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| **Risk Management Plan**  **Disclaimer: This template is a guide and should be adjusted according to your event/organisation requirements.** | | | |
| **OVERVIEW AND EVENT CONTEXT** | | | |
| **Event Name:** TBC | | **Event Organiser:** TBC | **Venue:** TBC |
| **Key Contact Name:** TBC | | **Key Contact Email:** TBC | **Key Contact Phone:** TBC |
| **Date/s for Event:** TBC | | **Date Assessment Conducted:** TBC | **Version Number:** V01 |
| **Planned Activities for the Event:** TBC | | | |
| **Key Stakeholders\*:** | | | |
| **Responsible Person\*\* Name:** TBC | **Responsible Person Role:** TBC | | **Responsible Person Phone:** TBC |

\* These may include venue, key partners, key funding bodies, suppliers etc.

\*\* Responsible Person/People is/are the allocated Risk Monitor/s, responsible for ensuring that controls identified as required in this action planner are delivered effectively

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| **Context and Information about the Event:**  TBC |

**IDENTIFIED EVENT-SPECIFIC RISK SOURCES\*\*\***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Access, Ingress, Circulation and Egress |  | Food Safety and Hygiene |  | Structures – Inflatable |  |
| Accessibility |  | Gas (LPG) Cylinders |  | Structures / Stages / Fencing / Equipment Collapsing |  |
| Active Armed Offender |  | Incident Reporting |  | Structures and Stages |  |
| Adjacent Active Carriageways |  | Incorrect financial modelling |  | Substation Failure (Power Supply Failure) |  |
| Aggressive Or Abusive Visitors |  | Live Electrical Wires/Equipment |  | Subsurface Installation, Pegging |  |
| Alcohol Service and/or Sales |  | Manual Handling |  | Terrorist Activity |  |
| Animals and Petting Zoos |  | Medical Condition and/or Emergency |  | Toilets and Amenities |  |
| Bomb Threat or Suspicious Package |  | Missing/Lost Child/Person |  | Trees and Branches falling; Climbing on trees |  |
| Breach of Contract, Policy or Legislation |  | Negative Publicity Due to Crisis |  | Vehicle and Plant Movement onsite; Vehicle Incursion |  |
| Bumping Equipment In and Out |  | Noise |  | Waste (Overflow), Vomit, Blood, Needles, Wastewater |  |
| Children at Event |  | Non-Standard Venue |  | Waterways, Bodies of Water, Floods - External |  |
| Climate Emergency – Non-Sustainable Elements |  | Overcrowding |  | Weather Extremes |  |
| Comms Failure – Comms Radios, Phones, Email etc |  | Permits |  | Working with Contractors |  |
| Contributory Neighbourhood or Venue Events |  | Plant, Equipment and Vehicles |  | Working with Volunteers |  |
| Criminal Activity, Theft of /Damage to Property |  | Public Liability Insurance |  | **Event Specific Risks:** | |
| Diversity |  | Queue Management |  |  |  |
| Drinking Water |  | Rigging, Stages, Overhead Lighting |  |  |  |
| Emergency Evacuations |  | Set/Decor Construction |  |  |  |
| External Emergencies/Incidents |  | Significant Damage from Event Infrastructure and Activity |  |  |  |
| Fire and Flame, Heat Sources, Smoke |  | Slip, Trip, Fall, Knock, Stairs |  |  |  |
| Flora and Fauna |  | Spills – Water, Sullage, Oils, Waste Fluid |  |  |  |

\*\*\* Mark risks relevant to this site with an **X** and delete any non-applicable risks from the Risk Management Plan (RMP). Event-specific risks may be added at the end of RMP.

**EVENT-SPECIFIC RISK SOURCE INFORMATION**

Please detail the context and planned activities for the risk sources identified as being part of your Event:

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| **RISK SOURCE (HAZARD)** | **DETAILS** |
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**RISK ACTION PLAN** **(RISK ASSESSMENT)**

| **Risk Source**  Risk Source (Hazard) that could occur as a result of undertaking planned activities | **Inherent Risks**  Risk associated with each hazard before any control measures are put in place | **Inherent Risk Rating**  When no controls yet implemented | | **Risk Controls**  Measures that need to be taken to eliminate or minimise the risk associated with each hazard | **Residual Risk Rating**  Once controls implemented | **Risk Owners**  Persons or groups responsible for delivering controls per their area of responsibility | **Risk Monitoring**  Systems and documents used to monitor risk control efficacy |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Access, Ingress, Circulation and Egress** | Potential for injury or inconvenience during ingress to, circulation around, or egress from, venue/s; crowds at entry/exit doors causing confusion or exacerbating risk during evacuation or mass ingress/egress | | **2C**  **Medium** | * Sufficient arrival and gathering space allocated with appropriate number of queues and adequate queuing width to allow for expected number of patrons and pace of patron arrivals * All build areas fenced to ensure that build infrastructure does not impinge on ingress and egress pathways or exits * Accessibility for people with disabilities to be considered when determining access and egress pathways, and audience viewing/seating areas * Pedestrian pathways through site/venue to be maintained and clear of infrastructure * No easily movable objects that may become obstructions during egress to be placed/set in the vicinity of entries & exits * Enclosed areas to allow minimum 1m of entry width for every 100 patrons, through gates and doorways, with no more than 20m travel distance to an exit from any point in the room * Designated exits in fences must be able to be immediately opened in the event of an emergency incident or evacuation and manned by a Staff or Security representative * Large open areas to allow minimum 1m of exit width for every 400 patrons, through gates, with exits spread across site * All Collateral and Advertising for the Event to contain clear, concise information regarding access to the Event and Event Venue, parking information, public transport and Event date/times * Ensure adequate signage is erected to provide information regarding parking, transport, and Event amenities and adequate directional signage to these amenities * Appropriate communications equipment onsite – megaphones, PA, digital signage etc – to allow communication with patrons around ingress, circulation and egress | **2D**  **Low** | * Event Management * Staff and Contractors * Venue | * Site/Venue Plans * Incident Logs, Safety Checklists |
| **Accessibility** | Lack of accessibility for Patrons and Staff; reputational damage | | **2B**  **Medium** | * Relevant staff to know how to assist persons with disabilities during an evacuation * Venue/site to be accessible to all persons: via lifts/lifting aids, accessible amenities, accessible and wheelchair seating; access pathways to be able to easily accommodate wheelchairs & prams * Event to consider availability of accessible parking, accessible public transport routes and stations, rideshare/taxi drop-off and pick-up points * Management to consider access requirements of staff, stakeholders and patrons throughout the Event planning and preparation process and engage an access consultant if appropriate * Accessible venues to be prioritised over non-accessible venues * Any non-accessible elements of the Event to be advertised thus * Minimum door widths of 900mm across all venues and sites * Minimum ramp gradient of 1:14 across all venues and sites, ramps constructed to/compliant with AS1428 * Provision to be made, where possible, to provide additional accessibility services such as an Auslan-interpreted presentation, installation of Assistive Hearing Technology etc * All accessible pathways and access points to be preserved in event plans * Written signage to be utilized to support announcements; and announcements to support any written signage or information * Large and clear fonts to be used for all key-marketing and operational signage with good contrast of colours * Access training to be made available for staff | **2D**  **Low** | * Event Management * Event Staff * Venue | * Access Plan, Site Plans and Event Management Plan * Incident Logs, Safety Checklists |
| **Active Armed Offender** | Multiple deaths; severe injuries; damage to infrastructure and assets; reputational impact; cancellation of exhibition/closure of venue; significant media attention; distress/PTSD suffered by staff, artists or patrons. | | **5E**  **High** | * Safety Management Plan to have clear Incident Response Protocols for responding to an Active Armed Offender * Ensure Site has a minimum of two emergency evacuation pathways * Ensure Site has capacity for an unannounced Assembly Area, not included in printed plans * Establish elements of the site that could be used to impede an active shooter – such as doors/windows, fences and gates * Implement deterrence measures such as alarm systems, controlled entry, security patrols (where possible) * Ensure that all staff have phones on site to ensure that emergency services can be notified immediately * All Event Stakeholders, (inclusive of Event Organizers, Staff, Suppliers and Emergency Service Providers) to be consulted on Safety Management and Risk Management Planning | **4E**  **Medium** | * Event Management * Staff and Contractors * Venue * Security Team | * Safety and Emergency Management Plan * Incident Logs, Safety Checklists |
| **Adjacent Active Carriageways** | Injury to Patrons, Staff or Contractors; interruption to Traffic flow | | **3C**  **High** | * Ensure that Traffic Management Plan is implemented for traffic stoppages and vehicles moving through pedestrian pathways if deemed required * Traffic Management protocols to be implemented by qualified controllers as required * No Parking, No Standing and Tow Away zones to be implemented for high activity areas to improve patron visibility and ensure that suspicious vehicles can be rapidly identified * Ensure that event activities take place away from active carriageways * Event to be designed so that minimal road closures are required * Active carriageways to be separated from event site by traffic barricades if less than 5 metres from programmed activity | **3D**  **Medium** | * Event Management * Staff and Contractors * Venue * Security Team * Traffic Management Team | * Site/Venue Plans * Traffic Management Plan * Incident Logs, Safety Checklists |
| **Aggressive Or Abusive Visitors** | Injury to, or upset suffered by, staff or patrons; damage to building or assets; biohazard occurrence | | **3B**  **High** | * Security staff present at all times – accessible via radio or phone call * Security patrolling sites and events at all times * Key staff trained in how to respond to an aggressive or abusive person and at what point to escalate a situation to security or police * Staff to carry radio and/or phone at all times * Ticketing conditions and hirer conditions to require cooperative behaviour of visitors whilst at the event * Safety and Emergency Management Plan to have clear Incident Response Protocols for responding to a report of aggressive/abusive behaviour * Ensure that quiet areas are available for use by staff and alleged victims in the event of abusive or aggressive behaviour * Ensure that counselling and support services are available for involved persons * Key patron-facing staff to undertake mental health first aid training | **2C**  **Medium** | * Event Management * Staff and Contractors * Venue * Security Team * First Aid Team * Harm Reduction Team | * Safety and Emergency Management Plan * Harm Reduction Plan/Policy * Incident Logs |
| **Alcohol Service and/or Sales** | Drunken behaviour, Excessive consumption, Intoxicated patrons being served alcoholic drinks, Injury, Patrons being evicted, Consumption by underaged persons, Unauthorised drinking in unlicensed section, Nuisance or vandalism, Asset Damage, Increased Risk of Medical Emergency | | **4C**  **High** | * Alcohol sales only to be permitted from licensed venues * Licensed venues to be bordered by walls or fencing to eliminate under-age access or overcrowding * Licensed venues to be monitored by security where possible * Security/staff to be vigilant in monitoring Event patrons and discreetly asking people to dispose of alcohol if it is discovered onsite, in non-licensed areas * Security/staff to be present at all times and trained in the removal from the site of a drug or alcohol intoxicated person, in a discreet and safe manner * Security/staff to be aware of patrons arriving already intoxicated/drug-affected and discretely removing them from the entry queue * Police to be called if an intoxicated person cannot be discreetly or safely removed from the Venue or area * No Staff, Volunteers or Contractors are to be under the influence of alcohol or drugs while working on the event * Existing licensed areas to actively promote Responsible Serving of Alcohol * All bar staff to have certified RSA training and copies of staff certificates to be held onsite * Food supplied and available at all events where alcohol is available * Bar service to cease 20-30 minutes before designated event-finishing time * Free water station with large signage to be in place at events where alcohol is available * Non-alcoholic drinks readily available at all licensed areas | **3D**  **Medium** | * Event Management * Staff and Contractors * Venue * Bar Operator and Licensee * Bar Staff | * Liquor License/Permit for the event/venue * Safety and Emergency Management Plan * Incident Logs, Safety Checklists |
| **Animals and Petting Zoos** | Possible impact (physical, emotional) on animals due to participation; injury to patrons, staff or artists | | **4C**  **High** | * Engage professional supplier of animals, appropriate to the scope and scale of the event, with animals accompanied by handler * Animal Management Plan in place * Fencing in place surrounding activation | **2D**  **Low** | * Event Management * Animal Supplier | * Animal Management Plan |
| **Bomb Threat or Suspicious Package** | Multiple deaths; severe injuries; damage to infrastructure and assets; reputational impact; cancellation of exhibition/closure of venue; significant media attention; distress/PTSD suffered by staff, artists or patrons. | | **5E**  **High** | * Safety Management Plan to include Response Protocols for likely terrorist behaviour such as Armed Intruders, Bomb Threats or Active Shooters * Staff Inductions to incorporate a briefing on the current threat level and an induction into the Response Protocols for bomb threats * Site for the event to be analysed for any elements that may present a higher risk, or prevent a swift and functional evacuation in the event of a bomb threat * Implement deterrence measures such as alarm systems, controlled entry, security patrols, CCTV (where possible) * Ensure Venue has a minimum of two emergency evacuation pathways * Ensure Venue has capacity for an unannounced Assembly Area, not included in printed plans * Ensure that all staff have phones on site to ensure that emergency services can be notified immediately * All Event Stakeholders, (inclusive of Event Organizers, Staff, Suppliers and Emergency Service Providers) to be consulted on Safety Management and Risk Management Planning | **4E**  **Medium** | * Event Management * Staff and Contractors * Venue * Security Team | * Safety and Emergency Management Plan * Incident Logs, Safety Checklists |
| **Breach of Contract, Policy or Legislation** | Damage to infrastructure; delay/interruption to planned activities; reputational risk and financial loss; penalty; injury to staff or artists; damage to stakeholder relationships | | **4E**  **Medium** | * Contractual agreements in place for all relevant stakeholder relationships including funding partners, staff, contractors, suppliers and artists * Inductions undertaken for all incoming Staff, Hirers and Contractors * Public Liability insurance in place for all operational activities * All Staff, Artists, Hirers and Contractors clear on what would constitute a serious breach of legislation or policy * Staff, Artists, Hirers and Contractors provided with access to relevant policies at the commencement of planned activities or contracted duties | **2E**  **Low** | * Event Management * Artists * Staff and Contractors | * Organisational Policies * Contract and agreement templates * Incident Logs |
| **Bumping Equipment In and Out** | Injury to staff, contractors, artists and general public; damage to equipment, infrastructure, assets, buildings or artworks | | **4C**  **High** | * Bump-in and –out activities to be scheduled by Event Management, and activities carried out according to this schedule * Staff to be trained and/or inducted in the use and movement of the equipment they are manipulating * Bump-in areas to be closed to, and/or barricaded from, the general public * All non-Event personnel to be asked to leave the site during bump-in and –out activity * Bump-in and –out activity to not commence until area is clear of patrons and/or general public; works to cease should people need to access or move through the site * Lifting aids (such as trolleys), multiple person lifting and other mechanical means to be used to minimise or prevent undue strain in manipulation of equipment * Site to be well lit, well ventilated and clear of any extraneous materials; Site Management to ensure that site is as clear and tidy as practicable throughout the course of the bump-in and/or –out * Fragile, valuable, awkward or unusual items to be assessed prior to installation to determine the safest methodology by which to install the item | **3D**  **Medium** | * Event Management * Staff and Contractors * Venue * Suppliers | * Event Schedules, Plans, Event Management Plan * Incident Logs, Safety Checklists |
| **Children Attend Event** | Injury to, or distress suffered by children; distress suffered by their parent/guardian; reputational damage; financial impacts if Event activities are not seen as safe for children resulting in reduced attendance/engagement; damage to assets/equipment/infrastructure | | **4D**  **Medium** | * Parents or guardians to monitor children at all times onsite – entry/ticketing conditions to include this * Design and layout of Event activities to take into account the behaviour and inhibitions/lack of spatial awareness of children to create design or engineering solutions to counteract behaviour of children * Relevant staff to have Working with Children checks (WWCC) * Design of Event activities and programming to take into account the demographic and be appropriate in terms of content inclusion, structure and timing * Venues to have facilities appropriate for children * Venues to have designated Lost Child Checkpoint, known to all staff and security * Venues to have Lost Child Protocol, known to all staff and security and manned by a person with a WWCC | **2D**  **Low** | * Event Management * Staff and Contractors * Venue | * Program and Event planning documentation * Incident Logs |
| **Climate Emergency** | Illness/injury/discomfort experienced by staff working in increasingly unstable weather conditions/temperatures; financial impact; reputational risk in the event of insufficient response; damage to infrastructure/buildings/collection due to unstable weather patterns/extreme weather. | | **2B**  **Medium** | * Resourcing of, and planning for, reduction of environmental impact to be considered in Event’s financial and operational planning * Use of digital media and non-printed collateral to be prioritised by marketing team * Use of digital document distribution and reporting to minimise printed Event documentation * Recycling or reuse plans and systems in place where possible for all printed collateral * Utilise biodegradable packaging and products wherever possible * Avoid products with excessive packaging or buy in bulk * Bottled water to be used only where absolutely necessary – prioritise re-useable/washable cups and bulk water distribution, request artists and staff to use re-useable bottles * Consider whether design assets (sets, props, costumes, technical items) can be borrowed, hired, reused or recycled before purchasing * Utilise sustainable set-building practices, including sets that can be broken down for reuse/recycling and VOC-free paints * Utilise locally made products where possible * Minimise travel wherever possible, make sustainable choices around travel provision (public transport, train travel etc) and offset any unavoidable travel * Purchase products with an environmental or social certification * Encourage patrons to utilise sustainable modes of transport to the Event | **2D**  **Low** | * Event Management * Marketing and Publicity team * Staff and Contractors * Artists * Venue | * Event Sustainability Policy * Incident Logs |
| **Communications Failure – Comms Radios, Phones, Email, Patron Comms** | Failure to manage incidents and emergencies in real time; inability to communicate with patrons; disrupted or delayed event/activity; communication breakdown; negative publicity; reputational risk. | | **4D**  **Medium** | * Provide comms radios if possible * Ensure all staff have mobile phones with adequate batteries and recharging locations * Comms protocols in place to ensure efficient and accurate communications in an incident * Closed messaging groups containing key management, venue management, comms and publicity staff in place for off-radio communications in the event of an incident, to ensure continuity and efficiency in both managing an incident and in communicating across all media and social media channels * Event Communications plan developed and distributed pre-event * Suitable signage, digital messaging, pre-recorded announcements available in all areas * Staff inducted in communications processes and protocols * Loud hailers, PA Systems & other messaging systems in place for patron comms | **2D Low** | * Event Management * Marketing and Communications Team * Staff and Contractors | * Communications Plan * Incident Logs, Safety Checklists |
| **Contributory Neighbourhood or Venue Events** | Confusion and difficulty regarding access/egress; negative publicity | | **3D**  **Medium** | * Ensure that communication is established, with an appropriate lead time, with all key stakeholders incl. neighbouring residences, businesses and venues * A clear delegation of responsibility regarding neighbouring events, and the impact on the Event, to be agreed upon by all stakeholders * Clear signage to be installed to avoid confusion for patrons with neighbouring events * Ensure that information is obtained regarding other events in the vicinity of the Event and that this information is distributed to all relevant Company personnel * Neighbouring Events to be outlined in communications with Event patrons and personnel, to mitigate confusion and inconvenience * Utilise Event staff in external areas for directional and informational communications | **2D Low** | * Event Management * Venue * Neighbouring Stakeholders | * Access Plan, Site Plans and Event Management Plan * Incident Logs |
| **Diversity** | Failure to sufficiently invest in, and implement, diversity and inclusivity results in reputational or relationship damage, loss of staff/artists or reduction in staff/artist morale | | **3C**  **High** | * Approach to diversity enshrined in all elements of planning the Event, public facing information and marketing and resourcing of facilities * Approach to diversity enshrined in methods for recruitment and employment of staff, artists and suppliers * Event organisers to facilitate de-gendering of facilities such as bathrooms, changerooms and cloak rooms * Announcements and signage to be gender-non-specific (‘Patrons’ instead of ‘Ladies and Gentlemen’) where possible * Engagement with First Nations communities sought to ensure that Event is actively engaged with the community and that appropriate welcomes or acknowledgements are conducted when on country * Training and briefings for security, FOH staff and venue staff to include information around appropriate language and approaches to ensure inclusivity * Event to implement patron amenity procedures allowing for patrons and/or staff to report incidences of inappropriate language or behaviour for rapid resolution * Ticketing, marketing and personnel documentation to either allow for ethnically diverse and gender diverse options (male, female, binary, unspecified) or alternatively to not require specification of any ethnicity or gender * Reporting mechanisms in place for staff to feedback to management on issues surrounding diversity | **3D**  **Medium** | * Event Management * Marketing and Publicity team * Staff and Contractors | * Diversity policy * Incident Logs |
| **Drinking Water** | Dehydration, water shortage, contamination of supplies | | **3D Medium** | * Free drinking water located at/near all bars in line with licensing requirements * Drinking water supplies fed by potable water source * Signage on all water stations * Staff and contractors provided with access to water onsite for all build and event periods | **2D**  **Low** | * Event Management * Staff and Contractors * Venue * Bar Team | * Incident Logs, Safety Checklists |
| **Emergency Evacuations** | Confusion and difficulty regarding access/egress; negative publicity; mass movement of patrons and staff; delay or cancellation of planned activities; increased severity of outcome due to failures of procedure during evacuation; injury. | | **4D**  **Medium** | * Event Staff to be inducted prior to, or upon, arrival at every site/venue utilised for scheduled Event activities * Event Staff briefed on and, if necessary, inducted in Emergency Evacuation for the site/venue and aware of appropriate routes and assembly areas, and the roles they are expected to perform in assisting staff during an evacuation or incident response * All Event Staff and Contractors to abide by all alarms, signals, announcements and directions from Organisers and/or Emergency Service personnel without question * Response and recovery plans for resumption of Event activities post full or partial evacuation to be determined during the pre-production period | **3D**  **Medium** | * Event Management * Staff and Contractors * Venue * Security Team | * Safety and Emergency Management Plan * Incident Logs, Safety Checklists |
| **External Emergencies/Incidents** | Confusion and difficulty regarding access/egress; negative publicity; mass movement of patrons and staff; delay or cancellation of planned Event activities | | **4D**  **Medium** | * Event Staff to be advised of neighboring Events and activities and, if deemed necessary, briefed on potential external incidents and the Event’s response plan for these * Event Staff briefed on and, if necessary, inducted in Emergency Evacuation for the site/venue and aware of appropriate routes and assembly areas, and the roles they are expected to perform in assisting staff during an evacuation or incident response * All Event Staff and Contractors to abide by all alarms, signals, announcements and directions from Venue staff and/or Emergency Service personnel without question * Response and recovery plans for resumption of Event activities post external-incident response to be determined during the pre-production period | **2D**  **Low** | * Event Management * Staff and Contractors * Venue * Security Team | * Safety and Emergency Management Plan * Incident Logs, Safety Checklists |
| **Fire and Flame, Heat Sources, Smoke** | Fire outbreak; burn injury; death(s); damage to infrastructure; delay or cancellation of planned activities | | **5D**  **High** | * Cooking facilities, heat sources, amplifiers, switchboards, dimmer racks, generators and power supplies required having A:B(E) dry chemical or C02 extinguishers and fire blankets at all risk areas * No permanent venue fire equipment is to be relocated to suit temporary requirements * Fire extinguishers to be mounted securely not more than 2m from the ground and not less than 100mm above floor * Lithium battery equipment not to be left on charge when staff are absent from site/venue to prevent 'thermal runaway' whereby batteries rapidly overheat and create self-sustaining fires that cannot be easily extinguished * 1 x ABE (Dry Chem) 4.5kg Fire Extinguisher for every 100m2 of structure /stage * All fire suppression equipment to be maintained in accordance with AS1851-2005 * All staff to be inducted in the use of the Fire Extinguishers utilized on the site * Hot works permit system implemented for grinding, welding etc * If building systems are isolated for smoke/haze usage, there must be trained Wardens in place to monitor all venue activity with clear comms for use in the event of an incident * Fire doors and fire curtains must not be obstructed by any infrastructure * If onstage flame is used, all sets, properties, costumes and on-stage elements to be coated/manufactured with appropriate fire-retardant properties/products * Onstage fire safety plan developed and implemented by stage team if required | **3D**  **Medium** | * Event Management * Staff and Contractors * Venue * Vendors | * Safety and Emergency Management Plan * Incident Logs, Safety Checklists |
| **Flora and Fauna** | Potential for injury/illness due to exposure to wilderness conditions; increased risk of injury from insects/reptiles/animals | | **3D Medium** | * Post signage advising of the presence of snakes, if applicable * Ensure that First Aid Kits (pre- and post-production) and First Aid Providers (during event) possess supplies for treating insect, animal and/or snake bites * Ensure that First Aiders are onsite amongst event staff, during pre- and post-production periods * Ensure that all staff and volunteers are inducted as to how to treat relevant wildlife (particularly snakes and spiders) and how to react to and treat a venomous or potentially venomous bite- disseminate handout fact sheets for spider, snake and tick bites * Advise staff to wear appropriate clothing – sturdy closed-toe shoes, long pants and shirt sleeves * Advise staff to report to first aid if they display any symptoms of an insect (tick) or snake bite reaction | **2D**  **Low** | * Event Management * Staff and Contractors * Venue | * Safety and Emergency Management Plan * Incident Logs |
| **Food Safety and Hygiene** | Illness and/or ill health suffered by visitor, staff or contractor; reputational damage; impact on levels of available food | | **3D**  **Medium** | * Ensure that Caterers are qualified and experienced, and have completed a Food Safety Plan/Incident Response Protocols * Caterers to be checked upon arrival and completion of setup to ensure they are compliant with Event safety protocols and relevant legislation * Ensure preparation and vending areas are clean and possessed of equipment as required in Food Safety Plan/Incident Response Protocols, in order to maintain high levels of food hygiene * Caterers to provide food signage for patrons who may have intolerances/allergies * Hand-washing systems to be in place if required under legislation | **2D**  **Low** | * Event Management * Staff and Contractors * Venue * Caterers | * Food Safety Permits, Registrations and Licenses * Incident Logs, Safety Checklists |
| **Gas (LPG) Cylinders** | Injury or Damage through Explosion; damage to infrastructure; delay or cancellation | | **4C**  **High** | * Gas Cylinders to be in good condition, filled professionally and secured * Vendors to complete a Gas Safety Form, which will be collected by the Safety Officer * Cylinders to be placed in well ventilated areas * Excess cylinders stored away from public areas in appropriate gas cage or compound, in ventilated area * Cylinders to be installed away from ignition sources such as flame/BBQ/power outlets * Wardens to monitor use of gas cylinders | **3D**  **Medium** | * Event Management * Staff and Contractors * Venue * Vendors | * Safety and Emergency Management Plan * Gas Safety Checklists * Incident Logs, Safety Checklists |
| **Incident Reporting** | Failures to report and manage incidents; near misses and small incidents escalating | | **4D**  **Medium** | * All Event personnel, contractors, vendors and artists inducted prior to or upon arrival * Incident reporting system in place with logging and reporting systems for real-time incident management * Debriefing process to ensure reporting failures/issues are rectified * Daily log reviews by senior management to determine any patterns in incidents/reporting/resolution | **2D**  **Low** | * Event Management * Staff and Contractors * Venue | * Incident Reports * Incident Logs, Safety Checklists |
| **Incorrect financial modelling** | Organisational financial position impacted by negative discrepancies between predicted and actual income or predicted and actual expenditure; impact on planned activities; reputational impact; breakdown of stakeholder relationships. | | **4C**  **High** | * Regular updates of financial modelling based on actual income and expenditure * Benchmarking against industry levels * Regular reporting on actuals vs Eventions * Quotes obtained during planning process for all key elements, with regular updates to and from suppliers regarding requirements to ensure accuracy of quoting process * Ability to downscale or reduce elements of planned activity should income fall short of Eventions * Insurance in place for cancellation or other elements that could impact the Event’s ability to go ahead with planned activities | **3D**  **Medium** | * Event Management | * Event Budget and Program Plan * Event Financial Reporting Systems |
| **Live Electrical Wires/Equipment** | Injury to staff, contractors, artists and general public from Electrocution; Death; Infrastructure damage | | **5D**  **High** | * All equipment to be regularly tested and tagged by a competent person * All equipment used onsite must have a valid and current test-tag or it must be removed from usage * All equipment to be examined and tested prior to each use, within testing period: damaged/faulty equipment to be immediately removed from use and repaired/replaced * All electrical circuits used to be fitted with safety switches * All electrical installations to be undertaken by a qualified and registered electrician * All switchboards, dimmer racks, 3-phase outlets and other areas of high electrical activity to be inaccessible to general public * All switchboards, dimmer racks, 3-phase outlets and other areas of high electrical activity to be clearly signed and illuminated, with a barricade placed around them to avoid accidental interaction * All cabling to be run overhead where possible * All cabling to be covered with cable traps and failing this, with tape * Taped/trapped cable that presents a trip hazard should be identified thus * Should cable run across a doorway, cable should be regularly inspected to ensure that the door movement has not damaged or severed the cable * Plans to be put in place for the elimination/removal of any non-weatherproof fittings, fixtures and equipment installed in outside areas, in the event of (or forecast of) continuous rain | **3D**  **Medium** | * Event Management * Staff and Contractors * Venue * Electrical Contractors | * Electrical Information for equipment/power sources * Incident Logs, Safety Checklists |
| **Manual Handling** | Injury to staff, contractors or artists; damage to infrastructure, facilities, equipment or artworks through mishandling | | **3C**  **High** | * Ensure that all personnel are trained/inducted in safe lifting and manual handling methods * Ensure that all personnel disclose pre-existing injuries to ensure these are not exacerbated * Wherever possible, use mechanical lifting and moving aids (trolleys, hoists etc) * Wherever possible, use multiple lifters to spread the impact of the load/lift * Areas and pathways for manual handling to be well lit and clear of any extraneous materials * Fragile, valuable, awkward or unusual items to be assessed prior to installation to determine the safest methodology by which to manoeuvre the item * Contractors and hirers inducted into spaces they are working in * Manual handling reminder signage installed in areas where such activity frequently takes place | **2D**  **Low** | * Event Management * Staff and Contractors * Venue * Suppliers | * Manual Handling Guide * Incident Logs, Safety Checklists |
| **Medical Condition and/or Emergency** | Unexpected interruption to staff duties; exacerbation of injury to staff/volunteers/general public; unexpected interruption to Event activities through medical incident; delay in treatment; death | | **5D**  **High** | * Staff to give notice to the advice/information provided about a person’s medical needs, in the event of their needing assistance, by the person themselves or by the person accompanying/assisting them * Staff to give notice re personal medical requirements to ensure these can be accommodated * First Aid Kits to be accessible and regularly reviewed and restocked throughout build and Event periods * Identified First Aiders available onsite during all Event operational hours * Instant ice packs and/or refrigerated ice packs to be readily available | **3D**  **Medium** | * Event Management * Staff and Contractors * Venue * First Aiders | * Safety and Emergency Management Plan * Incident Logs, Safety Checklists |
| **Missing / Lost Child / Person** | Injury to, or distress suffered by children/involved persons; distress suffered by a parent/guardian; reputational damage; theft of child | | **4D**  **Medium** | * Missing Person and Lost Child protocols to be developed and disseminated to all staff * Missing Person and Lost Child response to be detailed in Safety Management Plan * All staff to receive training in how to respond to a missing person or lost child scenario * Lost Child Checkpoint to be identified for all venues * Lost Child Checkpoint staffed by persons who hold current Working with Children certification * All lost children are to be reported to Event Management Centre and communicated to all management areas * Lost children missing person checklist used in all cases. | **2D**  **Low** | * Event Management * Staff and Contractors * Venue | * Safety and Emergency Management Plan * WWCC Register * Incident Logs, Safety Checklists |
| **Negative Publicity Due to Crisis (Incident / Cancellation / Delay / Low Promotion)** | Damage to the reputation of the Event and/or other Stakeholders; threat to short- or long-term viability of Event; financial loss | | **3D**  **High** | * The Event team, together with the key stakeholders, to determine an appropriate person to act as the media liaison and to advise all stakeholders as to whom this liaison will be * All stakeholders will then refer requests for comment to the media liaison * Request that all personnel respond politely to any request for comment from any person in the media as follows: “I’m unable to comment, please speak to the media liaison.” * Ensure that communication between stakeholders, the company and Event personnel takes place prior to communication with the media * Regularly update website and use Social Media for sharing of information in real time if required * Regularly monitor Social Media to ensure complaints and issues are rapidly responded to * Closed messaging groups containing key management, venue management, comms and publicity staff in place for off-radio communications in the event of an incident, to ensure continuity and efficiency in both managing an incident and in communicating across all media and social media channels * Effective media and promotional plan developed and put in place pre-event | **2D**  **Low** | * Event Management * Marketing and Communications Team * Staff and Contractors * Stakeholders * Venue | * Event Communications Plan * Promotional Strategy documentation * Incident Logs |
| **Noise** | Noise-induced hearing loss or injury; excessive noise resulting in unpleasant environment; disturbance of staff, stakeholders, other activities or users of spaces. | | **4D**  **Medium** | * Ensure that environmental sound-level testing is undertaken, if required, at the venue to ensure that levels do not exceed 65dB (A) at residences and businesses adjacent to the performance areas * Ensure that hearing protection is worn by staff should noise exceed acceptable levels (94 dB) or should prolonged amplified noise (between 72 and 94 dB) be employed in the venue * Staff to utilise a dB reader to monitor and record sound levels throughout the performance, and these recording notes to be archived, should records regarding ambient and performance sound levels be required in the future | **2D**  **Low** | * Event Management * Staff and Contractors * Venue | * WorkSafe Compliance Code: Noise * Incident Logs, Safety Checklists |
| **Non-Standard Venue** | Venue not fit for purpose; additional resources required to make safe/functional for audiences; inability to secure permit; financial loss; Event delay or cancellation | | **4C**  **High** | * Early assessment and permitting process conducted, engage building surveyor to complete Temporary Occupancy Permit or Change of Use Permit documentation as required * Consider accessibility for disabled persons during Event planning process * Permits submitted to ensure venue can be utilised as intended * Contingency plans for alternative venues or usage * Stakeholders consulted to ensure venue is suitable for intended purpose * Consider what amenities may be required for patrons including access pathways, toilet facilities, parking | **2E**  **Low** | * Event Management * Venue Owner/Management * Staff and Contractors | * Pre-event program planning notes * Incident Logs |
| **Overcrowding** | Injury to Patrons or staff; crowd crush; death; reputational damage/negative publicity | | **5D High** | * Crowd Management Plan developed, and in operation, for the Event or Venue * Ensure that crowd numbers and crowd movement is carefully monitored by event staff * Adequate numbers of security and staffing to manage expected crowds * Site designed to allow crossflow and reversed movement of crowds as required * Site adequately lit * Event assessed for potential of loss of crowd control – event demographic considered * Counting mechanisms for calculating occupancy to be utilised by staff * Advise performers and speakers, as well as event staff that programmed activities may need to be stopped should crowds become too large or unmanageable for the event site/area designated * Communications infrastructure and Public Address System to be in place for dissemination of information to the general public and assistance in dispersing crowds * Event site to be designed to give ample viewing room for patrons attending programmed events * All large crowd gathering areas to be located away from carriageways and transport hubs * All large crowd gathering areas to have adjacent spill areas in the event of overcrowding * Capacities for area usage to adhere to ratios outlined in the National Construction Code * Capacities of areas and venues to be posted at venue entry/known to venue staff * Design of event schedule and programming to ensure timely staggered flows of patrons from one area to another to prevent simultaneous mass travel from one area to another | **2D**  **Low** | * Event Management * Staff and Contractors * Venue * Security Team | * Site/Venue Plans * Crowd Management Plan * Communications Plan * Incident Logs, Safety Checklists |
| **Permits** | Permits not issued in time affecting delivery of Event; non-workable permit conditions; threat to short of long-term viability of Event; negative publicity | | **4C**  **High** | * Ongoing consultation with stakeholders (primarily local council or venues) * Permit requirements reviewed and outlined at very commencement of Event planning | **2D**  **Low** | * Event Management * Venue Owner/Management * Staff and Contractors | * Permit requirements from Council/Venues * Incident Logs |
| **Plant, Equipment and Vehicles** | Injury to General Public, Audience or Performers/Personnel; breaching pathways or carriageways reputational risk/negative publicity | | **5D**  **High** | * All equipment and plant used to be regularly tested, serviced and certified * All equipment and plant to be operated ONLY by certified/licensed and qualified/competent operators * Where necessary, additional crew/staff with the appropriate licenses/permits will be engaged to operate plant and equipment * Spotters to be utilised in the event of low visibility for plant operators or the presence of general public where unavoidable * All staff to be inducted into use of specific equipment and plant upon arrival at the venue, prior to the commencement of bump-in * All logbooks and requisite documentation for plant and equipment to be completed as required * Keys removed from plant and secured when plant is not in use * Handbrake/stop-brakes to be utilised whenever plant is in a static position * Barricades and signage to be erected, where necessary, to prevent entry to the site by non-crew personnel and general public * Staff to wear appropriate PPE (safety footwear, high-vis etc) * Warden and/or Production/Technical Manager to supervise all works * No unnecessary noise to be present in the work area whilst plant and equipment are being operated | **3D**  **Medium** | * Event Management * Staff and Contractors * Venue * Plant/Vehicle Drivers/Operators | * Plant Operational Documentation and logs * Incident Logs, Safety Checklists |
| **Public Liability Insurance** | Scenario evolves with no adequate indemnity, Payouts as a result of claims made against all concerned and involved | | **4D**  **Medium** | * All requisite entities (venues, artists, suppliers, contractors et al) to have acceptable levels of public liability insurance and (where required for delivery of services) professional indemnity insurance, with certificates of currency to be provided at contracting stage * Insurance provider to be certified/approved by APRA * Seek legal advice to ensure any contract “hold harmless clause” does not make the Event responsible for Venue responsibilities * Key stakeholders in the Event should be provided with all relevant Event, Crowd, Risk, Safety and Communications management plans in order to assess intended mechanisms for protecting the public with a view to pre-determining liability for injuries, acts and omissions and liability for financial obligations incurred should it be necessary to respond to a major emergency or incident involving the Event | **3E Medium** | * Event Management * Staff and Contractors * Suppliers * Artists * Venue * Stakeholders | * PLI Registers * Incident Logs |
| **Queue Management** | Injury to patrons or staff; inconvenience to passers-by and adjacent stakeholders; threat to traffic on adjacent active carriageways; delays to activity; negative publicity | | **2C Medium** | * Crowd Management Plan developed for the Event or Venue * Pre-Event Planning in place regarding position of queue, capacity of both venue and queue area and layout of queue area * Queue to be separated from active carriageways, preferably with infrastructure such as fencing or barriers, or by a minimum of 1.5m of clear space * Queue width to be kept as narrow as practicable for ease of movement and management * Queue to be manned by FOH staff to enable information about waiting times, ticket costs, programming etc to be disseminated to waiting patrons in an efficient manner * Ensure sufficient staffing to quickly process queue once doors to the event are open * Queue paths to be clear of and not interrupt passing pedestrian traffic on footpaths | **2D**  **Low** | * Event Management * Staff and Contractors * Venue * Security Team * FOH Team | * Site/Venue Plans * Incident Logs, Safety Checklists |
| **Rigging, Stages, Overhead Lighting** | Injury risk to staff and volunteers; unexpected interruption to Event/activity, structural failure, equipment falling from height/damaged | | **5D**  **High** | * Work area to be barricaded/clearly delineated, as required by the Venue * All overhead installations to be completed by competent staff * All overhead infrastructure to be appropriately secured by two methods (ie. A hook clamp with adjustable tightening bolt and safety chain) * All flown equipment to have safety mechanism placed on flying line * All staff to wear hard hats if heavy work is going on overhead * All tools used overhead to be tethered * All rigging to be undertaken by qualified, ticketed riggers * All staging to be installed by competent builders and to be certified where required * Safety inspection of all completed installations to be undertaken before the next stage of work (technical or performative) commences * Load limits to be made available for floor (point-load capacity) and rigging bars (overall load capacity) | **3D**  **Medium** | * Event Management * Staff and Contractors * Venue * Suppliers | * Load Limit documentation * Incident Logs, Safety Checklists |
| **Set/Decor Construction** | Risk of injury/illness through use of tools and working environment with airborne contaminants; environmental contamination | | **4D**  **Medium** | * All equipment used for construction to be regularly checked to ensure it is in good working order * All staff to be inducted into use of specific equipment and plant upon arrival at the venue, prior to bump-in commencing * Competency register maintained for all relevant powered equipment and plant * Construction areas to be closed to, and/or barricaded from, the general public * PPE to be employed (eye, ear and respiratory protection) in environments with power tools and airborne contaminants * Paints and coatings that give off overspray and/or fumes to only be used in well-ventilated spaces, preferably with extraction systems in place * Non-toxic and environmentally friendly materials, timber, paints, coatings and components to be utilized wherever possible * Staff to be trained in safe lifting and manual handling techniques * MSDSs to be obtained for all products being used in the Event’s set construction * All elements to be designed and constructed by experienced, qualified personnel * Engineering or other certification sought where required to ensure compliance with legislation and relevant standards * Items stress tested as required for interaction with the general public * If necessary, risk assessment or JSA is undertaken to mitigate risks associated with particular works * Equipment to be fire retarded if being installed in an inside venue | **3D**  **Medium** | * Event Management * Staff and Contractors * Venue * Set Builders and Designers | * Set Plans and Construction Information * Fire retardant stamps/certificates * Incident Logs, Safety Checklists |
| **Significant Damage from Event Activity** | Damage to infrastructure; venue/installations become not-fit-for-purpose due to deterioration; ongoing environmental impact. | | **4D**  **Medium** | * Contractual agreement in place for venue usage that clearly outlines permitted and non-permitted uses and activities * Information re site protections made available to Event Management on request * Permits or permissions in place with clear guidelines for permitted and non-permitted activity in place * Ensure weight loadings for all areas are known, weight loadings included on scale Event plans * Where appropriate, post weight loadings on infrastructure or adjacent to Auxiliary Areas used * Weight loading adhered to for all activities in precinct * Load mats/truck mats used where required to protect lawns or vegetative areas, or tiled/paved areas * Spreader mats used where required to spread a load * Concrete ballast prioritized over pegging down into lawn areas * Underground services assays undertaken before any penetrative or pegging works * Protection placed around sensitive elements prior to vehicle/plant movement (such as glass building edges, windows, sculptures, identified trees) * Planned activity reassessed in the event of heavy rain and water retention in event areas * Ensure no structures are tied off to trees or trees used as ballast * Permission to be sought for any temporary or permanent amendment to any elements within the Event precinct * Pre-Event assessment of all areas undertaken with venue permitting entity and Event representatives * Post Event assessment undertaken to detail any damage * Resources allocated within budget for post Event restitution of impacted areas | **2D**  **Low** | * Event Management * Staff and Contractors * Suppliers * Venues | * Venue Hire agreement/info * Weight loading and rating information for area * Venue usage information and guidelines * Incident Logs |
| **Slip, Trip, Fall, Knock, Stairs** | Injury risk to staff/volunteers and the general public, interruption of planned activities, damage to equipment or infrastructure | | **3C**  **High** | * All personnel (artists and staff), to be inducted into the environment of the working site and the performance site * Staff to monitor the site to ensure that potential trip hazards are removed or barricaded/identified with tape/safety management equipment (cones/bollards/signage etc) * Ensure that traps/matting are placed across any uneven surfaces or raised elements (such as cabling) or that cables are run overhead where possible * Ensure that all level changes and uneven surfaces have their edges clearly delineated, where required * Stairs, treads and platforms to have handrails * Changes in step/stair/level height highlighted * Protruding edges and surfaces to be barricaded/padded * Slippery surfaces to be treated to minimise slip hazards * Pits and cable channels to be covered when not in use; bollards/safety cones to mark pits when open * House/site lighting utilised whenever audience is in transition moving through the site/venue | **2D**  **Low** | * Event Management * Staff and Contractors * Venue | * Incident Logs, Safety Checklists |
| **Spills – Water, Sullage, Oils, Waste Fluid** | Damage to sites/venues; Injury to staff, contractors, artists and general public; delays/cancellations due to clean-up; environmental damage/pollution | | **3D**  **Medium** | * Food vendors to ensure that sullage systems are in place and functioning effectively prior to arrival onsite * Food vendors not to decant oils onsite where possible * Flooring installed in temporary structures where oils are to be used * Plant and vehicles used onsite checked for leaks prior to usage as part of daily checklist * Spills clean-up kits (absorber, sand etc) available on relevant sites * All sullage removed offsite where possible * Water connections and supply, particularly temporary, to be checked prior to usage * Slip hazard signage available on relevant sites | **2D**  **Low** | * Event Management * Staff and Contractors * Venue * Vendors | * Incident Logs, Safety Checklists |
| **Structures – Inflatable** | Becoming airborne in strong winds; deflating with children inside if power fails; melting/flame risk in the event of fire | | **4D**  **Medium** | * Inflatable operated by trained and experienced staff * Unit to be manufactured from fire retardant material as required by local legislation * All anchor points to be used in accordance with design * Ballast to be as recommended by engineers * Each unit to be clearly labelled as to safe wind speed and to have printed emergency procedures with operator * Operator to have anemometer at inflatable to allow constant monitoring of wind at site as required. * Inflatable to be made safe under threat of extreme conditions * Inflatable to be manufactured from a flame/melt-retardant material in accordance with AS/NZS 3533.4.1 * Operator to have reliable means of obtaining and to be aware of weather conditions and warnings * Operator to have backup power source where possible * Operator to have method in place to clear the inflatable structure quickly of all persons in the event of deflation | **2D**  **Low** | * Event Management * Staff and Contractors * Venue * Inflatable Supplier | * Inflatable Structure documentation * Incident Logs, Safety Checklists |
| **Structures / Stages / Fencing / Stacked Equipment Collapsing** | Injury to staff, contractors, artists and general public through collapse; damage to equipment, infrastructure or venues | | **5D**  **High** | * All stages and structures to be installed by qualified, experienced personnel in accordance with Australian Standards and local, state and federal regulations; in accordance with supplier Safe Work Method Statements; and in accordance with engineer’s recommendations and certifications * Permits for temporary structures and stages to be obtained where required * Structures constructed by staff or contractors with relevant qualifications * Engineers certification of design of structure, and sign off for compliance of design installation of structure once completed, sought where required * Structures designed to comply with the requirements of AS1170: 2 2011 for a design wind speed of 25m/s (90kph) as a minimum. * Structures to meet requirements for Temporary Occupancy Permits, where required * Use of materials with manufacturer’s specifications * Fences with scrim attached to be adequately braced * Scrim able to be removed rapidly if high winds are forecast or emerge unexpectedly * Stacked materials held by suitable racking systems and devices to prevent collapse, where possible * Quantities of materials and fencing to be stacked flat to prevent collapse. * Wardens and Venue Managers monitor all structures | **3D**  **Medium** | * Event Management * Staff and Contractors * Venue * Suppliers | * Set and Structure information, plans, certifications, engineering * Occupancy Permits * Incident Logs, Safety Checklists |
| **Structures and Stages** | Injury risk to crew/artists/audience through collapse/incorrect installation/fall risk | | **5D**  **High** | * All stages and structures to be installed by qualified, experienced personnel in accordance with Australian Standards, the National Construction Code and local, state and federal regulations * Permits for temporary structures and stages to be obtained where required * Engineering sign-off for structures to be obtained where relevant or required by venue * Edges of stages, stairs and treads to be clearly delineated * Stages to have upstage and offstage handrails, at approx. 500mm increments. * Downstage edges of stages to have toe-rails, to approx. 30mm * Stairs and treads to stages/structures to have handrails * Stairways to raised levels to be hazard-taped in non-performance periods, to discourage access by non-inducted personnel * General Public not permitted to access stage areas * Pits and open stage areas surrounded by barricades during bump-in * Crossovers to have clear, unobstructed passageways at all times * Any outdoor installations to be removed/cleared if winds over the rated wind-resistance of the structure are detected or forecast All buildings and structures to have capacity posted at entry and adhered to with counting mechanisms in place to determine both total occupancy and daily attendance | **3D**  **Medium** | * Event Management * Staff and Contractors * Venue * Suppliers * Engineers | * Set and Structure information, plans, certifications, engineering * Occupancy Permits * Incident Logs, Safety Checklists |
| **Substation Failure (Power Supply Failure)** | Injury and inconvenience as a result of panic and confusion; delay to event activities | | **4D**  **Medium** | * Appropriate event staff to be inducted as to the procedure for restoring power and a clear delegation of responsibility for this procedure allocated to a specific staff member * Performance plan to be put in place for activity to continue, where possible, in the absence (short-term) of stage power * Event to be scheduled for minimal activity in low light * Substation maximum loads to be adhered to by all personnel * Substation maximum loads to be clearly displayed on all relevant equipment * Wardens and staff to have access to torches * Emergency lighting installed * Installed lighting to be operated over a range of power sources where possible, in the event of failure of one power source (IE combination of hard/venue power and generator power) | **2D**  **Low** | * Event Management * Staff and Contractors * Venue * Electrical Contractors | * Incident Logs, Safety Checklists |
| **Subsurface Installation, Pegging** | Infrastructure damage; trip/fall; electrocution; death | | **5D**  **High** | * Ensure Dial Before You Dig is consulted before subsurface works take place OR underground services survey completed by a qualified person if DBYD not available/sufficiently detailed * Procure all subsurface infrastructure plans from venue/site/council prior to site design being finalised so all underground services (power, water, irrigation, comms) are known * Ensure that pegs are an appropriate size/length for the infrastructure they are securing * If information regarding underground services is not available, utilise above-ground securing methods and ballast * If information regarding underground services is not available but above-ground ballast is not possible, survey contractors to be engaged to map the area to determine what underground services are present * Ensure permissions from venue owner/landlord prior to commencing subsurface works | **3D**  **Medium** | * Event Management * Staff and Contractors * Venue * Underground Services Assay Providers | * Dial Before You Dig Maps * Underground Sevices Maps/Assay Report * Incident Logs, Safety Checklists |
| **Terrorist Activity** | Multiple deaths; severe injuries; damage to infrastructure and assets; reputational impact; cancellation of exhibition/closure of venue; significant media attention; distress/PTSD suffered by staff, artists or patrons. | | **5E**  **High** | * Monitor National counter-terrorism alert levels * Terrorist Threat protocols incorporated into the Safety Management Plan * Safety Management Plan to include Response Protocols for likely terrorist behaviour such as Armed Intruders, Bomb Threats or Active Shooters * Staff Inductions to incorporate a briefing on the current threat level and an induction into the Response Protocols for terrorist activity * Site for the event to be analysed for any elements that may present a higher risk, or prevent a swift and functional evacuation in the event of a terrorist attack * Event to be assessed for any content which might be considered inflammatory * Implement deterrence measures such as alarm systems, controlled entry, security patrols, CCTV (where possible) * Ensure Venue has a minimum of two emergency evacuation pathways * Ensure Venue has capacity for an unannounced Assembly Area, not included in printed plans * Ensure that all staff have phones on site to ensure that emergency services can be notified immediately * All Event Stakeholders, (inclusive of Event Organizers, Staff, Suppliers and Emergency Service Providers) to be consulted on Safety Management and Risk Management Planning * Areas identified as potential Triage areas away from likely area of terrorist activity | **4E**  **Medium** | * Event Management * Staff and Contractors * Venue * Security Team | * Safety and Emergency Management Plan * Incident Logs, Safety Checklists |
| **Toilets and Amenities** | Frustration/inconvenience/embarrassment due to lack of appropriate amenities or suitable number of amenities; reputational damage | | **3D**  **Medium** | * Additional toilet facilities to be put in place to accommodate crowd size * Composting toilet solutions used where possible * Toilet facilities to be clearly signed * Accessible toilet unit available and in accessible location * Baby Change facility to be available and functioning * Toilets to have adequate lighting and suitably signposted * Temporary Toilets to be secured to avoid tipping | **2D**  **Low** | * Event Management * Staff and Contractors * Venue * Toilet Providers | * Incident Logs, Safety Checklists |
| **Trees and Branches falling; Climbing on trees** | Injury to staff and/or public; risk of damage to infrastructure | | **3D**  **Medium** | * Pre-event Tree Audit completed and dead/dangerous trees/branches removed or barricaded from the public * Event activities located away from treed areas where possible * Ensure no structures are tied off to trees or trees used as ballast * Ensure sufficient equipment onsite to barricade trees off from public should a tree threaten to drop branches after event has commenced * Consider access from structures to trees during event site design, structure placement * Security/staff to monitor for patrons climbing in trees and ask them to desist * Vehicles and plant moving under tree canopies to be monitored by a spotter | **2D**  **Low** | * Event Management * Staff and Contractors * Venue * Parks/Venue representatives | * Incident Logs, Safety Checklists |
| **Vehicle and Plant Movement onsite; Vehicle Incursion** | Injuries to patrons, staff, artists; damage to sites and infrastructure; death | | **5D**  **High** | * All vehicle movements onsite to be planned and scheduled * NI vehicle movements onsite while event is operational unless in extreme circumstances – in this instance, vehicles must travel at 5km/hr and be accompanied by front and rear spotters in high-visibility vests/clothing, vehicle must have hazard lights on * Site to be assessed for potential access by a vehicle driven with malicious intent – a hostile vehicle * Site staff to use heavy infrastructure (fencing, concrete weights or large rocks, water barriers) to minimise access points where possible * Ensure that event activities take place away from active carriageways * Active carriageways and vehicle movement pathways to be separated from event site by traffic barricades if less than 5 metres from programmed activity * Ensure parking protocols are in place to prevent unknown vehicles from parking in or near major gathering areas * Security to be trained in identifying potential hostile vehicles * Method for immediately raising alarm to be in place and staff trained in using this methodology * Major gathering areas to have multiple spill-off pathways/areas for patrons to move into in the event of a vehicle accessing a major gathering area * In securing of roadways and gathering areas, emergency vehicle access to be preserved | **3D**  **Medium** | * Event Management * Staff and Contractors * Venue * Plant/Vehicle Drivers/Operators * Traffic Management staff | * Safety and Emergency Management Plan * Incident Logs, Safety Checklists |
| **Waste And Rubbish (Overflow), Vomit, Blood, Needles, Waste Water** | Injury/illness – waste, broken glass and litter; needle-stick injury; injury/illness from biological contaminant exposure; environmental damage | | **3B**  **High** | * Pre-event, event, and post-event cleansing to be undertaken * Event cleansing to be regular and thorough and incorporate toilets, litter removal, bin emptying and other cleansing as determined by the event * Waste receptacles to be fitted with bin caps to allow for general waste and food waste disposal, comingle and cardboard recycling * Adequate numbers of waste receptacles to be distributed across the event site * Cleansing Staff to have appropriate equipment for removal and disposal of broken glass, syringes, medical waste (First Aid) and biological agents (bio-waste kits) * Cleansing staff to be on radio comms and to have a centralised deployment/ops location * Syringe disposal units available in toilets if possible * Where sullage into existing sewage is not possible, food vendors must remove all and dispose of all sullage offsite * No glass to be utilised at events in outdoor areas on hard surfaces * Bars to have waste kits for clean-up – dustpans with handles, brushes, brooms so as not to require handling of broken glass | **2D**  **Low** | * Event Management * Staff and Contractors * Cleaning Contractors * Venue | * Safety and Emergency Management Plan * Waste Management Plan * Incident Logs, Safety Checklists |
| **Waterways, Bodies of Water, Floods - External** | Injury to staff and/or public; drowning; damage to infrastructure; delay or cancellation | | **5E**  **High** | * Pre-event analysis of site completed to determine areas most prone to flooding * Staff to monitor warnings and advisories from the local council/shire and local roads/traffic authority in regard to road closures due to flooding * Staff to monitor weather conditions so as to determine if likely flood conditions will occur * Response protocol for bodies of water and flooding to be incorporated into the Safety Management planning for the event * Ensure evacuation pathways for area, in the event of flooding, are known * High-ground assembly areas to be identified and utilised * Body of water to be barricaded from the general public * Warning Signage to be erected around the body of water * Event design to minimise gatherings of large crowds adjacent to water’s edge | **3E**  **Medium** | * Event Management * Staff and Contractors * Venue | * Safety and Emergency Management Plan * Incident Logs, Safety Checklists |
| **Weather Extremes** | Inconvenience, frustration, injury and/or death; damage to equipment & infrastructure; delay or cancellation; financial loss | | **5C**  **Extreme** | * Weather forecast to be monitored in lead up to, and during, Event * Event Delay/Cancellation plan to be developed and implemented if required * All infrastructure to be carefully secured and protected from weather * Infrastructure to be moved into safety-mode (stage roof lowered, loose furnishings moved indoors) if extreme or catastrophic weather conditions are forecast * Performance precincts to be cleared if extreme or catastrophic weather conditions occur, in line with the protocols listed in the Safety and Emergency Management Plan * Staff to be provided with sunscreen, water and shade in heat * Staff to be provided with access to temperate spaces for breaks * Staff redeployment to be utilised in the Event of extreme weather temperatures * Weather Trigger Plan for all spaces in place to advise all staff of actions in the Event of certain weather occurrences * Wind Ratings known for all temporary structures and stages * Bump-in, Event and Bump-out activity to be able to be rescheduled or reduced in extreme weather conditions | **3D**  **Medium** | * Event Management * Staff and Contractors * Venue * Weather Forecaster * Suppliers | * Safety and Emergency Management Plan * Weather Forecasts * Information/Engineering for Structures * Incident Logs, Safety Checklists |
| **Working with Contractors** | Exposure to Liability through engagement of Contractors; Service Interruption due to substandard supply of Contractor Services; financial loss | | **4D**  **Medium** | * Ensure that contractors can supply a copy of their Public Liability Insurance cover-note, with cover to or above $10 million * Ensure that contractors can provide references relating to safe work practice when requested * Ensure that contractors complete and provide a JSA, if and when requested * Ensure that contractor’s employees and/or sub-contractors have the necessary skills and training to complete the tasks required of them under the service provision * Ensure that contractor’s employees and/or sub-contractors have the requisite certification to operate machinery, plant or equipment as required under the service provision * Contractors, sub-contractors and employees to undertake an induction and site briefing as appropriate, prior to, or upon, arrival at site | **2D**  **Low** | * Event Management * Contractors and Sub-Contractors | * Contractor Agreements * Incident Logs |
| **Working with Volunteers** | Potential for injury/illness due to inexperienced/unqualified volunteer staff and artists undertaking volunteer roles; potential for exposure to increased liability for the Event/activity/organisation due to engagement of volunteers | | **4D**  **Medium** | * All Volunteer staff to sign a waiver/agreement for their period of engagement * Volunteer staff to be covered under the Event’s Public Liability Cover * Volunteer staff to be carefully assigned, so as to best find a role that suits their experience and capabilities * Volunteer staff will not be used in roles for which legislation (local, state and federal) deems that a certain qualification is requisite * Volunteer staff to be inducted by a group leader for all tasks they are required to undertake to discharge their volunteer duties * Volunteer staff to be supervised throughout their engagement by a group leader or other suitable superior * Contingencies to be put in place for the eventuality that some volunteers may not be able to discharge their duties * Volunteers to be inducted into venues/sites to ensure they are competent in discharging their duties | **2D**  **Low** | * Event Management * Volunteers | * Volunteer Policy * Incident Logs |
|  |  | |  |  |  |  |  |
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**RISK DETERMINATIONS**

### Consequence – Inherent Risk

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Consequence | **Negligible** | **Minor** | **Moderate** | **Major** | **Catastrophic** |
| Category | **1** | **2** | **3** | **4** | **5** |
| **Business Continuity** | Brief interruption to business | Longer interruption to | Temporary but recoverable | Service, supplier, contractor, | Essential service failure, |
| or Event activities | business or Event activities | failure of services, longer | partner or provider must be replaced; | Event unrecoverable/cancelled, |
| (less than 1 hour) | (1 to 4 hours) | interruption (4 to 12 hours) | Delay of 12-24 hours | business significantly impacted |
| **Financial** | Consequence affects up | Consequence affects up | Consequence affects up | Consequence affects up | Consequence affects |
| to 2% of Event or Event | to 5% of Event or Event | to 10% of Event or Event | to 20% of Event or Event | more than 20% of budget |
| budget | budget | budget | budget |  |
| **Contractual** | Low level impact on non-financial | Minor and easily rectified contractual | Minor contractual breaches that cannot | Major breach of funding agreement | Termination of primary funding |
| administrative activities which can be | breaches | be rectified in a reasonable time period | terms OR other | agreement and loss of funding |
| rectified within a day |  |  | major contractual breaches | partner/supporter |
| **Environmental** | Brief, non-hazardous | Brief temporary impact | Residual impact requiring | Significant impact requiring | Irreversible impact |
| impact on local environs, | that can be rectified easily | restoration, repair or | large scale restoration or |  |
| transient in nature |  | replacement of supply | repair |  |
| **Human Health: Physical, Mental,**  **Emotional and Social** | Minor First Aid | Physical Injury | Single Minor Disablement or | Mutiple long-term or | Death (s) |
| Minor intervention | Emotional or Mental impact | multiple low-level injuries | critical phsyical, emotional | Many critical injuries |
|  | not requiring care | Emotional or Mental impact | or mental injuries | Irreversible community |
|  | Small-group social imact | requiring care | Significant community | impact |
|  |  | Community social impact | social impact requiring care |  |
| **Reputational** | Resolved on the | Customer complaint | Multiple customer complaints | Statewide concern and | National and international |
| ground through day-to-day |  | Local community concern | exposure | concern and exposure |
| management |  |  |  |  |
| **Infrastructure and Assets** | Minor loss or damage, no | Loss or damage requiring | Significant loss or damage | Severe loss or damage | Irreversible loss or |
| interruption to Event | replacement, no interruption | resulting in interruption to | causing stoppage of | damage to infrastructure or |
| Event activities | activities | to Event activities | Event activities |  |

### 

### Likelihood – Inherent Risk

|  |  |  |
| --- | --- | --- |
|  | **Category** | **Description** |
| **Almost Certain** | **A** | An incident is expected to occur in most circumstances – multiple times during Event |
| **Likely** | **B** | An incident will probably occur, possibly regularly – once or twice during Event |
| **Possible** | **C** | An incident might occur at some time – once a year |
| **Unlikely** | **D** | An incident could occur at some time – once in 5 years |
| **Rare** | **E** | Incident may occur only in exceptional circumstances – once in 50 years |

### Inherent Risk Rating Matrix Inherent Risk Tolerance

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | **Consequence** | | | | |  |  |
| **Likelihood** | **1** | **2** | **3** | **4** | **5** |  | **E - Extreme:** Intolerable - Risk cannot be justified, under any circumstances |
| **A** | **H** | **H** | **E** | **E** | **E** |  | **H – High:** Generally Intolerable - Risk cannot be justified, except in extraordinary circumstances |
| **B** | **M** | **M** | **H** | **H** | **E** |  | **M – Medium:** Tolerable - ALARP (As Low As Reasonably Practicable) -risk can be justified only if further |
| **C** | **L** | **M** | **H** | **H** | **E** |  | Risk reduction is impractical |
| **D** | **L** | **M** | **M** | **M** | **H** |  | **L – Low:** BroadlyAcceptable - Risk reduction not likely required as resources may be grossly |
| **E** | **L** | **L** | **L** | **M** | **M** |  | disproportionate to the reduction achieved |

### Control Hierarchy

The control hierarchy is a list of control measures, in priority order, that can be used to eliminate or minimize exposure to risk source elements.

Below is the control hierarchy with general examples of each measure:

|  |  |  |
| --- | --- | --- |
| **Value** | **Category** | **Control Mechanisms** |
| **1** | **Avoidance** | Avoid the risk altogether if possible |
| **2** | **Elimination** | Eliminate the risk altogether if possible |
| **3** | **Substitution** | Substitute the risk with something of less risk |
| **4** | **Minimisation** | Minimise the exposure required to the risk |
| **5** | **Isolation** | Isolate the risk component using design, barriers, enclosures or distance |
| **6** | **Engineering Controls** | Develop an engineering solution |
| **7** | **Administrative/Procedural Controls** | Develop a policy and supporting procedures |
| **8** | **Training/Supervision** | Train the staff or supervise members of the public |
| **9** | **Personal Protective Equipment** | Lowest level of the hierarchy |
| **10** | **Risk Acceptance** | Accepting residual risk once all available effective controls are in place |