

A Planning Guide for Event Managers

# ALCOHOL, SAFETY and EVENT MANAGEMENT



*Department of  
Tourism, Sport  
and Racing*

**LIQUOR LICENSING  
DIVISION**



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# Foreword

In every community, public events and ceremonies serve an important function in helping individuals, groups and families to interact and celebrate. Well run, successful public events can provide a range of social, economic and cultural benefits to the community.

As participation in public events has become part of modern life, in both urban and rural settings, there is an expectation that events will be enjoyable, well organised and safe. To a large extent the responsibility for this outcome lies with the event manager and the event organising committee.

Alcohol is often seen as a symbol of celebration and included as part of the festivities at many public events. Event managers need to be aware that the provision and consumption of alcohol must be carefully considered when organising an event. Ineffective alcohol management, particularly irresponsible serving practices, can create risks for staff, event patrons and the public.

Experience has shown that the management of a successful event requires a detailed planning and consultation process. This guide has been designed to help event managers through the planning process.

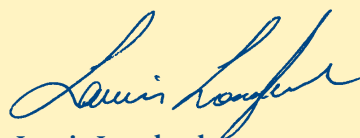
This guide focuses on the issues which, if handled correctly, can improve the quality and safety of public events. These issues include the identification and involvement of key stakeholders, planning processes, management of alcohol, promotion and media strategies, entertainment considerations, entry and exit plans, security systems, medical care and crowd control.

Although a comprehensive event planning process cannot guarantee a problem-free event, the involvement of key stakeholders and the commitment of adequate and suitable resources can greatly reduce the potential for concerns. Such planning can also enhance the ability of event managers to effectively respond to any problems that may occur.

It is hoped that event managers, their committees and event patrons will benefit from this guide and be happy with the outcomes of a successful and safe event.



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Commissioner of Police



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## What are the different types of events?

Generally, events can be categorised into one of the following types:

### 1. **Defined and structured**

These events are defined by a set venue and duration. They have strict entry and exit points, usually charge an entrance fee, and cater for particular groups of patrons e.g. sporting events, concerts, balls and formal parties.

### 2. **Defined and unstructured**

These events are defined by a general venue area and duration, although they have less control of patrons entering and leaving throughout the duration of the event e.g. a town or folk festival, a rodeo, a race meeting, a mardi gras.

### 3. **Undefined and unstructured**

These events are not confined to a specific area or duration, they lack a central point of organisation and can simultaneously occur in a range of locations e.g. New Year's Eve parties, Schoolies Week and end of sporting season celebrations.

This guide can help you develop and manage 'defined and structured' and 'defined and unstructured' events as these events provide the greatest potential for improved outcomes.

'Undefined and unstructured' events are more difficult to manage and modify and require significant consultation between government departments, local councils, licensees, and community and business groups.

When planning any type of event there are many aspects to be considered along with the operational details. A financial management plan, sponsorship plan, marketing plan, research study and event evaluation may all be required to ensure that events are a success. A publication *How to Organise Special Events and Festivals in Queensland* may be useful and is available through Tourism Queensland.

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## Why the fuss when alcohol is available at events?

For event managers, the provision and consumption of alcohol at events creates the greatest risk to event patrons, staff, and public safety. Ineffective management of alcohol, particularly irresponsible serving of alcohol, is often accompanied by high risk behaviours such as drink driving, unsafe sex practices and increased risk of accidents, injury, damage to property, and physical violence.

Owing to the complex nature of event management, the event manager can be perceived as the hero or villain based on the positive or negative impact of an event. Factors such as adverse weather, mechanical failure, unpredictable crowd behaviour, the quality and appropriateness of entertainment and the response to incidents by event staff and authorities will all have an effect on patrons' enjoyment and safety. Poorly managed alcohol consumption can make problems worse to the point where the event is neither safe nor successful for patrons, staff or organisers.

It is important for event managers to develop and implement a range of strategies that prevent or reduce the harm and risk associated with the provision and consumption of alcohol. These strategies should be characterised by:

- collaborative planning processes;
- cooperation with relevant government departments, councils and community agencies;
- trained event staff and security personnel;
- an understanding of safe crowd management strategies;
- coordination of suitable entertainment;
- formal post-event evaluations.

The management of alcohol consumption is a major part of event management and must be planned with harm minimisation strategies in place well before the event is to occur.

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## What are the roles and responsibilities of event managers?

**T**he event manager plays a critical role in the planning, coordination and subsequent success of any event. This can be a complex task as event managers may be required to assume the role of creative director, human resource manager, operations coordinator, trouble shooter, public relations officer, licensee, accountant, health and safety officer, and master of ceremonies.

With these multiple roles and significant responsibilities, event managers generally need help to ensure that their event is a positive and safe experience for the patrons, staff and the local community. Coordination and consultation with key stakeholders is not only advisable but essential if an event is to be successful.

The success of events is often assessed against economic, social, health, and safety measures. The measurements generally include the impact the event has on patrons, event staff, police, emergency services and the community.

**Patron behaviour, in and around an event's licensed or permitted area, is the responsibility of the licensee or permittee and thus penalties under the *Liquor Act 1992* apply.**

Unruly and disruptive patron behaviour is often an indication of intoxication which may result in penalties for licensees under the Act. A number of licensees have been successfully sued for failing to demonstrate the necessary duty of care towards their patrons. An event manager or permittee may also be liable for an incident resulting from a poorly organised event or irresponsible serving of alcohol.

There is increasing government and community awareness of the legal responsibilities of event managers, specifically in relation to duty of care, negligence and workplace health and safety issues.

Event managers need to be aware of these responsibilities and, as much as possible, ensure that event management plans account for the health, safety and comfort of event patrons and staff, and minimise the disruption and harm caused to the community.

**Completing a detailed event management plan will indicate that the event has been properly organised and that the event manager has considered all his/her responsibilities.**

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## What are the benefits of a successful and safe event?

**D**espite the many roles and responsibilities that must be assumed, planning and managing public events and festivals can provide event managers with immense personal satisfaction, economic return and exciting opportunities.

Comprehensive planning and the completion of an Event Management Plan will provide the best chance to conduct a safe and successful event and create extra benefits for the event manager. The benefits are as follows:

- Efficient movement of patrons, staff and equipment throughout the venue thus making the event more enjoyable for all involved.
- Happy and contented crowds leading to fewer incidents, such as assaults and property damage. This will in turn reduce the costs of security, cleaning and repairs.
- Quick responses to unplanned incidents thereby creating a more secure environment for patrons.
- Long term sustainability from the widespread support of patrons, staff and the local community.
- Increased opportunities for long term sponsorship from the corporate and community sectors.
- Reduction in accidents and injury which significantly reduces the risk of public liability claims and subsequent first aid and insurance costs.
- Reduced personal stress and concerns for event managers who can refer to a comprehensive Event Management Plan which is supported by all the event stakeholders.
- Documentation of all the planning with evidence of the attention to duty of care and awareness of the responsibilities of event managers.

# The Event Management Plan

**W**hile all events are different and have unique characteristics, the structure of any event management plan should include the same basic information.

As event managers are responsible for the safe organisation and implementation of events, plans must be clear, complete, well documented and widely distributed.

This section of the guide is designed to take event managers through the important steps of planning and at the same time create a document which is both detailed and functional.

A comprehensive list of items for information and action by event managers has been compiled. Follow the instructions provided. There is also a checklist on the back cover of this document to assist in event planning.

**READ** all the information provided and be aware of the importance of planning events well in advance and in partnership with all stakeholders.

**COMPLETE** the questions and checklists by working through each item and filling in the details of the event.

**TEAR OUT** the completed question and answer section which now forms your Event Management Plan.

**PHOTOCOPY** the Event Management Plan for distribution.

**DISTRIBUTE** copies to all stakeholders and include a copy of the Event Management Plan in all permit applications.

**FILE** the original Event Management Plan for future reference.

**TICK** off the checklist at the back of the guide to ensure all aspects of the planning have been completed.

## Event details

### 1.1 Event details

It is important to provide clear and accurate information about the event.

The nature of the venue should indicate whether the venue is outdoors or indoors, in a hall or stadium, at parklands, river, beach or at another venue. It is valuable to note whether there are a combination of sites, e.g. both indoor and outdoor, as this can have a bearing on the capacity of the event as well as crowd movement within the event.

Before an event there is generally time required for setting up (bump in) and time required to return the venue to its original condition (retro-fit). Ensure that the venue manager knows how much time is required.

### 1.2 Event manager

The event manager is the person responsible for the overall organisation of the event. Information about the event manager and contact details will need to be updated and accurate before, during and after the event.

During the event it is essential that the event manager can be contacted at all times by staff and other stakeholders.

Remember that this person is not necessarily the holder of any permits; the event manager is the *manager* of the event.

### 1.3 Description of the event

When providing a description of the event ensure that as many details as possible are included so that anyone reading this plan will be able to easily understand the nature of the event.

Provide a brief outline of the event's attractions. Include sufficient detail to ensure that the stakeholders are aware of the entertainment, main attractions, key times and locations.

### 1.4 Patron details

The target audience is the main group of people expected to attend the event, e.g. families, singles, under 18s, senior citizens, 18–25-year-olds.

In most major public events the actual numbers and demographics of the crowd will not be known in detail in advance. It is, however, worthwhile estimating the total numbers predicted to attend and indicate the major age groups expected to attend. This will generally be easy as the ages should reflect the target group of the event.

## General considerations

### NOTE:

Police will need to have a copy of the Event Management Plan. They will be particularly interested in the:

- event venue details;
- direct contact number for the event manager;
- name and contact number of the contracted security firm;
- emergency services provisions;
- emergency and evacuation procedures;
- details of road closures.

Completion of this Event Management Plan will help police to provide advice to event managers and organise support for the event.

### NOTE:

#### GENERAL PURPOSE PERMIT

A General Purpose Permit may only be granted to an individual over the age of 18 on behalf of a non-proprietary club or where the proceeds will be used for the benefit of the community. A permit will not be issued for personal gain. To be issued with a permit, an application form complete with all endorsements, must be lodged with the Liquor Licensing Division's regional office or with a QGAP agency in the locality of the event. If the event is to be held in the Brisbane metropolitan area, an application must be lodged with the Division's Brisbane head office.

**The application must be lodged at least 21 days in advance of the event, and be accompanied by an application fee.**

#### PUBLIC FUNCTION APPROVAL

Licensees who have permission to cater for functions away from their main licensed premises and wish to cater for a one-off public event may require a Public Function Approval. Contact should be made with the Liquor Licensing Division's Brisbane head office for further information on how to obtain this approval.

### 2.1 Police contact

To enable police to assist in the conduct of a successful event, contact must be made as early as possible. Event managers and promoters should make contact with police **at least six weeks before** the event. This timeframe is necessary to accommodate the rostering system used by police and will result in the best possible support. It is critical that a police officer be involved in the consultation and briefing process

### 2.2 Liquor licence

If liquor is to be sold or supplied at the event, prior approval from the Liquor Licensing Division, Department of Tourism, Sport and Racing will be required. However, if it is intended that patrons bring their own alcohol the consent of other authorities (such as the council or police) may be required. This will need to be investigated.

The following approvals may be issued by the Liquor Licensing Division, Department of Tourism, Sport and Racing to those wishing to sell or supply liquor on a one-off or irregular basis:

- General Purpose Permit — for organisations which do not hold a liquor licence;
- Public Function Approval — for licensees only.

It is important to note that the conduct and management of an event or function is the responsibility of the licensee or permittee. Penalties are applicable to those who contravene the provisions of the *Liquor Act 1992*.

### 2.3 Public Liability

There is increasing government and community awareness of the legal responsibilities of event managers, specifically in relation to duty of care, negligence and workplace health and safety issues. No-one wants to be personally liable for any incidents which occur at an event. It is therefore recommended that event managers obtain comprehensive insurance coverage and legal advice in relation to possible public liability, indemnity, volunteers, copyright and contractual claims.

A detailed Register of Incidents and Subsequent Actions to be used to record incidents that occur before, during and after the event could be invaluable if legal action is taken against the event organisers or the event manager.

Insurance cover should also be arranged for property and equipment. Such asset protection is essential for the event manager.

### 2.4 Health and safety permits

A major public event must meet a variety of safety requirements set by local councils and other government departments.

It is important to contact the council well in advance as there will be a lead time to lodge applications for licences and permits. A copy of this Event Management Plan should accompany any applications.

Consultation with stakeholders in the planning process will assist in determining the types of permits which are required for the event. Fire safety permits, food vendor permits, parade permits, fireworks permits and road closure permits must all be sought through the relevant bodies.

## Consultation with key stakeholders

### 3.1 Consultation register →

It is essential that events are developed and reviewed in consultation with identified key stakeholders.

All these key people need to be contacted about the event well in advance. This is to allow sufficient time for organisations to provide advice and to process any permits which may be required. It will also allow time for organisations to arrange support for the event. Remember many organisations work on a rostering system for their staff well in advance and cannot change these arrangements at short notice.

Apart from the police, emergency services, Liquor Licensing Division, council and security personnel, it is helpful to brainstorm with the organising committee to generate a list of other groups which could be considered stakeholders. Other key people who may be affected by the event, either positively or negatively, will appreciate the contact with event organisers and will often be more cooperative and supportive if involved during the initial planning stages.

### 3.2 Planning meeting →

A series of planning meetings should be conducted with the key stakeholders well in advance of the event to allow sufficient time for any planning changes.

### 3.3 Briefing — before event →

Once the planning has been done it is essential to call all the participants together to conduct a pre-event briefing. Issues of communication, timetabling, responsible service of alcohol, security and emergency procedures should be clarified at this time.

### 3.4 Debriefing — after event →

A formal debriefing should be conducted with the key stakeholders after the event when information about the event, including attendance and incident data as well as staff and patron feedback, is available. This should be completed as soon as possible to ensure that all information is documented while fresh in the minds of the stakeholders.

An event evaluation will be useful to determine what worked, what didn't work and why.

### 3.5 Consultation log →

It is important that a record of contact with various stakeholders is kept on file. These details are useful in the planning phase of the event as well as being useful for any future events. As contact is made with various government departments, non-government agencies and businesses, a record should be kept. The log can be kept in a diary or a separate book and should include the date, organisation, contact person and details of the conversation.

#### NOTE:

*The event manager must be in contact with police and other key stakeholders at all times before and during the event. The manager must have the authority to make critical decisions in relation to the event and, in an emergency, order the cancellation of, or evacuation from, the event.*

# Planning for the event

## 4.1 Selection of a venue →

The selection and design of the venue will have a significant impact on all components of event planning and on the overall safety and success of the event. In the selection of a venue consider the following:

- services and utilities available on site;
- movement of people within the site;
- crowd regulation and overspill areas;
- access to site for patrons;
- access to site for emergency vehicles;
- hazards in and around the area;
- potential impact on the local environment;
- road access in wet weather;
- traffic flows/parking;
- provision for disabled people;
- agreement of key stakeholders on selection of site/venue.

## 4.2 Site plan →

A site plan is a map of the event and an essential tool in event planning and management.

Firstly, as a way of communicating during the planning of the event, the site plan can be distributed for comment, and any problems or conflicts can be sorted out early in the planning phase. It may be that some stakeholders have not been to the venue before and a well detailed site plan may help them in their organisation.

Secondly, a site plan can be a worthwhile resource for setting up the event. Staff can use the plan to erect temporary first aid stations, food stalls, position seating, bins and to create walkways.

A site plan is invaluable in the event of an emergency. Security staff, police, first aid personnel and emergency services personnel should carry a copy of the site plan. The site plan can quickly determine the exact location of an incident or emergency thereby assisting in speedy responses.

## 4.3 Event promotion and ticketing →

Event promotion can set the expected tone of the event before patrons arrive at the venue. A clear and well sequenced promotion and media strategy can significantly influence the expectations and subsequent behaviour of patrons. Pre-event messages should clarify the focus of the event, the restrictions on the provision and consumption of alcohol, safe drinking practices, availability of food, entertainment and transport.

### NOTE:

#### Remember:

- For the site plan to be most useful it should be set out clearly on a grid format.
- Surrounding landmarks and streets will help to identify the venue layout.
- Entrances, exits, vendor locations, first aid posts, toilets, phones, security and licensed areas should be numbered, and/or indicated by a symbol.
- Include a legend explaining all symbols and numbers.
- All access roads and pathways should be clearly marked to indicate use by patrons, vendors, performers and emergency service vehicles.

#### A useful site plan would include:

- the surrounding area
- all entrances and exits
- emergency access routes
- paths used by vehicles
- paths for pedestrians only
- parking
- stage location
- seating arrangements
- entertainment sites
- security and police locations
- first aid posts
- 'chill-out' areas (safe, quiet rest areas)
- lost kids/property
- drinking water sites
- food/vendors/stalls
- liquor outlets
- approved liquor consumption areas
- non-alcohol (dry) areas
- toilet facilities
- communication centre/command post
- fire extinguishers
- refuse containers
- public telephones
- media points (TV and radio)

An example of a site plan is included at left.

## Planning for the event

### 4.3 Event promotion and ticketing *Cont.*

The ticketing process is particularly important as event managers may choose to structure the ticketing so that they can predict and control the crowd size, segment the crowd by using a number of entrances, or stagger crowd arrival by specifying entry times. Tickets are also an important means to disseminate quality information to patrons. As well as information provided on the tickets, it may be useful to hand out a separate resource with additional information. Such information could include: maps; patron information regarding restrictions; services and their location; safe drinking information; transport arrangements; gate opening and closing times; and personal health and safety warnings, e.g. water, sunscreen and hats.

### 4.4 Signage

Clear and appropriate signs can inform and direct patrons to parking, entrance conditions, first aid services, toilet facilities, and rules relating to the serving and consumption of alcohol. Signs should be strategically placed to ensure that patrons are informed before entering the event. This will minimise conflict and congestion at entry and exit points.

Signs must be displayed at all licensed areas. Representatives from Liquor Licensing Division can assist event managers to obtain and develop signage.

### 4.5 Transport

A range of widely publicised and economical transport options will help patrons to get to and from the event. Provision of transport also promotes responsible drinking behaviour. Liaison with transport providers, police and local council personnel is necessary to coordinate an effective transport plan. It is also wise to advise local taxi companies and establish a taxi/bus queueing system with a controller in place. Including the cost of transport in the ticket price can encourage use of public transport. Parking facilities, waiting areas and pickup/drop-off zones are also an important part of a transport plan.

There will also need to be contingency plans for cancellation of the event, wet weather during the event or a delayed finish. (See section 4.7)

## Planning for the event

### 4.6 Noise →

When selecting the venue and the entertainment, consideration should be given to the level of noise emanating from the venue and from patrons entering and leaving the venue.

Noise from amplified music, motors, refrigeration equipment, generators and patrons can create problems for local residents and businesses. If complaints are received regarding excessive noise a **permit may not be issued in the future**.

If the event will provide amplified entertainment there will need to be an agreement with the local council and the Liquor Licensing Division regarding noise levels and time restrictions.

### 4.7 Weather →

For outdoor events in particular, the prevailing weather conditions should be a major factor in choosing the date and time for the event. Adequate space, freely available water and shade need to be provided before, during and after the event. In Queensland, severe storms and lightning strikes can occur during the summer period. An unexpected storm at a large outdoor event can cause erratic crowd behaviour and panic, structural damage, risk of electrocution and the delay or cancellation of the event. Technology now provides event managers and emergency service personnel with access to regular weather and storm reports and the opportunity to develop a range of contingency plans in response to an anticipated adverse weather change.

### 4.8 Information centre and communication →

A well-identified, well-located, and well-publicised information centre on site, serviced by knowledgeable staff, can provide a full range of information services to patrons. An information centre will minimise the uncertainty of patrons and reduce confusion or tensions.

Remember to mark the location of the information centre on the site plan.

Communication between event staff is vital to ensure safety and security for both staff and patrons. Communication between the organisers and patrons must also be adequate to cope with emergency situations. Battery operated megaphones or back-up generators may be necessary to ensure that communication is maintained at all times.

### 4.9 Food →

The availability of a range of outlets for high-quality, affordable and accessible food can enhance patron comfort, reduce levels and effects of alcohol consumption and increase event revenue. Having a variety of food options is particularly important in or near 'wet' areas to encourage drinkers to eat. This will also reduce the need for patrons to move through other areas to buy food thus avoiding possible disruptions in 'dry' or family areas.

Food vendors will be required to meet council health standards.

### 4.10 Water →

For outdoor events (e.g. rock concerts, raves and some sporting events) especially during the summer period, patrons require access to drinking water to prevent dehydration and reduce consumption of alcohol. Clean, easily accessible drinking water should be available, free of charge, with an additional option to purchase chilled bottled water.

## Planning for the event

### NOTE:

Lighting can also be used to control crowd movement as people tend to move towards stage lighting and leave an area when the house lights are turned on. Use of the site plan to determine dark and isolated areas can help organisers to identify possible safety concerns.

### NOTE:

The numbers of toilets should be discussed with the local council.

### 4.11 Lighting and power →

Even in venues darkened for performances, lighting should always be adequate to identify exits, corridors and aisles. Auxiliary battery power or generators should be in place to provide minimum light in a power break, as well as to power the public address system, which can be used to give directions to patrons during a power failure.

As many concerts are performed with only stage lighting, access to the main lighting or house lights is essential in case of an emergency. The location and means of activation of lighting and power must be known to those on site who are responsible for emergencies. It is worthwhile to have an electrician on call.

### 4.12 Toilets →

If existing toilets are judged to be inadequate, additional portable units must be made available. Toilet locations should be:

- well marked;
- well lit (including surrounding area) if night use is required;
- serviced (including pump-out portables) on a 24-hour basis during the event;
- conveniently placed to allow service vehicle access to the toilets.

Other considerations for toilets are:

- toilets for people with disabilities;
- the safe disposal of sharps in containers away from the reach of children;
- the supply of condoms at some events.
- the duration of the event;
- the type of crowd;
- the weather;
- whether alcohol will be consumed.

**Remember to mark the location of toilets on the site plan.**

### 4.13 Entry and exit details →

Efficient entry and exit points will prevent congestion and frustration and create a positive atmosphere for the event. These points should allow for:

- large crowds initially;
- adequate staff;
- space for bag and identification checks;
- quick response to problems;
- wet weather provisions;
- clear venue information to assist patrons to move to a specific location;
- identifiable drop-off and pick-up points;
- separate entrances and exits for entertainers and staff.

Gates should be opened allowing sufficient time for all patrons to enter the venue before the entertainment starts.

## Health and safety issues

### NOTE:

Options for the provision of security include Police Special Services (which is a pay-for-service arrangement) or the use of a private security company. Security staff need to be qualified in accordance with the Security Providers Act 1995, well briefed and easily identified by patrons.

### NOTE:

In Queensland, St John Ambulance is the leading first aid organisation and is available to provide on-site first aid service. First aid services are supported by the resources of the Queensland Ambulance Service, which in turn is supported by the Queensland Emergency Health Service. As a result of the planning process, any event that has the potential for a multi-casualty incident should have a plan outlining how the emergency medical response to such a incident will be managed. **Queensland Ambulance Service will provide assistance in the preparation of both the response and the plan.**

### 5.1 Security

Adequate security arrangements can be a major factor in the success of an event. A risk assessment of the event will indicate the type and level of security required. This entails the event manager examining the possible security concerns of the event in terms of 'what could happen?' and 'what if?,' remembering that different events will have different requirements depending on the type of event, the site, number of patrons, and the expectations of the crowd.

Event managers should consider security in relation to cash security, asset protection, crowd management and public safety. A professional, friendly and active approach to security will prevent confrontations and contribute to a positive atmosphere at the event.

It is essential that security personnel have efficient communication equipment and processes to maintain direct liaison with police, emergency services and the event manager. At large events, a central command post can coordinate security, police and emergency services.

At any event there are likely to be prohibited items. Patrons need to know in advance that certain items are not to be brought to the event. Searches of personal belongings including jackets, purses and bags and confiscation of weapons, alcohol and other drugs can reduce on-site problems. Some items, such as video cameras, may be prohibited by the performers at an event. A process to advertise this and deal with such items must be considered.

Confiscation, while effective, may create a hostile situation even before the event begins. It may be possible to give the patron the option of returning the property to their car, with a subsequent loss of place in line, or tagging the item, with a duplicate number, for reclaiming when leaving the event (cloaking).

### 5.2 First aid and emergency medical services

The provision of first aid services and direct access for emergency ambulance and medical response services is critical for all types of events. First aid services should be in a clearly defined area and the officers should be able to easily communicate with the event manager, staff and security personnel. Patrons should be informed and encouraged to access the first aid services for themselves or friends. The location and design of the first aid post and services should be carefully considered to give the best access for patrons.

For health and safety reasons, intoxicated people must not be left to 'sleep it off' and should be taken to the first aid area for medical supervision. A small number of event staff could adopt a 'roaming guardian angel' role to identify and assist patrons who may require first aid services.

### 5.3 Emergency procedures

The development of an effective evacuation process and emergency action plan is essential for all major public events. It is recommended that a written plan be provided to all staff, police and emergency service personnel.

Problems can be reduced if basic forcible entry tools are available, e.g. bolt cutters, crowbar etc. These items need to be located in an accessible area.

## Management of alcohol

### NOTE:

The standard conditions of a General Purpose Permit are:

1. No liquor shall at any time be sold or supplied to, or consumed by, any person under the age of eighteen years.
2. No liquor shall at any time be sold or supplied to, or consumed by, any person who is unduly intoxicated or disorderly.
3. Any person other than the nominee, servant or agent or a person acting on instruction of the nominee shall not bring liquor onto the premises to which the General Purpose Permit relates.
4. The permit and these conditions must be prominently displayed at all times during the function or activity to which the permit relates.
5. Liquor may be consumed only in the area designated and described in the General Purpose Permit.
6. The conduct on the event or function to which a permit relates must not be so loud as to unduly disrupt residents in the locality.
7. Unless otherwise specified in the permit, liquor may be sold or supplied for immediate consumption in opened containers. The sale of take away liquor is not permitted.
8. All spirits must be sold and supplied in measures of 30mL or 15mL, or in a prepackaged, premixed form. The sale of spirits in jugs or bottles is not permitted.
9. If liquor is to be served in glasses, appropriate facilities must be available for washing.
10. An adequate number of receptacles must be provided for the disposal of empty containers.

### 6.1 Permit conditions

Details of the General Purpose Permit and Public Function Approval which are issued by the Liquor Licensing Division, Department of Tourism, Sport and Racing have been outlined in Section 2.2.

All General Purpose Permits are endorsed with a set of standard conditions, although further conditions may be imposed by the Division, if required. These conditions must be understood and relayed to the staff who will be operating the bar areas and to all security personnel.

If it is intended to operate under a Public Function Approval, particular attention should be paid to the conditions endorsed on the Licence Document. Based on the information provided to the Liquor Licensing Division there may be special conditions regarding the conduct of the event, e.g. minimum number of security personnel, bar staff or liquor outlets.

### 6.2 BYO and non-BYO events

If patrons attending the event are allowed to bring liquor onto the premises, they may be breaking the law by drinking in a public place. The *Liquor Act 1992* prohibits the consumption of alcohol in a public place. This includes roads and parks but does not include public places where alcohol is consumed at the consent of the owner, for instance, a BYO restaurant or places covered by a liquor licence or permit. The other exception is when a council declares a 'wet area' such as parklands and picnic spots.

**It is recommended that the event does not allow for BYO liquor.** The event manager should liaise with the Liquor Licensing Division to apply for a General Purpose Permit. This will give more control over the level of alcohol consumption at the event and a greater chance to monitor and direct the behaviour of the crowd.

### 6.3 Responsible service of alcohol

Under the *Liquor Act 1992* it is an offence to sell liquor to, supply liquor to, allow liquor to be supplied to or consumed by a person who is under 18 years of age, or who is unduly intoxicated or disorderly.

Event managers should make their staff aware of what is expected of them regarding the responsible service of alcohol as both managers and staff can be held liable for offences committed. The maximum penalty for a nominee/manager is \$18,750 and \$3,000 for bar staff.

It is suggested that event promotion, tickets, signs and public announcements be used to reinforce that underage and intoxicated people will not be sold or supplied with liquor.

To assist and encourage responsible serving practices it is suggested that the minimum number of bar staff be in the ratio of 1:50 patrons.

There is a 'Responsible Service of Alcohol' training program available through the Liquor Licensing Division.

### 6.4 Minors

Before serving a patron, staff should ensure that the person is 18 years or older. **If there is any doubt, staff must request identification.**

A system of coloured bracelets, tickets or stamps can assist event and bar staff to efficiently identify under-age patrons and ensure that they do not gain access to liquor or the liquor consumption areas.

# Management of alcohol

## 6.5 Beverage options →

It is necessary to consider what types of alcoholic and non-alcoholic drinks will be available including low, mid and full strength beer, wine, spirits, juice, soft drinks and water.

Consideration should also be given to pricing structures as these may influence the type and quality of alcohol consumed. Discounting alcoholic drinks and 'all inclusive' event tickets may encourage intoxication and subsequently cause many other problems. This is not recommended.

Pre-purchased alcohol tickets are also not recommended as many problems can result from this practice.

A complete beverage and food list including prices must be displayed at each service point.

## 6.6 Beverage containers →

Many alcohol-related injuries are caused by glass containers and cans. Restricting alcohol to plastic containers and opened cans prevents injuries and significantly reduces cleaning costs.

All spirits must be measured by a nip pourer to ensure consistent measures of 30mL or 15mL or they must be served in a pre-mixed form or package.

## 6.7 Trading hours →

For liquor, standard trading hours are 10.00a.m. to 12 midnight. If you wish to trade before 10.00a.m. and beyond 12 midnight, the General Purpose Permit or Public Function Approval application will require the consent of the local police. The duration of the actual event and the provision of entertainment should also be considered in determining the hours of trading.

Contact the police and the local council to advise them of the proposed trading hours.

## 6.8 Alcohol consumption areas →

Under General Purpose Permit provisions liquor must be consumed within a defined area. The site plan referred to in Section 4.2 will require details of the location and measurements of all dispensing and consumption areas.

Event managers need to define the areas where liquor will be sold and supplied as well as the area in which patrons will consume the liquor. Details of the methods used to define each area must also be provided (e.g. fencing, railings, planter boxes, barrier mesh). **These details must be clearly shown on the site plan.**

## Compile a file

### 7.1 Keeping documents and information →

There are many important documents which must be kept for legal and insurance purposes. The event manager must take responsibility for this and ensure that records are in good order and readily available.

There are a number of benefits of maintaining a structured filing system. Firstly, to ensure that all approvals and permits have been granted and to keep the details of the conditions of the permits at hand for easy reference. Secondly, to maintain copies of insurance documents in case of a claim.

Documents will be required in the event of a complaint or a court case.

Compiling a file will demonstrate that the event manager has been prepared and organised before the event and this could assist in any lawsuit brought against the event manager or organising committee. There are also obvious benefits for future planning in keeping a record. Any subsequent events will be easier to plan if there are records and examples of documents to be used as a starting point.

### 7.2 Documents to be kept →

A typical event will create a large amount of paperwork and a copy of each item should remain on file. It is easy to forget that the documentation for an event will take many forms. Permits, policies, correspondence, promotional material, tickets, contracts, accounts and records of meetings are only a few of the documents involved. It is important to ensure that if other members of the committee are charged with the responsibility of completing various tasks that they also maintain records and pass on copies of all documents to the person who is maintaining the master file.

## Acknowledgments

- Alcohol Advisory Council of New Zealand
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- California Coordinating Council for Responsible Beverage Service
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- Health Issues Section, Education Queensland
- Industry Development Unit, Liquor Licensing Division, Department of Tourism, Sport and Racing, Queensland

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A Planning Guide for Event Managers

# ALCOHOL, SAFETY and EVENT MANAGEMENT



*Department of  
Tourism, Sport  
and Racing*

**LIQUOR LICENSING  
DIVISION**



Further copies can be obtained from:

**Liquor Licensing Division**

**Phone: (07) 3224 7024**



# A Planning Guide for Event Managers

ALCOHOL, SAFETY and  
EVENT MANAGEMENT

First Edition  
June 1999



*Department of  
Tourism, Sport  
and Racing*

**LIQUOR LICENSING  
DIVISION**



## How to use this guide

This booklet includes:

- general information about events;
- a practical guide to assist event managers to plan a specific event.

**READ** all the information provided and be aware of the importance of planning events well in advance and in partnership with all stakeholders.

**COMPLETE** the questions and checklists by working through each item and filling in the details of the event.

**TEAR OUT** the completed question and answer section which now forms your Event Management Plan.

**PHOTOCOPY** the Event Management Plan for distribution.

**DISTRIBUTE** copies to all stakeholders and include a copy of the Event Management Plan in all permit applications.

**FILE** the original Event Management Plan for future reference.

**TICK** off the checklist at the back of the guide to ensure all aspects of the planning have been completed.

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A Planning Guide for Event Managers

**ALCOHOL, SAFETY and  
EVENT MANAGEMENT**

### Disclaimer:

The material in this booklet does not constitute legal advice or purport to interpret any part of any legislation. The Queensland Police Service and Liquor Licensing Division have endeavoured to ensure that the information contained herein is correct at the time of publication and accept no responsibility or liability in respect of the said information.

# Complete this NOW

## PRELIMINARY ADVICE TO CONDUCT A MAJOR PUBLIC EVENT

As part of the planning process for a major public event there is a need to lodge notice with various authorities as early as possible.

Preliminary advice will ensure that important stakeholders are included early in the planning stages and that authorities can provide the best possible support.

**COMPLETE** the details on this advice.

**PHOTOCOPY** the advice for stakeholders.

**FORWARD** copies to:

- local police
- regional office of Liquor Licensing Division
- local government/council office
- manager of proposed venue

**COMPLETE** the details of the *Event Management Plan* and forward to key stakeholders at least six weeks before the event.

## PRELIMINARY ADVICE TO CONDUCT A MAJOR PUBLIC EVENT

Name of the event:

Date of the event:

Proposed venue:

Event manager's name:

Organisation name:

Address:

Telephone:

Mobile:

Fax:

Target audience:

Expected number of patrons:

Description of the event:


Alcohol to be supplied at the event:  YES  NO  BYO

Signed:

Date:

## 1. EVENT DETAILS

- 1.1 Event details
- 1.2 Event manager
- 1.3 Description of the event
- 1.4 Patron details

## 2 GENERAL CONSIDERATIONS

- 2.1 Police contact
- 2.2 Liquor licence
- 2.3 Public liability
- 2.4 Health and safety permits

## 3 CONSULTATION WITH KEY STAKEHOLDERS

- 3.1 Consultation register
- 3.2 Planning meeting
- 3.3 Briefing — before event
- 3.4 Debriefing — after event
- 3.5 Consultation log

## 4 PLANNING FOR THE EVENT

- 4.1 Selection of a venue
- 4.2 Site plan
- 4.3 Event promotion and ticketing
- 4.4 Signage
- 4.5 Transport
- 4.6 Noise
- 4.7 Weather
- 4.8 Information centre and communication
- 4.9 Food
- 4.10 Water
- 4.11 Lighting and power
- 4.12 Toilets
- 4.13 Entry and exit details

## 5 HEALTH & SAFETY ISSUES

- 5.1 Security
- 5.2 First aid and emergency medical services
- 5.3 Emergency procedures

## 6 MANAGEMENT OF ALCOHOL

- 6.1 Permit conditions
- 6.2 BYO and non-BYO events
- 6.3 Responsible service of alcohol
- 6.4 Minors
- 6.5 Beverage options
- 6.6 Beverage containers
- 6.7 Trading hours
- 6.8 Alcohol consumption areas

## 7. COMPILE A FILE

- 7.1 Keeping documents and information
- 7.2 Documents to be kept

Event: \_\_\_\_\_

Date: \_\_\_\_\_

Event Manager: \_\_\_\_\_

# THE EVENT MANAGEMENT PLAN



*Department of  
Tourism, Sport  
and Racing*

**LIQUOR LICENSING  
DIVISION**



## THE EVENT MANAGEMENT PLAN

### TO BE COMPLETED BY THE EVENT MANAGER

I, \_\_\_\_\_  
(Event manager's name)

of \_\_\_\_\_  
(Name of organisation)

declare that I have read and understood *A Planning Guide for Event Managers* and the information I have provided forms the Event Management Plan for:

\_\_\_\_\_   
(Name of event)

to be held on \_\_\_\_\_   
(Date of event)

**Signed** \_\_\_\_\_ **Date** \_\_\_\_\_

# 1 Event details

## 1.1 Event details

NAME OF THE EVENT:	
DATE OF THE EVENT:	TO:
VENUE:	
ADDRESS:	
NATURE OF VENUE (hall, stadium etc):	CAPACITY OF VENUE:
DAY 1 TIME START: FINISH:	DAY 5 TIME START: FINISH:
DAY 2 TIME START: FINISH:	DAY 6 TIME START: FINISH:
DAY 3 TIME START: FINISH:	DAY 7 TIME START: FINISH:
DAY 4 TIME START: FINISH:	
REQUIRED SET UP TIME (bump in) START:	FINISH:
REQUIRED TIME TO RETURN TO ORIGINAL CONDITION (retro-fit) START:	FINISH:

## 1.2 Event manager

EVENT MANAGER:		
ORGANISATION:		
ADDRESS:		
TELEPHONE (Work):	TELEPHONE (Home):	
MOBILE:	FAX:	EMAIL:
<b>Contact during the event</b>		
TELEPHONE:	MOBILE:	

## 1.3 Description of the event

**Describe the event** (What is the main attraction or purpose of the event)?


**List details of the type of entertainment being provided**


## 1.4 Patron details

**Who is the target audience?**

--

**Estimate the total patron attendance**

**Patron age details (estimate):**

0–12 years	<input type="text"/>	% of total attendance	25–40 years	<input type="text"/>	% of total attendance
12–18 years	<input type="text"/>	% of total attendance	40–55 years	<input type="text"/>	% of total attendance
18–25 years	<input type="text"/>	% of total attendance	55+ years	<input type="text"/>	% of total attendance



## 2 General considerations

### 2.1 Police contact

NAME:

STATION:

DISTRICT:

TELEPHONE:

FAX:

### 2.2 Liquor licence

Details regarding the management of alcohol consumption are outlined in Section 6.

Will alcohol be available at the event?

- NO** — Alcohol will not be served or consumed at the event; *OR*
- YES** — BYO alcohol will be allowed to be consumed at the event; *OR*
- YES** — Alcohol will be sold or supplied at the event and a permit is required.

Will an application for a General Purpose Permit or Public Function Approval be lodged with the Liquor Licensing Division, Department of Tourism Sport and Racing?

- YES**
- |               |
|---------------|
| PERMIT TYPE:  |
| OFFICE:       |
| CONTACT NAME: |
- NO**

Who will be the holder of the permit or approval?

LICENSEE/ORGANISATION:

NOMINEE:

ADDRESS:

TELEPHONE:

FAX:

Contact during the event

TELEPHONE:

MOBILE:

### 2.3 Public liability

Have you investigated public liability and duty of care issues and obtained appropriate insurance?

- YES** — Event is underwritten by:  **NO**

NAME OF COMPANY:

ADDRESS:

TELEPHONE:

VALUE: \$

POLICY NUMBER:

### 2.4 Health and safety permits

What are the health and safety permits required by the local council? (contact your local council for more information)


Has a permit been granted to use the venue?

- YES**  **NO**

List any other permits required or obtained for this event:


# 3 Consultation with key stakeholders

## 3.1 Consultation register

List the names of individuals and organisations you have consulted with in planning this event

STAKEHOLDER	CONTACT NAME	TELEPHONE
QUEENSLAND POLICE SERVICE		
LOCAL COUNCIL		
QUEENSLAND AMBULANCE SERVICE		
ST JOHN AMBULANCE		
QUEENSLAND FIRE AND RESCUE AUTHORITY		
HIRE COMPANY		
SECURITY PERSONNEL		
LIQUOR LICENSING DIVISION		
LOCAL HOTELS		
LOCAL BUSINESSES		
QUEENSLAND TRANSPORT		
MEDIA		
BUS COMPANY		
TAXI COMPANY		
BEVERAGE SUPPLY COMPANY		
OTHER:		

## 3.2 Planning meeting

A PLANNING MEETING (BEFORE THE EVENT) WILL BE CONDUCTED WITH THE KEY STAKEHOLDERS ON \_\_\_\_\_ (Date)  
 \_\_\_\_\_ (Time) AT \_\_\_\_\_ (Venue)

## 3.3 Briefing — before event

A BRIEFING (IMMEDIATELY BEFORE THE EVENT) WILL BE CONDUCTED WITH THE KEY STAKEHOLDERS ON \_\_\_\_\_ (Date)  
 \_\_\_\_\_ (Time) AT \_\_\_\_\_ (Venue)

## 3.4 Debriefing — after event

A DEBRIEFING (AFTER THE EVENT) WILL BE CONDUCTED WITH THE KEY STAKEHOLDERS ON \_\_\_\_\_ (Date)  
 \_\_\_\_\_ (Time) AT \_\_\_\_\_ (Venue)

Records or minutes of these meetings will be available

YES  NO

IF AVAILABLE, CONTACT PERSON \_\_\_\_\_

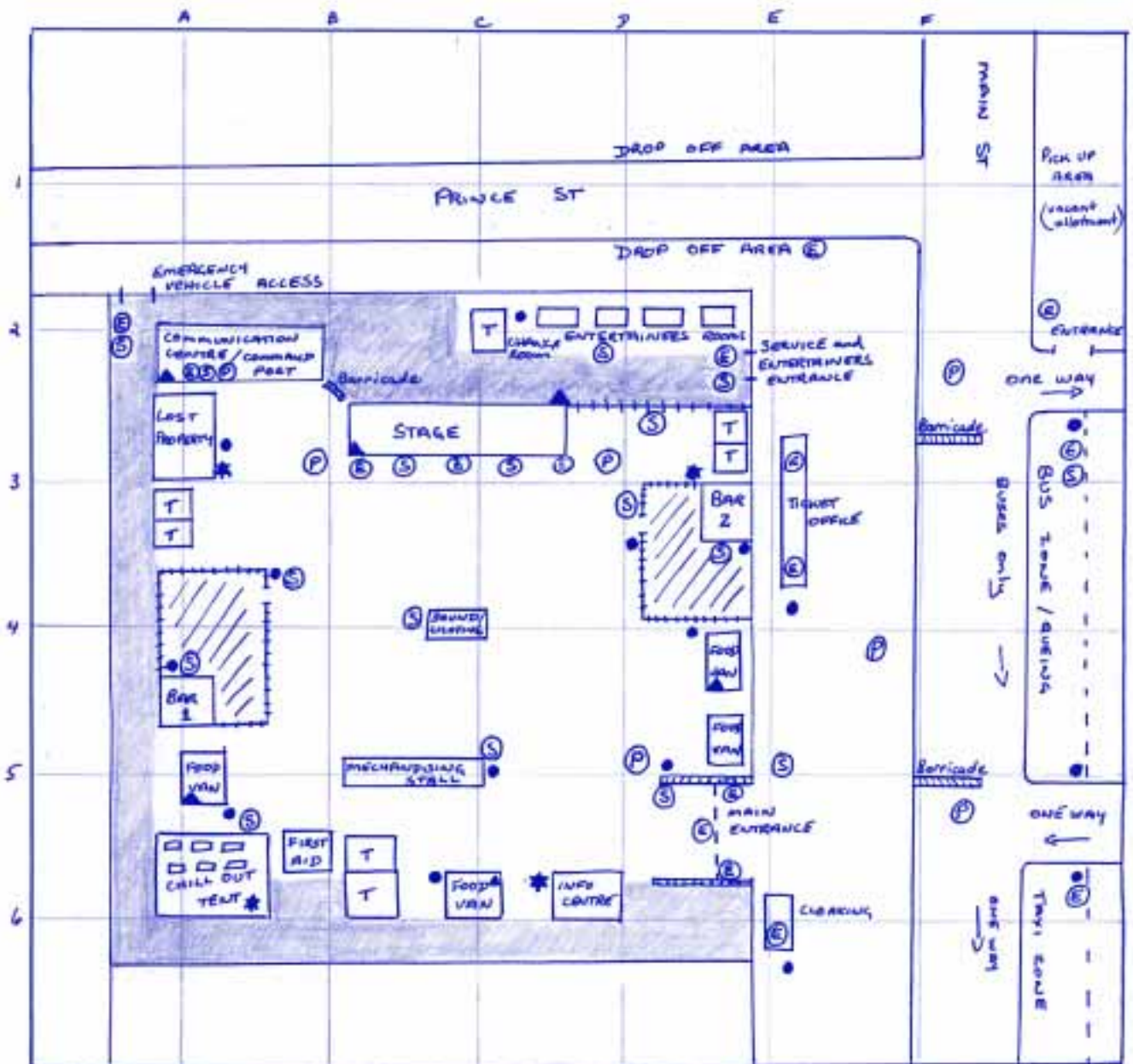
## 3.5 Consultation log

What is the process for recording the contact with various stakeholders?


# SITE PLAN

Event: "BAND and BUZZER BASH"

Date: 25 June 95



## LEGEND:

- vehicle access
- barrier mesh
- alcohol consumption areas
- rubbish bins
- drinking water
- fire extinguishers
- toilets

- Event Staff
- Security Staff
- Police

BAR 1 dimensions 30m x 15m

BAR 2 dimensions 25m x 20m

Event boundary 2m chain fence

# 4 Planning for the event

## 4.1 Selection of a venue

Describe any modifications or special temporary structures being added to the venue for this event

In what way will access to the site need to be modified for the duration of the event? e.g. road closures

## 4.2 Site plan

Tick the checklist for your site plan and include an explanation of why any items are not included.

Ensure that your site plan clearly shows the location of:

- |   |  |
|---|--|
| <input type="checkbox"/> the surrounding area                       | <input type="checkbox"/> lost kids/property                |
| <input type="checkbox"/> all entrances and exits                    | <input type="checkbox"/> drinking water sites              |
| <input type="checkbox"/> emergency access routes                    | <input type="checkbox"/> food/vendors/stalls               |
| <input type="checkbox"/> paths used by vehicles                     | <input type="checkbox"/> liquor outlets                    |
| <input type="checkbox"/> paths for pedestrians only                 | <input type="checkbox"/> approved liquor consumption areas |
| <input type="checkbox"/> parking                                    | <input type="checkbox"/> non-alcohol (dry) areas           |
| <input type="checkbox"/> stage location                             | <input type="checkbox"/> toilet facilities                 |
| <input type="checkbox"/> seating arrangements                       | <input type="checkbox"/> communication centre/command post |
| <input type="checkbox"/> entertainment sites                        | <input type="checkbox"/> fire extinguishers                |
| <input type="checkbox"/> security and police locations              | <input type="checkbox"/> refuse containers                 |
| <input type="checkbox"/> first aid posts                            | <input type="checkbox"/> public telephones                 |
| <input type="checkbox"/> 'chill-out' areas (safe, quiet rest areas) | <input type="checkbox"/> media points (TV and radio)       |

Attach a copy of your site plan here

*The site plan should be photocopied and circulated to all stakeholders.*

## 4.3 Event promotion and ticketing

What is the focus or purpose of the event? (e.g. family fun, sporting contest, musical entertainment)

How is this explained in the promotion and publicity for the event?

Where is the event to be publicised and promoted? (e.g. radio, posters, print media)



## 4 Planning for the event

### 4.6 Noise

List the provisions you have made to minimise and monitor the level of noise


### 4.7 Weather

Detail the contingency plans in case of bad weather


### 4.8 Information centre and communication

Will an information centre be clearly identified and available to patrons at the event?

YES  NO

Outline the systems and technologies that event staff, police, security and emergency service personnel will use to communicate with each other.


What systems and technologies will be in place for communicating with patrons?


### 4.9 Food

Are high-quality, affordable and accessible food stalls available to patrons in the different venue areas (including licensed areas)?

YES  NO

What types of food will be available? (e.g. fast food, snacks, meals)


### 4.10 Water

Is drinking water available (free of charge) to all patrons attending the event?

YES  NO

Is the location of water clearly signposted and marked on maps?

YES  NO



## 4 Planning for the event



### 4.11 Lighting and power

Has certification for lighting and power been obtained through the local authority?

YES  NO

Does the provision of lighting and power cater for emergencies?

YES  NO



### 4.12 Toilets

What is the expected number of patrons?

How many toilets will be provided? Male

Female

People with disabilities



### 4.13 Entry and exit details

Complete the checklist to ensure that entrance and exit arrangements:

- provide for supervision, marshalling and directing crowds
- provide exit and escape routes
- provide access for emergency services
- have access for wheelchairs
- separate walking and vehicular traffic
- stagger entry times by providing supporting activities and entertainment
- keep entries clear of all other activities
- ensure barriers, fences, gates and turnstiles are suitable and sufficient
- locate ticket sales and ticket pick-up points in line with, but away from, entrances
- provide sufficient and well-trained staff
- ensure the control points for searches to exclude prohibited items such as glass, metal containers and weapons are in place and do not impede crowd movement
- provide a secure area for the storage of confiscated goods
- check placement and function of exit signs

Have event staff, security, police, transport authorities, local hotels and food outlets been informed of patron exit times?

YES  NO



# 5 Health and safety issues

## 5.1 Security

Has a security firm been contracted?

YES  NO

If yes, provide details

COMPANY:	PRINCIPAL:
LICENCE/ACCREDITATION DETAILS:	NUMBER OF PERSONNEL:

If no, describe security arrangements.

--

Event security will:

COMMENCE AT:	CONCLUDE AT:
--------------	--------------

When will a police and Liquor Licensing Division briefing and debriefing involving all security personnel be held?

DATE BEFORE EVENT:	DATE AFTER EVENT:
--------------------	-------------------

POLICE OFFICER TO BE PRESENT:
-------------------------------

LIQUOR LICENSING DIVISION OFFICER TO BE PRESENT:
--

What security arrangements have been made for:

CASH:	ASSET PROTECTION:
-------	-------------------

CROWD MANAGEMENT:

PROHIBITED ITEMS:



## 5.2 First aid and emergency medical services

Who is supplying the first aid service?

--

START TIME:	FINISH TIME:
-------------	--------------

NUMBER OF FIRST AID PERSONNEL:	NUMBER OF FIRST AID POSTS:
--------------------------------	----------------------------

What arrangements have been made with the Queensland Ambulance Service for critical emergency response, access to the venue and transportation of patients to hospital?


## 5.3 Emergency procedures

What is the process to ensure that all event staff, security staff, police and emergency services will be informed of the emergency evacuation plan?


Who is the nominated person to authorise an evacuation?

NAME:
-------

CONTACT DETAILS DURING THE EVENT:
-----------------------------------

Will emergency tools be strategically located throughout the venue?

YES  NO



# Management of alcohol

## 6.1 Permit conditions

What arrangements have been made to notify the bar staff of the standard and other conditions of your General Purpose Permit or Public Function Approval?


## 6.2 BYO and non-BYO events

Has the matter of BYO liquor been discussed with the organising committee and other stakeholders for the event?

YES  NO

COMMENT:


## 6.3 Responsible service of alcohol

How will you tell patrons about alcohol, including that alcohol will not be served to minors and intoxicated patrons? Provide examples.

Event publicity  Ticketing  Signage

Attach copies or examples

How will you inform event personnel, specifically bar and security staff, of their responsibilities under the *Liquor Act 1992*, and about the responsible service of alcohol and the penalties for offences committed?


How many bar staff do you intend to employ?  What is the expected number of patrons?

## 6.4 Minors

How will under-age patrons be identified?




# Management of alcohol

## 6.5 Beverage options

What types of alcoholic and non-alcoholic drinks will be available at the event and what will be the pricing structures?

DRINK: <i>For example: light beer</i>	PRICE: \$ X.XX	DRINK:	PRICE: \$
DRINK:	PRICE: \$	DRINK:	PRICE: \$
DRINK:	PRICE: \$	DRINK:	PRICE: \$
DRINK:	PRICE: \$	DRINK:	PRICE: \$
DRINK:	PRICE: \$	DRINK:	PRICE: \$
DRINK:	PRICE: \$	DRINK:	PRICE: \$
DRINK:	PRICE: \$	DRINK:	PRICE: \$
DRINK:	PRICE: \$	DRINK:	PRICE: \$

## 6.6 Beverage containers

What type of containers will be used to serve drinks?


## 6.7 Trading hours

What are the proposed liquor trading hours?

DAY 1	TO:	DAY 5	TO:
DAY 2	TO:	DAY 6	TO:
DAY 3	TO:	DAY 7	TO:
DAY 4	TO:		



## 6.8 Alcohol consumption areas

How many alcohol dispensing and consumption areas will be available?

Dispensing areas

Consumption areas

How will the boundaries of consumption areas be defined?




# 7 Compile a file



## 7.1 Keeping documents and information

Has a filing system been established?

YES  NO

Who is responsible for maintaining the file?



## 7.2 Documents to be kept

Complete the following checklist to ensure that all records are included in the file.

- Event plan
- Details of committee members
- Stakeholder contacts
- Record of meetings
- Sponsorship letters
- Licences/permits
- Applications for licences/permits
- Inward correspondence (including faxes and email)
- Outward correspondence (including faxes and email)
- Emergency plan
- Media releases
- Event program
- Site plan
- Tickets
- Promotional material — posters, flyers
- Logos
- Contracts
- Accounts
- Employment records
- File notes of telephone conversations
- Quotes for services or products
- Press articles, TV





# A Planning Guide for Event Managers

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