



Part A

Background and administrative considerations



Section 2

Roles and responsibilities

Five phases of an event

Various legislation dictates roles and responsibilities for event managers. Events generally have 5 phases. During each phase organisations have certain roles and responsibilities that they must meet. An overview of these roles and responsibilities is outlined in this section.

Phase 1

Pre-event approvals and applications

This includes all activities in the planning process to enable events to be held in a safe and appropriate manner.

E.g. Applying for approvals from local government, organising insurance, site planning, emergency procedures etc.

Phase 2

Bump in (or load in)

This involves the pre-event physical activities, delivery and construction of all the infrastructure and equipment necessary for the event and ensuring that all licenses are finalised. A briefing for the event should also take place during this phase.

Phase 3

Event

For the purposes of these guidelines, an event encompasses all aspects from when patrons commence queuing outside for entry until the last patron leaves.

Phase 4

Bump out (or load out)

This comprises the breakdown of facilities, clean-up and making good any damage.

Phase 5

Post-event debrief

An event debrief should be carried out with all relevant stakeholders. Following the event debrief should be an evaluation of the event, to identify improvements for future events.

Roles and responsibilities

Summary of key roles and responsibilities

Organisation	Pre-event applications	Bump in	Event	Bump out	Event debrief
Public building approval	✓	✓	✓	✓	✓
WA Police (WAPOL)	✓		✓		✓
Department of Health	✓	✓	✓		✓
Department of Agriculture, Water and the Environment (if required)	✓		✓		✓
Racing, Gaming and Liquor	✓	✓	✓		✓
Crowd controller/security officer	✓	✓	✓	✓	✓
Promoter/site/event manager	✓	✓	✓	✓	✓
First aid provider	✓	✓	✓	✓	✓
The licensee	✓	✓	✓		✓

There are other important stakeholders that should be considered, such as the Department of Fire and Emergency Services, local hospitals, Main Roads WA, traffic management companies, and the Civil Aviation Safety Authority, among others.



Local government – key roles

Local government play a key role in events and are an integral part of the risk management process. Local government have a responsibility to ensure that events cause minimum inconvenience and harm to the community. LGs should consult with the WA Police and other authorities to ensure that any security issues are addressed.

1. Pre-event approvals and applications

Assessing and deciding on approvals, responsible for event approvals which includes but is not limited to:

- building/construction approvals
- health and safety issues
- food vendor approvals
- noise control
- planning/zoning issues
- traffic management and parking
- waste management.

2. Bump-in

Monitoring and compliance

Event approval requirements should be finalised prior to bump in. Local government's role during this phase is to:

- monitor site construction
- attend to any issues affecting residents
- monitor to ascertain that the event is complying with approval conditions.

Final approvals can only be signed off once the site has been completed. Typical issues during this phase that local government may need to address are traffic management of construction vehicles and construction noise issues.

3. Event

Monitoring, compliance and enforcement

Throughout the event local government should:

- monitor the event to ascertain that approval conditions are complied with
- identify areas where improvements may be made to make future events safer and more enjoyable
- monitor Noise Regulation 18 Approval conditions
- monitor the provision of food and adequacy of toilet facilities
- maintain contact with the control organisation at regular intervals.

4. Bump-out

Ensure the event managers have addressed clean up issues and attend to traffic and noise related issues.

5. Post-event debrief

During this phase local governments (environmental health officers, events staff & rangers) should:

- attend the event debrief
- report on issues relating to the event from a local government perspective, including complaints from residents.

Western Australia Police – key roles

1. Pre-event approvals and applications

Assess applications regarding approval and district/regional coordination of events on roads and road closures.

Engagement with key stakeholders for events and identify when a coordinated policing response is required.

This may involve:

- reviewing the organisers event plans and providing feedback
- attending key stakeholder meetings
- gathering and assessing intelligence
- planning a police response to the event
- identifying if the event falls within the provisions of the 'User Pays' legislation (Part IV B, sections 39D – 39N of the *Police Act 1892*)
- determining police resource requirements
- establish a command structure for the event.

2. Bump-in

No specific roles or responsibilities during this phase.

3. Event

If deployed to an event, police will:

- engage with event management personnel and other stakeholders to ensure cohesive and effective policing responses
- implement a command and control structure in accordance with Incident Command and Control System (ICCS)
- provide a police command liaison position to any established Event Control Room (ECR)
- manage and direct police resources to assist in protecting the crowded place
- conduct high visibility patrols promoting the presence of police
- monitor perimeter areas
- respond to serious incidents, emergencies and complaints, as directed by the police commander
- assist security in carrying out their roles (RSA, Public Order, etc.), where required
- traffic enforcement and monitoring the effectiveness of the traffic management plans
- provide an emergency response capability if required.

4. Bump-out

No specific roles or responsibilities during this phase.

5. Post-event debrief

During this phase police may attend an event debrief and provide feedback on the operation of the event from a police perspective. This includes feedback on event management, effectiveness of plans, and statistical information on police actions taken, criminal charges, and other policing outcomes.

Department of Health – key roles

The primary role of the Department of Health is to provide advice and guidance on health and public safety.

1. Pre-event approvals and applications

It is recommended that for large, high risk or unusual events, departmental officers are included in the risk management process as a stakeholder to provide statewide consistency and experience from a variety of other similar events. Departmental officers are also able to provide advice on possible health hazards.

2. Bump-in

The key role of the Department of Health (where required) during this phase is to:

- assist local government to monitor site construction for major events.

3. Event

The Health (Miscellaneous Provisions) Act 1911 allows Authorised Officers and health officials to access facilities to ensure that health / safety requirements are addressed.

Key role:

- to audit safety
- to maintain contact with the Event Operations Centre (EOC) at regular intervals throughout the event
- attend.

4. Bump-out

No roles or responsibilities during this phase.

5. Post-event debrief

During this phase the Department of Health may:

- attend the event debrief, and
- report on any issues relating to the event from a Department of Health perspective, including health issues and any breaches of legislation.

Department of Racing, Gaming and Liquor – key roles

A key responsibility of the Department of Racing, Gaming and Liquor (RGL), within the Department of Local Government, Sport & Culture (DLGSC) is the regulation of the sale and supply of liquor (Liquor Control Act 1988). If liquor is to be sold and supplied at an event (including a sporting contest, show, exhibition, trade or other fair or reception), then approval must be sought from the Director of Liquor Licensing.

1. Pre-event approvals and applications

RGL is available to provide advice to event managers in planning the provision of liquor at their event. Following the initial discussion with an event manager, RGL will provide the relevant [liquor licence application forms](#) for that event. RGL will work with event managers to ensure that the liquor licence application submitted by the licensee meets the requirements of the legislation. If approved, the liquor licence should be issued at this stage.

Events for:	Must lodge application forms:
No more than 500 persons.	No later than 14 days before the event.
Between 500 and 5,000 persons.	No later than 60 days before the event.
More than 5,000 persons.	No later than 90 days before the event.

2. Bump-in

No action necessary.

3. Event

RGL inspectors (liquor enforcement unit officers) may attend the event to ensure the licensee is acting in accordance with the terms and conditions of the licence and the Liquor Control Act.

Upon arrival at the event inspectors should report to the event operations centre (EOC) and maintain regular contact whilst at the event.

4. Bump-out

No roles or responsibilities during this phase.

5. Post-event debrief

During this phase the RGL may:

- attend the event debrief
- report on any liquor licensing issues relating to the event.

Crowd control/security – key roles

A security officer is defined as a person who watches, guards or protects property.

A crowd controller is defined as a person who performs one of the following functions:

- controls or monitors behaviour
- screens people seeking entry
- removes people for behavioural reasons.

Crowd controllers and security officers may be dual licensed but when determining requirements, the 2 responsibilities must be clearly separated.

The *Security and Related Activities (Control) Act 1996* (the Act) requires crowd controllers and security officers to be licensed, and to be under the control of a security or crowd control agent. Police administer the Act and conduct surveillance to ensure that security / crowd control personnel operate in accordance with the Act.

1. Pre-event approvals and applications

Crowd control agents are responsible for crowd control planning in conjunction with the event manager and police. At this point it may be necessary to clearly delineate the roles and responsibilities of both the security officers and crowd controllers.

2. Bump-in

Secure the site and monitor site access by unauthorised people.

3. Event

Security officers will watch, guard and protect any property.

Crowd controllers will control or monitor behaviour, screen people seeking entry and remove people for behavioural reasons.

It is imperative that both security officers and crowd controllers maintain contact with the EOC at regular intervals.

4. Bump-out

Secure the site and monitor site access by unauthorised people.

5. Post-event debrief

During this phase a representative of the security officers and crowd controllers must:

- attend the event debrief
- report on any crowd control or security issues relating to the event
- report on key indicators identified prior to the event and as part of the risk management process.

Event manager/promoter/site manager – key roles

The event manager is the person responsible for organising an event.

The promoter is the person or organisation responsible for financing an event.

The site manager is the person engaged by the promoter to organise all site requirements on behalf of the promoter/event manager.

The event manager, promoter and site manager may all be the same person. For the purposes of this section they have all been grouped together and will be known as the 'event manager' unless otherwise specified.

1. Pre-event approvals and applications

The event manager is responsible for all activities in the planning process that enable an event to be held in a safe and appropriate manner.

These responsibilities include:

- notice of intent/feasibility study to local government to establish requirements
- applying for approvals, arranging stakeholder planning meetings
- organising insurance
- risk management planning
- emergency procedures (including ability to stop an event at any point if necessary)
- operational considerations
- health and safety issues
- minimising impacts on the surroundings
- general considerations
- structural considerations.

A closure order may be issued by the Department of Health, police or local government as early as the initial planning stage if applications are not approved or if there is insufficient information to satisfy authorities that the event will be safe and the venue suitable for the proposed event. This precludes any further advertising or ticket sales.

2. Bump-in

Ensure that the facilities are constructed, and the site established in accordance with relevant approvals and conditions. All approvals are finalised during this phase.

3. Event

During this phase the site manager is responsible for ensuring that all the infrastructure and equipment is maintained and functioning at the appropriate level.

The event manager is responsible for:

- monitoring the event and identifying/being made aware of any issues as they arise
- stopping the event if an emergency develops
- setting up a complaints 'hotline' which must be monitored throughout the event and have backup systems to ensure all calls are answered
- organising information to residents/businesses so that they are aware of the complaints line or contact details if they need to contact the event.

4. Bump-out

During the load-out phase the site manager is responsible for the:

- breakdown of facilities
- clean-up.

5. Post-event debrief

The event manager is responsible for organising the events debrief. Stakeholders representatives involved in the event should attend. They may include:

- event manager
- site manager
- the licensee (applicable if liquor was available at the event)
- local government (event officers, environmental health, rangers or parking, engineering)
- WA Police
- Department of Health – (Environmental Health, Disaster Preparedness & Management Unit for high risk events)
- DLGSC (RGL) – applicable if liquor sold at the event
- security/crowd control representative
- public transport representatives
- Department of Fire and Emergency Services (DFES)
- first aid providers
- chill-out tent staff / red frogs / harm minimisation organisation
- anyone who had a critical role in the operation of the event or venue approval
- anyone who experienced any operational deficiencies or can offer suggestions to improve future events
- anyone qualified to report on key indicators identified prior to the event and as part of the risk management process.

It is good practice for the event manager to write an evaluation report of the event to determine its overall success in terms of minimising risks and avoiding accidents. The report should then be made available to all the key stakeholders involved in the event.

The licensee – key roles

The role of the licensee is only applicable if liquor is sold or supplied at the event. The primary role of the licensee is to ensure that alcohol is sold and consumed appropriately and in accordance with the liquor licence. The licensee of an event may also be the event manager.

1. Pre-event approvals and applications

The licensee must apply for and obtain a licence from the RGL to allow alcohol to be sold and consumed. The lodgement dates for [liquor licence applications](#) vary depending on the size of the event.

2. Bump-in

The licensee must:

- ensure the site is prepared in compliance with any conditions on the liquor licence
- ensure staff who are recruited have been trained in the responsible service of alcohol
- ensure the venue is set up to support monitoring of juveniles and access to liquor
- provide a briefing to all staff regarding the licence conditions, and
- inform staff about the protocols regarding when and how to contact the event operations centre (EOC).

3. Event

The licensee must:

- display any liquor licence or permit that has been issued
- display the plan of the approved area
- ensure that liquor is being sold and supplied at the event in accordance with the terms and conditions of the licence and the Liquor Control Act
- ensure that alcohol is served and consumed in a responsible manner, and
- maintain contact with the EOC at regular intervals.

4. Bump-out

No roles or responsibilities during this phase.

5. Post-event debrief

During this phase the licensee must:

- attend the event debrief, and
- report on any liquor issues relating to the event.

References

Security and Related Activities (Control) Act 1996, Government of Western Australia.
Liquor Control Act 1988, Government of Western Australia.