



Ballarat Event Planning Toolkit



Image credit: ballarat.events

Toolkit Overview

This toolkit has been produced by Tilma Group as a supporting piece to the Ballarat Events Strategy 2018-2028. It has been funded by City of Ballarat and delivered in partnership with Visit Ballarat to support the event organisers of Ballarat's Home-grown Events.

The toolkit provides a comprehensive suite of resources offering practical advice and tips to expand event organisers' knowledge and capability in developing and delivering quality events in Ballarat.

The toolkit is based on the resources of Tilma Group's sister company rEVENTS Academy, an integrated learning program to provide event committees with tools, resources and support to ensure they can deliver a quality event without burning out.

Disclaimer

The information contained in this publication is intended as a guide only. This publication should not be substituted for professional advice. In addition to the information contained in this document, we recommend event organisers exercise due diligence in event planning. Information contained in this guide will be subject to change.



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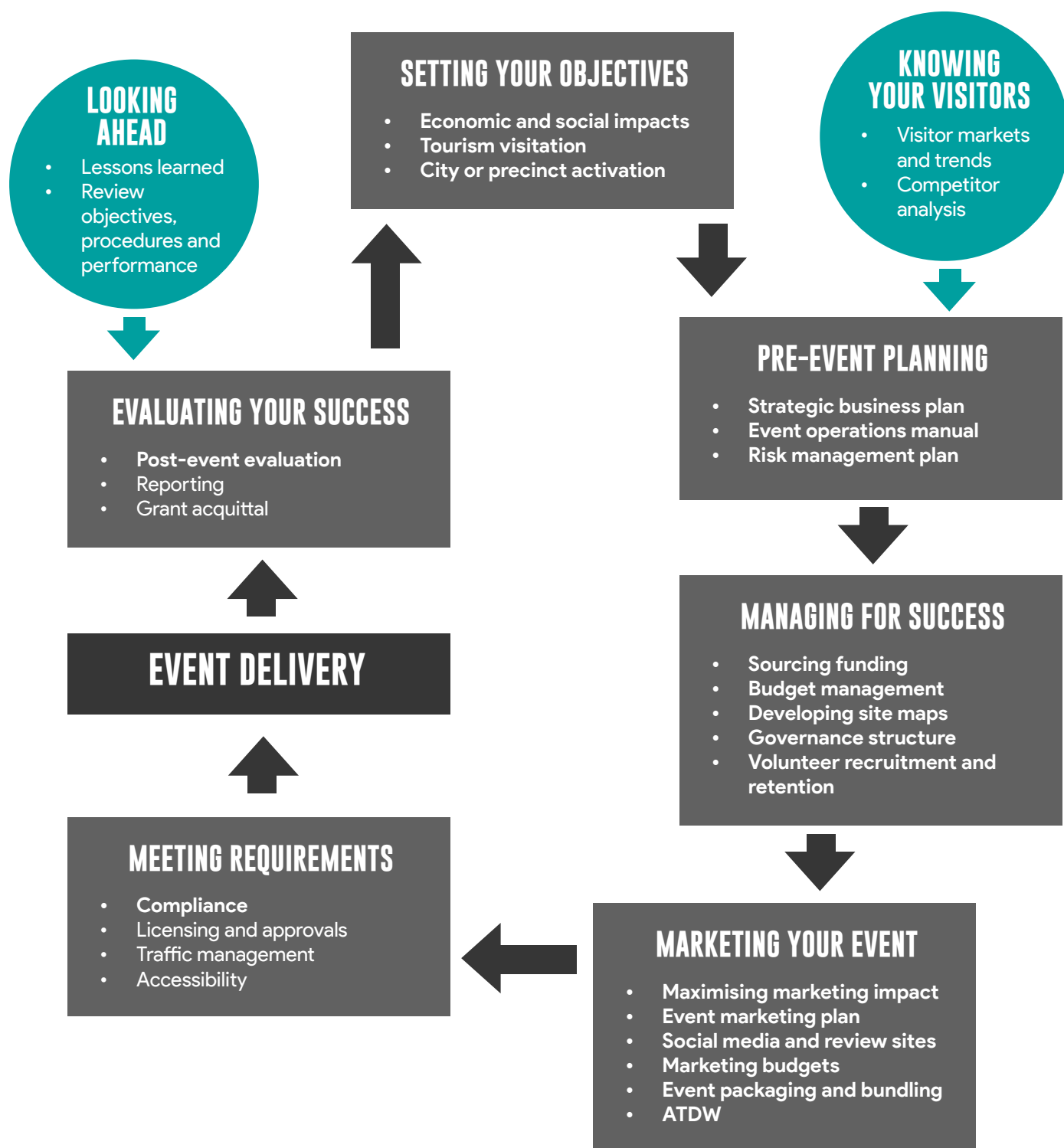
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Steps to managing successful and sustainable events

The following flowchart highlights the essential steps in developing and delivering successful events each and every time. Within each step, the toolkit resources are noted in bold.



Resources

Navigate the resources by clicking the links below.

Part A. Event Planning and Management

- Developing a Strategic Business Plan for my event
- Developing an Event Operations Manual for my event
- Developing a Risk Management Plan
- Tips on sourcing funding
- Budget management
- How to develop site maps and possible blank maps for key sites across the city
- Governance structure for my event committee
- Volunteer recruitment and retention

Part B. Event Marketing

- Maximising marketing impact
- Developing an Event Marketing Plan
- Effectively using social media and review sites
- Marketing budgets and tips on how to gain maximum ROI
- Event packaging and bundling tips
- Using Australian Tourism Data Warehouse (ATDW)

Part C. Event Compliance

- Traffic management
- Licences, permits and approvals
- Accessibility

Part D. Post Event

- Post event evaluation

**CLICK HERE TO DOWNLOAD THE FULL SET OF RESOURCES AT ONCE
OR CLICK THE LINKS THROUGHOUT THIS DOCUMENT TO DOWNLOAD THE FILES INDIVIDUALLY**



PART A. Event Planning & Management

As event organiser, your responsibility is to implement effective governance and management processes to ensure your event is managed professionally regarding financial risk, and legal and administrative accountability, and you deliver the best event possible. The following information and templates are provided to assist you.

1. DEVELOPING A STRATEGIC BUSINESS PLAN FOR MY EVENT

This is the comprehensive 'who are we and where are we going' document for your event that helps you identify how to stand out from other events so you can draw a crowd. It includes establishing the feasibility of your event, setting objectives for your event, and how to measure if you are achieving them. Event organisers of annual events should continually think and plan for the long-term.

Topics covered in this Strategic Business Plan template include:

- Event Background and Details
- Vision and Mission
- Values
- Goals, Objectives and Key Performance Indicators
- SWOT Analysis (your event's strengths and weaknesses, and opportunities for and threats to your event)
- Competitor Analysis
- Organisational Structure
- Committee Roles and Responsibilities
- Partners and Stakeholders
- Volunteer Management
- Finances
- Environment and Conservation
- Branding Strategy

STRATEGIC BUSINESS PLAN.DOCX

2. DEVELOPING AN EVENT OPERATIONS MANUAL FOR MY EVENT

This Event Operations Manual template provides you with event management checklists for each month, financial planning, information on your venue and your strategies for risk management, marketing and post-event review.

Good planning and management of the months leading up to your event is essential for success. Your event timeline will identify:

- milestones from beginning of planning until the post-event review
- every task required to deliver the event
- when each task must be done, and by whom

Topics covered in this comprehensive template include:

- Event Timeline
- Budget
- Sponsorship
- Grants and Funding
- Venue and Site Plan
- Emergency Access
- Risk Management
- First Aid
- Insurance
- Program
- Target Market Analysis
- Unique Selling Proposition
- Key Marketing Messages and Channels
- Review and Evaluation

EVENT OPERATIONS MANUAL.DOCX



Image credit: ballarat.events

3. DEVELOPING A RISK MANAGEMENT PLAN FOR MY EVENT

A risk management plan identifies and evaluates areas of financial, safety and legal risk, and how to address potential problems to minimise liability.

Safety risks

The underlying legal issue of safety is duty-of-care, which means taking all possible steps to avoid potential injury to everyone involved. Consider food handling standards, stability of temporary structures, potential fire and trip hazards, alcohol zones, crowd control barriers, and accidental injuries in your risk assessment.

Volunteer training and briefing is a key risk management action. Ensure all workers are fully aware of the need to take reasonable care to avoid potential injury or other risks.

Financial risks

Ways of managing financial risk include:

- setting up an incorporated body with effective governance
- being clear who is the guarantor should your event lose money
- setting up good planning and financial management processes
- allowing enough time to plan your event
- identifying influences that could impact your event income
- focusing on income streams
- including a contingency in the budget

Legal risks

To avoid legal risks, document your legal obligations, and ensure the event committee is aware of them, then implement controls and monitoring to prevent non-compliance.

LEGAL ISSUES TO CONSIDER WHEN HOLDING EVENTS IN VICTORIA.PDF

Insuring my event

Insurance is a necessary part of risk management. Seek professional advice to ensure your event has adequate public liability insurance cover for spectators, participants, volunteers, officials and the organising committee. Event organisers are legally responsible for the selection of suppliers, set-up of event infrastructure, ensuring sufficient amenities and accessibility, and addressing health and safety issues. Get advice on other relevant insurances for your event such as pulvius insurance for outdoor events which insures against losses caused by bad weather.

Planning my emergency response

Every event needs an Emergency Response Plan and an incident reporting procedure. The way an incident is handled can significantly reduce negative publicity and reputational damage, and even help reduce the risk of legal action. Mobile video and social media commentary from attendees can quickly be used by mainstream media so include in your incident plan how to deal with media and communicate on social media if a serious incident occurs. In your plan, identify who will respond to the incident and who will communicate with media and on social media. Include in your communications the facts of what happened, and what is being done for the people involved and to right the situation.

Topics covered in this Risk Management Plan template include:

- The importance of a risk management plan
- How to identify and evaluate risks
- Risk Mitigation
- Using an Incident Response Plan

RISK MANAGEMENT PLAN TEMPLATE.DOCX

4. SOURCING FUNDING

Two sources of income that many events tap into are grants and sponsorship. Whilst they should not be the core revenue stream for any event, they provide a necessary boost to assist events to grow and develop.

Grants

There are many kinds of grants that events can use, depending on the event's theme and its elements. It is a case of finding a grant that your event aligns with and then ensuring you address the grant's requirements in your submission.

Take the time to seek out grants for elements of your event such as grants for music, sports, arts, community building or indigenous involvement. To save extra effort in delivering your event, we recommend finding a grant that suits your event as it is planned rather than creating an element to suit a grant.

The City of Ballarat provides grants to tourism events that attract out-of-region visitors, and to community events that develop partnerships within the community.

WWW.BALLARAT.VIC.GOV.AU/PC/GRANTS.ASPX

The Victorian state government provides grants for regional events. The following link will also connect you with portals for arts grants, federal grants and philanthropic grants.

WWW.BUSINESS.VIC.GOV.AU/FUNDING-AND-GRANTS

Sponsorship

The Sponsorship Proposal template will help you create a prospectus to share with potential sponsors that offers a real partnership with clear benefits to both parties. It will help sponsors see how your event aligns with their values and target markets, how you will be marketing the event and its sponsors, and how sponsorship will help the sponsor meet their own marketing and business goals. Make sure to develop your marketing plan before preparing your sponsorship prospectus so you are basing your sponsorship approach on your marketing objectives and targets.

The template will help you identify different levels of sponsorship opportunities that provide value for money to your sponsors. Also consider how sponsors could help you with cash or in-kind goods or services (try to ensure that these are budget saving e.g. a sponsor covers the cost of printing all of your collateral).

When approaching potential sponsors, allow enough time prior to the event for your proposition to be given adequate consideration. It is suggested that you undertake your sponsorship pitching at least 8 months prior to your event.

Your prospectus will give you the best chance of developing long-term partnerships that benefit both your event and your sponsors. Use the Sponsorship Agreement template to formalise each parties commitment. If you receive sponsorship, stay in frequent contact with the sponsor to build goodwill and deliver all the agreed sponsorship rights.

After your event is held, share your event report with your sponsors to strengthen ties and garner support for future events. Include a letter of thanks stating how their sponsorship contributed to the event's success, benefits delivered for the sponsor, photos (especially those that show sponsor recognition and product activation), and copies of marketing activities such as published press releases.

[SPONSORSHIP PROPOSAL AND AGREEMENT.DOCX](#)



Image credit: ballarat.events

5. BUDGET MANAGEMENT

The event budget provides direction and is a vital management tool to achieve the event's objectives. Your Treasurer and Executive Committee will likely develop the overall event budget and then allocate funds to other sub-committees or managers, who will manage their budget.

This Event Budget template is designed to allow you to compare budgets year on year, set forecasts, manage cash flow and track budgets, and assess actuals against forecasts at the end of the event. For organisations holding annual events, previous financial records provide a foundation to develop a budget.

Be realistic when estimating income and expenses and remember to plan for GST. Ensure you plan for multiple income streams, such as merchandise, fundraising activities, ticketed events, food and beverage stalls, stallholder fees, etc.), and don't focus all of your income on third party funds such as grants and sponsorship.

Seek advice from an accountant on how to set up systems and financial statements in accordance with standard accounting procedures. To assist with cash flow, try to have income such as sponsorships and funding paid as early as possible and as many costs as possible charged post-event. Consider opening an "event only" bank account to help with bookkeeping. Bank start-up cash in this account and use it for all subsequent income and expenditure.

There is no excuse for event committees to still be using cheques. You can now set up bank accounts that allow for two signature authentications. This makes tracking and reconciling finances much easier.

Ensure the event budget is updated and distributed to your event committee at least one week prior to each meeting. Keeping everyone well informed of how finances are tracking is critical to an events success.

BUDGET TEMPLATE.XLSX

How to use the budget template:

1. Complete the detailed budget based on your income and expenses from the previous year's event FORECAST
2. Check that all formulas in the excel are working correctly
3. Set up the example element tab for each of the elements within your detailed budget [expenses only]– you will need to create new sheets and copy and paste the format from the example provided. This allows you to insert details of all invoices that are paid so that you can closely track the spend.
4. It is recommended that you collate all invoices and pay them and update budget once per month or fortnight. This will make it more efficient for you.
5. Reconcile the element tabs against the bank statement each month and ensure it is all accounted for.
6. Post event you will need to chase all income and expenses, insert the details into the elements tabs and populate all data into actuals in the detailed budget. This will allow you to present your final wash up budget to the committee and stakeholders.

6. EVENT LOCATION & SITE PLAN

Choosing a Venue

Choosing the right venue for an event can impact the success of the event. Things to consider when choosing a venue include:

- Availability, capacity (size, audience space) and cost.
- Facilities/equipment available for the event needs i.e. kitchen, seating, stage, power, etc.
- Environmental factors in outdoors i.e. wind, sun, tree limbs, wet weather contingency etc.
- Accessibility of the venue i.e. pathways, lifts, accessible toilets, etc.
- Road closure cost.

Council Venues for Hire

There are a number of venues Council hire out for events. Below is a list of popular Council venues and contact details for booking. If you know of a venue that does not appear on this list, then please contact Council Customer Service for assistance on (03) 5320 5500.

VENUE	LOCATION	CONTACT
Mining Exchange	Lydiard Street	Her Majesty's
Ballarat Botanical Gardens	Wendouree Parade	Botanical Gardens
Lake Wendouree Foreshore	Wendouree Parade	Parks Officer
Buninyong Botanical Gardens	Scott St Buninyong	Parks Officer
Victoria Park	Sturt St Ballarat	Parks Officer
Eureka Stockade Memorial Park	Eureka St Ballarat	Parks Officer
Art Gallery	Lydiard Street	Parks Officer
Sporting Grounds (ie. City Oval, Eastern Oval)	Various locations around Ballarat	Recreation Support Officer
Parks and other open spaces	Various locations around Ballarat	Business Support Assistant, City Wide Services
Road closures	Various locations around Ballarat	Asset Management - City of Ballarat

Site Map

The event site map identifies the placement of all event infrastructure and services. Infrastructure includes (both temporary and permanent), equipment, activities, generator, amenities, parking, vehicle and emergency access, amenities, etc.

When designing a site plan, factors such as crowd flow and accessibility should be considered. This includes but is not limited to; accessible parking, clear path of travel from outdoors to indoors, clear path ways between infrastructure/furniture for manoeuvrability, clear directional signage, step free access where possible.



Image credit: visitvictoria.com

7. GOVERNANCE STRUCTURE FOR MY EVENT COMMITTEE

In Victoria there are three common governance structures to consider for your event committee. An unincorporated association has no legal standing – in the eyes of the law, it does not exist. The organisation cannot enter into contracts such as grant agreements and members of the organisation are personally liable for its actions. Such an organisation can have an auspicating agreement with a larger incorporated organisation.

The two most common incorporation options for volunteer organisations are incorporated association and company limited by guarantee. Which option is more appropriate for your organisation will depend on:

- how you raise money and how much
- your organisation's size and administrative capacity
- your main purpose and activities

CHOOSING A LEGAL STRUCTURE.PDF

The following Committee Structure and Committee Roles and Responsibilities templates will help you outline who is responsible for organising each element of your event. They will also help with a smooth transition should committee members change.

COMMITTEE STRUCTURE TEMPLATE.DOCX

It's important that you establish reporting systems and lines of communication to keep the members of the organising committee up to date throughout the planning stages. Prepare and distribute a meeting schedule to committee members with meeting frequencies, agendas, dates and times as early as possible in the planning process.

To avoid 'death by meetings', consider establishing an online form of communication with committee members such as a private Facebook group, a system of group emails, or a shared online document (stored in the cloud such as the free Google Drive or Dropbox). Here all committee members are kept updated between meetings on what members have accomplished to date and activity underway.

8. VOLUNTEER RECRUITMENT AND RETENTION

A significant issue for many events is recruiting sufficient volunteers to help run the event. Your volunteers are some of your most valuable assets – it is likely your event could not be held without their support.

Consider requesting support from local service clubs and community groups such as sports clubs or P&C Associations. Offering these groups the opportunity to raise money for their organisation by providing a service to your event such as managing the gates can be helpful in gaining their support. You can also reach out to TAFE and university students (such as hospitality students) and travelling volunteers such as grey nomads or travelling Rotarians.

Consider what tasks volunteers can assist with even if they are not on-site such as accounting or marketing support. Your Committee Roles and Responsibilities document will help you outline the volunteer roles you need filled. Marry this with a timeline or roster before you put the call out for volunteers. This will also help you connect volunteers' skills and interests with job requirements.

WWW.GOVOLUNTEER.COM.AU/FIND-VOLUNTEERS

Your volunteers will require training to make their jobs easier and to ensure they deliver what the event requires. Training can be as simple as a briefing with accompanying printed handouts on their roles and responsibilities. Make sure your volunteers know about the event's emergency plans, communication methods and contacts for the event organisers.

One way to keep your volunteers returning each time you hold your event is to find out what motivated them to get involved and ensure you meet that need or interest. For example, for those who want work experience, connect them with a mentor for skills development, or for those looking for social connection organise fun volunteer gatherings such as a thank you barbeque.

Remember to make a point of thanking your volunteers, illustrating how their help made a difference to your event.

WWW.VOLUNTEERINGVICTORIA.ORG.AU/VOLUNTEER-MANAGEMENT-TOOLKIT



Image credit: visitballarat.com.au

PART B. Event Marketing

Planning your marketing is planning for success. Your marketing plan sets the direction for maximising your event results and is also essential when applying for grants and sponsorship.

1. MAXIMISING MARKETING IMPACT

When planning your event marketing it is always important that you understand what cooperative or partnership opportunities exist to create more noise around your event or to extend your marketing budget.

Events can drive visitation to City of Ballarat, and therefore are often used as a 'marketing hook' by Ballarat's official tourism entity, Visit Ballarat. You should be familiar with the brand of Ballarat if you want to consider how your event can help drive visitation and gain marketing support from Visit Ballarat. Does your event align to the core brand competencies outlined below?

OUR CORE COMPETENCIES: THE THINGS WE DO WELL AND WILL FOCUS ON IN THE FUTURE

1. Interactive heritage attractions that bring us in touch with our past.
2. Streetscapes sculpted by craftsmen.
3. Where the Australian 'fair go' values were born and live on today.
4. Growing community of new age culinary artisans with a passion for earth's best produce.
5. A regional centre of excellence for brewing and distilling.
6. Active 'underground' life to discover.
7. Growing grassroots events and immersive arts scene.
8. Gateway to the Western Highlands Villages and natural surrounds.
9. Fresh highland climate that invites invigorating activity.
10. A regional city of growing vibrancy, activity and sustainability.

Whilst marketing support and exposure cannot be guaranteed, it is recommended that you complete and submit the Visit Ballarat event briefing form and arrange a time to meet with the marketing team at Visit Ballarat to discuss your event and cooperative marketing opportunities.

VISIT BALLARAT EVENT BRIEFING FORM.PDF



2. DEVELOPING AN EVENT MARKETING PLAN

Event marketing is about getting your messages across to your target markets at the right time and in ways that resonate and compel them to come to your event and be passionate advocates to friends and family.

Traditional marketing channels include advertising on TV, radio and in print publications such as magazines; distribution of posters, flyers, banners and signs; and mailouts to potentially interested groups and individuals, as well as press releases to media.

Digital channels include your website, your database of contacts for email newsletters, and social media – both your own posts and engaging on the pages and posts of other relevant social media accounts.

Your marketing can consist of paid media or advertising you pay for, such as Google AdWords search engine ads and Facebook ads; media you own, such as your website, blog and social media accounts; and earned media, such as consumer reviews, shares of your social media posts and user-generated content such as photos of your event your attendees take and post on social media.

Do not forget to integrate into your planning, and leverage, the marketing of local, regional and state tourism bodies, local businesses and tourism operators, and stakeholders and supportive partners. Engage on their social media posts, organise cross promotion, and see if they can share information about your event to their email databases and social media networks. Collaborative marketing is extremely powerful for events!

Topics covered in the Event Marketing Plan template include

- Marketing Objectives and Key Performance Indicators for Evaluation
- Target Audiences
- Content Marketing and Storytelling
- Marketing Budget
- Marketing Action Plan and Timeline

EVENT MARKETING PLAN TEMPLATE.DOCX

3. EFFECTIVE USE OF SOCIAL MEDIA AND REVIEW SITES

Social media is one of the most targeted and cost-effective channels for promoting your event and is perceived by visitor markets as providing trustworthy content. The social media gold is when your audience becomes your advocates and promotes the event for you via social media channels – provide an exceptional experience and watch this happen.

Topics covered in this Social Media guide include:

- Things to do before you start using social media
- Content Marketing
- When, what and how much should we post?
- How do we create content at the event?
- Facebook
- Instagram
- Collaborate, partner, amplify
- Leveraging influencers to build an audience
- The Australian Tourism Data Warehouse
- Where to list your event for free
- Useful Tools
- Where to find free images
- My Content Calendar
- Content Inspiration and Ideas

SOCIAL MEDIA FOR EVENTS.PDF

4. ATTRACTING MEDIA AND NEWS STORIES

Visit Ballarat will often use events to engage metropolitan and national media, with a focus on those events that will increase visitation into the region. This is done via tailored public relations campaigns engaging major print publications, online and broadcast across national, metropolitan and local media outlets.

Media outlets work to many different deadlines which means it is important for events to have information and content ready and available well in advance in order to gain media exposure opportunities.

Visit Ballarat have a useful guide outlining a summary of the Australian media deadlines that should be met in order to maximise coverage for your event.

NATIONAL AND METROPOLITAN MEDIA GUIDELINES.PDF



Image credit: ballarat.com

5. EVENT PACKAGING AND BUNDLING

Collaborative event marketing presents a powerful opportunity for events. If you have an opportunity to work with other operators throughout Ballarat to create packages and/or bundled experiences that suit your target audience, you will further extend your marketing reach.

What is the difference between packaging and bundling?

Packaging is the process of creating an experience with one price point e.g. accommodation, event tickets, flights and dinner for 2 at a local restaurant for \$XYZ. Bundling is the process of bringing together similar themed experiences via suggested itineraries or multi day experiences to show prospective visitors that there is more to do in the region around the event e.g. a cycling event will create 2-3 day itineraries that include food, wine and boutique shopping experiences throughout the region, with the view to encourage participants to stay for a few days.

Events that are interested in exploring opportunities around bundling and packaging should talk to the team at Visit Ballarat.

6. USING AUSTRALIAN TOURISM DATA WAREHOUSE (ATDW)

ATDW is a national database of information about tourism businesses and events, compiled in a set format for easy, automatic distribution through other websites, such as www.visitvictoria.com. Listings for events are free.

HOW TO CREATE YOUR ATDW LISTING.PDF

CHECKLIST OF WEBSITES TO LIST YOUR EVENT FOR FREE.PDF



Image credit: visitvictoria.com

PART C. Event Compliance

1. PERMITS

Parking, the hire of public areas, food fundraising, traffic control, use of temporary structures, and liquor permits are just some activities that require approval. It is important that the Event Committee applies for the necessary permits or approval well before the event and is able to produce such permits on request.

See the table below for permits or approvals that may be required at a community event:

- Booking of public open space
- Fireworks & Pyrotechnics
- Food Registration/Approval
- Itinerant Sales/Commercial Activity
- Marine Safety
- Liquor Licences
- Noise
- The Australasian Performing Right Association (APRA) and Phonographic Performance Company of Australia of (PPCA)
- Places of Public Entertainment (POPE)
- Public Liability
- Rubbish Management
- Temporary Road Closure/Traffic Control Application
- Temporary Structures
- Tobacco Sales
- Signage
- Stall, Displays & Promotions
- Toilet Facilities
- Civil Aviation Safety Authority (CASA)

All relevant permits must be maintained onsite & be made available on request of an Authorised Officer, non-compliance with any of the conditions or requirements of the permit will render the event permit invalid. The best way to manage this is via the development of an event management plan that includes all of the compliance and regulatory information for your event.

DETAILS ON CITY OF BALLARAT PERMIT REQUIREMENTS

EVENT MANAGEMENT PLAN.DOCX

2. TRAFFIC MANAGEMENT

If the event is going to cause any alteration to normal traffic movement or require any section of road or street to be closed, then you will require a Traffic Management Plan. Due to the sophisticated nature and responsibility that a traffic management plan requires, the Ballarat City Council recommends that a qualified Traffic Management company be consulted and/or engaged to develop and administer all traffic management plans for events.

A traffic management plan should identify the roads/streets to be closed, time of closure and alternate routes. A clearly drawn map of the proposed area must accompany applications for road closures, processions and street activities. You will also be required to notify businesses and residents impacted via a letter box drop and apply for the Memorandum of Authorisation permit from the City of Ballarat Traffic Unit. The application must be received in writing for smaller road closures no less than 28 days prior, and for major road closures at least three months prior to the event.

Depending on the nature of the event and the classification of the road(s), a person may also require approval from Vic Roads and/or Victoria Police. Councils Traffic Unit will advise if this is necessary.

3. ACCESSIBLE EVENTS

Making events accessible for people with disabilities is a legal requirement in state and federal law. Consider accessibility at the very earliest planning stages of your event. This Accessible Events guide outlines best practice, legal responsibilities, planning, transport, promotion, ticketing, technology and communications.

WWW.MEETINGSEVENTS.COM.AU/DOWNLOADS/ACCESSIBLE_EVENTS_GUIDE.PDF

4. INSURANCE

Event organisers must have public liability insurance covering the event for a minimum of \$20 million. A copy of the Certificate of Currency must be submitted to Council along with the application for a Council permit.

Events are encouraged to arrange an appointment with the City of Ballarat's Event Unit to discuss the compliance requirements of their event in the early planning stages.

PART D. Post Event

This comprehensive Post-Event Evaluation Report template will help you with acquitting grants from funding bodies and providing details to stakeholders. It will also enable you to see if you met your own objectives for your event, identify what worked well and where improvements are needed. This information is critical to assist in your long term planning to ensure the sustainable growth of your event.

Topics covered include:

- Event Details
- Attendees
- Organisation Structure
- Volunteer Management
- Post-Event Evaluation
- Event Surveys and Feedback
- Committee Debrief
- Program Outcomes and Recommendations
- Site Plan
- Site Preparation and Operations
- Traffic Management and Car Parking
- Festival Income Streams
- Income and Expenditure Breakdown
- Sponsorship and Grants
- Marketing and Partnerships
- Media Spend
- Media Coverage
- Website and Online Ticket Sales
- Packaging and Partnerships

POST-EVENT REPORT.DOCX

VISITOR SURVEY.DOCX

STAKEHOLDER SURVEY.DOCX

SPONSOR SURVEY.DOCX

