



Racing Queensland Limited

EVENT MANAGEMENT POLICY

COMMENCEMENT DATE

This policy comes into effect on 1 July 2010.

PURPOSE

The *Racing Act 2002* authorises Racing Queensland Limited (RQL) to develop policies for the sound management of the industry. It is also RQL's role to initiate, develop and implement policies it considers conducive to the development and welfare of the racing industry and the protection of the public interest, in relation to the racing industry. A key component of RQL's suite of policies is the event management policy.

The purpose of this event management policy is to outline the RQL preferred event management approach to assist racing clubs in the development of appropriate event management procedures. The policy has been generated to assist TAB and non-TAB racing clubs assess and control risks presented by racing industry related events. In the context of sound risk management processes, this policy should be read in conjunction with broader RQL Risk Management Policy.

OBJECTIVES

The objectives of this policy are to ensure that:

- a consistent approach to the planning and management of events is adopted within the racing industry
- the management of the risk associated with staging events, contributes to the achievement of club objectives
- all significant risks associated with events are identified, assessed and managed appropriately.

BACKGROUND

RQL recognises the importance of a structured approach to event management. This industry based policy, will assist in the development of a consistent industry-wide approach to the management of event risks and will provide guidance for racing clubs in developing the capability to better prepare and manage their event.

More specifically, the benefits of such an approach include:

- greater awareness, understanding and management of risk associated with the conduct of events
- improved staff and patron welfare
- the opportunity to maximise return and minimise the cost of losses arising from events thereby enhancing club long term sustainability
- increased opportunities for long term sponsorship from the corporate and community sectors
- more timely and planned response to unplanned event incidents
- improved stakeholder relationships

- better informed decision making
- enhanced reputation and image.

SCOPE OF POLICY

This policy sets out RQL's preferred event management approach for racing clubs. The policy considers the current racing industry environment and generic event risk management requirements.

POLICY STATEMENT

RQL requires that all racing clubs develop an appropriate level of event management capability to better deal with event related incidents. In order to achieve this requirement, RQL will assist by:

- defining the event management approach for the racing industry
- providing suitable event management templates and checklists
- providing an appropriate level of event management support to racing clubs
- encouraging racing clubs to commit to achieving an appropriate level of event risk management competence through continuous improvement
- conducting forums facilitating the exchange of information, ideas and experiences

ASSOCIATED POLICY

In addition to this policy, racing clubs must understand and comply with relevant legislation and policies including:

- The *Racing Act 2002* (Queensland Government)
- Liquor Act 1992 (Queensland Government)
- Liquor Regulation 2002 (Queensland Government)
- Wagering Regulation 1999 (Queensland Government)
- Gaming Machine Act 1991 (Queensland Government).

Specific racing policies and rules include:

- Australian Rules of Racing (Australian Racing Board)
- Greyhounds Australasia Rules
- Australian Harness Racing Rules & Regulations
- Risk management policy (RQL)
- Policy on safeguarding the public interest (RQL)
- Policy on the standards for licensed venues (RQL)
- Policy on the way races are to be held (RQL)
- Financial management procedures manual (RQL)
- Policy on sexual harassment, bullying and unlawful discrimination in the racing industry (RQL)
- TAB clubs capital works policy (RQL)
- Rules of Racing Policy (RQL).

ROLES AND RESPONSIBILITIES

Key event management roles and appointments include:

- *Event manager* – has overall responsibility for the safe and appropriate conduct of an event at a racing club
- *Event co-ordinator* - works under the direction of the event manager and is responsible for the effective planning, marketing, communications and conduct of an event at a racing club
- *RQL event management contact* – a representative from RQL who provides top level advice to clubs on the planning and conduct of events. The contact point at RQL for event management queries is the Racing Services Manager.

RACING INDUSTRY EVENTS

RQL defines an event as any planned activity involving a racing industry participant as the principle organiser, where any structure (permanent or temporary), open area, roadway, fenced or unfenced area will contain a number of persons greater than that normally found in that area or location at one time. This activity may affect the location or surrounding area prior to, during or after the event. This may include activities (events) such as, but not restricted to:

- Race meetings.
- Birthday parties, weddings and functions.
- Carnivals, festivals, displays and shows.
- Community markets.
- Exhibition, competitions and social gatherings.

There is a wide variety of racing and non-racing events held by racing clubs across Queensland. Two important factors that need to be considered which are common to all events are the number of patrons attending and whether alcohol is going to be served. Ineffective alcohol management, particularly irresponsible serving practices, can create risks for staff, event patrons and the public.

RQL classifies events simply as racing or non-racing events.

Racing Event

A racing event is any event allocated by RQL that involves harness racing or the racing of thoroughbred horses or greyhounds and requires the involvement of stewards and wagering resources. This includes the following:

- TAB group and listed 'feature' race day
- TAB race day – non-group and listed 'feature' race day
- Non-TAB race day meetings.

Non-Racing Event

A non-racing event is any event not involving harness racing or the racing of thoroughbred horses or greyhounds and does not involve stewards and wagering resources. This type of event may require advice from RQL on the basis of insurance coverage and any other considerations. Non-racing events include:

- Phantom race meetings (no actual oncourse racing)
- Other non racing industry event – large gathering (e.g. concerts, fairs, trade shows)
- Other non racing industry event – small gathering (e.g. weddings, formals)

With non-racing events, clubs must make an informed decision based on an event assessment to ensure that the benefits of conducting a particular event far outweigh the potential harm, losses, adverse publicity or damage to their club.

EVENT MANAGEMENT STAGES

Overview

RQL recommends a staged approach to the management of racing industry events. These stages include *analyse*, *develop*, *conduct* and *post event* and are displayed iteratively in figure 1 below. A detailed flowchart of the event management process is outlined in Appendix A.

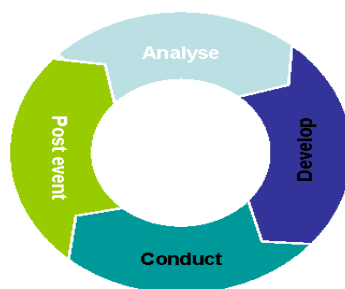


FIGURE 1: EVENT MANAGEMENT STAGES

The analyse stage involves developing an understanding about a club's internal facilities, operations, systems and resources. The develop phase involves the production of plans, insurances and venue preparation. The conduct phase relies on the work completed in the analyse and develop phases and involves event activities. The post event phase involves developing an understanding about the strengths and weaknesses of your event by documenting and implementing lessons learnt for incorporating into subsequent future events.

Analyse

It is important that clubs make informed risk management decisions before conducting events. In line with RQL's Risk Management Policy, a risk assessment of the key event threats should be conducted in order to determine, evaluate and prioritise risk control measures. The risk assessment should consider the likelihood and consequence of an incident associated with the conduct of an event.

In addition, the assessment should consider vulnerable points at the event site and surrounding areas (e.g. traffic/ pedestrian interface; crowd/ horse interface; temporary structures; uneven surfaces; unstable surfaces; obstructed exits). Risk mitigation resources and strategies should be directed towards minimising the likelihood and consequence (risk management) of particular families of threats or individual threats. Often a well designed single mitigation strategy can reduce the likelihood or consequence associated with a number of threats with similar characteristics.

Examples of key threat and hazard categories are outlined in Table 1 with common high level industry specific threats highlighted in bold.

TABLE 1: THREAT AND HAZARD CATEGORIES

People	Technology
Alcohol related issues Underage gambling Workplace health and safety Over crowding Patron behaviour Lost children Non-arrival of performers	Tote machine failure Computer failure Data failure Communications failure Mechanical failure (e.g. starting gates)
Transport	Legal
Multiuse/shared spaces (e.g. vehicles, pedestrians & horses) Access points Visibility (driver, pedestrian) High volume spaces Non arrival of deliveries	Misuse of security powers Legal compliance Violence Interaction with law agencies
Event	Field of play
Track invasion including streakers Communication equipment Asset protection Access control	Proximity of audience Officials safety Throwing objects Patron overload
Infrastructure	Fire
Structural integrity Fit for purpose Public safety Entry and exit points	Dangerous goods Electrical equipment condition Evacuation Fire fighting equipment
Natural	Competition
Adverse weather Wildlife (e.g. snakes, kangaroos) Bushfire Terrain (unstable land)	Foreign betting agencies

Major considerations. Major considerations include a thorough understanding of:

- *Public liability insurance.* Event managers have a responsibility in relation to duty of care, negligence and workplace health and safety issues. All licensed clubs have public liability insurance arranged through RQL. This covers “legal liability to third parties in respect of bodily injury or property damage or advertising arising from the business of the insured”. If a function is not racing or club related, it is preferred that clubs obtain a copy of separate public liability cover from the third party’s organising committee. Furthermore, the club should obtain a letter from the third party stating that any claims arising out of the non-racing function will be first claimed against the third party’s policy.
 - All reasonable steps should be taken following an accident or loss to protect the property or person from any further damage or injury. Event managers should maintain a detailed Incident Register to assist if legal action is taken against event organisers or the racing club. Actions to be taken when claiming against the clubs insurance policy are located on the Racing Queensland website or by contacting RQL.
- *Liquor Licensing.* The Liquor Licensing Division stipulates through the *Code of Practice for the Responsible Service Supply and Promotion of Liquor June 2005*, a number of obligations on licensees and permittees in the conduct of business on licensed premises. These relate directly to Section 148A of the *Liquor Act 1992* and include:
 - Maintain a safe environment for patrons and staff of the premises
 - Ensure liquor is served, supplied and promoted in a way that is compatible with minimising harm from the use of liquor and preserving the peace and good order of the neighbourhood of the premises.

In addition, the code of practice commits the event organiser to:

- Assess the risk of all promotions and practices in accordance with the risk assessment guideline before the practice or promotion is commenced
- Develop a management plan where any high risk is identified to demonstrate any risks can be controlled before the practice or promotion is commenced
- Not conduct promotions and practices if there is any unacceptable risk, or any high risk cannot be adequately controlled
- Immediately cease any practice or promotion that is underway if patrons consume liquor rapidly or excessively, or engage in unsafe behaviour.

Experience has shown that the management of a successful event requires a detailed planning and consultation process. The analyse stage must therefore address all relevant planning considerations and stakeholder management issues. The early involvement of key stakeholders along with the commitment of adequate and suitable resources will greatly reduce potential event concerns.

Develop

All major events require approval and / or notification from relevant organisations. Depending on the nature of the event approval and / or notification may be required from the Liquor Licensing Division (where alcohol is served), RQL, and Queensland Police Service, Queensland Transport, local government, taxi companies and the media.

Documentation. The need and level of documentation required for an event is dependant on the size and complexity of the race club and the type of event being held. Once the appropriate documentation has been initially developed, the documentation only needs to be updated to reflect the requirements of the individual event and any major changes in the operating environment. Primary event management documentation that may be required includes:

- *Event risk assessment* – this is an initial risk assessment of the proposed event that assists in the key club decision of whether an event should occur or not. Refer to the RQL Risk Management Policy for supporting templates
- *Event management plan* – this is the primary document used by the event manager to document and co-ordinate details relating to the conduct of a particular event. The event management plan should detail key appointments including the event manager, event coordinator and other relevant appointments. A suggested event management plan template is attached as Appendix B
- *Event management checklist* – the primary role of the checklist is to act as a cheat list of actions required to adequately plan and conduct an event. A suggested event management checklist template is attached as Appendix C
- *Stakeholder contact list (matrix)* – this is an essential record of key stakeholders, suppliers and customers. This list must be current in order to remain relevant.

The following secondary documentation may be required if not addressed sufficiently within the event management plan includes:

- Evacuation plan
- Emergency procedures
- Alcohol management plan
- Crowd management plan
- Traffic management plan
- Security plan
- Health and safety plan
- Venue and facilities maps
- Evidence of relevant insurance policies, licenses and permits.

Any event plans compiled must be clear, complete, well documented and widely distributed in a timely manner.

Other activities. Other activities in the develop phase may include:

- Event preparation meetings
- Community and industry consultation
- Staff awareness and training
- Pre-event briefs with key staff and stakeholders
- Venue preparation

- Acquisition or hire of additional resources
- Marketing and public relations.

Conduct

This phase involves implementing the plans and event day activities, monitoring of event day activities and communication strategies and activities. The outcome of this phase is reliant on the preparatory work conducted in the analysis and development phases. During the event, activities may include:

- Event day briefs
- Continuous monitoring of crowd, employees and activity
- Communication with patrons, staff and stakeholders
- Responding to incidents.

In order to facilitate an effective event, the employment and acquisition of a range of pre-existing and additional resources is required. These resources may include:

- PA system
- Internal communication system e.g. handheld radios
- Staff including security and bar staff
- Event access system that allows easy calculation of patron numbers
- First aid stations
- Emergency Services
- Shelter.

The ability to call on at short notice primary and alternate suppliers of goods and services will provide the additional flexibility often required for the conduct of events.

Post event

Racing clubs should conduct debrief sessions to appraise the strengths and weaknesses of the planning and conduct associated with the event. Minutes of post event debriefs should be recorded and made available to RQL upon request.

In addition, should a significant incident occur in relation to the staged racing industry event, a report outlining the time, date, context, circumstances, persons involved and action(s) taken should be presented to RQL and other appropriate authorities e.g. Queensland Police, Liquor Licensing Division, etc.

REVIEW AND MONITORING

RQL may periodically conduct a review of Racing Queensland Club's (TAB and non-TAB) event management plans.

Individuals responsible for event management within Racing Clubs must be competent and confident in their ability to manage risk effectively. In addition, Racing Clubs must ensure that all their staff have an awareness of event management procedures.

APPENDICES

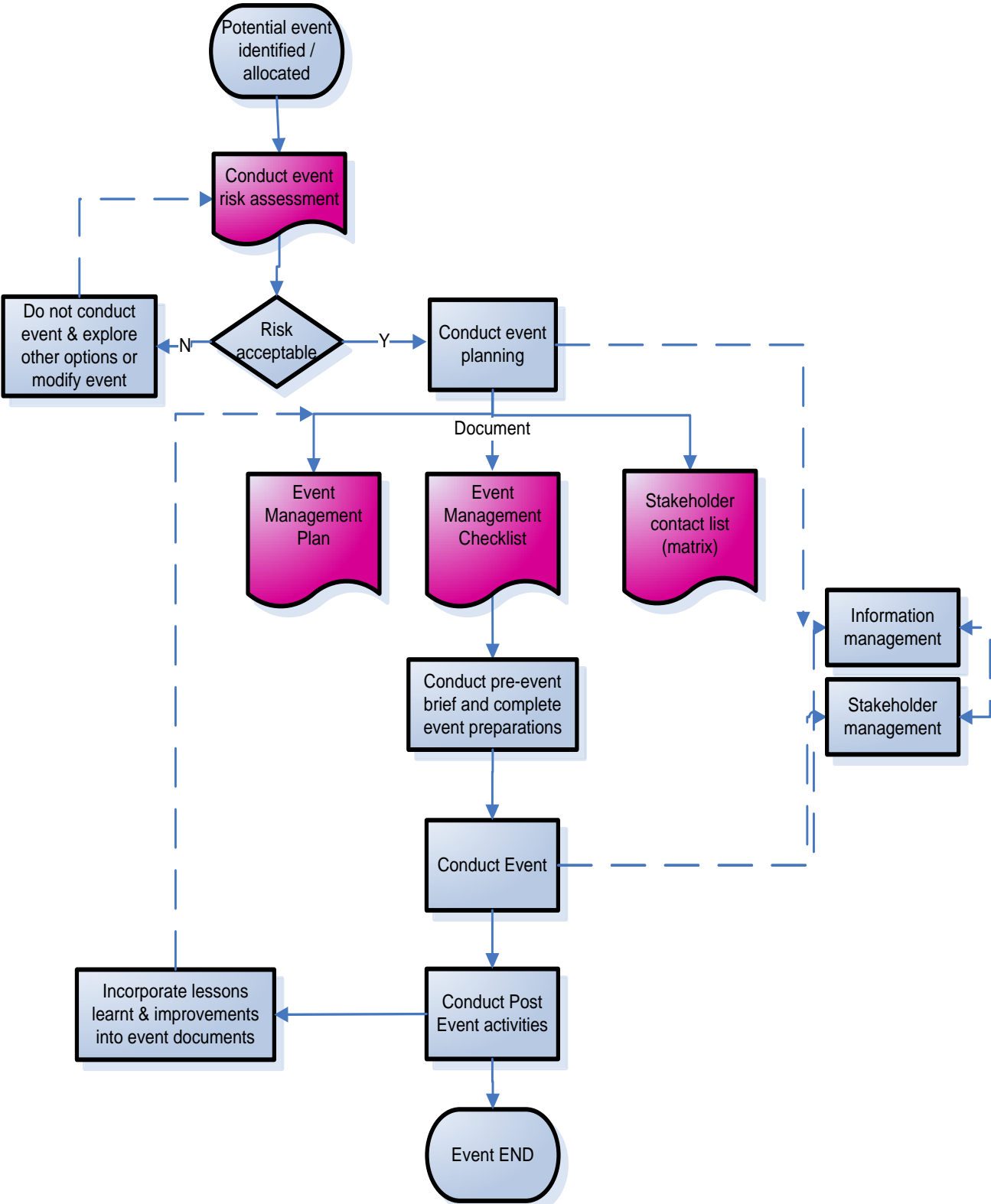
Appendix A	Event management process flowchart
Appendix B	Event management plan templates
Appendix C	Event checklist templates

REVIEW

This policy was reviewed on 1 July 2010.
Next review date will be 1 May 2012.

This policy was made by Racing Queensland on 1 July 2010 under s.81(w) of the *Racing Act 2002*. For further information contact Paul Brennan, Director of Product Development, by phoning (07) 3869 9721 or emailing pbrennan@racingqueensland.com.au

APPENDIX A: EVENT MANAGEMENT PROCESS FLOWCHART



APPENDIX B: EVENT MANAGEMENT PLAN TEMPLATES

EVENT MANAGEMENT PLAN TEMPLATE EXAMPLES

Samples of event management plans can be found at the links below. Each example has a slightly different focus and therefore clubs should select the one that best corresponds to their specific needs. Clubs with a pre-existing event management plan template may continue to use that template provided it is suitable and addresses the major headings as highlighted below.

- ‘Alcohol, Safety and Event Management’
<http://www.liquor.qld.gov.au/Documents/Events/Event+management.pdf>
- ‘A Planning Guide for Event Managers: ALCOHOL, SAFETY and EVENT MANAGEMENT’
<http://www.liquor.qld.gov.au/Documents/Events/Event+Management+Plan.pdf>
- ‘Event Management Planning Guide for Event Managers in Victoria’
http://www.mansfield.vic.gov.au/Files/Event_Management_Guide.pdf
- ‘Safety Planning Guidelines for Events’
<http://www.huttcity.govt.nz/upload/documents/Leisure%20Active/Event%20Safety%20Guidelines.pdf>

EVENT MANAGEMENT PLAN HEADINGS

Event management plans typically contain the following **indicative** headings in line with the size and complexity of both the club and the event:

Event details

This introductory section outlines key details concerning the event including key appointment and documentation requirements.

- Event overview
- Description of the event
- Key event appointments
- Patron details
- Documentation requirements.

General considerations

This section contains general considerations that must be established prior to more detailed planning.

- Finance
- Liquor licence details
- Public liability
- Permit requirements.

Consultation with key stakeholders

This section outlines stakeholder requirements. It is essential that events are developed, conducted and reviewed in consultation with identified key stakeholders.

- Key stakeholders
- Consultation register
- Planning meeting
- Briefing — before event
- Debriefing — after event
- Consultation log.

Planning for the event

This section captures key planning considerations for the conduct of an event. As each event will be different, the relevance and level of detail required in specific topic areas will vary.

- Selection of a venue
- Site plan
- Event promotion and ticketing
- Signage
- Traffic management
- Emergency management
- Security management
- Entry and exit details
- Health and medical
- Noise
- Weather
- Information centre and communication
- Food
- Water
- Lighting and power
- Toilets
- Other logistics requirements.

Management of alcohol

This section outlines the event requirements for responsible alcohol management. Responsible alcohol management particularly serving practices will reduce risks for staff, event patrons and the public.

- Liquor licence
- Permit conditions
- BYO and non-BYO events
- Responsible service of alcohol
- Minors
- Beverage options
- Beverage containers
- Trading hours
- Alcohol consumption areas.

APPENDIX C: EVENT MANAGEMENT CHECKLISTS

EVENT MANAGEMENT CHECKLIST EXAMPLES

Samples of event management checklists can be found at the links below. Each example has a slightly focus and therefore clubs should select the one that best corresponds to their specific needs. Clubs with a pre-existing event management plan checklist may continue to use that checklist provided it is suitable and addresses the major points as highlighted below.

- ‘Planning Safe Public Events – Practical Guidelines’
http://www.crimeprevention.gov.au/agd/WWW/ncphome.nsf/Page/Information_Kits
- ‘Event Management’
<http://www.ourcommunity.com.au/files/EventManagementGIO.pdf>
- ‘Sport and Recreation’
<http://www.ourcommunity.com.au/files/SPORT%20AND%20RECREATIONGIO.pdf>
- ‘Emergency and Safety’
<http://www.ourcommunity.com.au/files/EMERGENCYANDSAFETYGIO.pdf>

EVENT MANAGEMENT CHECKLIST POINTS

Event Management checklists typically contain the following points:

Complete the following checklist to ensure that all relevant activities have been conducted.	
<input checked="" type="checkbox"/> Event management plan	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Stakeholder contacts	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Sponsorship letters	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Application for licences/permits	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Outward correspondence (including faxes and email)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Media releases	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Site plan	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Promotional material – posters, flyers	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Contracts	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Employment records	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Quotes for services or products	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Details of committee members	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Record of meetings	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Licenses/permits	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Inward correspondence (including faxes and email)	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Emergency plan	<input type="checkbox"/> Yes <input type="checkbox"/> No

Complete the following checklist to ensure that all relevant activities have been conducted.

<input checked="" type="checkbox"/> Event program	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Tickets	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Logos	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Accounts	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> File notes of telephone conversations	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input checked="" type="checkbox"/> Press articles, TV	<input type="checkbox"/> Yes <input type="checkbox"/> No

End of Event Management Policy