advertising signs must be fixed so they cannot be blown away or stolen.

Ablution Blocks

Broken locks, doors, seats and soap dispensers to be fixed and checked for looseness.
Anti-slip tiles and/or coatings or strips placed on floor surface if possible.
Cleaning of [wet] floors. Signs must be placed in conspicuous position.

Lighting

Light bulbs to be checked and replaced as necessary.
Stairs and ramps to be well lit.

Floors and Surfaces

Clean spilt drinks and broken glass.
Patrons to be warned of slippery or wet areas.
Cracked or broken tiles. Torn or ripped carpet to be repaired.
All public walkways and emergency exits to be clear of obstacles and not used for storage.
The use of extension cords across floors to be avoided.
Bar stools to be fitted with rubber stoppers.

Steps/ Stairs

Steps and uneven surfaces to be signed.
Steps to be preferably replaced by ramps.
Stairwells should have railings and be well lit.

General Maintenance

Cracked glasses and plates to be disposed of.
Stools, chairs and tables to be checked for sharp edges.
Fire extinguishers and alarms to be checked and maintained.
All fire places to have grills or guards.
Air conditioners and coolers should be checked and cleaned.

Food and Beverage

Patrons to be warned of hot plates and surface.
Empty glasses to be constantly removed.
Food menus should include warnings about ingredients likely to cause allergic reactions in accordance with Health Regulations.
Shelf life and food quality [especially chicken and seafood] to be monitored in accordance with Health Regulations.

7. LEGAL CONTRACTS

In today's world we are surrounded by examples of people in litigation because of perceived non performance of contractual obligations, or worse.

To ensure that your organisation reduces its vulnerability to litigation, you should have access to a lawyer to clear your agreements with sponsors, contractors, service providers and your interaction with the public. Even better, coopt a lawyer onto your Organising Committee.

WHEN IN DOUBT, CONSULT YOUR LAWYER

G. Risk Management

The Australian Standard's definition:

*"Risk Management" is the term applied to a logical and systematic method of establishing the context, identifying, analysing, evaluating, treating, monitoring and communicating risks associated with any activity, function or process in a way that will enable organisations to minimise losses and maximise opportunities. **Risk Management is as much about identifying opportunities as avoiding or mitigating losses.**"*

It is the process of anticipating, preventing or minimising potential costs, losses or problems for an event.

All events are different but some common factors to be considered in risk management include:

Crowd behavior. When combined with management or site deficiencies i.e. security, health and comfort [food, beverage, shade, signage, toilets etc] it can spell disaster.

Security for crowd control is mandatory particularly if alcohol is available. There may be community objections to **noise** [particularly at concerts, car racing etc].

Hazards to beware of at any event include slips, trips or falls. Precautions are required for cases of **fire**, riot, heart attack or serious **injury**.

Seasonal factors are crucial in WA as the **weather** changes dramatically between the southern coast and the tropical north. If unexpected rain occurs in the lead up to or during the event it can cause huge losses in gate takings and financial failure.

A good example of a contingency plan occurred when it rained during the 2003 Leeuwin Concert. The event holders provided 5,000 plastic ponchos free for patrons.

Events held on or near water such as lakes, rivers, dams and swimming pools require careful planning to avoid the likelihood of accidents. Plans may include fencing, signage, additional volunteers and safety devices.

Many **insurance** companies will load premiums or refuse cover where animals and/or water are involved. Insurance is a contract covering risk and having a Risk Management Plan can assist in lower premiums or obtaining cover.

A financial risk can be a high reliance upon gate takings. Bad weather or competition from another event can affect ticket sales. To reduce the reliance on last minute ticket sales, additional revenue should be sourced from grants, sponsorship and other sources such as stall or site fees, programme sales, the sale of merchandise and/or food and drinks. Early-bird ticket sales and discounts can also be offered.

Part of the knowledge gained by event experience is the ability to identify risks. Suppliers and subcontractors to events are generally the people with the most experience and likelihood to identify risks.

Other methods to identifying risks are through:

1. Stakeholders
2. Staff and volunteer meetings
3. Local councils and Police
4. Emergency service suppliers
5. Brainstorming with the whole committee or sections.

It is important to document the risks identified at these meetings and to assess or map the likelihood of any risk.

Examples of risks include:

Management

Management failure, incompetence
Resignations, absenteeism
Difficulty with sponsors, suppliers, stall holders participants
VIP's/ talent fail to attend

Financial

Loss of revenue sources
Theft, loss of assets [logo, name, data]
Costs exceeding forecasts
Legal action

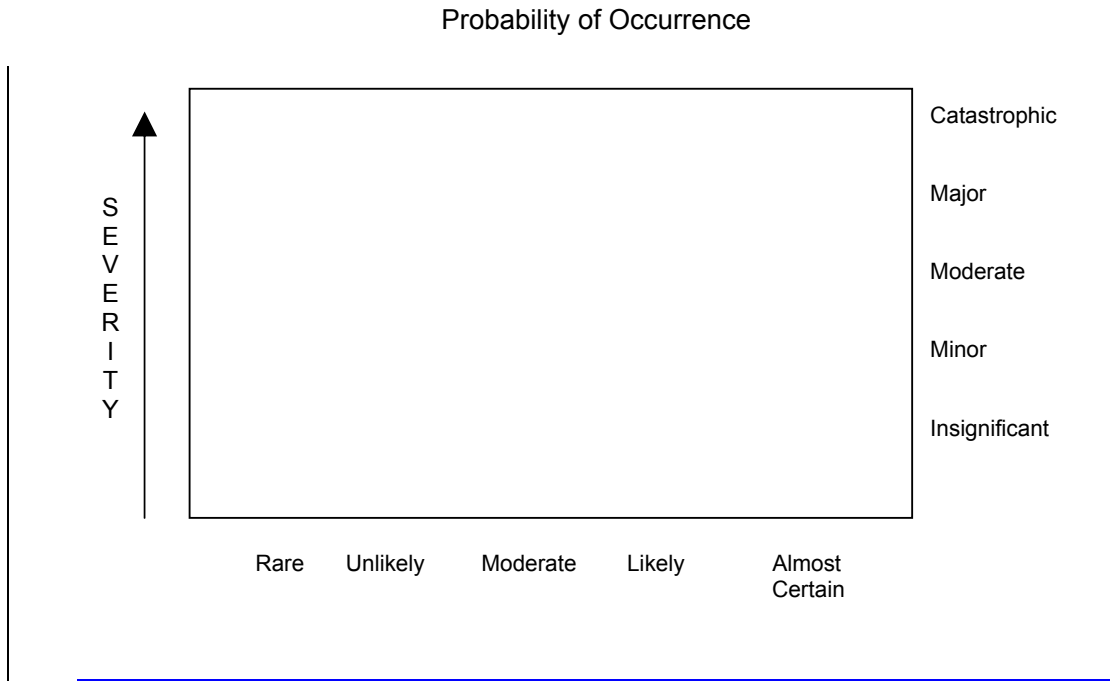
Health and Safety

Accidents
Alcohol
Health problems [food poisoning, chemicals]
Crime, terrorism
Social disturbances/crowd control [riots, fights]
Unanticipated emergencies
Exceeding noise levels
Power failure or electrical/plumbing problems

Environmental

Negative impacts on the environment or community
Natural hazards [rain, strong wind, heat]
Access to DEC managed land [or council owned property].

Risk Impact Graph



ASA Likelihood Rating

Level	Descriptor	Description
A	Almost certain	Expected to occur in most circumstances
B	Likely	Probably occur in most circumstances
C	Moderate	Should occur at some time
D	Unlikely	Could occur at any time
E	Rare	Only in exceptional circumstances

Table from AS/ANZ Risk Management Standard 4360

Risk Management Template

<p>Event: Describe the activity/strategy</p>	
<p>The Risk [What can happen? How?]</p>	
<p>Controls [barriers that preclude an action from taking place] Excellent Adequate Inadequate</p>	
<p>Likelihood [of problem occurring]</p>	<p>[Rare, Unlikely, Moderate, Likely, Almost certain].</p>
<p>Consequences [what are the consequences if problem occurred?]</p>	<p>[Insignificant, Minor, Moderate embarrassment, Major embarrassment, Catastrophic]</p>

Action Plan

The Risk/s [Identify in order]	
The Action [What Action/options are to be taken? Set Tasks]	
When [set timeline for completion]	
Who [allocate responsibility]	
Comments/recommendations [How will the risk be monitored?]	

3. Action Plan

Prioritise risks to determine which ones have to be dealt with, the probability of occurrence and potential severity of each. Formulate strategies to prevent or reduce their likelihood or impacts. Set performance objectives by formulating an action plan, train appropriate staff and volunteers and rehearse operations.

4 Emergency Response

To ensure staff and volunteers respond promptly to emergency situations a written Action Plan should be made available. Instructions should be posted in appropriate areas so everyone has access to emergency telephone numbers, to fire extinguishers, first aid and reference to emergency exits.

Event holders should have a journal or book centrally available at the event to record any hazardous situations and/or accidents. Record the name, address and phone number of any injured person and describe the situation and/or cause. If appropriate, photograph the situation in case of legal action at a later date.

Legal contracts will be needed for many aspects of event management including vendors, licensees, sponsors, venues, and entertainers. A Key Stakeholders Chart will assist to determine the priorities and what responsibilities or tasks are required and the contact person for each.

5. SECURITY & CROWD CONTROL

Choosing appropriate security is essential to the success of an event and the safety of the public. Different types of events require different types and combinations of security. The event organising committee needs to examine the risks involved with the event by asking for example 'what could happen?' or 'what if?' The answers will determine whether police, private uniformed or peer security is required.

In your event plan, indicate what type of security has been selected for the event. Supply details if a security firm has been contracted including name of company, license, contact name and number etc. Also include the contact details of the local police ie name, station, phone and fax number.

Security Officers should be experienced in crowd control and should be from a reputable company.

Event holders should ensure that at least some security officers are female for appropriate access to female toilets, dressing areas and for venue access. The number of security officers to patrons for major events are suggested as follows:

NUMBER OF PATRONS	SECURITY OFFICERS
< 500	Minimum of 6
< 1000	Minimum of 12
< 2,000	Minimum of 15
< 3,000	Minimum of 18
< 5,000	Minimum of 20
Under < 10,000	Minimum of 60
Over 10,000	60 plus 6 extra security officers for every 1,000 patrons over the 10,000 base figure (of patrons)

- 11.2 Security Officers are to remain on duty at the conclusion of the event until the orderly dispersion of the patrons.
- 11.3 The name of the Security Company/s to be engaged should be revealed to Council at the time of application.
- 11.4 Security should extend to other nearby property likely to be affected i.e. local business premises, Council facilities.
- 11.5 Security for artists/performers should not to be regarded as patron security.
- 11.6 Security to stage, mixing desk or lighting scaffolding should be provided so as to ensure the public do not climb on such structures.
- 11.7 Event holders should restrict the number of patrons to the number nominated on any Council Certificate of Approval. Provision must be made for patrons to queue once the venue is to capacity. The applicant must be able to advise of the number of patrons in the venue at any time.
- 11.8 Concert venue to be provided with area lighting for illumination after sunset.
- 11.9 Event holders should liaise with the Police prior to and during the event. Police Officers on duty at/near the event are not to be regarded as security personnel.

11.10 Event holders are responsible to ensure barriers are installed in such a way that patrons will not be crushed against the stage and that barriers are placed in front of the loud speakers so that patrons are at least one (1) metre clear of the loud speakers.

11.12 Event holders should liaise with the Fire Brigade, St. John Ambulance and other emergency services and make provision for vehicular access for emergency vehicles.

6. SECURITY PLAN

Developing a security plan with the security provider will clarify roles and responsibilities of security staff. The attitude of the security personnel should be friendly and professional in order to help maintain a positive atmosphere among patrons. The main responsibilities to consider are crowd control, cash protection, equipment protection and the procedure for confiscated or prohibited items.

To enable security personnel to perform their duties effectively, it is vital that they be briefed appropriately prior to the event. This briefing must provide security personnel with:

- details of the venue layout, including coordination centre, entrances, exits, first aid posts,
- any potential hazards
- clear direction on the management of unacceptable behavior
- details of emergency and evacuation plans, such as raising alarms, protocols for requesting assistance and evacuation procedures
- instruction for the operation, deactivation and isolation of any on-site machinery and utility supply in case of emergency

Additionally, security personnel must:

- be able to communicate with each other and First Aid providers
- be able to communicate with other security providers
- Each company that provides security or crowd control functions at the event must be a part of the planning for the event and be licensed under the Private Agents Act 1966. This includes security for performers.

These agencies must attend briefing meetings with police and other emergency services.

Other roles and responsibilities of security personnel include:

- control of access to stage or performance area
- security control at entrances and exits
- minimising risk of fire by patrolling areas
- control of vehicle traffic and marshalling
- searches for alcohol, drugs and weapons
- assist emergency services if necessary.

Provide details of security that has been organised for cash, prohibited areas, site equipment and crowd management.

7. LOST & STOLEN PROPERTY / LOST CHILDREN

Advise details of arrangements that have been made for lost or stolen property and lost children. Show location on site map.

8. ACCESS TO EVENT BY KEY STAKEHOLDERS

Security staff must be briefed on who is allowed restricted and/or unrestricted access to the event. These may include:

- Event Managers/staff
- Sponsors and grant providers
- Council staff ie Building Surveyors and/or inspectors, Town Planners etc
- Environmental Health Officers
- Municipal Fire Prevention Officer
- Municipal Emergency Resource Officer
- Fire Authority
- Ambulance
- First Aid
- Environmental Protection Authority
- Department of Human Services
- Police
- Vendors
- Entertainers
- Emergency tradesmen

H. MARKETING

Marketing forms the basis for the generation of all revenue for the event. The reason marketing plays such a vital role is that its effectiveness often means the difference between success or failure of an event.

The information you wish to portray is:

- ✓ What is happening.
- ✓ Where it is happening.
- ✓ When it is happening.
- ✓ Why visitors should attend - creating a need.

Initial questions to be asked:

/Who are you specifically targeting to attend the event ?

/How do you want the event to be perceived ?

/What funds do you have available ?

/How do you intend to promote the event ?

1. MARKETING PLAN

A marketing plan must be drawn up, to clearly identify what needs to be done and at what time during the build up to the event. It is based on four main areas - Product, Price, Place, Promotion.

The '**Product**', you must know exactly what you are offering to be able to market it effectively. The event is your 'product' along with its many components, including ticket sales, merchandise, programmes, customer care, presentation and quality production.

The '**Price**' is also vital. The event and its components must offer value for money for people to attend, and as an organiser you must be sure that you can achieve your budget estimates. You may also want to consider price packages to support group attendance, such as the Hotham Valley Train or coaches and accommodation.

The '**Place**' is where your event will be held and it should provide atmosphere, facilities and attractions for spectators. It can involve the venue, sign posting, car parking, catering, transport and geographic location.

'**Promotion**' is any form of organised activity to increase the profile of your event. It comprises the communication strategies used to reach your target market. A promotional mix consists of an effective balance of paid and unpaid media, advertising, personal selling, sales promotion and publicity.

2. SPONSORSHIP

One of the most important sources of revenue in contemporary events is sponsorship. You must learn how to recognise the 'sponsorable' elements and how to illustrate their value to sponsors.

Items that can be sponsored:

- ✓ Naming rights
- ✓ Individual days
- ✓ Opening ceremonies
- ✓ Block seating
- ✓ Hospitality areas
- ✓ Transport
- ✓ Specialist equipment
- ✓ Tickets
- ✓ Competition areas
- ✓ Lost and found services
- ✓ Closing ceremonies
- ✓ Awards (provide trophies)
- ✓ Intermission between events
- ✓ Start / finish lines
- ✓ Arena promotions
- ✓ PA Announcements
- ✓ Programs

Sponsors can help you in many different ways:

- Cash
- In-kind support (contra)
- Promotional support - e.g. radio station support, posters in windows

In return, however, you must also help them. In fact, what you are doing is establishing a business relationship with your sponsor that identifies tangible business benefits to both parties.

i) What Sponsors Look For (Sponsors Benefits)

- Awareness of their product or organisation within the community.
- Media exposure to support that awareness.
- The opportunity to sell their product or service at the event (on an exclusive basis) to offset their sponsorship costs.
- The opportunity to entertain clients.
- The opportunity to be seen contributing to the community.

Identify authorities and potential sponsors who have an appropriate 'fit' with your event. Contact the organisation and request their sponsorship application form. In addition, request the name of the Marketing Manager or head of department, to allow you to address correspondence accordingly.

Complete all relevant sections on the application form by providing as much information as possible against the criteria, which has been set by the organisation. This is how your application will be assessed. Always assume your audience knows nothing about your event and don't leave anything to chance. Applications missing basic information are considered incomplete and will usually be rejected.

Some tips for producing a good application:

- / Check deadlines and plan well in advance by submitting your application early.
- / Discuss your application with the funding body, so they can advise you on the information they require. They are there to help.
- / Consult with your own organisation at all stages of your application.
- / Make sure your application is legible - preferably typed.
- / Remember to keep a copy.
- / Confirm arrival of your document - it's too important to lose.

Key points to include in your application:

- / Identify strong key statements about your event and use this as an introduction.
- / Include a Marketing and Media Plan to demonstrate how you would promote a sponsor. This should list the sponsorship benefits you are offering to the organisation.
- / Tailor your application or cover letter according to the organisation's mission statement and values.
- / Provide a profile of your event by including the demographics of your target audience.

Subsequently you must pick your sponsors carefully ensuring their compatibility with your event. People to consider are:-

- / Local companies/businesses i.e. butchers, stationers, restaurants, bus companies, hire car companies, petrol stations, Post Office.
- / National companies with local branches i.e. banks, insurance companies, TV, radio stations.
- / Companies that share the same target market that your event will appeal to.
- / Your local shires are very often worth approaching, as they have a lot of equipment that you may be able to make good use of on the day, or give you some financial assistance.
- / Local merchants tend to be very interested in participating in local events, as they can often catch their target market's attention.
- / Major consumer goods companies such as cool drink, ice cream companies, breweries and large retailers. Look for ways to offer product rights to these sponsors.

ii Approaching a Sponsor

To structure the sponsorship package correctly, you must start with your biggest sponsor first. That way, you can calibrate your lesser sponsorship packages to relate to the benefits being offered in the main sponsorship package.

Your sponsors must feel they are getting value for money and that their return is relative to the investment they and others have made.

ii) Sponsorship *Presentations*

It is essential that you provide a potential sponsor with a professional presentation document. The marketing manager will use the document as a tool when consulting with his colleagues or superiors.

Standard Document Headings:

- / Introduction - Background and Event Details
- Credibility of the proposer, background and skills
- / Event Description
- / Anticipated spectator or participant interest
- / Marketing Plan, include promotions and advertising
- / Media Coverage
- / Sponsors Benefits
- / The Investment

The key is to target a relevant company.

- ✓ Do your homework before you make your presentation - know about the company.
- ✓ Arrange an appointment with the key person in the organisation, preferably by phone.
- ✓ Make the presentation interesting and professional, and use visual aids where possible.
- ✓ Set deadlines by which you are able to get an answer. Follow up is important.

iii) Sponsorship Servicing

Points To Remember:

- / Maintain a database of sponsors and benefits of each sponsor
- / Provide a professional corporate image at all times.
- / Invite potential sponsors to hospitality functions where possible.
- / Target the appropriate people.
- / Keep sponsors informed at all times so they know what is going on, even issues - be honest.
- / Monitor value in sponsorships and attend to all their requests as soon as they are identified.
- / Work hard to maximise your sponsors return.
- / Be creative, flexible and innovative in sponsorship ideas. Originality pays dividends.
- / Ensure all sponsors are acknowledged.
- / Have **one** person dealing with the sponsor as a spokesperson, giving a good public image.
- / Make out a contract or written agreement of the sponsors rights.
- / Don't forget to do a de-briefing and appraisal afterwards, so the sponsor can measure the success of their investment.
- / Provide a sponsor report and portfolio reporting on the sponsor's involvement
- / Don't expect a sponsor to give something for nothing.
- / Don't make unreasonable demands on your sponsor, as they are in business as well.

Effective sponsorship servicing will lead to renewal of the sponsorship agreement in subsequent years, if required.

A Sponsors Chart has the benefit of highlighting your major sponsors and stakeholders in order of priority and the contractual arrangements you may have with them. It is recommended all staff and volunteers are aware of the event's key stakeholders.

Sponsor's Chart

No	Sponsor	Name/contact	Amount	*Contract/Objective
1	Healthway	Helen Liddell 9476 7000	\$20,000	Signs, speech, report, awareness.
2	Eventscorp	Chris Tate 9791 6287	\$10,000	Signs, event report, audited accounts.
3	Shire	Bill Bloggs 9691 0000	In-kind	Road closure, bins, toilets.

* Sponsors Contract. Tasks may need to be included in a Critical Time Path with assigned responsibility to ensure the benefits are delivered effectively and on time.

iv) Contra

"One dollar extra in revenue is exactly the same as a one dollar reduction in costs."

Contra refers to goods or services provided by an individual or organisation as part of a sponsorship agreement. In the sponsor's view, contra equals a cash investment. It is also referred to as "in-kind" and basically means items other than cash.

Draw up a list of the budget items that can easily be sponsored and try matching a company up against the different areas e.g. hire equipment, advertising, food and beverage, legal, etc.

As Local Government Councils become increasingly aware of the benefits of special events to the community, their contra (and cash) involvement increases. Some offer secretarial services, use of office equipment, plant and machinery, free use of halls, ovals and facilities. Many private companies and individuals offer goods in-kind from food, to printing, to communication equipment such as access to their fax or photocopier.

Your budget also needs to reflect the value of contra sponsorships.

It is also important to indicate contra sponsorship because it shows :

- / how much the event will cost.
- / A portion of the revenue; the amount you will raise.
- / what you will have to pay if the contribution falls through.
- / potential sponsors and grants organisations - the true cost.
- / a record for future events.

Contra should not be taken for granted. It is a form of sponsorship and should be recognised and rewarded as such.

v) **Promotions**

Promotions are developed to communicate your event to your audience and the wider public. It can include many activities including competitions, joint sponsor promotions, merchandising, event launches, and public relations.

Spectators and participants are important for an event because they represent economic impact into the town, revenue and atmosphere for the event.

- / You will need, therefore, to promote your event. One established method is by advertising. There are many advertising mediums to choose from:
- / Print media. (newspapers, newsletters, magazines)
- / Electronic Media (TV, radio)
- / Outdoor Displays. (posters, billboards)
- / Printed invitations, leaflets, fliers, brochures (keep them simple and clear).
- / Networking or word of mouth (the cheapest and often most effective, but it can be quite slow)
- / Distribution:
 - Individuals: A good form of distribution as people can ask questions.
 - Mail: You must target carefully otherwise it can be very expensive.

Helpful Hints:

- ✓ Do you know what papers your target audience read, what radio station they listen to, when and at what time?
- ✓ Do you have any previous market research to help focus on your target group?
- ✓ Do you have access to **free** outside sites for posters (shop windows and notice boards)?
- ✓ Paid advertisements in journals will often give you **free** editorial space.
- ✓ Local radio is often looking for local information.
- ✓ Free community service spots on GWN or radio.

3. SHOULD I USE AN ADVERTISING AGENCY?

Advertising agencies provide the marketing and creative expertise in selling a product, service or event. They can be extremely beneficial to event marketing in formulating an advertising plan that most effectively communicates to your target market.

Their use needs to be considered carefully in light of the size of the event and its promotion, and the skills and abilities of the event organisers. Advertising agencies receive their income from:

- / Charging an hourly fee for creative ideas, art development and finished art. This is typically in the order of \$100 per hour.
- / Receiving a commission on placement of your advertising with TV, radio and press (typically 10% of the net cost). The commission is paid by the advertising medium directly to the agency, but of course is built into the price you pay for the advertising space.
- / Charging a service fee (usually 7.5%) on all costs, except advertising placement.

Advertising Agencies offer specific skill and expertise in:

- ✓ Creating advertising strategies, including television, radio and press advertising.
- ✓ Media planning in identifying the most effective way for you to reach your target market with your advertising spend.
- ✓ Strategic Planning, in assisting you with formulating your marketing plan for the event.

Be clear in your objectives before employing an advertising agency to assist you in your event.

The brief to the agency needs to be concise otherwise you risk spending money on ideas that aren't right for your event. Make sure the agency knows your budget, your target market, all of the details regarding your event, and what you expect to achieve from their services. Make sure you spend plenty of time along the way reviewing their progress and finalising all work before it goes to production. Last minute changes are expensive and time consuming.

An alternative to using a full service agency is to use the services of a freelance consultant. These are people who can provide the skills you need without belonging to an advertising agency. Assuming you can find those artistic skills to develop a poster or someone who knows how to purchase advertising space in the various media outlets, this assistance is often invaluable and far cheaper. Often people will volunteer their services just to be of assistance to the event.

4. MEDIA

Contact the media as early as possible, find out the types of packages your local papers, TV and radio stations like to receive. Send them a press release about your event.

i) Press Releases

- ✓ Have an angle that is interesting and will create curiosity. You cannot always assume your event is interesting to others.
- ✓ Use a 3 to 7 word headline.
- ✓ The opening paragraph should be catchy, informing who, why, where, what and how. Be brief, direct and informative.
- ✓ Head the page 'MEDIA RELEASE'.
- ✓ Type one side only using double line spacing.
- ✓ Provide a contact name, business and after hours phone number.
- ✓ Check for errors.
- ✓ Ensure you send your press releases to the appropriate journalist i.e. Section Editors or Chiefs of Staff.
- ✓ Deadlines - know your deadlines.
- ✓ Mail or deliver your press release in good time and phone the next day to ensure it has arrived safely and offer more information if needed.
- ✓ **Remember**, keep journalists up to date so they can promote your event further.

ii) Press Launches

It is often a good idea to stage a promotion with a press conference to attract the press and ensure coverage of your event.

Other promotions that may be used are:

- / newsletters
- / videos
- / brochures
- / flyers

Points to remember are:

- ✓ Are you trying to approach different groups i.e. what about language barriers
- ✓ All material should have a consistent tone and image.
- ✓ All promotion work should be stimulating.
- ✓ Timing is very important. You must know when something is due to be released, the aim being for it to have maximum effect.
- ✓ Set time limits by which date certain things have to be done. i.e. adverts, press releases, printing logos and posters.
- ✓ Always keep names, addresses and telephone numbers of people who helped, as you may well need them at a future date.

I. EVENT DAY

It doesn't matter what sort of event you are running, large or small, there is almost always some sort of crisis, therefore it is essential to have contingency plans in place.

Event organisers need to be able to think on their feet and resolve situations quickly without panicking. You can lessen the likelihood of problems by being prepared and planning contingencies.

The problems can be quite varied and the solutions or methods of resolving them will depend upon your event, its location and the facilities available.

Conduct a risk analysis meeting prior to the event to determine possible scenarios and come up with solutions to be prepared.

Possible scenarios are as follows:

- / Your M.C. becomes ill.
- / Your V.I.P. fails to show or is late.
- / You have a power failure.
- / You run out of seats.
- / Somebody is injured.
- / You run out of change or a stall holder forgets their float.

Below are a number of steps which will help resolve most situations:

- ✓ Calmly analyse the situation.
- ✓ Examine the objectives.
- ✓ Consider the various alternatives.
- ✓ Select the best option.
- ✓ Monitor the situation.
- ✓ Notify the key personnel
- ✓ Issue a media release if necessary.

Other steps which will need to be considered are whether you have a central point of control or access to communication facilities such as a facsimile, photocopier, telephones (mobile and standard), two-way radios, P.A. system and first-aid equipment such as a first aid kit, stretcher or St Johns staff.

Knowing who to contact is just as important, therefore a pre-arranged emergency list of contacts available to all staff is advisable. A list of contacts should be prepared before the event.

- ✓ Are your suppliers available after hours if you run out of anything?
- ✓ Can you reach a plumber or electrician in an emergency?
- ✓ Are all staff and helpers easily identifiable by uniform or name badge?

J. *PROTOCOL*

To increase publicity and enhance your events credibility it is often a good idea to invite a celebrity to perform a specific function such as:

- / Officially opening the event
- / Starting races or events
- / Waving the finish flag
- / Presentation of trophies or awards
- / Speaking at the closing ceremony

Your celebrity may be a sports star, local dignitary, Member of Parliament or major sponsor. It is most important to ensure your VIP's are accorded the attention they deserve. If you lose a VIP due to dissatisfaction, you will probably lose them forever. They may expect tickets, food and beverage, accommodation, souvenirs and gifts or separate seating.

Remember to give your VIP plenty of notice and supply a map of the town and location of the event. Provide a parking bay, or if arriving by plane or train, meet him or her upon arrival. Make sure they have tickets and good seats. You may wish to advise your staff of your VIP's and when they are expected.

Some means of identification for special guests and VIP's is often desirable and can take the form of a colour-coded badge, top or hat. Preparation of a welcome kit and a gift could also be considered. Ensure your guests receive recognition and thanks during any speeches or over the public address system. It may be a nice touch to send them a thank you card following the event.

1. *VISITORS AND PARTICIPANTS*

Welcome all team members and visitors with a welcome banner, signs, or with clearly identifiable officials. Apart from informing, signage can also add colour to a town and give recognition to sponsors. The design of your banners and signs can be arranged by local students or as an open competition.

An introductory dinner or reception will benefit participants, sponsors, the press and guests. It is also a good vehicle to gain publicity for your event. Often the welcome reception can be sponsored in full or part to help minimise costs.

2. AWARDS

Most people have a desire to be recognised and the participants, volunteers and sponsors would appreciate at least some acknowledgment. Recognition of their contribution will also ensure their continued involvement.

The prestige of winning, and in some cases just competing, in a hallmark event is prize enough. It is difficult to establish a hallmark event for e.g. "The City to Surf Fun Run" without a lot of marketing and publicity. The bigger the prize money the better chance you have of attracting top competitors.

There are a few points to consider with awards:

- / Do you have an awards area with P.A. system, seating, lectern, ability to display sponsors banners, spectator viewing?
- / Seating for special guests?
- / A good presenter with a prepared script and clear instructions?
- / Do all participants or only the top three receive awards?
- / Are the awards budgeted for?
- / Is a photographer required?
- / Have the press been invited?

Now may be the best time to acknowledge your sponsors, volunteers and participants and to announce next year's event date and destination.

K. EVALUATION OF EVENTS

By evaluating your event you are able to analyse the event's success, giving you the chance to identify the weak areas so they can be improved. Sponsors may also want to know how well the event has gone. Furthermore, event evaluation will improve the marketing to your target market for future events. However, to be effective, any event evaluation should be planned in advance so that spectator figures and participant figures are able to be collated.

Some suggested areas to look at are:

Budgets:	The success in achieving budget estimates. Any discrepancies can be analysed for next time.
Attendance Figures:	Number of participants and their support staff, officials and other event staff, spectators, media, sponsors and VIPs.
Attendee Profiling	Where people travel from. How they travelled. How long they stay in the region for. Where they stayed. How did they hear of the event. Demographic characteristics (such as age, gender, family lifecycle, travel party, etc)
Economic Impact of Event	Total expenditure of each segment during stay in the region (such as accommodation, food and beverages, transport, entertainment, shopping, equipment, supplies and other event related expenses)
Performance of Event:	Attendee perceptions – overall satisfaction, entertainment, quality of food, venue, services and amenities available, service staff, value for money, etc. Intentions of different groups to return to event Sponsor satisfaction Sponsor awareness amongst attendees. Staff perceptions - any difficulties that may have occurred. Management organisation – to budget and time schedules.
Media Coverage:	Television, newspapers, radio and magazines. Good and bad publicity. Success of press advertisements in attracting people to the event.
Targets Achieved:	Achievement of the objectives for the event. Whether they are trying to make a profit, increase the area's profile or attract new visitors from outside the area.

A national, electronic Events Evaluation Kit known as 'Encore' is now available. Please see: www.crctourism.com.au or contact Eventscorp, Bunbury for further details.

1. **METHODS TO USE**

Many of these areas can be covered together.

i) Budgets

By maintaining tight control over the finances, you can easily assess the success of the event. Also a comparison between the budgeted figures and actual figures enables one to identify areas where improvements can be made or misjudgements have occurred.

ii) Attendance figures

- Numbers of competitors and their support staff must be kept. On the competitor entry form, a request can be made concerning the number of support people that will be accompanying the competitor during the course of the event.
- Number of officials and other event staff involved in the event should be recorded.
- Media representatives who will be attending the event should also be noted prior to the event. This can often be achieved through registration forms prior to the event, or by direct counting in dedicated media areas during the event.
- Likewise, spectator and VIP representatives attending the event should also be noted. This can usually be achieved prior to the event through pre-arranged tickets, registrations or allocated seating.
- Spectator attendance figures can be determined using a number of methods:
 - Ticket sales - tickets sales are the easiest method of estimating spectator attendance figures. However, care must be taken not to double count spectators who purchase multiple tickets to attend for more than one day. Any double counting can be minimised by offering both single day and multi-day event passes, so that spectators are less likely to buy more than one single day pass.
 - Gate counts - another relatively accurate method of estimating spectator numbers is to undertake a door or gate count as spectators enter the event. This can be achieved by using event staff or volunteers at each gate to record the number of attendees entering each day. Again, care must be taken not to double count spectators who attend for more than one day or leave and re-enter. To minimise any double counting on multi-day events, it is recommended that a quick face-to-face survey be administered to every 5th or 10th entrant (depending on the size of the event), asking where they are from and what days they will be attending, to help identify the proportions of visitors from different regions and those attending multiple days. Pass outs can also be provided to account for those leaving and planning to re-enter.
 - Event counts - counting people in external areas is quite difficult if you cannot control their entry. The following steps are a basic method which gives a rough estimate :
 - ✓ Count the depth of people at the designated area.
 - ✓ Estimate the number of people standing side by side.
 - ✓ Estimate the length of the parade.
 - ✓ Multiply the above three figures together.
 - Vehicle counts - Another less accurate method of estimating spectator numbers is to count all vehicles, including cars, bikes and coaches coming into the area. Mechanical road counters are good for this as they are able to distinguish between different vehicles. They may be used either on the road

running into the town, or at the entrance to the event. For this approach to work vehicle counts must commence at least one week prior to the event, so that a comparison can be made and the comparative increase in traffic noted.

iii) Attendee Profiling and Economic Impact Estimation

Information that may be useful:

During an event, a lot of information can also be collected about the types of people attending the event, their perceptions, and the overall economic impact of the event. Some examples of useful information include:

- Visitor satisfaction (ie. satisfaction of competitors and support staff, spectators, officials and event staff, sponsors, media and/or VIPs).
- Intentions to return to the event next year
- Suggestions for improvement
- Where they came from.
- How long they stayed for.
- Who they travelled with.
- The distance they have travelled.
- What accommodation they used.
- What else they did while in the region.
- How much money they have spent while in the region.
- Demographic characteristics (such age, gender, family lifecycle, etc).

Note: it is important to get this sort of information from all types of attendees (including competitors and support staff, spectators, officials and event staff, sponsors, media and VIPs), because the profiles, perceptions and expenditure patterns of each group are all important and are likely to differ significantly.

Designing a survey:

To collect this sort of information requires each of the different types of attendees to completing a survey. The following basic rules should be used when designing a survey:

- Introduction - start with a very brief introduction explaining why this information is being collected and why their participation is important to understanding the needs of people who attend the event, ii) evaluating the success of the event, and iii) ensuring the success of future events. Also mention that all information they provide will be kept in confidence and will only be analysed in combination with all the other surveys.
- Satisfaction questions – don't just ask how satisfied someone was with the event, as this will not give you any idea what caused these perceptions. Instead, ask how satisfied they were on specific areas, such as the entertainment, quality of food, venue, services and amenities available, service staff, and value for money, to name a few.
- Expenditure questions – don't just ask how much someone spent while in the region, as people will have difficulty working this out. Instead, ask how much was spent on specific items, such as accommodation, food and beverages, transport, entertainment, shopping, equipment, supplies and other event related expenses.
- Demographic questions – don't start with personal questions, as this may offend people and reduce participation rates. Instead, leave any personal questions (such as age, gender, occupation, income, family lifecycle, etc) until the end of the survey.
- Suggestions for improvement - always leave an area for all types of visitors to provide suggestions and improvements. You are then able to find out the strengths,

weaknesses and areas for improvement from the perspectives of each type of attendee.

Collecting the information:

Once the questionnaire has been designed, the best way to collect this information is by using one of the following types of survey techniques:

- Face-to-face survey – the most accurate and in-depth approach is to have trained interviewers surveying the different types of attendees at the event. This face-to-face method also allows for greater control over the number and proportion of surveys completed for each type of attendee (ie. competitors, spectators, sponsors, support staff, media, VIPs, etc). However, this approach can also be considerably more expensive than self completion surveys.
- Self-completion survey at event - a cheaper option is to have people at the entrance or walking amongst the crowd handing the questionnaires out, or having simple questionnaires/leaflets easily available for people to answer and slip them in an answer box as they leave the site. However, while this is the cheapest option, simply handing out a survey may result in a low participation rates. To encourage a greater response to these surveys, it is recommended that some form of prize draw be offered. Usually the prize is a small sponsorship such as dinner for two, free bottle of wine, accommodation etc.
- Self-completion take-home survey:- another option is to have the people return the surveys by post. However, this approach is likely to yield the lowest response rate because there is more effort required in posting the survey. Remember, to get more replies by post, ensure the leaflets are pre-paid, but this can get very expensive. Again, it is recommended that some form of prize draw be offered to maximise the response rate to these surveys.

v) Media Monitoring

You may be able to have this done by a local librarian if they are willing to help scan the local papers and magazines for you.

This should be tracked during the build-up to the event and for some time after, allowing a clear picture to be established.

For TV and radio, measure the length of coverage and whether it was positive or negative coverage. Negative reviews are very important as they will certainly help for future events as to how they can be improved.

A professional monitoring agency could be used to ensure the correct information is gathered.

The success of the press adverts also need to be analysed. This can be included in the survey of spectators who attend the event.

vi) Goals/Targets

This relies on clear objectives being set in the planning stage of the event. These are then referred to once all the necessary information has been collected by the above means, both during and after the event.

By evaluating your goals you can tell:

- /If the objectives of the event were realistic.
- /If they were achieved.
- /If not, why not.
- /Which areas need to be and can be improved.
- /If goals need to be altered in any way this can be done.

2. SURVEY QUESTIONNAIRE [example]

This survey is being undertaken to find out how visitors are enjoying the event and identify any areas for future improvement. All information you provide will be kept in confidence and will only be analysed in combination with all other surveys. Thank you for your participation.

The first set of questions concern the **nature of your trip**.

1. Firstly, where do you usually live? (please tick one box)

<input type="checkbox"/>	Local resident
<input type="checkbox"/>	Perth metro area
<input type="checkbox"/>	Regional WA (please specify town): _____
<input type="checkbox"/>	Interstate (please specify which state): _____
<input type="checkbox"/>	Overseas (please specify country): _____

2. Would you still have visited the region at this time if this event was not on? (please tick one box)

<input type="checkbox"/>	Yes
<input type="checkbox"/>	No
<input type="checkbox"/>	Don't know/not sure _____

3. What is your reason for attending this event? (please tick one box)

<input type="checkbox"/>	Entrant/competitor
<input type="checkbox"/>	Coach, team manager or support staff of entrant
<input type="checkbox"/>	Spectator
<input type="checkbox"/>	Official, scorer or event support staff
<input type="checkbox"/>	Media
<input type="checkbox"/>	Sponsor
<input type="checkbox"/>	VIP
<input type="checkbox"/>	Other (please specify): _____

4. And how did you become aware of the event? (please tick one box)

<input type="checkbox"/>	Involved with organising event
<input type="checkbox"/>	Been before
<input type="checkbox"/>	TV
<input type="checkbox"/>	Radio
<input type="checkbox"/>	Newspaper
<input type="checkbox"/>	Website
<input type="checkbox"/>	Thru a sporting/social/community organisation
<input type="checkbox"/>	Recommended (by friend or relative)
<input type="checkbox"/>	Just passing by
<input type="checkbox"/>	Other (please specify): _____

5. How far did you travel to get to this event? (please tick one box)

<input type="checkbox"/>	0 – 10 kms
<input type="checkbox"/>	11 – 25 kms
<input type="checkbox"/>	26 – 50 kms
<input type="checkbox"/>	51 – 100 kms
<input type="checkbox"/>	101 – 200 kms
<input type="checkbox"/>	Over 200 kms

6. What was your mode of transport? (please tick all that apply)

<input type="checkbox"/>	Family car
<input type="checkbox"/>	Hire car
<input type="checkbox"/>	Coach
<input type="checkbox"/>	Train
<input type="checkbox"/>	Plane
<input type="checkbox"/>	Other (please specify): _____

7. Approximately how long will you stay in the area? (please tick one box)

<input type="checkbox"/>	Less than 4 hours
<input type="checkbox"/>	All day but not overnight
<input type="checkbox"/>	Overnight (specify how many nights) → _____ night/s

8. If you stayed overnight or longer, what was your main accommodation? (please tick one box)

<input type="checkbox"/>	Hotel or motel
<input type="checkbox"/>	Bed and breakfast
<input type="checkbox"/>	Backpackers / hostel
<input type="checkbox"/>	Caravan Park or camping ground
<input type="checkbox"/>	Other commercial accommodation
<input type="checkbox"/>	With friends or relatives

The next set of questions concerns your **perceptions of the event**.

9. Now, on a scale of 1 to 5, where 1 = very dissatisfied and 5 = very satisfied, how satisfied were you with each of the following aspects of the event: (please tick one box for each category)

	Very Dissatisfied	Slightly Dissatisfied	Neither/ unsure	Slightly Satisfied	Slightly Satisfied
Entertainment	1	2	3	4	5
Venue	1	2	3	4	5
Food and beverages	1	2	3	4	5
Cleanliness	1	2	3	4	5
Toilets	1	2	3	4	5
Parking	1	2	3	4	5
Friendliness of event staff	1	2	3	4	5
Value for money	1	2	3	4	5
Overall satisfaction with event	1	2	3	4	5

10. How can this event be improved for the future?

11. What are your chances of returning to the next event? (please tick one box)

<input type="checkbox"/>	Definitely
<input type="checkbox"/>	Probably
<input type="checkbox"/>	Don't know/not sure

<input type="checkbox"/>	Probably not
<input type="checkbox"/>	Definitely not

The following question deals with what you HAVE and WILL BE LIKELY to spend over the whole time that you're here for the event, so that we can understand what impact the event has had on the area.

12. While in the area, how much did you spend (per person) on the following items?

- a) Food/Beverage \$ _____
- b) Accommodation \$ _____
- c) Entertainment \$ _____
- d) Shopping and souvenirs \$ _____
- e) Transportation and fuel \$ _____
- f) Equipment and/or supplies \$ _____
- g) Other expenses \$ _____

Lastly, a few short questions to ensure that we have included a good cross-section of event attendees in our survey.

13. Firstly, where do you usually live? (please tick one box)

<input type="checkbox"/>	Local resident
<input type="checkbox"/>	Perth metro area
<input type="checkbox"/>	Regional WA (please specify town): _____
<input type="checkbox"/>	Interstate (please specify which state): _____
<input type="checkbox"/>	Overseas (please specify country): _____

14. How would you define your travel party? (please tick one box)

<input type="checkbox"/>	Self
<input type="checkbox"/>	Couple
<input type="checkbox"/>	Group of friends
<input type="checkbox"/>	Tour group
<input type="checkbox"/>	Young family (with children aged 12 and under)
<input type="checkbox"/>	Older family (with children aged over 12)

15. Are you male or female? (please tick one box)

<input type="checkbox"/>	Male
<input type="checkbox"/>	Female

16. Which age group do you fall within? (please tick one box)

<input type="checkbox"/>	Under 18 yrs
<input type="checkbox"/>	18 - 24 yrs
<input type="checkbox"/>	25 - 34 yrs
<input type="checkbox"/>	35 - 44 yrs
<input type="checkbox"/>	45 - 54 yrs
<input type="checkbox"/>	55 - 64 yrs

GUIDELINES FOR IMPROVED EVENT PLANNING

The planning stages of any event are most important for the future success or failure of the event.

PLANNING CHECK LIST

- ✓ Formulate the idea. Ask what, why, when and where. Does the event meet your objectives?
- ✓ Feasibility. What are the assets, costs, time, effort, problems and likely support?
 - Name the event
 - Select dates for the event. Take into account other events occurring at the same time in your region.
 - Identify the program content.
- ✓ Announce your event. It will help you secure volunteers and suggestions.
- ✓ Appoint the event committee.
 - Look for people with commitment, authority and energy.
 - Appoint the Event Coordinator. Offer authority, resources and support.
 - Secure a venue.
- ✓ Devise a critical time path. Start from your event date and work backwards detailing all the required tasks.
 - Staff - list all staff or volunteers needed.
 - Prepare a financial budget for the event.
- ✓ Fix dates for key meetings well in advance and communicate often.
 - Equipment needs.
 - Entertainment.
 - PR and Promotion of the event.
- ✓ Present a great event
- ✓ Evaluate
 - Was the event successful? Did you meet your objectives? How can you improve for next year's event?

Further Reading

J. Allen, W. O'Toole, I. Mc Donnell, R. Harris, ***Festival and Special Event Management***, 2002. Second edition.

D. Getz. ***Event Management and Event Tourism***. 1997

Regional Event Management Handbook, R.Harris and J. Allen,2002

O'Toole W, www.epms.net

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