



Safety Planning Guidelines for Events

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Te Rākau
Whakamarumarū

Ministry of Civil Defence
& Emergency Management

Safety Planning Guidelines for Events

December 2003

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Produced by the Ministry of Civil Defence & Emergency Management, in conjunction with the New Zealand Police, New Zealand Fire Service, St John Ambulance and local government representatives.

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Foreword

Events such as outdoor concerts, sporting events and festivals provide important social and economic highlights for our communities. With the increased focus on health and safety issues and the advent of new legislation relating to health and safety, there is renewed focus on planning for events and a need for guidelines that will help event organisers plan a safe event.

This document is intended to provide guidelines to meeting the requirements and expectations of the various agencies involved in event organisation at local, regional and national level. It provides a basis for sound planning for safety arrangements for these events. In many instances pointers to legal requirements are provided, however the document is not intended as a definitive statement on legal requirements for events. Event organisers should take appropriate advice on such matters. Planning should take place well in advance of the event and should include all agencies that are involved in, or may be called on to respond to, an emergency.

Events should be fun for those involved, as well as provide safe environments. The public has an expectation and a right to be safe at all public and private events. Those holding such events have a responsibility to guarantee their attendees the safest environment practicable.

These guidelines are a statement of good practice and have been developed by the Ministry of Civil Defence & Emergency Management, in conjunction with NZ Police, NZ Fire Service, St John Ambulance and local government input.



John Norton
Director
Ministry of Civil Defence & Emergency Management
December 2003

1. Introduction

Throughout New Zealand, at any given time of year, there are festivals, concerts, fairs, sporting events, and many other events that gather, or have the potential to gather, large crowds. Under normal conditions, these events proceed with little or no problems. However, when something goes wrong, either as the result of a natural hazard or a man-made hazard, then local emergency management and emergency agencies become involved, and there can be serious consequences for event organisers and councils.

Many people contribute significantly to the success of a public event. While these guidelines are written primarily for event organisers, it is essential that they are also distributed to managers, public and private organisations, emergency service personnel, local government agencies, and any individual or organisation that contributes to the planning of events.

1.1. Purpose of These Guidelines

Safety Planning Guidelines for Events is intended to assist event organisers, who are actively involved in or considering running events in New Zealand, to deliver well-planned, safe events. It is also intended to assist local government to assess and manage events in their area.

These guidelines are designed to help with planning and preparation for successful events. Event organisers are ultimately responsible for delivering a good safe event. They are bound by duty of care to ensure the advice provided in these guide is applied appropriately.

Local government and emergency services can support event organisers and supply the organiser with more detailed advice on planning and on the necessary permits and licenses required.

These guidelines are NOT intended to:

- be a legal document
- supplant any existing council/national legislation or documentation

- provide information about how to respond to incidents, as this is more appropriately handled by trained professionals in the medical and emergency services.

No two events or situations are identical. These guidelines provide an approach to planning for, and coping with, special events. They are not universally applicable and will need to be modified for each event.

1.2. How to Use These Guidelines

These guidelines contain many suggestions for planning and running a safe event. They also identify mandated requirements imposed by central government and local authorities. For full technical detail organisers should approach those agencies who will be actively involved in enforcing any legal requirements.

These guidelines also draw on the knowledge of veteran event organisers whose hands-on experience has enabled them to contribute best practice suggestions and recommendations.

A range of forms and checklists are referred to throughout *Safety Planning Guidelines for Events*. A full set of templates, forms and checklists is available as an addition to the document. The forms and checklists have been designed to assist organisers by specifying issues that they need to consider throughout the process. Organisers can also use them to demonstrate levels of preparation and preparedness to parties such as local government and any emergency services that may be involved in an event.

2. The Event Stages

2.1. What is an Event?

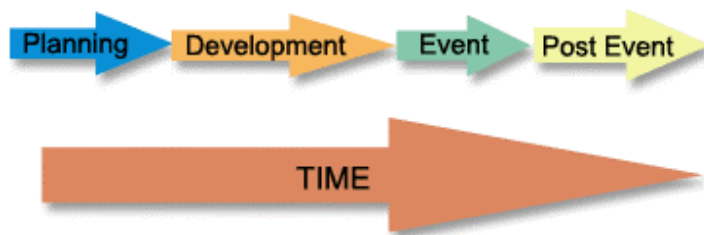
A simple description of an event is:

Any planned activity where any structure, open area, roadway or other area will contain more people than normally found in that location at one time.

2.2. Event Timeline

No matter what the nature or size of an event, its lifecycle can be described as having four stages.

- Planning
- Development
- Event
- Post-Event



A major event takes time to plan. Ideally planning should begin four to twelve months prior to the event - meeting with key stakeholders to begin the compliance process and registering the event. Issues such as lead times for road closure contribute to the length of this stage.

The development stage is crucial to the safety of any event. Emergency and safety plans should be developed to least four months prior to the event to allow time to address hazards and any safety issues.

On the day of the event briefings need to reiterate the plans previously developed. Briefings must be precise and informative so all emergency services, event and venue staff are well informed and prepared for any situation they may face.

The post-event stage should be completed within two weeks of the event date. This ensures that evaluations are completed and recommendations made for the future.

2.3. Liaison with all involved parties

Keep all stakeholders involved and up to date with progress from the early planning and development stages of the event. Managing key relationships is critical. Key people may include representatives from the:

- local council
- police
- event team
- participants
- public
- fire service
- security company
- insurers.

If all parties feel part of, and responsible for, the event they will take great care in providing a safe and hazard-free occasion.

Regular meetings with, or emails to, all key stakeholders are essential to keep all parties working together and informed on the safety plans.

Planning an event takes time, energy, dedication and a sense of humour. These guidelines outline the basics of making any event safe and enjoyable for the public.

Once you have registered your event you will need to seek council approval to hold the event, including compliance with local bylaws. The application for approval of your event should be submitted to the council at least four months prior to the event (or as soon as possible) to allow time for applications to be processed and to deal with any problems that might arise.

Before you have preliminary approval discussions with your local council you should check that you can answer questions relating to approvals. The kind of issues that councils are interested in are listed in *SGE Form 3.1.2 Discussion with Local Council Checklist*. These include:

- Size of crowd expected
- Noise assessment
- Duration of event
- Impact event will have
- Location/venue
- Health & safety plans
- Traffic management plans
- Public transport
- Insurance incl. public liability
- First aid provisions
- Number of participants
- Parades and marches: route, assembly time, departure time, finish time, vehicles and floats
- Catering (generator and marquee)
- Special effects
- Site plan
- Regulatory licenses
- Emergency vehicle access
- Consultation
- Toilets
- Security
- Parking
- Temporary structures
- Power and water
- Parking restrictions
- Timing of the event (include set-up and pack-out)
- Road closure required
- Sewerage disposal
- Food and liquor requirements
- Waste disposal
- Clean up
- Charges for events
- Food and drinking water provision

3.1.3 Hazards and risk assessment

While planning an event, it is important to consider every possible hazard and risk that may occur. Responsibilities for managing these risks need to be identified and recorded. Knowing the risks ahead of time and planning for them is essential to running a successful event. Risks vary depending upon the type of event; event organisers must tailor planning for each risk to the specific event.

The best way to begin to think about your hazards is to list all the possible risks present at the event. Every events list will differ based on event type, topographical and geographical features, weather patterns, and other factors. The list below identifies the types of hazards and risks that might be found at an event.

- Accident
- Cancellation of event
- Structure collapse
- Human waste disposal
- Permitting
- Crowd control
- Bomb threat
- Lost children
- Traffic
- Adverse weather
- Media relations
- Loss of utilities (water, sewer, etc)
- HazMat
- Food waste disposal
- Assault
- Building inspection
- Lost & found
- First aid matters
- Insurance liability issues
- Fire
- Earthquake
- Evacuation of area
- Control
- Security
- Communications issues
- Food handling violations
- Ticketing

Once you have identified your hazards and risks you can decide if they need to be mitigated (ie, you need to take an action to make them less likely), or if they can be left as risks to be dealt with if they occur. Event organisers must complete this assessment. In high-risk events, a risk manager may be employed. The assessment plans must be used as a working document and staff and emergency services need to be involved in the plans and receive copies of them prior to the event. Remember that councils, emergency services and insurance bodies will want to see that you have anticipated all your risks and how you will deal with them.

Appendix Two contains documentation to help with this process and your local council emergency management and civil defence personnel may be able to assist you with this process, as they are experienced in assessing risks.

3.1.4 Event approval

When the local council has received the application for an event, a safety checklist should be used to ensure the information provided by the event organiser is adequate.

Risk assessment is the responsibility of the event organiser

It is up to the event organiser to identify risks associated with the event and put in place appropriate management strategies. Risk assessment is not the responsibility of the local council. You should be able to show the council that you have done a risk assessment. Appendix Two provides more information on how to conduct a risk assessment. It is advisable to document this process clearly – once it is completed you can use SGE form 3.1.4 Local Council Sign-off of Event Risk Management Plans to document risk management acceptance. The kind of information your council may want to know is detailed on SGE Form 3.1.4a Event Approval. You should consider these issues prior to seeking approval from the council. They also provide you with a snapshot of the kinds of issues you will encounter.

3.2. Venue Selection

Before selecting the venue, consider health and safety factors. You may need to look at alternative venues before deciding on the one that best suits the type of event being planned.

3.2.1 Services and utilities available on site

An assessment of what is available on site will assist with planning. Services and utilities that may need to be included are:

- Electricity
- Signage
- Lighting
- Communications
- Kitchen/catering facilities
- Public address system
- Facilities for lost children
- Lifesavers if on water

Local Council Sign-off of Event Risk Management Plans (example only)	
Name of event	
Date of event	
Proposed venue	
Activities to be undertaken	
Number of participants expected	
Type of event	
DECLARABLE BY:	SIGN:
NAME:	TITLE:
SGE Form 3.1.4	

Event Approval (indicative form for Council use)		
Requirements	Status	Comments
Completed major events template or equivalent plan		
Emergency contact have been contacted and are involved in planning and running event		
After-hour emergency contact name and number		
Designated emergency coordinator		
Evidence of £_____ of liability insurance		
Documented emergency management		
Documented evacuation plan		
Documented site plan		
If any of the following are present then the organiser must include in the plan a written confirmation and signature noting that the structure complies with the relevant legislation:		
• Trenching (Building Reg)		
• Stage > 150 sq. m. (Building Reg)		
• Trestling stand for > 10 people - (Building Reg)		
• Amusement rides - (Part Reg)		
Risk assessment has been conducted & documented		
SGE Form 3.1.4a p.1		

Event Approval (indicative form for Council use)		
Requirements	Status	Comments
• Safe use of electricity eg. for cooking and heating		
• Appropriate waste management		
• Adherence to New Zealand Food Safety Authority requirements		
• Provision of safe water supply		
• Crowd management		
• Vehicle management		
• Preventing and managing structure collapse		
• Preventing damage to the venue facilities		
• Lost persons		
• Lost items		
• Contingency plans for poor weather		
• Management of access		
• Human resource management		
• Overall responsibility for safety		
SGE Form 3.1.4a p.2		

- Toilets/bathrooms
- Staging
- Fencing
- Water supply
- Parking & access for mobility impaired
- First aid
- Telephone: cell phone coverage or public pay phones

Each of these services and utilities need to be adequate for the size of crowd you are expecting. Discuss requirements with your local council and venue manager.

3.2.2 Flow of people within the site

The movement of the public through the venue is a key element to the success of any event. The number of people expected must be taken into consideration when choosing an appropriate venue. Ticketed events can be monitored by the amount of tickets sold but free events can attract large crowds.

The number of exits and the exit management needs to be considered. It is important to always keep exits clear and well signposted.

When planning performance areas the way out must leave room for people to move about. Avoid bottlenecks in the foot traffic zones to prevent the crowd having long waits and to stop crushing occurring.

3.2.3 Access to site for emergency vehicles

Access and egress for emergency services is critical. Inadequate access to the site can aggravate any emergency situation. The positioning of emergency service locations should be discussed and agreed with the relevant services before being finalised. Event organisers should ensure that fixed buildings have an evacuation scheme and comply with those requirements.

Access considerations

- Traffic movement within the site
- Access roads must be clear at all times
- Official parking is provided for all emergency services
- Site maps must be provided for all emergency services with clear indication of positioning for them during the event. Site

- maps must be reviewed and accepted by emergency services
- Exits and entrances are not blocked
 - Wardens are present
 - Surfaces need to be considered for purpose and weather suitability ie, grass, tile areas, etc
 - Alternative routes to and from site need to be identified in case of emergency
 - Trucks, helicopters, fire engines etc need wider access and should be considered
 - Distance from nearest hospital and methods of transport need to be considered.

3.2.4 Hazards in the area

Potential hazards must be identified, especially when planning an outdoor event.

Possible hazards

- Proximity to water
- Extreme temperatures
- High winds
- Utility failure – water pipe breaking, power lines collapsing, trolley lines collapsing
- Natural disaster – flooding, landslide
- Chemical spill
- Fire danger
- Alternative dates should be nominated for outdoor events

Consider hazards in the event of wet weather during an outdoor event. Public Health Units (PHUs) have injury prevention specialists as part of their service so can assist in this type of planning.

3.2.5 Provision for disabled people

Provisions need to be considered for people with disabilities to access and move around the venue/site.

The site plan must allow for people in wheelchairs to:

- be able to access toilets with ease
- be able to access bars and food outlets with ease
- to enter entertainment areas with ease and feel safe
- be able to leave the venue/site with ease in case of an emergency
- leave the site in case of emergency without impeding the access route for others.

Organisers should also consider safety provisions for the hearing and visually impaired.

3.2.6 Traffic management and parking

Consideration for parking and traffic flow is essential when selecting your site or venue, and is critical for large events. The event organiser is responsible for any traffic disruption associated with the event so prior planning and organising should eliminate congestion and problems.

Many large venues have existing traffic management plans which form the basis of a traffic management programme for events held at these venues. For any event the event organiser may choose to engage the services of a private sector traffic management company. Private sector providers operate in most areas throughout New Zealand.

Access for emergency services and provision for their parking is essential.

Other considerations

- Ease of car parking
- Signage
- Trained vehicle marshals
- Additional access requirements

Traffic jams can add tension to the atmosphere and can cause huge problems in an emergency.

3.2.7 Impact on environment

Major events will have some impact on the environment and it is the event organisers responsibility to keep this as minimal as possible. Careful planning of the event site can eliminate damage to the environment.

Impact planning

- Sufficient rubbish bins, so litter isn't thrown on the ground or in water areas
- Strategically positioned stages so that trees and vegetation are not used as spectator spots
- Develop contingency plans in case of bad weather at an outdoor event to eliminate

- damage to the environment eg, turning grass to mud
- Consider noise impact
- Impact on residents and business owners
- Capacity and suitability of the chosen location for events which occur regularly eg, each year

Assess environmental effects

- Noise and vibrations
- Odours
- Discharges including contaminants
- Negative visual effects
- Increased traffic

You must apply for resource consents if the environment may be affected in any way. Similarly if people or communities are likely to be affected the impact needs to be considered during the planning process.

3.3. Establishing an Event Organising Working Party

An Event Organising Working Party needs to be established and to meet regularly prior to the event. The tasks need to be spread across the working group so managers can focus on their specific areas.

3.3.1 Event organiser

The event organiser is responsible for the overall management of the event. Their responsibilities include:

- planning
- organising
- resourcing
- relationship management
- financial management
- negotiating
- creative management
- networking.

SGE Form 3.3.1 Event Safety Committee Roles: Event Organiser outlines some of these roles.

It is essential that the event organiser contacts key stakeholders and agencies early in the planning process to include them in the planning phase.

Event Safety Committee Role: Event Organiser	
Name of event	
Name of event organiser	
Contact details	
Tasks (as below)	
Overall management of the event including risk management	
Overview of all planning and organising	
Relationship management including stakeholders and emergency services	
Financial management	
Human resource management	
Overall responsibility for safety	
SGE Form 3.3.1	

3.3.2 Event safety committee

Planning for potential risks is crucial for any major event. It is important to consider the size of the event, the risks to spectators and participants, and the emergency support required to ensure the event is safe.

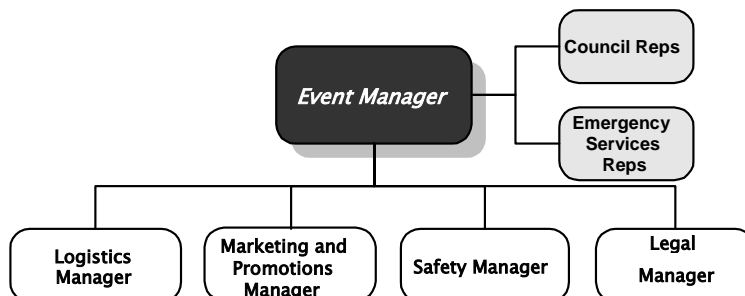
In the early stages of planning the event organiser should identify an event safety committee to share the responsibilities. In larger events it is not feasible for one person to directly manage all areas but the event organiser has the *overall* responsibility for the safety of all staff and the public.

Use the following to establish an event safety committee:

Event Safety Committee

The size and nature of the event will determine whether an event safety committee is required.

A possible structure could look like this:



In some events one person may manage more than one area but the responsibilities can be clearly defined into these areas. *SGE Forms 3.3.2 a-d* list the responsibilities of the event safety committee and allow you to make a list of tasks specific to your event.

Event Safety Committee Role: Logistics Manager	
Name of the Event	
Contact Details	
Responsibilities	Tasks
Emergency management	
Traffic management	
Site management	
Security management	
Communications and Contacts	
Waste management	
Staff provisioning	
SGE form 3.3.2a	

Event Safety Committee Role: Marketing and Promotions Manager	
Name of the Event	
Contact Details	
Responsibilities	Tasks
Promotion	
Advertising	
Media releases	
Media Management	
SGE form 3.3.2b	

Event Safety Committee Role: Safety Manager	
Name of the Event	
Contact Details	
Responsibilities	Tasks
Health and Safety Guidelines	
Alcohol Management Plan	
Water Supply Management	
Food Management	
Public safety management	
Public Health management	
Evacuation Scheme	
SGE form 3.3.2c	

The responsibilities in each area are:

Logistics Manager	Marketing and Promotion Manager	Safety Manager	Legal Manager
Emergency management	Promotion	Health and safety guidelines	
Traffic management	Advertising	Water supply management	
Site management	Media releases	Food management	Permits
Security management		Public safety management	Consents
Communication and contacts		Public health management	Insurance
Waste management		Evacuation scheme	Finance
Staff provisioning		Alcohol management plan	Contracts
			Other legal responsibilities

3.3.3 Marketing

Media campaigns can play a role in safety in a major event. Advertisements are a good way of providing the public with a site map (see *section 4.2 Site Map*) and programme for the event.

If any specific safety messages need to be promoted to the public, pre-event advertising is perfect opportunity to do this.

3.4. Consultation With Stakeholders and Agencies

Contact all agencies and include them in the planning from the early stages. This helps the agencies plan for the event and to feel part of it.

Relevant agencies and interested parties are listed in *SGE form 3.4 Stakeholder Contact List*. Communication between these agencies is essential to keep an event safe

Relevant agencies

- Local council for noise control, road closure and rubbish
- Police
- Fire service
- First aid and ambulance and medical/health care eg, doctors, physiotherapists

Stakeholder	Contact name	Phone/Email
Local Council (specify sub-groups)	*	*
• • • Noise		
• • • Road closure		
• • • Rubbish		
Police	*	*
Fire Service	*	*
First aid and ambulance	*	*
• • • First aid		
• • • Ambulance		
• • • Medical/health care (i.e. Doctors, physiotherapists)		
Public health	*	*
Security Company	*	*

SGE form 3.4 p1a

Stakeholder	Contact name	Phone/Email
Hire Company	*	*
Liquor Licensing	*	*
Road Authority	*	*
Local Business	*	*
OSM	*	*
Media	*	*
Local Bus Company	*	*
Local Taxi Company	*	*
Residents	*	*
Business owners	*	*

SGE form 3.4 p2a

- Public health
- Security company
- Hire company
- Liquor licensing
- Road authority
- Local businesses
- OSH
- Media
- Local bus company
- Local taxi company
- Residents
- Business owners

3.4.1 Police

Approach the police as soon as practical before the event to allow for extra resources if necessary. Contact is usually via the local body representative. Early contact helps to establish the event partnership.

When to contact the police is event dependent. For large events contact is made when the event is pencil booked in the pre-event stage, nominally five months prior to the event. Relationships between police, council and the event organiser should be established as early as possible. *SGE Form 3.4.1 Police Checklist* outlines the areas of communication that are vital for these conversations.

Police Checklist (indicative)		
Before Event	Task	
3 months (large events) or 48 pre-event planning meeting or consultation with Council	Contact Police with Event Date and Venue	<input checked="" type="checkbox"/>
	Provide Police with Event Details - type of event	<input type="checkbox"/>
	Provide Police with Event Managers contact details	<input type="checkbox"/>
	Send details of the Road Closure	<input type="checkbox"/>
6 - 8 weeks (process ongoing through planning stage)	Meet with Police	<input type="checkbox"/>
	Discuss security details	<input type="checkbox"/>
	Confirm emergency Services provisions and risks	<input type="checkbox"/>
	Review Event Risk Management Plan	<input type="checkbox"/>
Week of event (as determined by Police during planning stage)	Plan for the Road Closure	<input type="checkbox"/>
	Meet with Police on site	<input type="checkbox"/>
	Finalise traffic management plans and identify any issues	<input type="checkbox"/>
	Finalise emergency and evacuation procedures	<input type="checkbox"/>
	Confirm Police Headquarters onsite	<input type="checkbox"/>
	Police to outline their staffing plan	<input type="checkbox"/>
	Confirm communication channels	<input type="checkbox"/>
Confirm role of police in emergency	<input type="checkbox"/>	
Day of Event	Develop procedure for confiscated, prohibited and left items	<input type="checkbox"/>
	Police to attend Event briefing the day of the Event (ideal situation)	<input type="checkbox"/>
	Police communication to key stakeholders	<input type="checkbox"/>
Police operational requirements: staff on duty during the event. Note: Police will NOT provide staff for security work.		<input type="checkbox"/>
SGE Form 3.4.1		

It is essential that a police officer is involved in the planning and briefing process.

3.4.2 Security

Security providers play a major part in the success of an event. The event organiser and the security provider need to plan together to highlight any possible problems that may occur and ways to address them.

Responsibilities of security

- Crowd control
- Back of house
- Front of stage (specialist skill required)
- Cash protection
- Equipment protection
- Procedure for confiscated, prohibited or left items (with police)
- Control of access to stage or performance areas
- Control at exit points

Fire permits are required for open air fires, bonfires, and for events where naked flame is used.

Go to www.fire.org.nz. This site gives clear instructions to follow when determining whether an evacuation scheme/procedure is necessary. If you need a scheme it gives you the options of using a consultant, developing a scheme online, or developing a scheme offline.

3.4.4 Prepare evacuation plan

An evacuation plan must be developed for any major event in the case of emergency. An evacuation plan is also sensible for small/medium events. The event organiser is responsible for preparing an evacuation plan but may choose to delegate this function to the safety manager (if this position exists). The fire service and venue manager (if in a formal venue) will assist in developing these plans. Consider casualty handling processes and involve all emergency services in the planning stage.

Event staff and emergency services need to be briefed on what to do in an evacuation. If staff are well-informed and calm in these situations, confusion is less likely to occur.

3.4.5 First aid and ambulance

The provision of first aid services, medical and ambulance services is critical for every event. Three categories of medical service providers are typically used. They are First Aid, Medical & Healthcare and Ambulance Services. Some organisations may be able to provide all three types, otherwise close coordination is required.

First Aid

A designated first aider, equipped with an appropriate first aid kit, should be available at every event. At smaller events, the designated first aider may be someone organised from within the event management team. For larger events, first aid providers (eg, St John) can be organised to provide services.

When organising first aid cover, ensure:

- you have sufficient first aiders to meet OSH requirements (go to www.osh.govt.nz)

- the first aiders hold a current Workplace First Aid certificate or higher
- sufficient first aid materials are readily available at the event.

First aid providers may be able to supply advanced first aid services at your event. These can include defibrillators (heart start machines), oxygen therapy, IV fluid therapy, and advanced cardiac life support. Various response and patient transport options are now available that range from golf carts and mountain bikes to 4WD vehicles.

Questions to ask when selecting a first aid provider

- What are the qualification levels of staff supplied?
- What processes are used to ensure staff maintain their qualification levels?
- What level of public liability insurance does the provider organisation hold?

3.4.6 Medical and Healthcare services

For a small group of events it may be beneficial to have dedicated medical services such as a doctor onsite. This may be a necessity for some events eg, large endurance events where the absence of on site medical services will have a significant impact on the ambulance service ie, a reasonable number of casualties would then need to be transported to hospital. Take into account how close the nearest hospital is and how patients might be transported there.

Health professionals eg, doctors, nurses and physiotherapists can only practice if they have a current annual practicing certificate issued by their relative national body. It is also advisable for them to carry professional indemnity insurance.

3.4.7 Ambulance services

Ambulance services in New Zealand operate in a deregulated environment where providers (usually independent charities) negotiate with the government for the provision of public emergency services.

Key public providers include

- St John Ambulance
- Wellington Free Ambulance
- Taranaki Health care

There are also a few private ambulance services that do not provide emergency ambulance services. However it is important to involve the public services in the planning of major events.

If the event is likely to produce casualties that need to be transported to hospital, then this will impact upon ambulance service resources. If there is potential for a major incident, the ambulance service needs to be advised for planning purposes, as they take a lead role during mass casualty incidents.

It is important to note that although the Ambulance Service receives limited government funding to respond to 111 calls in the community, this is not intended to cover any additional casualty workload created by special events. Event organisers should either plan medical and first aid services in a way that minimises the impact on the community ambulance service, or plan to fund any additional resources required from the ambulance service as part of the event.

The local ambulance service needs to be contacted and booked at least two months before the event so rosters can be planned in advance.

The designated location for first aid and ambulances must be clearly marked on the site map and have good signage so it is easily found during the event.

First aid officers should be in direct contact with the event organiser and the control point so that in case of emergency the response is quick. The event organiser should confirm that communications arrangements enable this.

3.5. Laws and Regulations – Permits and Resource Consents

3.5.1 Insurance

Public liability insurance and legal advice is necessary to protect the event organiser from any personal liability. The event organiser is responsible for the safety of all the managers, volunteers, contractors and the public. Insurance should also cover property and equipment.

Contact an insurance company or broker to get advice on rates.

Ensure that a record of insurance details is kept as part of the event risk management documents.

3.5.2 Building consents

Structures such as tents, inflatables, marquees, scaffolding and staging may require a temporary building consent. Contact your local council who will have the appropriate information.

3.5.3 Food, hygiene and safety

If food is being served you must contact the health officers at your local council who will advise on the necessary procedures and monitoring of food premises/outlets. As well as the local council, event organisers should speak with public health officers at the local Public Health Unit (PHU). Liaison relationships between the local council and PHUs vary by region.

3.5.4 Liquor licensing

If alcohol is available or allowed at an event, careful planning is necessary. Alcohol provision can become a key issue if not managed well. An allowance of at least eight weeks must be made for planning and approval of a liquor license. Contact your local council to register your event and they will advise you of the necessary procedures for obtaining a liquor license.

The Alcohol Advisory Council of New Zealand (ALAC) have produced a booklet called *Managing a successful public event* which has guidelines for alcohol safety and event management. Go to www.alcohol.org.nz. (See also *section 5.5.1 Obtaining a liquor license*).

3.5.5 Noise control

When selecting a venue and the entertainment consider the noise level particularly if the event is near to residential areas, in which case a noise control officer will need to be involved. Noise from amplified music, generators, and the public may create problems especially in a residential area.

Contact your local council to register the event and they will advise you of any requirements that need to be adhered to.

3.5.6 Resource consents

Resource consents are necessary where any development or structure (including temporary) does not meet the regulations of the local district plan or may have some effect on the environment, eg, wind impact, effect on water sources or visual impact.

Resource consent application forms are available from your local council. Allow sufficient time for any resource consent to be processed - often up to three months or longer. There is usually a fee attached to gaining a resource consent.

Check your local council website for more information or to download the application forms.

3.5.7 Film Crews

If you are expecting or involving film crews in your event note that all film crews must apply to their local council for filming permits. Where filming is to be done in reserves or national park areas a filming concession must be granted by the relevant authority, either the Department of Conservation (DoC) or the regional council. Go to **www.doc.govt.nz/About-DOC/Concessions** and refer to *Filming on Public Conservation Lands* for DoC concessions.

Film crew issues to address

- Traffic management/road closures
- Resource/building consents
- Environmental consents
- Fire permits
- Pyrotechnics (if applicable)
- Water access
- Air access
- Parks and public spaces

The council will need to sign off on each of these issues before they issue a film permit.

3.5.8 Public Health

In some instances public health will need its own checklist. Risk assessment undertaken by event organisers at an early stage will help determine whether the public health agency is a key stakeholder. For example is there is criminal threat to food or water supplies, or is food/water provision compromised by location or conditions?

4. Event Development Stage

Throughout the event development stage it is important to keep track of key tasks and their completion. The *SGE Form 4 Event Development Stage Checklist* can help you with this process.

4.1. Internal and External Communications

4.1.1 Internal (staff) communication

Communication plans are necessary for all events so that emergency services can communicate with each other during an emergency. It is necessary to have all key staff and services linked by two-way radio. Note that the police, and sometimes the first aid provider, operate their own communication channels independently of the event.

Each service must be able to communicate with:

- each other
- the event organiser and manager(s)
- staff outside the site to get a picture of the event
- security who may be the first to identify an incident.

A central communications unit needs to be set up with control over the command in the case of emergency. In a major event numerous radio channels need to be used. For example

Channel 1	Emergency Services + Event organiser
Channel 2	Site/venue managers
Channel 3	Media
Channel 4	First aid posts

When setting up the communication network ensure that:

- all hand-pieces communicate with each other, if required
- all hand pieces communicate with base
- backup batteries are available for longer events
- hand-pieces operate all over the site.

Event Development Stage Checklist	
Name of the Event	Completion Date
Conduct Pre-event Planning <ul style="list-style-type: none"> • Core event team • Sub-group meetings (with liaison to core team members) 	
Establish incident management team (large events)	
Develop Site Plan <ul style="list-style-type: none"> • Public open spaces identified • Open sites identified • Affected roads identified 	
Develop Hazard Identification Checklists	
Prepare Risk Management Plans	
Prepare Emergency Plans	
Prepare Evacuation Plans	
Prepare Crowd Control Plans	
Establish Communication Plans <ul style="list-style-type: none"> • Radio • Public • Media 	
Other	
SGE form 4	

Briefing event staff on radio use

- Do not make serious announcements across the radio unless you want to broadcast across the entire event site
- Use ear pieces wherever practical
- Keep sentences short and concise
- Only one person talks at a time
- Keep batteries close to body as the cold drains the batteries fast
- If long conversations are needed take it offline
- To transmit (talk) press button and hold before starting to talk, hold button in until finished speaking then release
- Ask for the person by name and then tell them who's calling

4.1.2 Public Communication

Communicating with the wider public can be achieved in many ways. Consider the purpose of your communication, eg, public relations, traffic control or information such as lost children.

A public address system can assist in an emergency as the public can be directed and informed with ease. It is necessary to have a back-up system in the case of power failure. A loud haler is a good backup.

Choose a preferred radio station(s) for announcements and consider print media options.

4.2. Site Map

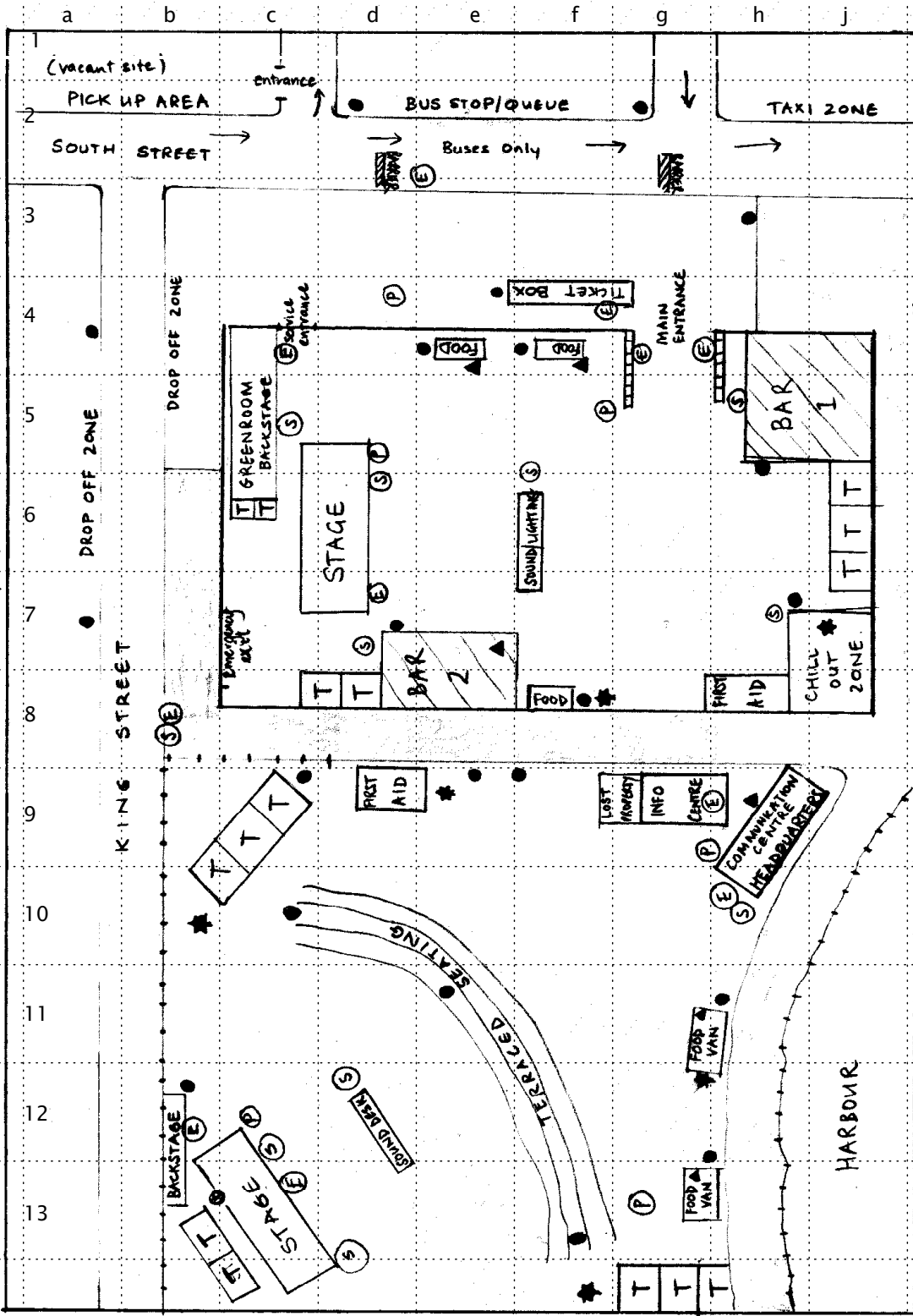
A useful site map includes a grid to enable all event team members to identify their location (see following page). The grid also allows emergency services to locate specific areas of the venue with radio or telephone instruction. When creating a site map consider items as listed in *SGE Form 4.1 Site Map Checklist*

Checklist

- Entrances and Exits
- Vehicle access paths
- Parking
- Food and Liquor Outlets
- First Aid Posts
- Seating
- Lost children
- Safety fencing
- Rubbish bins
- Centre for emergency services
- Media centre
- Emergency access routes
- Pedestrian routes
- Stage location
- Communication centre
- Rest areas
- Toilets
- Water outlets
- Phones
- Information centre
- Security and police locations

Site Map Checklist		
Entrances and Exits	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Vehicle access paths		
Parking		
Food and Liquor Outlets		
First Aid Posts		
Seating		
Lost Children		
Safety fencing		
Rubbish Bins		
Communication Centre		
Centre for Emergency Services		
Notes:		
SGE form 4.1		

SITE PLAN
 EVENT: BANDATHON
 DATE: 01/01/06



- LEGENDS:
- emergency vehicle access
 - ⬮ barrier fencing
 - /// alcohol consumption areas
 - rubbish bins
 - ★ water
 - ▲ fire extinguisher
 - ⓔ event staff
 - Ⓢ security
 - Ⓟ police

4.3. Criminal Activities

Although criminal activities are unlikely to occur event organisers must consider and plan for the possibility.

In the planning stages consider these areas:

- Unattended packages
- Concealment areas
- Security checks and sweeps

4.3.1 Unattended packages

Prior to the event you must decide how to identify an unattended bag or package.

Ask the following questions

- Are security personnel trained and briefed?
- Who will contact police?
- Who can identify explosives?
- Will the area be evacuated? Cordon, isolate and control?

These issues must be discussed and a response plan set and communicated to staff.

4.3.2 Concealment areas

Areas where people can hide, or get a birds eye view from, or areas where weapons could be stashed need to be identified on the site map. Venue and event staff need to work with the police in identifying these areas.

4.3.3 Security checks

Roaming security may be appropriate in some events. Security staff should be in contact with the security company.

Planning security checks

- How often is security going to go through the site?
- What are they looking for?
- How will they react to an incident?
- What will the role of security be in the case of emergency?
- It is important that security and venue staff work together.

Use *SGE Form 4.5 Security Checks* to identify measures to take when handling:

- Cash
- Prohibited items
- Equipment

Security Checks	
Name of the Event	
Cash	
Prohibited Items	
Equipment	
Crowd Management	
Site Management	
Other	
SGE form 4.5	

- Crowd management

4.4. Briefings

The briefing meeting in the days leading up to the event is crucial to its success. Make sure it is clear that the final briefing meeting is the last meeting. The briefing should be with all key stakeholders including police and security. The purpose of a briefing is to inform all stakeholders how to respond to an emergency.

Briefings should address these issues

- Discuss overall event detail and purpose
- Issue copies of the site plan
- Confirm communication channels (radio channels should also be confirmed)
- Teach staff who haven't used radios before how to operate them
- Confirm security plans
- Locate first aid sites on the site plan
- Address evacuation plans
- Discuss contingency plans in case of bad weather or other factors
- Discuss emergency management plans
- Identify emergency vehicle access routes
- Discuss risk management/hazard identification
- Identify public health issues

4.4.1 Security briefing

A separate set of security briefings is usually required, as well as an update on the day of the event.

- Give details of emergency and evacuation plans to the security company in charge to brief the team. Note that the team usually changes daily so regular briefings will be necessary. If multiple security providers are used it is normally the principle company's responsibility to brief all staff.
- Clearly explain details of the site layout including entry and exits, first aid sites, control room.
- Give clear instructions on the management of behaviour and a definition given of what is and is not acceptable.
- Issue instructions on the chain of command in case of an emergency. In some events more than one security provider is onsite – each security provider must be at the briefing to ensure cooperation and clarity in the roles.

4.5. Emergency Plans

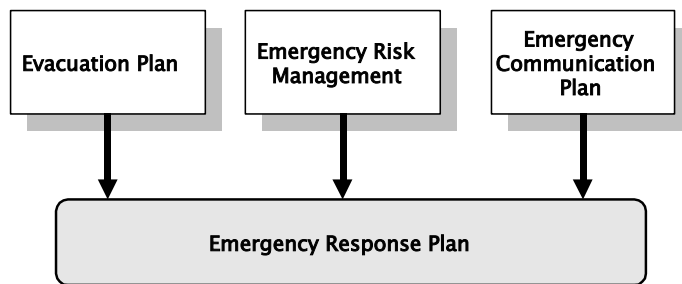
Emergency Management Plans should include:

- an evacuation plan
- a risk management plan
- an emergency communications plan.

These plans should be given to all the event managers, key stakeholders, emergency services and venue managers.

4.5.1 Emergency Response Plan

Emergency plans provide a basis for an Emergency Response plan. An Emergency Response Plan is developed to be used in the case of a serious incident.



The event organiser is responsible for initial handling of an emergency. They need to be on the ground and able to deal with the incident, or to have clearly delegated that responsibility.

The plan must identify:

- the line of command in an emergency and how it can change
- at what point, and how, control goes to the police
- arrangements for emergency services, including police
- role of event staff in the case of an emergency
- meeting points for emergency services
- access and evacuation routes
- personnel who can authorise evacuation
- radio channel used for emergency
- ambulance and first aid zones
- an emergency control centre
- hospital details in case of a major incident.

4.5.2 Contingency plans

Contingency plans should identify possible issues/risks that may interfere with the running of the event and highlight the action that will be taken in each situation, eg, weather, crowd issues, etc.

Event organisers need to be flexible and plan for factors such as detrimental weather or unforeseen circumstances occurring. Backup safety plans need to be set.

For some events a postponement day should be set – if so the alternate date must be advertised in the event promotion material.

5. Managing Your Event

5.1. Health and Safety

The event organiser is responsible for a health and safety audit. A survey should be completed prior to the event. You can use *SGE Form 5.1 Health & Safety Venue Assessment* to help with your assessments.

The local council will have environmental health officers (EHOs) who will be able to assist in planning a major event and may be available onsite during the event to deal with any public health issues. Areas such as noise control are often contracted out. Contact your local council for advice or support with any issues and request that someone is available to attend event planning meetings.

Develop a health and safety emergency plan that includes:

- contact details for the environmental health officers
- contact details for any key event staff
- contact details of food proprietors
- alternative water and power options in case of failure during the event
- procedures for handling complaints during the event.

Note that under the Health and Safety Amendment Act 2002, event organisers have, at all times, a duty of care to ensure the safety of both staff and volunteers at the event site. For more information about obligations to volunteers in particular, go to www.workinfo.govt.nz.

5.2. Gate and Door Control

Efficient control of all entry and exit points ensures comfortable crowd traffic flows and creates a positive and enjoyable atmosphere.

Planning gate control

- Provide an adequate number of gates
- Ensure gates open on time
- Try to reduce size of crowd when gates open
- Adequate staff should be provided including security
- Staff should be briefed and able to respond to requests quickly

Health and Safety Venue Assessment	
Date of the Event	
Building Safety <ul style="list-style-type: none">▪ Stairs/Ramps▪ Seating quality▪ Seating stability▪ Handrails	
Sanitation	
Waste management	TYPE: _____ WHEN: _____
Water <ul style="list-style-type: none">▪ Quality▪ Quantity▪ Source▪ Hot water	
Pest control	
Noise Control	
Food Safety <ul style="list-style-type: none">▪ Licences▪ Refrigeration▪ Power supplies▪ Cooking devices▪ Removal of liquid waste▪ Food source assessment▪ Staffing assessment	
SGE form 5.1	

- Gates must be clearly marked to eliminate confusion
- Space is provided for bag and identification checks
- Contingency in case of bad weather
- Staff and entertainers should have a separate entry/exit entrance

The *SGE form 5.2 Site Access Checklist* can be used to check off the relevant preparations.

5.2.1 Ticket sales and collection

Crowds should be moved through the gates as quickly as possible. Tickets sales should be in a different place from the entry gate to avoid bottlenecks. Ensure that the staff are trained in collecting tickets especially where electronic barriers are used.

5.2.2 Seating

Event teams must be familiar with the venue so the public can be directed to their seats. Ushers and security need to be helpful and prepared to guide the public to the appropriate place when needed. Signage also needs to be clear so that people can find their own seats with ease.

5.3. Crowd Control

Crowd control refers to taking control of the crowd and installing order. Defusing crowd tension is sometimes necessary to keep order.

Planning crowd control

- Choice of music eg, opera at a rugby match might not be appropriate
- Choice of entertainment eg, mascots, cheerleaders, etc
- Food and beverage being served to the spectators in their seats
- The attitude of the security and marshals eg, friendly, smiling faces
- Crowd actions such as Mexican waves, inflatable balloons being passed within the crowd

Video screens aid crowd management as a means of entertainment, close ups of the action and a means of getting public safety messages across.

Barriers can be used for channelling spectators into specific areas. Barrier fencing, road markers or danger tape can be used. Each option has its merits but during

Site Access Checklist		
Assigned supervisor	✓	Marshals assigned and briefed on directing crowds
Turnstiles, barriers, fences are all checked		Adequate no. staff have been employed
Staff are well trained and briefed		Access has been allocated for wheelchair
Access has been allocated for emergency vehicles		Entrance ways are clear - no activity, signage etc blocking entrances
Areas are assigned for checking bags for prohibited items		Storage for prohibited items
Notes		
SGE form 5.2		

planning the event organiser must decide which is the best option. For example, barrier fencing is the best option for street parades to stop children from running out into the moving traffic.

5.3.1 Crowd management

The aim of crowd management is to retain order and keep the event safe for the public. If there is unrest or crowds become disorderly it takes careful handling to re-establish order as quickly as possible. Planning this needs to involve the police. It should focus on how people will get into and out of venues while avoiding conflicting crowd flows. An emergency management plan (see *section 4.5 Emergency Plans*) is essential for crowd management and all agencies must be briefed and understand this plan.

A well prepared event team can cope with crowd management incidents effectively if risks and hazards have been identified in prior planning and briefings.

5.3.2 Public Announcements

Public announcements can remedy crowd problems but care should be taken in open spaces to avoid confusion. The MC should be practised and able to tell the crowd where there is room and to give safety messages.

5.4. Parking

Planning for parking at an event is essential. Sufficient parking must be allocated for cars, buses, and service vehicles. Clear instructions must be given so that the allocated parks are easily identified.

Alternative parking areas may be required for wet weather, particularly if plans involve parking on grass.

Give locations to emergency vehicles and mark their positions on the site map.

Consideration needs to be given to participants, officials, spectators, media, marshals, security, medical staff and buses.

5.4.1 Parking and Public Transport

Marshals and parking wardens must be employed to help direct the public to car parks. Remember this is often the first impression that people have of the event.

Extra public transport needs to be organised for big public events to relieve the road network. Establish drop-off and pickup points and identify them on the site plan.

5.5. Alcohol

Under the Sale of Liquor Act the licensee (the person receiving the revenue and named as holding the license) is the person responsible for ensuring that liquor laws are not broken.

In some cases the event organiser may not be the licensee but they are still responsible for the overall management of alcohol. The event organiser must ensure that the licensee adheres to the regulations so that no issues arise. Drunken incidents reflect badly on the overall management of the event.

Under the Sale of Liquor Act it is an offence to sell liquor to a minor (a person who is under 18 years of age), or to allow liquor to be supplied or consumed by a minor. Serving alcohol to intoxicated people is also an offence and must be controlled.

The event organiser must make the licensee aware of what is expected as they are ultimately responsible for the service. Any offenders will receive fines. Bar staff must request identification if there is doubt about a person's age.

5.5.1 Obtaining a liquor license

Licensees serving alcohol and running bars must be certified. Councils usually require that fees are paid. (See also *section 3.5.4 Liquor licensing*).

- Check with local council to find out who handles applications
- Allow time for the application to be processed as other agencies have to be consulted
- Have information available: serving hours, types of containers, types of alcohol being served, food being served
- Check that the licensee knows the conditions of the Sale of Liquor Act
- Check the requirements for a BYO event

5.5.2 Liquor options

Give thought to what alcoholic and non-alcoholic drinks will be available. There needs to be a range of each including low alcohol drinks and water.

Pricing structures need to be considered carefully as under-pricing may promote higher consumption levels encouraging intoxication.

Restricting alcohol to plastic containers is a good idea as it limits the likelihood of injuries and reduces cleaning costs. Glass bottles and cans can become missiles.

Designated alcohol consumption areas are essential so label them clearly on the site map.

If alcohol is prohibited, bag searches will be necessary and confiscation of liquor must be carried out. Security staff must be briefed and methods for disposing of the confiscated alcohol will need to be identified.

5.6. Street Events and Traffic

When considering street events you should include:

- any activity held on or adjacent to a road which may affect traffic
- any event that will require access to be restricted to areas of roads (such as street parades)
- any event that will put unusual traffic on roads such as rallies, parade floats, fun runs, relays, etc.

Planning for temporary or partial road closure

- Any temporary closure of any road must be approved by the local council
- A detailed traffic management plan is always required. The local council will assist you with the requirements of this plan. Advertising the road closure is necessary as well as promoting any changes to the public transport system
- Hireage of signage and barriers
- Marshals appropriately dressed in identifiable clothing
- Any parking restrictions and signage required
- Impact the closure has on residents or businesses and the best way to notify them
- Advertising of the closure
- All costs for street closures and related needs will be met by event organisers, unless otherwise negotiated with council

Your council will want detailed information regarding the proposed closure. Many councils have forms and procedures for this type of event, if not you can use *SGE Form 5.6 Traffic Management Form for Events* to provide details.

Traffic Management Form for Events		
<small>To be used for any event requiring traffic management plans, or involving large numbers of people - parades, fun runs, etc.</small>		
Requested date and time of the event	Date:	Time:
Event location		
Details of the event route or venue (attach map if relevant)		
<small>----- See plan to be attached to this form where available</small>		
Event organiser contact details (PHONE / U / EMAIL)		
NAME:		
PHONE:		
EMAIL:		
Event management contact details (PHONE / U / EMAIL)		
NAME:		
PHONE:		
EMAIL:		
Council contact details		
Name contact details		
Council approval where required (Signed/Approved):		
Date:		
SGE Form 5.6		

5.8.2 Food outlet queues

Queuing for food can cause problems and crowd unrest.

Suggestions for eliminating problems

- Vending machines with drinks and snack food can help congestion
- All outlets should be open for the duration of the event
- Barriers may need to be used to form queues
- Breaks in the main acts should be long enough to allow people to get food and drink
- Site plan should position food outlets strategically to spread the crowd

5.8.3 Water

An adequate source of water must be available. Water must be delivered in a hygienic way to prevent cross-contamination between users. For example drinking fountains are more suitable than large water barrels where users dip their cup or hands into the water.

For outdoor events such as festivals, rock concerts and sports participation events, both the public and participants require drinking water to prevent dehydration, heat stroke and to have an option available other than alcohol.

Clean, easily accessible water should be available free of charge. Chilled water should also be available to purchase from vendors.

Check the following:

- Is drinking water available?
- Is the location of water clearly signposted and marked on the site maps?

5.9. Toilets and Hygiene

An adequate number of toilets needs to be made available in a big crowd so that queuing is limited and the crowd isn't unhappy because of a long wait for toilets. Toilet location is important – allow for ease of access and a central location.

Planning toilet facilities

- Consider appropriate number of toilets
- Place toilets outside the venue doors/gates for people waiting to enter

- Make arrangements for cleaners to maintain toilets on site during the day
- Provide toilet facilities for emergency services, police, security

Toilets must be:

- well signposted
- well lit (when appropriate)
- serviced on a 24-hour basis during the event
- located away from the food storage and food service areas
- clearly marked on the site map
- available for people with disabilities
- provided with nappy changing facilities
- provided with hand washing facilities (when using porta-loos)

For events where alcohol is not available

Patrons	Males			Female	
	WC	Urinals	Hand basins	WC	Hand basins
< 500	1	2	2	6	2
< 1000	2	4	4	9	4
< 2000	4	8	6	12	6
< 3000	6	15	10	18	10
< 5000	8	25	17	30	17

For events where alcohol is available

Patrons	Males			Female	
	WC	Urinals	Hand basins	WC	Hand basins
< 500	3	8	2	13	2
< 1000	5	10	4	16	4
< 2000	9	15	7	18	7
< 3000	10	20	14	22	14
< 5000	12	30	20	40	20

5.10. Refuse and Waste

A waste management plan should be developed. The local council will give advice on recycling and making the event environmentally friendly.

5.10.1 Waste management plan

You need to develop a waste management plan to prevent overflowing bins and provide safe removal of waste.

Waste Removal			
Number of bins available	Public Use	Food Outlets	Medical/First Aid
	Cans		
	Waste Bins		
	Recycled Waste Bins		
	Hazardous Material		
	Other		
Program for emptying bins			
Program for removal of rubbish from the site			
Arrangements for site clean up			
Arrangements for clean up of surrounding areas			
Group responsible for setting out bins			
Group responsible for emptying bins			
Group responsible for clearing rubbish from site			
Group responsible for clean up			
Group responsible for site clean up			

SSE form 5.9.1

Recycling is an option when managed effectively. Different types of waste require different types of bins. Use *SGE Form 5.9.1 Waste Removal* to document the event's waste removal programme. Include specification of the type and number of bins to be used along with the programme for emptying and bin removal. Don't forget the post-event clean-up.

Medical providers should manage medical and bio-hazard waste including syringes.

Having sufficient bins available will influence the public to use them but if there are not enough, rubbish will be dumped on the ground and will need to be cleaned up later which will add to the costs.

5.11. Signage

Signage is an important communication means. Ensure your signage is clear and visible. There are several categories of signage:



Directional – i.e. Information Centre this way, parking areas

Operational – i.e. 'You are Here' maps

Warning – i.e. danger don't enter

Facility – i.e. toilets

Advisory – i.e. liquor bans, road closure prior to the event

Clear and appropriate signs can direct and inform the public.

Signs should be strategically placed so the public is informed before entering the event area.

5.11.1 Signage points

- Exits – egress points
- Ticket box
- Toilets
- Information centre
- No smoking
- Lost children
- Parking areas
- Police
- Lost and found
- First aid
- Phones
- Meeting point for general public

5.12. Information Centre/Lost Children

An information centre needs to be set up. It should be staffed at all times and be well signposted so it is easily found. As a key element in any emergency, information centre staff should have a good understanding of the event organisation structure.

The information centre should provide site maps and programmes to the public so that staff are not having to verbally answer all enquiries.

Lost children can also be collected from the information centre, although in major events it may be necessary to have two separate centres.

The event organiser needs to be in contact with both the information centre and lost children centre. Lost children facilities need to be run by people experienced in dealing with children under stress. Event staff need to be briefed on how to deal with lost children. Police need to be alerted if a child has been reported as lost. A form will need to be filled out so that a description of the child is recorded and can be communicated to all security and event staff. You can use *SGE form 5.12 Lost Children Report* to record each occurrence. If a lost child has been found it is important to communicate this to all staff so they cease looking.

5.13. On the Day

On the day of your event there are many things you need to remember and communicate. To help you keep these items in mind it is suggested that you use a list similar to the one provided as *SGE Form 5.13 Event Day Checklist*. You should make notes about the last minute items to enable you to review progress and note any issues. This can prove a useful record if anything goes wrong at your event.

Lost Children Report	
Date:	Time:
Report written by:	
Information about child (as known)	
Name	
Address	
Age	
Phone number	
Location child was found	
Who found child	
Description of child	
Gender	
Ethnicity	
Clothing description	
Unique physical features	
Information about parents	
Name	
Address	
Phone Number	
SGE Form 5.12	

Event Day Checklist	
Date of event:	Time:
Complete site check	
<ul style="list-style-type: none"> • Food • Water • Toilets • General safety • Traffic/Vehicle controls 	
Brief emergency services	
Implement radio communication plan	
Brief Incident Management Team (large events)	
Information centre set up complete and booked	
General notes:	
SGE Form 5.13	

6. Post-Event Stage

There are several areas of post-event activity that need action following an event. This is especially important if your event has received council funding. Council will require a report on the event and its successes and whether your event is intended to be held annually or on a regular basis. Use *SGE Form 6 Post-Event Stage Checklist* to make sure post-event activities are completed and to record actions.

6.1. Debriefing

A formal debriefing with key stakeholders and agencies should be held as soon after the event as possible. Get as many people as possible involved.

Purposes of the debrief

- To identify any outstanding issues for resolution
- To identify issues that were dealt with during the event and bring them to the attention of the event team
- To build the expertise of those involved in the event – including the event organiser – by understanding the lessons learned
- An opportunity to thank those who participated

The event organiser should ensure debriefs are held in a suitable location and that minutes are recorded. Use *SGE Form 6.1 Event Debrief Sheet* as a record of the event.

6.2. Surveys

If practical, surveys should be completed at all major events so event organisers and others involved are provided with feedback. A section on safety should be in the survey so that the public have an opportunity to comment on safety issues. Their feedback can be used for future events.

6.3. Safety Recommendations

From the staff and emergency services debriefs and the feedback given in survey forms the event organiser should prepare recommendations for future events. This is particularly important for events that are to be held on a yearly basis.

Post Event Stage Checklist	
Name of the Event	
Action	Completed
Post Event Debrief and evaluation meeting	
Completion Surveys	
Make recommendations for safety	
Complete Evaluation Report	
Notes	
SGE form 6	

Event Debrief Sheet		
Name of the Event		
Attendance Number	COMMENTS	
Number of Incidents		
Event Manager comments		
Police Report		
First Aid officers report		
Number of casualties treated	Reasons why transport to hospital was necessary	
Numbers transported to hospital by ambulance	General breakdown of injuries or illnesses treated (e.g. 40% Headaches, 30% sprained ankles etc)	
Numbers referred to doctor on and off site		
Security report		
Vehicle owner report		
Media Feedback		
Local council report (if appropriate)		
SGE form 6.1		

7. Appendix 1

Special Planning for High Risk Events

Some events contain more risks than others, and they require special planning well in advance of the event. This appendix provides some examples of high-risk events and makes brief suggestions on how to plan for them.

Organisers should ensure personnel are trained and equipped for the unique nature of these events. For high-risk events organisers must also take special care to identify risks and hazards, and above all to liaise well ahead of time with all relevant agencies in sports, councils, OSH, ACC and others.

7.1. Pyrotechnics (Fireworks)

Large public fireworks displays have become very popular. Incidents are most likely to happen around the launch site so consider carefully:

- the position of the launch site.
- the buffer between the spectators and the launch site.
- that fire fighting equipment is at the site and trained fire fighters available.
- that fireworks should not be projected over areas of bush or buildings.

Test certificates are required for all firework/pyrotechnic displays. The event organiser is responsible for obtaining a test certificate at least three days prior to the display to certify that prescribed safety requirements are met.

To obtain a test certificate, requirements regarding handling, discharge areas and exclusion zones must be met. The organiser must also provide detailed site plans, information on the fireworks to be used and written permission from the NZ Fire Service or Rural Fire Authority.

Information on obtaining test certificates, a list of people who can issue test certificates and detailed information about what is required to obtain a test certificate is available from the Environmental Risk Management Authority (ERMA). Go to www.ermanz.govt.nz and type 'fireworks' into the search function to find out more. ERMA is developing a code of practice for pyrotechnic displays.

There will be charges associated with obtaining a test certificate. These vary from region to region.

7.2. Powerboat Racing

Emergency medical support must be available.

- For high speed, long distance events a paramedic should be following the race in a helicopter.
- A medical response boat should be in the water with spinal stabilisation and resuscitation equipment aboard. A trained paramedic officer must be aboard. The boat must be linked by radio or VHF radio to the race controller and a land base emergency service.
- Rescue boats must be available with experienced divers equipped with gear and trained to effect releases and extrications below water.
- Land bases for transfer of patients from boats to land ambulances must be identified.

Areas where spectators are permitted to line piers, waterfronts, or coastal areas

- A patrol boat(s) should be employed to ensure safety. This boat is restricted to monitoring the spectators and is equipped with gear to assist in removing people from the water.
- Walls or barriers should be in place to reduce the impact an out of control boat could have if it ran aground at high speed.
- Warning signs should be put in place at boat ramps and recreational water zones warning users of the date, time and nature of the event.
- Spectator zones should be clearly marked.
- All patrol boats should be clearly marked, flying a specific flag.
- Harbour police should be briefed on the event and encouraged to be present to assist with spectator safety, especially the on-water spectators.
- Notification should be advertised in the local paper to warn people of the event.

7.3. Long Distance Road Events

Road events which feature running, walking or cycling attract large numbers of participants. The event organiser

has overall responsibility for briefing participants prior to the event. Clear guidelines and maps must be included in the registration packs. Participants should also be briefed verbally prior to the start of the race and advised of any changes to the original plans.

When participant numbers are high it will be necessary to have more than one of the event staff conducting briefings.

All emergency services must be well informed prior to the race.

Note: As at December 2003, SPARC (Sport and Recreation New Zealand) were engaged in a joint project with Standards New Zealand and the Accident Compensation Corporation to develop generic guidelines for managing risk in sport and recreation. These guidelines are intended to be broad in their approach and will cover the management of risks at the strategic and operational level as well as in relation to events. The aim of the guidelines is to provide a consistent approach to risk management for the sector and to assist understanding of risk management principles and their application. These guidelines will be based upon the Risk Management Standard AS/NZS 4360:1999. For more information go to **www.sparc.org.nz**.

8. Appendix 2

Assessing Risks and Hazards

Once you have made a list of all the hazards and risks that might occur at your event, the next step is to consider how serious each of them are, and then to decide how to address them. To help with this you can use a two step process.

Firstly consider how **likely** the event is to occur using the measurements in *SGE Form A2:1 – Qualitative Measures of Likelihood*.

Then consider the likely **impact** of the hazard or risk using the *SGE Form A2:2 - Qualitative Measures of Consequence or Impact*.

From these tables assign a letter indicating likelihood and a number indicating consequence or impact to each of your risks/hazards.

For example, if you are holding a street parade and identify adverse weather as a risk (it might rain), but you think that it is a good time of year and thus not likely, you may assign a measure of likelihood as D – Unlikely. Alongside this consider your consequence or impact. In this case you know that people can get easy cover, and if it looks like rain will probably bring coats, so you assign a measure of consequence or impact as 2 – Minor.

Now you have a Risk 'Adverse weather' with a measure of D/2. Use *SGE Form A2:3 Qualitative Risk Analysis Matrix* to see how serious your risk is – in this case D – Unlikely/2 - Minor is assessed as an L – Low risk and probably does not need to be mitigated.

SGE Form A2:4 Event Risk Planning provides an example of this process, where crowd management issues and fire issues have been assessed for their risks.

Once you have assigned a level of risk to all your hazards and risks you can assess them against one another, and make decisions on how you will deal with them. For legal and insurance reasons make sure that you document this process and the decisions that are made. Council will also want to know about your risks, and how you plan to mitigate any that are serious.

Event Registration Information					
Name of the Event	Proposed Venue: Our-Town Community Park				
Date of the Event	Proposed Venue: Our-Town Community Park				
Proposed Venue	Proposed Venue: Our-Town Community Park				
Risk category	Risk	Likelihood rating	Consequence Rating	Level of Risk	Action/Mitigation plan
Crowd Management	Disorderly	C	2	L	Police present/ Early intervention
	Uncontrollable	C	2	L	Police present/ early intervention/ call for additional resource
	Traffic disruption	C	2	M	Planned traffic management/ops determined routes/ continued monitoring
	Unauthorized Access	C	1	L	Security vigilance/police present/early intervention/surveillance cameras/appropriate briefings
	Riot	E	4	L	Police present/early intervention/ additional police
Fire	Explosion	E	3	M	Inspections/verification by venue manager

9. Risk Assessment Forms for Appendix 2

A2:1 Qualitative Measures of Likelihood

Level	Descriptor	Description
A	Almost Certain	Incident will occur in most circumstances
B	Likely	Incident will probably occur in most circumstances
C	Moderate	Incident should happen at some time
D	Unlikely	Incident could happen at some time
E	Rare	Incident may occur only in exceptional circumstances

A2:2 Qualitative Measures of Consequence or Impact

Level	Descriptor	Description
1	Insignificant	No injuries Low financial loss Inconsequential or no damage Little or no disruption to public infrastructure
2	Minor	First aid treatment on site Some damage Some disruption to public Some financial loss
3	Moderate	Medical treatment required Some hospitalisation Insufficient resources Moderate damage Moderate disruption to public High financial loss
4	Major	Extensive injuries Significant hospitalisation Fatalities Extensive personnel support required Significant damage Significant disruption to public Major financial loss
5	Catastrophic	Death Anarchy High financial loss

A2:3 Qualitative Risk Analysis Matrix – Level of Risk

Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic
	1	2	3	4	5
A (almost certain)	S	S	H	H	H
B (likely)	M	S	S	H	H
C (moderate)	L	M	S	H	H
D (unlikely)	L	L	M	S	H
E (rare)	L	L	M	S	S

Legend:

H = High risk - detailed research and management planning required at senior levels

S = Significant risk - senior management attention required

M = Moderate risk - management responsibility must be specified

L = Low risk - consider and evaluate

Event Registration Information					
Name of the Event	Proposed Venue: Our-Town Community Park				
Date of the Event	Proposed Venue: Our-Town Community Park				
Proposed Venue	Proposed Venue: Our-Town Community Park				
Risk category	Risk	Likelihood rating	Consequence Rating	Level of Risk	Action/Mitigation Plan
Crowd Management	Disorderly	C	2	L	Police present/early intervention
	Uncontrollable	C	2	L	Police present/early intervention/call for additional resource
	Traffic disruption	C	2	M	Planned traffic management/pre-determined routes/continued monitoring
	Unauthorized Access	C	1	L	Security vigilant/police present/early intervention/surveillance cameras/appropriate briefings
	Riot	E	4	L	Police present/early intervention/additional police
Fire	Explosion	E	3	M	Inspections/certification by venue managers
SGE form A2:4					

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