

A PLANNING GUIDE

Non-profit fundraising events: alcohol, safety and event management



A joint initiative of the Office of Liquor and Gaming Regulation and Queensland Police Service.

Great state. Great opportunity.



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Introduction

In 2013 the Queensland Government made amendments to the Liquor Act removing the requirement for community liquor permits for non-profit entities holding low risk fundraising events.

These events can form an important aspect of a non-profit organisations fundraising program. Well run, successful community events can provide a range of social, economic and cultural benefits to the community.

As participation in community 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 organiser and the event organising committee.

Alcohol is often seen as a symbol of celebration and included as part of the festivities at many community events. Event organisers 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, volunteers, patrons and the community.

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 organisers through the planning process.

This guide focuses on the issues which, if handled correctly, can improve the quality and safety of community events. These issues include the identification and involvement of key stakeholders, planning processes, management of alcohol, promotion and media strategies, 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 organisers to effectively respond to any problems that may occur.

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

Large scale events, attracting large crowds, where alcohol will be available over a long period of time, are higher risk than small events with limited alcohol consumption. This guide and the **Event Management Plan Template** seek to provide a comprehensive resource for use in the organisation of events. It is acknowledged that not all aspects of this resource will be relevant to smaller low risk events. However, it is recommended that all event organisers and their committees consider the content of this guide and the level of planning and stakeholder engagement required to ensure the safety of their staff, volunteers, patrons and the community, and to achieve a successful event.

Are we exempt?

For the Liquor Act exemption to apply certain eligibility criteria must be met in relation to the entity and the event (*tick as applicable to confirm eligibility*).

Criteria relating to the entity

- The entity is a **non-proprietary club** or another entity approved by the Commissioner for Liquor and Gaming as a non-profit entity.
- Neither the entity nor an executive officer of the entity has, within the five years immediately before the event, been convicted of an offence under any of the following provisions of the *Liquor Act 1992*—
 - section 155A (Prohibition on sale of liquor to a minor)
 - section 156 (Liquor prohibited to be sold, supplied or consumed by minors and unduly intoxicated or disorderly persons)
 - section 156A (Irresponsible supply of liquor to a minor at a private place etc.), or
 - section 169 (Not to sell liquor without a licence or permit).

- Neither the entity nor an executive officer of the entity has been given a non compliance notice under section 14C of the Liquor Act, within the six months before the event.
- For an entity or an executive officer of the entity that is a licensee or permittee, neither the entity nor the executive officer has, within the five years immediately before the event—
 - been given a written notice for an urgent suspension of the entity's or executive officer's licence under section 137C of the *Liquor Act 1992*
 - been convicted of an offence under section 148A(2) or (4) of the *Liquor Act 1992*, or
 - breached a condition of a licence or permit issued under the *Liquor Act 1992* relating to minimising alcohol-related disturbances, or public disorder, in a locality.
- The entity is not a criminal organisation under the *Criminal Organisation Act 2009*.
- Neither the entity nor an executive officer of the entity is disqualified from holding a licence under the Liquor Act.

A **non-proprietary club** is an association of persons under whose constitution the income, profits and assets of the association are to be applied only in promotion of its objects and the payment of dividends to, or the distribution of income, profits or assets of the association among, its members is prohibited.

A **club** is an association of persons who meet periodically with an interest in promoting some object or for social purposes and would normally include associations such as Parent and Citizens (P&C) Associations and Parents and Friends (P&F) Associations.

An **executive officer**, of an entity, means each member of the management committee (if the entity has a management committee) otherwise, each member of the entity who is concerned with, or takes part in, the management of the entity.

Criteria relating to the event

- The event is a one off event that starts and ends on the same day or is a small regional show (see section 6.8 'Trading hours' for a definition of a small regional show).
- All the net proceeds from the sale of liquor will be used for the benefit of the community.
- The sale of liquor will be ancillary to the fundraising event.
- Liquor will only be sold between 7 am and 12 midnight and, for a fundraising event other than a small regional show, for a period of time not exceeding a total of eight hours.
- Liquor will only be sold in open containers for consumption at the event.
- Liquor will only be sold by an adult (the sale of liquor by a minor is not permitted).
- The eligible entity will ensure that the sale of liquor does not create an unsafe environment at the event. For example, if the entity allows a person to whom the liquor is sold to remain at the event when the person is clearly unduly intoxicated, behaving in a disorderly way, causing a disturbance to other persons or demonstrating violent behaviour, then the sale of liquor has created an unsafe environment at the event.
- The liquor will be sold at the event in a manner that does not encourage rapid or excessive consumption of liquor.
- The liquor will not be sold at the event to a person who is a minor, unduly intoxicated or disorderly.
- The liquor will not be sold on Christmas Day, Good Friday or before 1 pm on Anzac Day.
- The event will not be held at licensed premises or premises to which a permit relates.¹

If the Liquor Act exemption does not apply to your entity or the event, but you engage in the sale of liquor, you may be committing an offence under the Liquor Act where significant penalties can apply.

¹ Liquor licensees are able to apply to the Office of Liquor and Gaming Regulation for a temporary variation of licence to de-licence all or parts of premises.

Why the fuss about alcohol?

The supply and consumption of alcohol at events creates the greatest risk to event patrons, volunteers, staff, and community safety. Ineffective management of alcohol, particularly irresponsible serving of alcohol, is often accompanied by high risk behaviours such as drink driving, increased risk of accidents, injury, damage to property, and physical violence.

Owing to the complex nature of event management, the event organiser 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 affect 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, volunteers, staff or organisers.

It is important for event organisers 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 providers
- an understanding of safe crowd management strategies
- coordination of suitable entertainment, and
- 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.

What are the benefits of a successful and safe event?

Despite the many roles and responsibilities that must be assumed, planning and managing these community events can provide event organisers with immense personal satisfaction, the opportunity to raise awareness around a particular message or area of work, and event proceeds which can be applied for the benefit of the community.

Comprehensive planning and the completion of an event management plan will provide the best chance to conduct a safe and successful event and achieve maximum benefit for the community. The benefits are:

- 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 volunteers, staff and patrons
- long-term sustainability from the widespread support of volunteers, staff, patrons 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 organisers who can refer to a comprehensive event management plan, which is supported by all the event stakeholders, and
- documentation of all the planning with evidence of the attention to duty of care and awareness of the responsibilities of event organisers.

The Event Management Plan

While all fundraising events are different and have unique characteristics, the structure of any event management plan should include the same basic information. As event organisers are responsible for ensuring that the sale of liquor does not create an unsafe environment at the event, plans should be clear, complete, well documented and widely distributed.

The following sections of the guide are designed to take event organisers and their committees through the important steps of planning and at the same time to assist them in creating an event management plan which is both detailed and functional.

An event management plan template has been provided at pages 17–31 of this guide to help event organisers and their committees in creating an event management plan. Read the following sections for further information and guidance in completing the event management plan template.

Fundraising raffles

Recent amendments to the Liquor Act also granted an exemption for fundraising raffles by non-proprietary clubs or other entities approved by the Commissioner for Liquor and Gaming as a non-profit entity. For the exemption to apply:

- the total value of the liquor forming part of the prize will not be more than \$1000
- raffle tickets for the prize will only be sold to an adult person, and that person must not be unduly intoxicated
- the liquor forming part of the prize will only be given to an adult person, and that person must not be unduly intoxicated, and
- the net proceeds of the raffle will be used only to promote the objects of the non-proprietary club, or for other eligible entities, for the benefit of the community.

Event details

1.1 Event details

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

The location 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 (see section 4.1 ‘Selection of a venue’). It is valuable to note whether there are a combination of sites, e.g. both indoor and outdoor as this could have a bearing on crowd movement within the event as well as the recommended capacity of the event.

Before an event there is generally time required for setting up (fit-out) and time required to return the venue to its original condition (retro-fit). Ensure the venue manager knows how much time you require at the venue, before and after the event.

1.2 Event organiser

The event organiser is the person who is going to be responsible for the overall organisation and management of the event. Information about the event organiser 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 organiser can be contacted at all times by staff, volunteers and other stakeholders, and has the authority to make critical decisions in relation to 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 the plan will be able to easily understand the nature of the event.

For the Liquor Act exemption to apply, the sale of liquor must be ancillary to the fundraising event (see ‘Are we exempt?’). Provide a brief outline of the fundraising 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 18's, senior citizens, 18–25 year olds.

For most fundraising 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.

1.5 Event registration

The Queensland Police Service Event Safe initiative allows event organisers to register their non-profit fundraising events on-line with police. Registration ensures that police have vital information about the event and better able to respond if issues do arise.

To register your event go to
www.police.qld.gov.au/eventsafe

General considerations

2.1 Police contact

Police have a wealth of experience with community events and will often be the first agency called upon if anything goes wrong on the day. It is important to consider involving a police officer in the consultation and briefing process, particularly for large scale events.

To enable police to assist in the conduct of a successful event, contact must be made as early as possible. Event organisers should try to make contact with police at least six weeks before the event. This timeframe will help police accommodate their rostering system and will result in the best possible support. Even if you miss this date still contact police about your event. Police would rather know about an event in advance, than have to respond to an event on the day completely unawares.

2.2 Service of liquor

It is important for those involved in the event to be aware if alcohol will be at the event, and if so, how. Even if the Liquor Act exemption applies, or it is intended that patrons bring their own alcohol, the consent of other authorities (e.g. local council) may be required. This will need to be investigated.

Remember, if the Liquor Act exemption does not apply (see 'Are we exempt?'), a permit or prior approval from the Office of Liquor and Gaming Regulation will be required.

2.3 Insurance

The entity holding an event has a legal responsibility, 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 organisers and their committee obtain comprehensive insurance coverage and legal advice in relation to the possible public liability, indemnity, volunteers, copyright and contractual claims.

A detailed 'Register of Incidents and Subsequent Actions' should also be used to record incidents that occur before, during and after an event. This can be invaluable if legal action is taken against the event organisers, organising committee or entity.

If you are booking amusements or other entertainment for an event, you should also insist on a copy of their public liability policy before the event. To better protect the interests of your community organisation, try to ensure that your event entertainers and participants have their own public liability insurance. Even small stall holders should have their own public liability insurance.

2.4 Health and safety permits

The event may need to meet a variety of health and safety requirements set by local councils and other government departments. Consultation with stakeholders in the planning process will assist in determining the types of permits required for your event. Fire safety permits, food vendor permits, parade permits, firework permits and road closure permits may need to be sought through the relevant bodies.

Other legal obligations may also apply to your event under Queensland legislation, e.g. *Work Health and Safety Act 2011*, *Building Fire Safety Regulation 2008* and *Commission for Children and Young People and Child Guardian Act 2000*. Many government departments have the power to enter and attend events to monitor compliance with relevant legislation. If you have any concerns contact the relevant government department on 13 QGOV (13 7468).

It is important to contact your local council and relevant government departments well in advance, as there may be a lead time to lodge applications for relevant licenses and permits. You may also need to submit an event management plan with your application.

2.5 School events

Event organisers and their committees should be aware that the approval of the Principal, the Parents and Citizens Association and other parties may be required for any events held on school grounds or undertaken in connection with the school.

Event organisers should consider the additional issues of holding an event where minors will be present (see section 6.5 'Minors').

Consultation with key stakeholders

3.1 Consultation register

It is essential that events are developed and reviewed in consultation with 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 licences or permits which may be required. It will also allow time for organisations to arrange support for the event, if required. 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, local council and security providers, 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 (positively or negatively) by the event 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 may need to be conducted with key stakeholders well in advance of the event to allow sufficient time for any planning changes.

3.3 Briefing—before the 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.

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

3.4 Debriefing—after the 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, volunteer 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.

Planning for the event

4.1 Selecting 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

- specific approvals required for use of the venue for the event (i.e. local government venues, public parks, school grounds), and
- agreement of key stakeholders on selection of site/venue.

4.2 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.

The ticketing process is particularly important as event organisers 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.

4.3 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.

4.4 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 queuing 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.

4.5 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. Noise is also the primary reason why police will be called to an event.

Consider letting neighbours know about the event in advance either personally or with a letter box drop, as this may reduce concerns about parking and noise during the event.

If the event will provide amplified entertainment there may need to be an agreement with the local council regarding noise levels and time restrictions. A permit may not be issued in the future if complaints are received regarding excessive noise.

4.6 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 organisers 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.

4.7 Information centre and communication

A well-identified, well-located, and well-publicised information centre on site, serviced by knowledgeable staff or volunteers, 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 and volunteers is vital to ensure safety and security for staff, volunteers 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.

4.8 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 health standards.

4.9 Water

For outdoor 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.

4.10 Lighting and power

Even in venues darkened for performances, lighting should always be adequate to ensure that you can responsibly supervise the service and consumption of alcohol, monitor patrons and 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.

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.

Lighting can also be used to control crowd movement. For example, 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.

4.11 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, and
- 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 containers away from the reach of children
- sufficient number of toilets for the duration of the event
- the type of crowd
- the weather, and
- whether alcohol will be consumed.

The number of toilets should be discussed with the local council and the location of toilets marked on the site plan.

4.12 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, and
- separate entrances and exits for entertainers and staff.

These entry and exist points are also crucial in the event of an emergency, and the appropriate exit and evacuation signs and diagrams are vital. Go to the Queensland Fire and Rescue Service website at www.fire.qld.gov.au for further information on emergency planning.

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

Also take time to consider how patrons will disperse after the event. If patrons will be walking through car parks or across open roads consider having dedicated pedestrian walkways and safety marshals to ensure the safe movement of patrons about traffic.

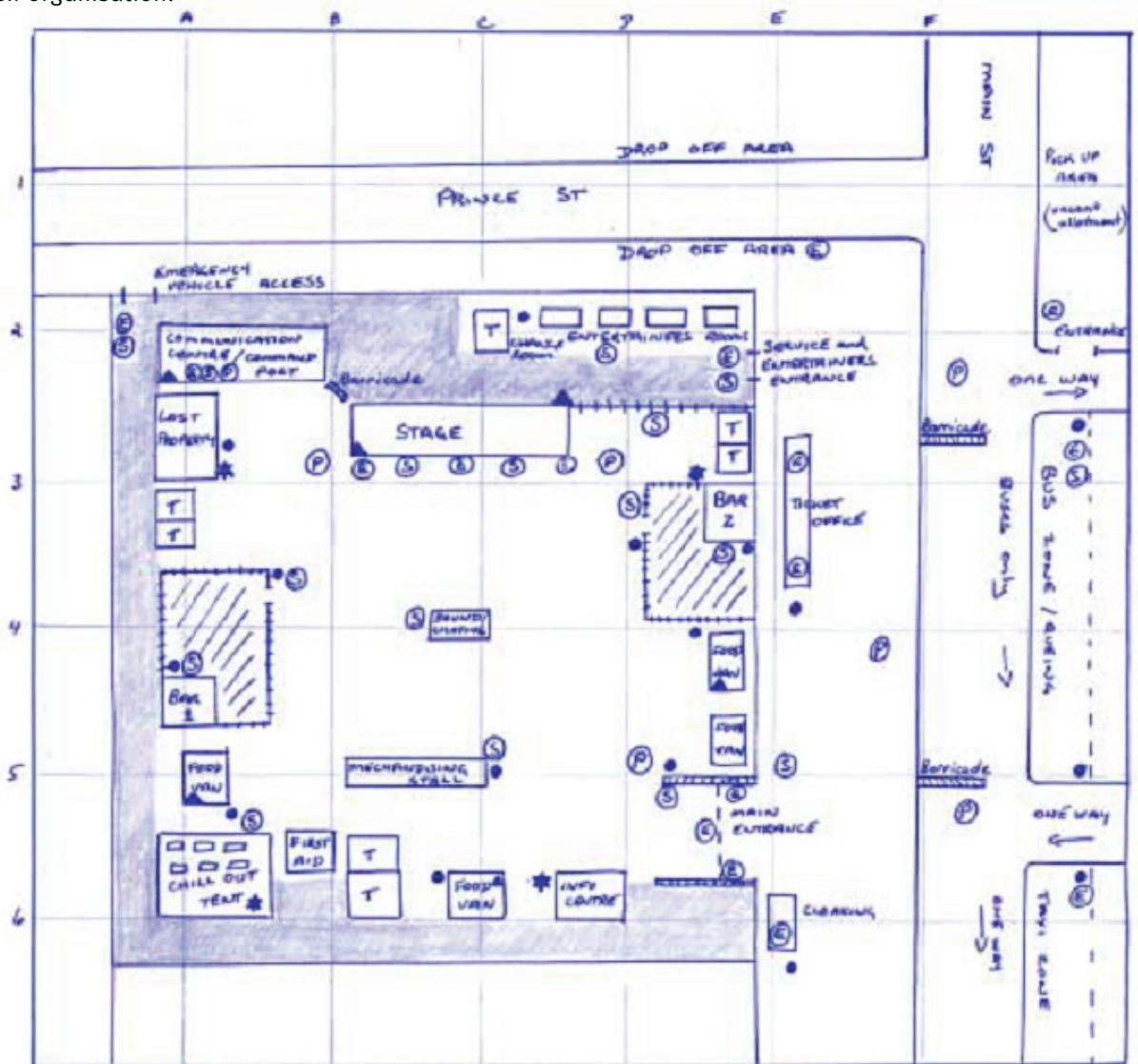
4.13 Site plan

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

First, 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.

Second, 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 providers, 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.



SITE PLAN

Event: "Brew and Burger Bash"
Date: 25 June

LEGEND:

- ⊕ vehicle access
- ⊘ barrier mesh
- ▨ alcohol consumption areas
- rubbish bins
- ★ drinking water
- ▲ fire extinguishers
- T toilets

- Ⓜ Event Staff
- Ⓢ Security Staff
- Ⓟ Police

Bar 1 dimensions 30m x 15m
Bar 2 dimensions 25m x 20m
Event boundary 2m chain fence

Health and safety issues

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 organiser 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 organisers should consider security in relation to cash security, asset protection, crowd management and community 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 organiser. At large events, a central command post can coordinate security, police and emergency services.

Event organisers should also beware of any obligations under the *Security Providers Act 1993*. It is an offence under the Security Providers Act for anyone to engage another person, for reward, to carry out the functions of a security provider (crowd controller) unless the person holds the appropriate licence, and a substantial on-the-spot fine can apply.

Anybody engaged by event organisers as a security provider (crowd controller) for reward should be able to produce their security provider’s licence, or you can confirm they are licensed through the Office of Fair Trading website www.fairtrading.qld.gov.au

Event organisers should also consider maintaining an incident register, even if volunteers are being used to provide security at the event.

The register should state details of any incident occurring at the event, particularly those:

- involving a volunteer or other personnel and in which a person is injured, or
- requiring a person to be removed from the event by a volunteer or other personnel.

The information in the incident register should include the date and time the incident happened, a description of the location where the incident happened, a description of each person involved in the incident (and, if known, the person’s name), and details of the incident.

If you have any concerns or queries in relation to security provider requirements at your event go to the Office of Fair Trading website, www.fairtrading.qld.gov.au or call 13 QGOV (13 74 68).

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

Consider development of an effective evacuation process and emergency action plan. It is recommended that a written plan be provided to all staff, police and emergency service personnel. Ensure that the Prescribed Fire Safety Installations (exit signs, emergency lighting, fire extinguishers, fire hose reels, etc) are in situ and in proper working order. Go to the Queensland Fire and Rescue Service website www.fire.qld.gov.au for further information on emergency planning and a contact list of Regional Safety Officers.

If you have any concerns or queries regarding the venue safety or require further information contact the QFRS.

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

6.1 Responsible service of alcohol

Event organisers should make their staff aware of what is expected of them regarding the responsible service of alcohol. To assist and encourage responsible serving practices, ensure that you have a sufficient number of bar staff to cater for the number of patrons you are expecting.

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.

There is a Responsible Service of Alcohol (RSA) training program available through approved training providers. While there is no requirement for staff or volunteers' involved in the service or supply of liquor to have RSA training, if the Liquor Act exemption applies, event organisers should consider the value of training. RSA training can be completed online for around \$40.00–\$60.00.

Event organisers should also consider if RSA training for their staff and volunteers is required under their public liability insurance at events where alcohol is going to be sold or supplied.

In line with the responsible service of alcohol, it is important to remember that the Liquor Act exemption will not apply to the sale of liquor in certain circumstances (see 'Are we exempt?' page 2).

6.2 Conditions relating to non-profit fundraising events

For the Liquor Act exemption to apply, the eligible entity must ensure that the sale of liquor does not create an unsafe environment. An example of when the sale of liquor creates an unsafe environment at an event would be the entity allowing a person to whom the liquor is sold to remain at the event when the person is clearly unduly intoxicated, behaving in a disorderly way, causing a disturbance to other persons or demonstrating violent behaviour.

If an unsafe environment has been created through the sale of liquor, the Liquor Act will apply and significant penalties may apply in relation to the sale of liquor at the event. This includes an offence for the sale of liquor without the authority of a licence or permit where significant penalties may apply.

It is also important the event organiser, event committee, entity, staff and volunteers' are aware of the obligations of the entity in relation to maintaining a safe environment and how this will be done. The responsible service of alcohol, and RSA training for those involved in the service or supply of liquor, will assist.

It is also important for the event organiser, event committee, entity, staff and volunteers' to be aware that the Liquor Act exemption will not apply to the sale of liquor in certain circumstances (see 'Are we exempt?' page 2). A number of on-the-spot fines can be issued for offences relating to the service or supply of liquor in contravention of the Liquor Act, or the offender could face court where significant penalties can apply.

6.3 Patron compliance

The Liquor Act prohibits the consumption of alcohol in certain public places. This includes roads and parks, but does not include public places where alcohol is consumed at the consent of the owner. The other exception is when a council declares a 'wet area' such as parklands and picnic spots.

Patrons attending the event may be breaking the law by possessing or consuming liquor in certain public places. Make sure that liquor at your event is being supplied and consumed within an area in which liquor may be consumed, and ensure that patrons are not permitted to leave the event with alcohol.

6.4 BYO alcohol

It is recommended that the event does not allow for BYO liquor. Restricting BYO liquor ensures that you have control over the supply and consumption of liquor at your event.

6.5 Minors

Before serving a patron, staff should ensure that the person is 18 years or older. It is an offence to sell liquor to a minor in any circumstances, and on-the-spot fines may apply. If there is any doubt, staff and volunteers must request identification.

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

Remember, your entity may lose its eligibility for the Liquor Act exemption if it, or an executive officer, has been convicted of an offence relating to the supply of liquor to a minor.

6.6 Beverage options

It is necessary to consider what types of alcoholic and non-alcoholic drinks will be available including beer, wine, spirits, juice, soft drinks and water. It is highly recommended that you consider limiting your supplies to low and mid strength beer, low-alcohol versions of pre-mixed drinks and wine in a quantity not exceeding one standard drink (i.e. around 100mls).

Consideration should also be given to pricing structures as these may influence the type and quantity of liquor 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.

6.7 Beverage containers

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

6.8 Trading hours

The Liquor Act exemption only applies at a fundraising event, other than a *small regional show*, if:

- The liquor is sold between 7am and midnight, and
- The liquor is sold during a period not exceeding eight hours.

If you wish to sell and supply liquor outside of these trading hours, the relevant permits will be required from the Office of Liquor and Gaming Regulation, and may include a requirement for consent from local police.

Small regional show means a function that is an agricultural, horticultural, industrial or pastoral show or exhibition, held at a rural place in Queensland, if the show or exhibition meets criteria prescribed under a regulation for this definition relevant to minimising adverse effects on—

- (a) the health or safety of members of the public, and
- (b) the amenity of the community.

Examples of criteria that may be prescribed under a regulation—

- the maximum number of persons expected to attend
- the show or exhibition having regard to attendance at the show or exhibition in previous years
- the maximum period during which liquor is to be sold at the show or exhibition
- the maximum duration of the show or exhibition.

6.9 Alcohol consumption areas

It is recommended that the event have a defined area(s) where liquor will be sold and supplied as well as the area in which patrons will consume the liquor. Having a defined consumption area may assist you in maintaining control over the supply and consumption of liquor, and ensuring that the sale of liquor does not create an unsafe environment at the event.

Having defined consumption areas may enable you to better coordinate your security providers (crowd controllers), which may in turn reduce your overall event security costs.

The site plan referred to in section 4.13 should provide details of the location and measurements of all dispensing and consumption areas. Details of the methods used to define each area should also be provided (e.g. fencing, railings, planter boxes, barrier mesh).

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 organiser 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.

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.

Event management plan

This event management plan template has been compiled to provide event organisers and their committees with a practical tool to assist in planning a non-profit fundraising event. In particular, the management of events involving the sale and service of liquor.

While an event management plan is not required for an exempt event, the value of proper planning and stakeholder engagement can not be understated.

Remember, everyone wants your event to be a success!

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 Office of Liquor and Gaming Regulation 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.



Event details

1.1 Event details		
Name of event		
Date of event		
Venue		
Address		
Nature of venue (Hall, stadium, school etc)		
Capacity of venue		
Required set up time (fit-out)	Start	Finish
Required time to return to original condition (retro-fit)	Start	Finish
1.2 Event organiser		
Event organiser		
Organisation		
Address		
Telephone	Work Mobile	Home
Email		
Contact during the event	Phone	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="checkbox"/> % of total attendance 25–40 years <input type="checkbox"/> % of total attendance 12–18 years <input type="checkbox"/> % of total attendance 40–55 years <input type="checkbox"/> % of total attendance 18–25 years <input type="checkbox"/> % of total attendance 55+ years <input type="checkbox"/> % of total attendance
1.5 Event registration	
Have you registered your event with the Queensland Police Service?	<input type="checkbox"/> Yes <input type="checkbox"/> No (Go to www.police.qld.gov.au/eventsafe)

General considerations

2.1 Police contact	
Name	
Station	
District	
Telephone	
Email	
2.2 Service of liquor	
Details regarding the management of alcohol are outlined in Section 6.	
Will alcohol be available at the event?	<input type="checkbox"/> No—Alcohol will not be served, and/or <input type="checkbox"/> Yes—BYO alcohol will be allowed to be consumed at the event, and/or <input type="checkbox"/> Yes—Alcohol will be sold or supplied at the event.
2.3 Public liability	
Have you investigated public liability and duty of care issues and obtained appropriate insurance?	<input type="checkbox"/> No <input type="checkbox"/> Yes—event is underwritten by:
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?	<input type="checkbox"/> Yes <input type="checkbox"/> No
List any other permits required or obtained for this event.	
2.5 School events	
Is the event being held on school grounds or otherwise in connection with a school?	<input type="checkbox"/> Yes <input type="checkbox"/> No
List relevant approvals required.	School principal Parents and citizens association

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 Service		
Hire company		
Security company		
Queensland Transport		
Bus company		
Taxi company		
Media		
Local hotels		
Local businesses		
Beverage supply company		

3.2 Planning meeting	
When will a planning meeting (before the event) be conducted with the key stakeholders?	Date Time Venue
3.3 Briefing—before the event	
When will a briefing (immediately before the event) be conducted with the key stakeholders?	Date Time Venue
3.4 Debriefing—after the event	
When will a debriefing (after the event) be conducted with the key stakeholders?	Date Time Venue
Will records or minutes of these meetings be available?	<input type="checkbox"/> Yes <input type="checkbox"/> No If available, contact person
3.5 Debriefing—after the event	
When will debriefing (after the event) will be conducted with the key stakeholders.	Date Time Venue
3.6 Consultation log	
What is the process for recording the contact with various stakeholders?	

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 Event promotion and ticketing													
What is the focus or purpose of the fundraising 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, poster, print media, social media)													
Does the event promotion and publicity reinforce messages about safe drinking practices?	<input type="checkbox"/> Yes <input type="checkbox"/> No												
Have you considered including any of the following messages in promotional and publicity material? (Tick all messages included)	<table border="0"> <tbody> <tr> <td><input type="checkbox"/> Bags and eskies may be searched or restricted</td> <td><input type="checkbox"/> Water will be freely available</td> </tr> <tr> <td><input type="checkbox"/> Don't drink and drive</td> <td><input type="checkbox"/> Look out for your friends and family</td> </tr> <tr> <td><input type="checkbox"/> Glass containers are not permitted</td> <td><input type="checkbox"/> 'Wet' and 'dry' areas are both available</td> </tr> <tr> <td><input type="checkbox"/> Public transport will be available</td> <td><input type="checkbox"/> Go to a 'chill-out' or rest area for help</td> </tr> <tr> <td><input type="checkbox"/> Organise a designated driver</td> <td><input type="checkbox"/> ID will be required to purchase liquor</td> </tr> <tr> <td><input type="checkbox"/> People who are unduly intoxicated will not be served alcohol</td> <td><input type="checkbox"/> BYO alcohol is not permitted</td> </tr> </tbody> </table>	<input type="checkbox"/> Bags and eskies may be searched or restricted	<input type="checkbox"/> Water will be freely available	<input type="checkbox"/> Don't drink and drive	<input type="checkbox"/> Look out for your friends and family	<input type="checkbox"/> Glass containers are not permitted	<input type="checkbox"/> 'Wet' and 'dry' areas are both available	<input type="checkbox"/> Public transport will be available	<input type="checkbox"/> Go to a 'chill-out' or rest area for help	<input type="checkbox"/> Organise a designated driver	<input type="checkbox"/> ID will be required to purchase liquor	<input type="checkbox"/> People who are unduly intoxicated will not be served alcohol	<input type="checkbox"/> BYO alcohol is not permitted
<input type="checkbox"/> Bags and eskies may be searched or restricted	<input type="checkbox"/> Water will be freely available												
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<input type="checkbox"/> Public transport will be available	<input type="checkbox"/> Go to a 'chill-out' or rest area for help												
<input type="checkbox"/> Organise a designated driver	<input type="checkbox"/> ID will be required to purchase liquor												
<input type="checkbox"/> People who are unduly intoxicated will not be served alcohol	<input type="checkbox"/> BYO alcohol is not permitted												

<p>What is the ticketing process for the event? (e.g. tickets at gate, pre-sold tickets)</p>	
<p>Will tickets inform patrons of important details relating to the event? (e.g. alcohol availability, behaviour expectations) Provide a brief description of information on tickets and/or attach a copy of the tickets here.</p>	
<p>What is to be included in the price of the ticket?</p>	
<p>4.3 Signage</p>	
<p>Does the event publicity reinforce messages about safe drinking practices?</p>	<p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>4.4 Transport</p>	
<p>Has a public transport plan been developed for the efficient movement of patrons?</p>	<p>Before event <input type="checkbox"/> Yes <input type="checkbox"/> No During event <input type="checkbox"/> Yes <input type="checkbox"/> No After event <input type="checkbox"/> Yes <input type="checkbox"/> No</p>
<p>Provide details of parking available at the venue.</p>	
<p>Has a public transport plan been developed for the efficient movement of patrons?</p>	<p>Name Organisation Name Organisation Name Organisation</p>
<p>Write in the transport contingency plan for cancellation.</p>	
<p>Write in the transport contingency plan for delayed finish.</p>	

4.4 Noise	
List the provision you have made to minimise and monitor the level of noise.	
Have neighbours been notified about the event?	<input type="checkbox"/> Yes <input type="checkbox"/> No
4.5 Weather	
Detail the contingency plans in case of bad weather.	
4.6 Information centre and communication	
Will an information centre be clearly identified and available to patrons at the event?	<input type="checkbox"/> Yes <input type="checkbox"/> 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.	
4.7 Food	
Are high-quality, affordable and accessible food stalls available to patrons in the different venue areas? (including liquor consumption areas)	<input type="checkbox"/> Yes <input type="checkbox"/> No
What types of food will be available? (e.g. fast food, snacks, meals)	
4.8 Water	
Is drinking water available (free of charge) to all patrons attending the event?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is the location of water clearly signposted and marked on maps?	<input type="checkbox"/> Yes <input type="checkbox"/> No

4.9 Lighting and power		
Has certification for lighting and power been obtained through the local authority?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Does the provision of lighting and power cater for emergencies?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
4.10 Toilets		
What is the expected number of patrons?		
How many toilets will be provided?	<input type="checkbox"/> Male	<input type="checkbox"/> Female <input type="checkbox"/> Disabled
4.11 Entry and exit details		
Complete the checklist to ensure entrance and exit arrangements provide the following:	<input type="checkbox"/> Provide for supervision, marshalling and directing crowds <input type="checkbox"/> Provide exit and escape routes <input type="checkbox"/> Provide access for emergency services <input type="checkbox"/> Have access for wheelchairs <input type="checkbox"/> Separate walking and vehicular traffic <input type="checkbox"/> Stagger entry times by providing supporting activities and entertainment <input type="checkbox"/> Keep entries clear of all other activities <input type="checkbox"/> Ensure barriers, fences, gates and turnstiles are suitable and sufficient <input type="checkbox"/> Locate ticket sales and ticket pick-up points in line with, but away from, entrances <input type="checkbox"/> Provide sufficient and well-trained staff <input type="checkbox"/> 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 <input type="checkbox"/> Provide a secure area for the storage of confiscated goods <input type="checkbox"/> Check placement and function of exit signs	
Have event staff, security, police, transport authorities, taxi companies, local hotels and food outlets been informed of patron exit times?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
4.12 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"/> All entrances and exits <input type="checkbox"/> Emergency access routes <input type="checkbox"/> Paths used by vehicles <input type="checkbox"/> Paths for pedestrians only <input type="checkbox"/> Parking <input type="checkbox"/> Stage location <input type="checkbox"/> Eating arrangements <input type="checkbox"/> Entertainment sites <input type="checkbox"/> Security and police locations <input type="checkbox"/> First aid posts <input type="checkbox"/> 'Chill out' areas (safe, quiet, rest areas)	<input type="checkbox"/> Lost kids/property <input type="checkbox"/> Drinking water sites <input type="checkbox"/> Food/vendors/stalls <input type="checkbox"/> Liquor outlets <input type="checkbox"/> Liquor consumption areas <input type="checkbox"/> Non-alcohol (dry) areas <input type="checkbox"/> Toilet facilities <input type="checkbox"/> Communication centre/ command post <input type="checkbox"/> Fire extinguishers <input type="checkbox"/> Refuse containers <input type="checkbox"/> Public telephones <input type="checkbox"/> Media points (TV and radio)

4.13 Site plan

Complete your site plan on this page. Consider photocopying your site plan and circulating to all stakeholders.

Health and safety issues

5.1 Security	
Has a security firm been contracted?	<input type="checkbox"/> Yes Company Principal Licence details Number of personnel
	<input type="checkbox"/> No Describe security arrangements
Event security will	Commence at Conclude at
When will debriefing involving all security personnel be held?	Date before event Date after event Police officer to be present
What security arrangements have been made for:	Cash Asset protection Crown management Prohibited items
Will an incident register be maintained?	<input type="checkbox"/> Yes <input type="checkbox"/> No
5.2 First aid and emergency medical services	
Who is supplying the first aid service?	State 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 evacuation?	
Contact during the event	Phone Mobile
Will emergency tools be strategically located throughout the venue?	<input type="checkbox"/> Yes <input type="checkbox"/> No

Management of alcohol

6.1 Responsible service of alcohol	
How will you tell patrons about alcohol, including that alcohol will not be served to minors and intoxicated patrons?	<input type="checkbox"/> Event publicity <input type="checkbox"/> Ticketing <input type="checkbox"/> Signage <input type="checkbox"/> Other
How will you inform event personnel, especially bar and security staff, of their responsibilities in relation to the responsible service of alcohol and the penalties for offences committed?	
How many bar staff/volunteers do you intend to have?	
How many of your bar staff/volunteers have RSA training?	
What is the expected number of patrons?	
What is the ratio of bar staff/volunteers to patrons?	
6.2 Conditions relating to non-profit fundraising events	
What arrangements have been made to notify bar staff/volunteers, of the standard and other conditions relating to the sale of alcohol at the event?	
6.3 Patron compliance	
What considerations have been made to ensure patrons will not be in breach of the Liquor Act for the possession or supply of liquor?	
6.4 BYO liquor	
Has the matter of BYO liquor been discussed with the organising committee and other stakeholders?	<input type="checkbox"/> Yes <input type="checkbox"/> No Comments

6.5 Minors		
How will under-age patrons be identified?		
6.6 Beverage options		
What types of alcoholic and non-alcoholic drinks will be available at the event and what will be the pricing structure?	Drink	Price \$
	Drink	Price \$
	Drink	Price \$
	Drink	Price \$
	Drink	Price \$
	Drink	Price \$
	Drink	Price \$
	Drink	Price \$
	Drink	Price \$
	Drink	Price \$
	Drink	Price \$
6.7 Beverage containers		
What type of containers will be used to serve drinks?		
6.8 Trading hours		
What are the proposed liquor trading hours (for the Liquor Act exemption to apply liquor can only be sold between 7am and midnight and must not be sold during a period exceeding eight hours, unless the event is a small regional show).	Day 1	to
	Day 2	to
	Day 3	to
	Day 4	to
	Day 5	to
	Day 6	to
	Day 7	to
6.9 Liquor consumption areas		
How many liquor dispensing and consumption areas will be available?	Dispensing areas Consumption areas	
How will the boundaries of consumption areas be defined?		

Compile a file

7.1 Keeping documents and information	
Has a filing system been established?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Who is responsible for maintaining the event file?	
7.2 Documents to be kept	
Complete the following checklist to ensure that all records are included in the file.	<input type="checkbox"/> Event plan <input type="checkbox"/> Details of committee members <input type="checkbox"/> Stakeholder contacts <input type="checkbox"/> Record of meetings <input type="checkbox"/> Sponsorship letters <input type="checkbox"/> Inward correspondence (including faxes and emails) <input type="checkbox"/> Outward correspondence (including faxes and emails) <input type="checkbox"/> Emergency plan <input type="checkbox"/> Media releases <input type="checkbox"/> Event program <input type="checkbox"/> Site plan <input type="checkbox"/> Tickets <input type="checkbox"/> Promotional material—posters, flyers <input type="checkbox"/> Logos <input type="checkbox"/> Contracts <input type="checkbox"/> Accounts <input type="checkbox"/> Employment records <input type="checkbox"/> File notes of telephone conversations <input type="checkbox"/> Quotes for services or products <input type="checkbox"/> Press articles, TV <input type="checkbox"/> Records of incidents that occurred during the event.

Notes

A large, empty rectangular box with a thin black border, intended for taking notes. The box is positioned below the 'Notes' header and occupies most of the page's vertical space.