

1. Purpose

This Strategic Council Policy sets the Town's overarching position for all events delivered by, in partnership with, or approved by the Town. It ensures a consistent, risk-based approach to planning, approving, managing and evaluating events so that community outcomes are achieved safely, sustainably and in line with Council's strategic objectives. The Policy functions as a risk mitigation measure by defining the minimum controls that must be met before an event can proceed and the principles that guide decision-making across the event lifecycle (concept, assessment, approval, delivery and close-out).

2. Scope

Applies to:

- (a) all events held on Town-managed land or facilities;
- (b) Town-delivered or Town-sponsored events;
- and (c) third-party events requiring Town approval, permits or licences.

This Policy does not apply to private activities on private land that require no Town approval. Where another law, approval, contract or agreement imposes more stringent requirements, those prevail.

3. Policy Statement

Council supports events that enhance community wellbeing, cultural vibrancy and economic participation. All Town decisions regarding events will reflect the following principles:

- Safety first – prevent harm to participants, spectators, workers and the community through proportionate controls and competent planning.
- Legal and ethical compliance – meet applicable legislation, approvals, local laws, permits and standards, and respect our community and environment.
- Risk-informed decisions – apply the Town's risk management framework to identify, assess and treat risks (including opportunities) before approval and throughout delivery.
- Financial prudence – protect public funds through transparent costing, bonds/fees where appropriate, and clear accountability for damages or reinstatement.
- Accessibility, equity and inclusion – design events that are inclusive, accessible and culturally respectful.
- Environmental stewardship – minimise waste, noise, emissions and impacts on public open space and coastal environments; require remediation where necessary.

- Continuous improvement – capture lessons learned and report on outcomes to inform future approvals and programming.

4. Mandatory Risk Controls (Minimum Requirements)

- Event Risk Assessment: An ISO 31000–aligned risk assessment addressing public safety, crowd management, security, emergency response, traffic and transport, safeguarding children and vulnerable persons, site hazards, weather, medical, and contractor risks.
- Insurances: Evidence of appropriate public liability insurance and, where applicable, workers compensation and professional indemnity; additional cover for higher-risk activities (e.g., pyrotechnics, amusement devices).
- Event Management Plan: Proportionate to scale/classification; to include site plan, staffing/competency, communications, accessibility, emergency/evacuation, first aid/medical, security, alcohol management (if applicable), waste and amenity management, and community notifications.
- Compliance Clearances: Evidence of required permits/approvals (e.g., road occupancy/traffic management where applicable; food and temporary structures approvals; noise management; liquor licensing where applicable).
- Financial Protections: Fees and charges, bonds and cost recovery consistent with Council’s Schedule of Fees and Charges and relevant classification.
- On-the-day Assurance: Pre-event inspection/briefing; dynamic risk assessment for changing conditions; incident and near-miss reporting.
- Event Control Unit (ECU): For major or higher-risk events, or where directed by the CEO based on risk, an Event Control Unit (or equivalent coordination structure) with Terms of Reference and escalation protocols.
- Post-event Close-out: Site reinstatement, debrief/lessons learned, submission of required post-event confirmations (e.g., attendance estimates, incident summaries), and settlement of any charges.

5. Roles and Responsibilities

Role	Responsibilities
Council	Sets the strategic intent for events, adopts this Policy, and determines overarching risk appetite and community outcomes.
Audit, Risk and Improvement Committee (ARIC)	Provides oversight of the adequacy of systems for risk, compliance and improvement as they relate to events; reviews significant event risk insights where relevant.

Chief Executive Officer (CEO)	Ensures systems, procedures and resources are in place to implement this Policy; determines approvals under delegation; may impose additional conditions commensurate with risk (including the requirement for an ECU); ensures post-event learning is captured.
Event Owner/Applicant	Provides complete and accurate applications, plans, insurances and evidence of competence; complies with all conditions and directions; where required; restores sites and pays applicable fees/bonds.
Town Officers (Governance/Risk/Events/Assets/Health/Compliance)	Assess applications proportionate to risk and classification; coordinate specialist advice; monitor compliance; undertake inspections; maintain records and report on outcomes; provide ECU guidance and oversight as necessary.

6. Event Classification and Conditions – Relationship to this Policy

This Strategic Policy sits above the Town's operational policies/procedures for Event Classification and Event Conditions. Event Classification determines fee category and scale-based requirements; Event Conditions set the standard approval conditions and technical requirements, including when an Event Control Unit is required and how it must operate. Where there is any inconsistency, this Strategic Policy prevails to the extent of the inconsistency. (See Related Documents.)

7. Related Documents and References

- Town Risk Management Policy and Framework (AS ISO 31000-aligned).
- Event Classification Procedure/Schedule (as per fees and charges)
- Standard Event Conditions & Technical Guidelines as per the Town's booking process (including ECU Terms of Reference in DRAFT)
- Schedule of Fees and Charges; Local Laws; Delegations Register; Event Application Forms and Guidance.
- Applicable permits/licensing requirements as advised by the Town at application stage.

8. Definitions

	Definition
Event	An organised activity on Town-managed land or facilities that requires Town approval or support.
Event Control Unit (ECU)	A multi-disciplinary internal coordination group established for major or higher-risk events to oversee live risk management, communications and

	escalation during operations, as specified in the Town's guidelines and ECU Terms of Reference.
Applicant	The person or organisation applying to hold an event.
Event Management Plan	A plan proportional to event risk/scale addressing operational, safety, environmental, accessibility and emergency arrangements.
Risk Assessment	A structured identification and analysis of risks and controls, with residual risk and treatment actions documented.
Term	Definition
<i>Example: Event</i>	<i>Any organised activity held in a public space that requires Town approval</i>

7. Review and Approval

This Policy will be reviewed every two (2) years or earlier if legislative or strategic changes warrant.

Document Control

Version	Date	Author/Approver	File ref
1.0	19 October 2026	Manager Community and Customer Services/Council	D26/38517