

Risk Management Plan

Future Entertainment

Future Music Festival 2012 Sydney

DRAFT

Created July 2012

Version No. 1.0

1.1 Introduction - The Risk Assessment

Background

Future Entertainment is conducting an annual music event at the Randwick Racecourse. In 2012, the proposed date to run the event is the 12th March 2012. As part of the planning and approval process for this event to proceed, Future Entertainment have requested a risk assessment of the event be conducted which can be provided to relevant stakeholders and authorities. PBM Safety has been asked to conduct the risk assessment on behalf of Future Entertainment.

Future Music Festival delivers an exciting contemporary perspective on the future of international music, presenting the boldest and most forward thinking line-up of the world's best live artists, DJ's and MC's.

Future Music Festival tours the nation in March stopping at Melbourne, Brisbane, Perth, Adelaide and Sydney.

We are now in the 7th year of presenting the Future Music Festival nationally and have enjoyed tremendous success with attendance levels and demand growing each year.

2012 will be the 7th year Future Music Festival has been held at Randwick Racecourse.

The venue is extremely well suited to this style of event due to its access to public transport, vast space and accessibility from the CBD.

The proposed event aims to attract an audience of 45,000. Future Music Festival will have several themed stages showcasing World's best Live Artists, DJ's and MC's and will start at midday and finish at 10:00pm. The event is not necessarily complex in nature but the complexities can be amplified by the weather conditions crowd demographic and as such an operational risk assessment is to be undertaken.

Purpose

The purpose in undertaking an operational risk assessment is to provide comprehensive and informed advice to Future Entertainment in safely delivering the Future Music Festival. This plan will form the risk mitigation treatments recommended to be adopted during the bump-in, the delivery of the event and bump-out.

The risk assessment is intended to ensure that a systematic, rigorous analytical process is conducted to ensure that the risks are captured and addressed. This operational risk assessment will also form part of the event delivery requirements to the venue and any other governing bodies (local councils, police etc).

Project Methodology

The methodology used for the project was based on the following activities:

- Consultation and information gathering with Future Entertainment Event Manager and team
- Consultation and site visit to and information gathering from AJC
- Consultants past experience with the event and concert based experience for 20 years
- Identification and analysis
- Stakeholder Validation Workshop
- Assessment delivery

2.1 Consultation and Information Gathering

2.1.1 Site Survey

A site survey is to be conducted at Randwick Racecourse on an agreed date and attended by Site Manager, Future Entertainment Manager, Safety Representative AJC and Paul McCarthy from PBM Safety.

2.1.2 Risk Assessment Scope of Works

The scope of the risk assessment was agreed between PBM Safety and Future Entertainment. This included the:

- Provision of an assessment of the risks involved in managing the event.
- Identification of exposures likely to cause personal injury or legal liability in relation to the management of the event.
- Provision of a framework of risk mitigation measures to ensure the delivery of a successful event safely with due duty of care provided to all staff, contractors, patrons, performers, employees or any other person deemed to be a part of the event.

Specific areas to be assessed included in the scope of works are:

- AJC event site being the Grounds and Car Park;
- Surrounding grassed areas;
- Road system internal and external to event site;
- AJC car parks and footpaths to event site; and
- Entry and exit point into AJC event site (magnetic and bag area, etc).

The following areas have been excluded in this risk assessment:

- Specific non – operational risks including:
 - Commercial risks;
 - Marketing and Financial Risks;
 - Organisational and strategic risks; and
 - Public Relations (including strategic media) risks.

It should also be noted that Traffic Management has been included in the risk assessments but only in a generic manner. As agreed with Future Entertainment staff, it is recommended that a traffic management expert is contracted to manage this aspect of the event for Future Entertainment. PBM Safety believes an effective traffic management plan and the associated resources and equipment are essential for the successful delivery of this event.

2.1.3 Stakeholder Consultation

Stakeholder engagement is an important and effective part of the risk assessment. It provides valuable input into the validity of the recommendations proposed and allows further analysis to contribute additional treatment actions to minimise exposure or actual risk. Specific consultation will be held with Future Entertainment and other contributing stakeholders after the first draft of the risk assessment is released. These stakeholders should include, but are not limited to:

- NSW Police;
- AJC;
- Local Government Authorities;
- Local medical support services;

- Contracted security organisation and / or security consultants.
- Key Contractors

This risk assessment should be an evolving document to ensure all risks have been assessed and relevant subject matter experts have provided updated treatment actions and Future Entertainment have implemented the recommendations prior to the event.

2.1.4 Literature Review

As a part of the information gathering process, a review of existing literature relating to the event and the venue would normally occur. Specific documentation would include information of relevance and offer background information to the operational risk assessment.

As a part of further stakeholder consultation, the following documentation will be requested:

- From the AJC:
 - Safe Work Method Statements;
 - Risk Assessments, specifically the event specific risk assessments;
 - AJC Emergency Management Plan;
 - Occupational Health and Safety (induction briefing, contractor briefings, etc); and
 - Any other documentation that may assist with this event's risk assessments.
- From Future Entertainment:
 - Build and Bump-out Schedule (Project Plan);
 - Event Site Plan;
 - Festival Emergency Management Plan (EMP);
 - Security Plan;
 - Event Run Sheet;
 - Local council approvals (noise permits, etc)
 - OH&S specific documents; and
 - Any other documentation that may assist with this event's risk assessments.

It should be noted that at the time of preparation, no specific venue documentation apart from a Draft Site Plan has been provided for review.

This Plan provides an overlay of the event site where Future Music Festival will take place. The Plan does not include the road systems entering RANDWICK RACECOURSE, available car parks or parking area. The event site does contain tents, marquees and other structures and will provide a basic understanding of the event site with event related infrastructure in place.

2.2 Risk Assessment Process

Having established the context of the operational risks for the event, the following risk assessment methodology was followed in the risk register:

- Risk reference
- Risk keyword
- Risk description (What can happen)
- Source (How can this happen)
- Impact (From event happening)
- Evaluate and prioritise the inherent risks (before treatments are applied):
 - Likelihood

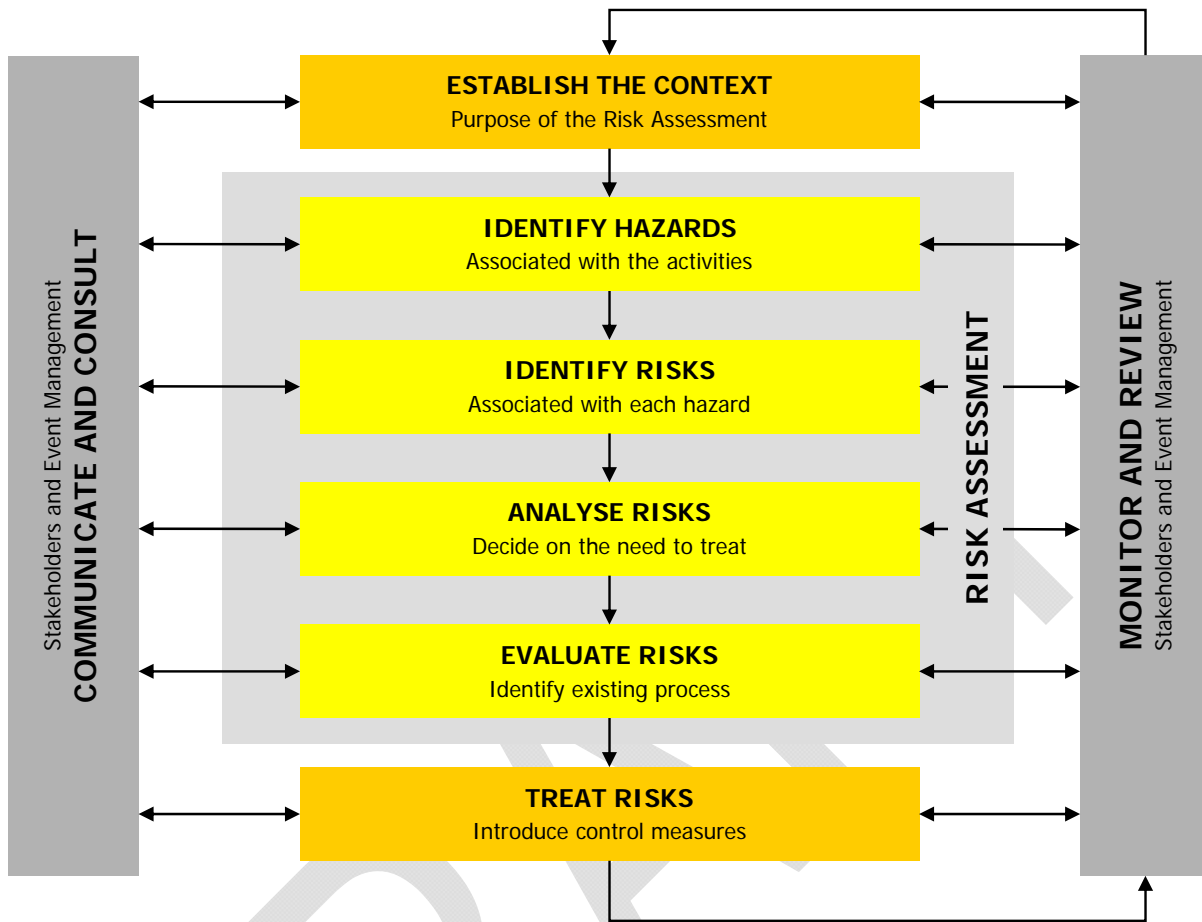
- Consequence
- Risk Level
- Identify recommended treatment strategies for the risk
- Evaluate and prioritise the residual risks (after treatments have been applied):
 - Likelihood
 - Consequence
 - Risk Level
- Responsibility to complete (Who owns the risk)
- Is this risk level accepted or unacceptable?

This risk assessment process follows the Australian and New Zealand standard guidelines AS/NZ S 4360:2004 Risk Management Standard and AS/NZ ISO 31000.

Site Plan

DRAFT

Event Risk Management Process – Overview



Control Hierarchy

The control hierarchy is a list of control measures, in priority order, that can be used to eliminate or minimise exposure to hazards. Below is the control hierarchy with general examples of each control measure:

- **Elimination**
Avoid the risk by removing the hazard completely.
- **Substitution**
Use less hazardous procedure/substances equipment/process.
- **Isolation**
Separate the process from people by the use of barriers/enclosures or distance.
- **Engineering Controls**
Mechanical/physical changes to equipment/materials/process.
- **Administrative Controls**
Change procedures to reduce exposure to a hazard
- **Personal Protective Equipment**
Gloves, hats, boots, goggles, masks, clothing etc.

Consequence

Table 1: Risk Consequence Descriptors

Consequence	Category	Business Interruption	Environmental	Financial	Human	Public Image & Reputation
Catastrophic	5	Essential service failure, or key revenue generating service removed	Irreversible damage	Above \$5,000,000	Death(s) / many critical injuries	National & International Concern / exposure
Major	4	Service or provider needs to be replaced	Harm requiring restorative work	Up to \$5,000,000	Single Death/ multiple long term or critical injuries	State wide Concern / exposure
Moderate	3	Temporary, recoverable service failure	Residual pollution requiring clean up work	Up to \$500,000	Single minor disablement/ multiple temporary disablement	Local community concern
Minor	2	Brief service interruption	Remote, temporary pollution	Up to \$100,000	Injury	Customer complaint
Negligible	1	Negligible impact, brief reduction/loss of service 2-12 hours	Brief, non hazardous, transient pollution	Up to \$10,000	Minor First Aid	Resolved in day-to-day management

Likelihood

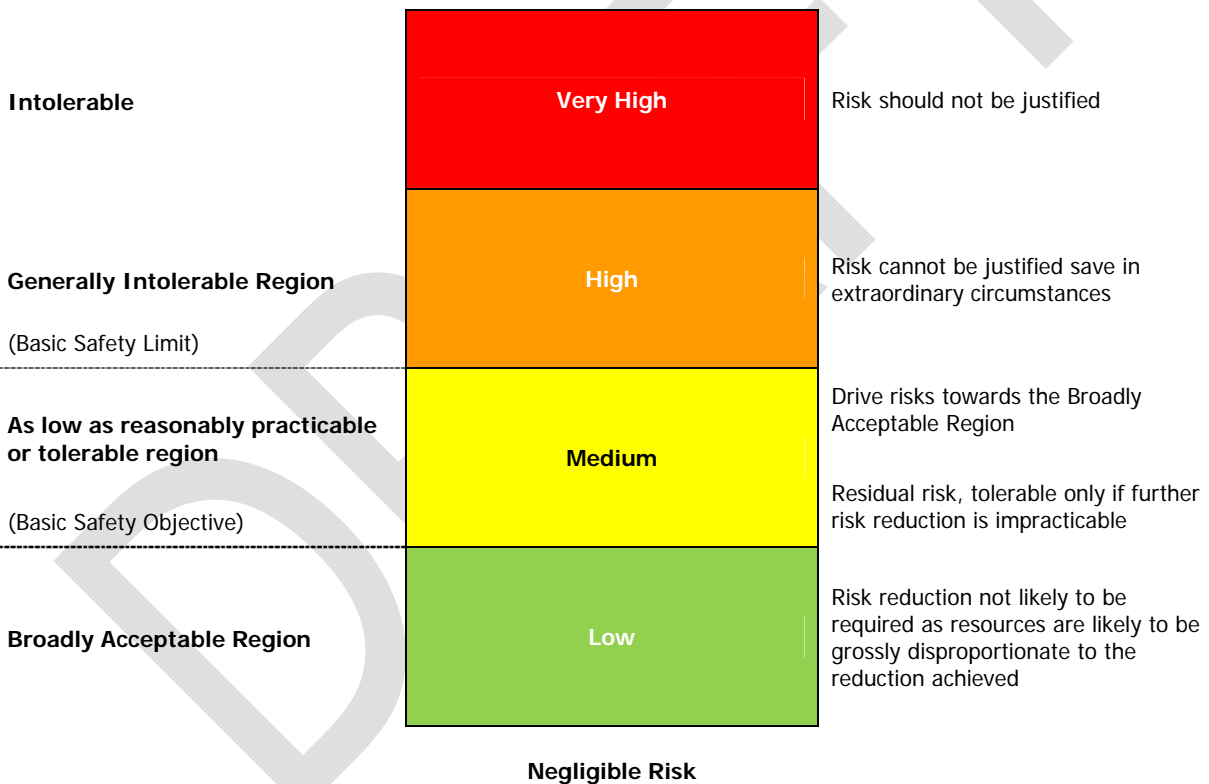
Table 2: Likelihood Ratings

Likelihood	Category	Description
Almost Certain	A	The event is expected to occur in most circumstances
Likely	B	The event will probably occur in most circumstances
Possible	C	The event should occur at some time
Unlikely	D	The event could occur at some time
Rare	E	The event may occur only in exceptional circumstances

Table 3: Level of Risk Matrix

Likelihood Label	Consequence Label				
	1	2	3	4	5
A	Medium	High	High	Very High	Very High
B	Medium	Medium	High	High	Very High
C	Low	Medium	High	High	High
D	Low	Low	Medium	Medium	High
E	Low	Low	Medium	Medium	High

Table 4: Toleration of Risk



Hazard	Risks	Existing Risk Controls	Risk Rating	Toleration of Existing Risk Controls	Additional Risk Treatment or Action Plan	Responsible to Monitor/Supervise
01. Access and egress of patrons and residents	<ul style="list-style-type: none"> Anxiety Frustration Vehicle accidents Bodily injury Traffic jams Wet Weather 	<ul style="list-style-type: none"> Marketing and publicity for event to include details of public transport, car parking, drop off and pick up points Coordinate Bus, Train and other Public transport systems Venue Traffic management plans will be in place Designated pedestrian access ways to be kept clear of infrastructure and parked vehicles Staff instructing patrons on best access and egress points to suit the event and crowd conditions Monitor crossover from outside track to inside track 	C2 Medium	Acceptable	<ul style="list-style-type: none"> Contracted Traffic Manager to instigate TMP Local Council to enforce roadside no standing on their roads Establish ECO (Emergency Control Organisation) AJC to provide parking attendants AJC to allow internal rout of traffic to minimise crossover of traffic and patrons 	<ul style="list-style-type: none"> Future Entertainment Emergency Services Contracted Traffic Manager SITE MANAGER ECO NSW Police Local Council Public Transport Authority AJC(Monitor car parking attendants)
02. Alcohol & drugs	<ul style="list-style-type: none"> Excessive consumption Drunken behaviour Riotous & disruptive behaviour Underage drinking Bodily injury and asset damage 	<ul style="list-style-type: none"> No event staff or contractors are to be under the influence of alcohol or drugs while working Responsible Serving of Alcohol Security to recognise patrons arriving, and leaving, the event who are intoxicated or drug affected Future Entertainment encourages responsible drinking Security monitoring crowd behaviour Photo Id required for entry No BYO Searching of bags upon entry 	E2 Low	Acceptable	<ul style="list-style-type: none"> Policy to be developed on containment of patrons intoxicated but who came via bus/public transport Licensee is Future Entertainment 	<ul style="list-style-type: none"> Future Entertainment SITE MANAGER Contractors FUTURE ENTERTAINMENT RSA SECURITY AJC NSM

03. Armed or dangerous intruder	<ul style="list-style-type: none"> • Injury / death • Theft • Asset damage 	<ul style="list-style-type: none"> • Handling of cash and valuables done in a secure environment with adequate security • Security Guards on site • Future Entertainment personnel to manage response unit • Activities designed to minimize the attraction of undesirables • Access and evacuation routes identified • Bag searches on entry • Staff, contractors and performers to be briefed on evacuation routes 	E3 Medium	Acceptable	<ul style="list-style-type: none"> • Escorts for cash transfer to be in place • See Bomb threat response • AJC to clarify armed cash handling from bars • FE to clarify armed cash handling from Ticketing 	<ul style="list-style-type: none"> • ECO • Future Entertainment • NSM • INTERNAL Security • PERIMETER SECURITY • NSW Police
04. Biological agents	<ul style="list-style-type: none"> • Needle Stick Injury • Blood • Vomit • Potential injuries and illness to public & staff. 	<ul style="list-style-type: none"> • Cleaners are trained to perform sharps disposal • Needs diligent cleaning throughout the day 	C2 Medium	ALARP (As Low as Reasonably practicable)		<ul style="list-style-type: none"> • Cleaning Contractor • St John Ambulance • Sanitary Contractor
05. Bomb threat	<ul style="list-style-type: none"> • Death / injury • Trauma • Crowd panic 	<ul style="list-style-type: none"> • Hierarchy of control in place • Security trained in management procedure • All staff briefed in emergency procedure • Future Entertainment event office should have back up power and lighting • Identify a temporary mortuary facility 	E5 High	ALARP As Low as Reasonably practicable	<ul style="list-style-type: none"> • ECO must have back up power and lighting • At least 2 areas must be designated to the knowledge of staff as being for the treatment of patrons in the event of a mass casualty situation 	<ul style="list-style-type: none"> • ECO • Future Entertainment • NSM • INTERNAL Security • PERIMETER SECURITY
06. Broken glass, litter etc.	<ul style="list-style-type: none"> • Potential cuts & lacerations to hands & feet of patrons 	<ul style="list-style-type: none"> • Cleaning done regularly during event • Major clean up done at the end of event after patrons leave 	B2 Medium	Acceptable	<ul style="list-style-type: none"> • AJC to clean prior and also specified areas such as back of house ,bar and food service areas 	<ul style="list-style-type: none"> • Cleaning Contractor • Future Entertainment

		<ul style="list-style-type: none"> • Cleaning staff on duty at all operational hours to minimise time glass or litter is left on ground • Rubbish Bins to be placed appropriately around site 			after event	
07. Civil disturbance	<ul style="list-style-type: none"> • Injury • Crowd panic • Asset damage 	<ul style="list-style-type: none"> • Security briefed on the potential risk • Hierarchy of control in place 	D2 Low	Acceptable	<ul style="list-style-type: none"> • Direct link from NSW Police to ECO to be identified on Event day 	<ul style="list-style-type: none"> • ECO • NSM • INTERNAL Security • PERIMETER SECURITY • NSW Police
08. Crowd management	<ul style="list-style-type: none"> • Dynamics of crowd • Crowd surge • Crowd surfing 	<ul style="list-style-type: none"> • Appointed security contractor employed to manage crowds • Security fully briefed on potential risks during performances • Hierarchy of control in place • Patron limit to conform to LOCAL COUNCIL guidelines. • No entry / access signage erected • Appropriate numbers of security on duty as detailed in the liquor licence for the event • Clear direction to security on what is unacceptable behaviour 	D3 Medium	ALARP	<ul style="list-style-type: none"> • Establish the tunnel procedure and walkover procedure to control the area where patrons may amass 	<ul style="list-style-type: none"> • ECO • Future Entertainment • INTERNAL Security • NSM • SITE MANAGER
09. Drinking water	<ul style="list-style-type: none"> • Dehydration • Drunk patrons • Water shortage 	<ul style="list-style-type: none"> • Drinking water taps available in key locations • Staff and performers to have access to water in their locations of work 	E2 Low	Acceptable		<ul style="list-style-type: none"> • Future Entertainment • SITE MANAGER • AJC (monitor water supply)
10. Electrical	<ul style="list-style-type: none"> • Electrocution • Death / injury • Asset damage 	<ul style="list-style-type: none"> • All equipment to be tested and tagged in accordance with AS 3000: 2007 • All international contractors and artists informed of their 	E3 Medium	Acceptable	<ul style="list-style-type: none"> • Electrical Contractor to do spot checks of electrical items • AJC to provide access and oversee 	<ul style="list-style-type: none"> • SITE MANAGER • Electrical contractor • AJC

		responsibilities with their equipment			electrical installations for FE infrastructure	
11. External emergency	<ul style="list-style-type: none"> • Death / Injury • Traffic congestion • Crowd panic • Loss of power • Fire near site 	<ul style="list-style-type: none"> • Establishment of contacts with emergency service liaisons prior to event • Adequate communication systems in place to allow alarm to be raised by an outside source • ECO in place to liaise with external emergency services and relevant stakeholders 	E4 Medium	ALARP (As low as reasonably practicable)	<ul style="list-style-type: none"> • ECO to have back up power and lighting • Emergency lighting for crowd to be erected 	<ul style="list-style-type: none"> • ECO • NSM • INTERNAL Security • PERIMETER SECURITY • Emergency Services • Future Entertainment • NSW Police
12. Facilities for people with disabilities	<ul style="list-style-type: none"> • Inadequate facilities • Complaints for patrons 	<ul style="list-style-type: none"> • Adequate and access available • Closer parking facilities for those who have disabilities • Specifically designed toilets available • Ramps available where stairs are situated 	E1 Low	Acceptable	<ul style="list-style-type: none"> • Viewing area / platform available? 	<ul style="list-style-type: none"> • Future Entertainment • SITE MANAGER
13. Fall from stage or structure	<ul style="list-style-type: none"> • Injury / death • Asset damage 	<ul style="list-style-type: none"> • Safety barriers/hand rails fixed to all structures where required. • Stage boundaries highlighted to assist performers. • Harness used on any high work over 2 metres unless trained performers, etc. • Temporary structures, scaffolding, seating and rigging structurally certified before use • Public not permitted on stages or other structures intended for performers • Security and crowd barriers to prevent access to temporary stages/scaffolds/event structures. 	E3 Medium	Acceptable		<ul style="list-style-type: none"> • SITE MANAGER • Contractors • INTERNAL Security

14. First aid	<ul style="list-style-type: none"> • Death / injury • Delays in emergency services arriving on scene 	<ul style="list-style-type: none"> • An appointed first aid trained officer to be on site during bump in and bump out • Future Entertainment personnel first aid trained • First aid kit and appropriate signage sited at venue offices and promoters site office • St John personnel present on event day • St John set up their tent and vehicle at designated location • St John on radio • Traffic management in place • Security briefed on access and egress of emergency services • Hierarchy of control in place • 2 Ambulance in attendance to reduce response time • Water and power to be available to first aid point on show day • Identify a temporary mortuary facility • At least 2 areas must be designated to the knowledge of staff as being for the treatment of patrons in the event of a mass casualty situation • Designated Helicopter landing zone to be nominated • 	E3 Medium	Acceptable		<ul style="list-style-type: none"> • ECO • SITE MANAGER • Contractors • St John First Aid • Ambulance
15. Food poisoning	<ul style="list-style-type: none"> • Illness 	<ul style="list-style-type: none"> • Licensed food vendors operating in accordance with all food safety regulations • Food vendors subject to council Regulations/Inspection 	E2 Low	Acceptable	<ul style="list-style-type: none"> • FE providing catering for event • FE provides back of house catering 	<ul style="list-style-type: none"> • Future Entertainment • AJC • Food vendors • Local Council

16. Hazardous material	<ul style="list-style-type: none"> • Injury / death • Asset damage • Fire 	<ul style="list-style-type: none"> • Hazardous materials not to be stored in large quantities at the site • To be stored in the correct containers in the correct manner as per NSW legislation • All hazardous materials on site to be logged with management • PPE to be used when handling • MSDS to be available to Future Entertainment personnel prior to event 	E2 Low	Acceptable	<ul style="list-style-type: none"> • MSDS to be available with the ECO 	<ul style="list-style-type: none"> • AJC • SITE MANAGER • Contractors
17. Information and welfare of patrons	<ul style="list-style-type: none"> • Mass panic • Confusion • Crowd surge • Smoking and fire • Alcohol • Safe egress • Vehicle movement 	<ul style="list-style-type: none"> • Relevant signage displayed • MC to give housekeeping announcements • Traffic management plan in place • All staff serving alcohol have received the responsible service of alcohol training • Alcohol licence information to be displayed in stalls 	E2 Low	ALARP (As low as reasonably practicable)	<ul style="list-style-type: none"> • AJC to approve content of letter drop to neighbours 	<ul style="list-style-type: none"> • SITE MANAGER • Future Entertainment • Contracted Traffic Manager
18. Live electrical wires	<ul style="list-style-type: none"> • Electrocution • Death / injury • Fire • Asset damage 	<ul style="list-style-type: none"> • Electricity installed by qualified electrical contractors. All electrics to be installed in accordance with appropriate regulations • Specific requirements, in addition to AS/NZS 3000:2007. See requirements in Electrical installations- Shows and carnivals AS/NZS 3002:2002 • Switchboards are to be identified with signage "Danger – High Voltage". • All contractors and staff to receive site induction that 	E3 Medium	Acceptable	<ul style="list-style-type: none"> • AJC to provide access and oversee electrical installations for FE infrastructure 	<ul style="list-style-type: none"> • SITE MANAGER • Future Entertainment • Electrical contractor

		includes electrical safety <ul style="list-style-type: none"> • Electrical Contractor to inspect vendor and entertainer equipment / installations for electrical safety before use • Switchboards to be mounted off the ground where possible • Switch boards barricaded off from public 				
19. Local residents	<ul style="list-style-type: none"> • Negative publicity • Complaints 	<ul style="list-style-type: none"> • Schedule of events to be sent out to all local residents prior to events • Resident Hotline set up and active prior to event day 	D2 Low	Acceptable	<ul style="list-style-type: none"> • AJC to approve content of letter drop to neighbours 	<ul style="list-style-type: none"> • Future Entertainment
20. LPG Cylinders	<ul style="list-style-type: none"> • Injury / death • Explosion • Fire • Asset damage 	<ul style="list-style-type: none"> • Cylinders are to be mounted securely in correct manner and used in accordance with the LPG gas code AS 1596 • Safety Officer to check cylinders 	E3 Medium	Acceptable		<ul style="list-style-type: none"> • SITE MANAGER • Contractors
21. Major equipment relocation	<ul style="list-style-type: none"> • Carrying of large awkward items • Injury 	<ul style="list-style-type: none"> • All staff and contractors receive site induction • Site plans established and agreed prior to build days • Trolleys to be used if absolutely necessary but must be accompanied by a spotter • First Aid on site for Bump in/out 	E1 Low	Acceptable		<ul style="list-style-type: none"> • SITE MANAGER • Contractors
22. Manual Handling	<ul style="list-style-type: none"> • Bodily injury • Muscular skeletal disorder 	<ul style="list-style-type: none"> • Trolleys and mechanical lifting aids used wherever possible • Staff training to incorporate instructions regarding manual handling & correct procedures • All tasks requiring specific methods to have printed instruction sheets on safe work practice 	D2 Low	Acceptable		<ul style="list-style-type: none"> • SITE MANAGER • Contractors • All Supervisors • AJC (Monitor own contractors and staff)

		<ul style="list-style-type: none"> • All accidents or near misses to be reported to site manager 				
23. Medical emergency	<ul style="list-style-type: none"> • Death / injury • Delay in treatment • No access to emergency vehicles • Lack of communication • Miscommunication to emergency services 	<ul style="list-style-type: none"> • Hierarchy of control in place • All relevant staff and contractors on radio • All staff and contractors receive site induction • Local hospitals and fire services advised of the event • Traffic management includes emergency services access • St John on site during show days • A designated First Aider to be on site for bump in/out • Fire aid kit available at site office and in venue main office • St John on radio • Ambulance in attendance • Identify a temporary mortuary facility • At least 2 areas must be designated to the knowledge of staff as being for the treatment of patrons in the event of a mass casualty situation • Helicopter landing site to be established 	E3 Medium	Acceptable	<ul style="list-style-type: none"> • Security to escort Emergency Vehicles 	<ul style="list-style-type: none"> • ECO • SITE MANAGER • Emergency Services • St Johns • Ambulance • Future Entertainment • NSM • INTERNAL Security
24. Performers and MC's	<ul style="list-style-type: none"> • Not turning up • Negative publicity • Late arrival • Unable to perform • Demographic change of crowd based on artist 	<ul style="list-style-type: none"> • Written confirmation and/or contracts in place to secure booking • Telephone call made to them a couple of days prior to the event • Where possible have a back up MC • Assess the crowd depending 	E2 Low	ALARP (As low as reasonably practicable)		<ul style="list-style-type: none"> • Future Entertainment • Artist Managers • Stage Manager

		on artist and consult with security to adjust for expectations.				
25. Perimeter Breach	<ul style="list-style-type: none"> • Loss of income • Injury 	<ul style="list-style-type: none"> • Fence Jumpers • Install Fencing or Barriers to exclude non payers • AJC to maintain their fences, gates and barriers appropriately • Security to patrol fence lines • Areas of vulnerability or focus to be identified 	B2 Medium	Acceptable	<ul style="list-style-type: none"> • AJC maintain stables area for security breach 	<ul style="list-style-type: none"> • SITE MANAGER • Future Entertainment • Contractors • PERIMETER SECURITY
26. Plant	<ul style="list-style-type: none"> • Asset damage • Death / injury 	<ul style="list-style-type: none"> • All contractors must provide copies of their licences to SITE MANAGER/Future Entertainment • All contractors must wear high visibility vests in accordance with Australian Standards whilst plant is in use • Only appropriate licensed and competent operators used to operate plant and equipment • Barricades and warning signage erected around work areas • No public on site during plant use • Persons using equipment are trained in safe operation and wear appropriate protective clothing • No unnecessary access to the worksite • SITE MANAGER to supervise all bump in and bump out activity • Safety Officer on site 	E2 Low	Acceptable		<ul style="list-style-type: none"> • SITE MANAGER • Future Entertainment • Contractors • AJC (monitor own facilities and plant)

		•				
27. Property and asset damage	<ul style="list-style-type: none"> • Damaged property • Bodily injury • Negative publicity • Unnecessary expense 	<ul style="list-style-type: none"> • Adequate numbers of Security at all areas of an event • Hierarchy of control in place • Future Entertainment response procedure established • Temporary fencing or barricades around identified high risks 	E1 Low	Acceptable	<ul style="list-style-type: none"> • AJC to monitor own areas including stables) 	<ul style="list-style-type: none"> • SITE MANAGER • ECO • NSM • INTERNAL Security • AJC
28. Public Liability	<ul style="list-style-type: none"> • Payouts as a result of claims made against all concerned and involved 	<ul style="list-style-type: none"> • All contractors, including Future Entertainment to have acceptable levels of effective public liability insurance in place 	E3 Medium	Acceptable		<ul style="list-style-type: none"> • Future Entertainment • AJC
29. Rigging, stages and overhead lighting	<ul style="list-style-type: none"> • Falling equipment • Falls from height • Structural failure of equipment • Incorrect assembly of equipment 	<ul style="list-style-type: none"> • Place appropriate barricades below the site to exclude public and unnecessary staff during build • Persons entering area below overhead work to wear hard hats • Install safety chains/cables on all overhead lighting & equipment • Tether tools & equipment when working overhead unless physically impossible • Use restraint protection when working within 2 metres of any potential fall greater than 1.8 metres • Inspect all equipment prior to assembly and use • Use equipment for its intended purpose only, unless otherwise authorised • Ensure adequate instruction prior to unfamiliar equipment 	E3 Medium	Acceptable		<ul style="list-style-type: none"> • SITE MANAGER • Structural contractors

		<ul style="list-style-type: none"> or methods being put into operation • Use good rigging practice for general slinging • Ensure all point and truss load limits are obtained and adhered to during the build • Carefully read and employ any special rigging suggestions in the site instructions • Multiple lanyard movement is to be used when climbing • All rigging and assembly to comply with AS/NZ 4488 series, IRAA Industry Code of Practice, and IRATA Guidelines 				
30. Sanitary facilities	<ul style="list-style-type: none"> • Not enough toilets • Overflow of sewage • Water shortage 	<ul style="list-style-type: none"> • Placement and maintenance of toilets are calculated according to the attendees expected • More female toilets than male • Specific toilet contractor appointed to supply and maintain toilets during the event • Temporary toilets do not require mains water 	D2 Low	Acceptable	<ul style="list-style-type: none"> • Suggested quantity of toilets for attendees up to 40,000: defined at 1:100 • AJC plumber to be contactable for internal toilets. 	<ul style="list-style-type: none"> • SITE MANAGER • AJC • Sanitary Contractor • Cleaning Contractor
31. Smoke and fire	<ul style="list-style-type: none"> • Death / injury • Asset damage • Crowd panic 	<ul style="list-style-type: none"> • Signage displayed about extinguishing cigarettes correctly • NSWFB aware of event • Food preparation areas and power supplies required to have extinguishers & blankets at all risk areas • All hot surfaces and naked flame to be out of reach of public 	D4 Medium	Acceptable	<ul style="list-style-type: none"> • Fire engine to be on standby on fire ban days • Specific cigarette bins available (can be as simple as sand buckets) • AJC internal warning systems to be monitored from operations room 	<ul style="list-style-type: none"> • SITE MANAGER • Future Entertainment • NSWFB • Food vendors

		<ul style="list-style-type: none"> • Appropriate exemptions on total fire bans applied for 				
32. Staff & contractors working without necessary experience and training	<ul style="list-style-type: none"> • Failures and accidents due to incorrect decisions & actions • Bodily injury to staff & public 	<ul style="list-style-type: none"> • Staff and contractors hired according to skills being suitable for requirements where possible • Staff and contractors supervised by management at all times • Site induction 	D2 Low	Acceptable		<ul style="list-style-type: none"> • SITE MANAGER • Future Entertainment • AJC
33. Stages, Scaffold platforms etc.	<ul style="list-style-type: none"> • Fall from height • Public access • Bodily injury to performers, public, participants or others on or adjacent to structures 	<ul style="list-style-type: none"> • Safety barriers/hand rails fixed to all structures where required • Stage boundaries highlighted to assist performers and participants • Fall protection systems used on any high work over 2 metres unless trained performers etc • Fall protection systems used to eliminate falls from less than 2 metres • General public not permitted on stages or other structures intended for performers unless invited and accompanied • Security monitoring stages when not in use • Performers competent in specific tasks have a thorough knowledge of requirements 	E3 Medium	Acceptable		<ul style="list-style-type: none"> • SITE MANAGER • Structure contractors
34. Sound levels	<ul style="list-style-type: none"> • Complaints for local residents • Hearing injury to staff in close location to speakers • Future Entertainment personnel unable to hear 	<ul style="list-style-type: none"> • All sound equipment to conform to SEPPN-2 • Security and Future Entertainment personnel will be issued with noise cancelling headsets or earplug speakers • Environmental noise 	D2 Low	Acceptable	<ul style="list-style-type: none"> • Hearing protection will be worn by staff at all times when working in the pit 	<ul style="list-style-type: none"> • SITE MANAGER • Sound consultant • ECO

	clear communication	assessment made on show day • Direct Phone number set up for call in of complaints • Log to be kept of complaints				
35. Transport management	• Vehicle accident • Death / injury • Traffic jams • Illegal parking	• Transport management plan in place • Appointed contractor managing traffic • Appropriate signage displayed in and around the site • Car Park Area controlled by AJC Parking Attendants	E3 Medium	Acceptable	• AJC to provide limited access to staff directed by parking attendants • AJC to allow internal rout of traffic to minimise crossover of traffic and patrons	• Contracted Traffic Manager • NSW Police • LOCAL COUNCIL
36. Trips and falls	• Injury • Asset damage	• All cables where possible flown • All cables that do need to be laid on the flow must have cable traps over them • Staff trained in recognition and prevention • Serious trip and fall hazards identified and removed or treated to prevent injury • Contractors and event staff receive site safety induction • Barriers placed around protruding equipment • Changes in height and edges highlighted • Slippery surfaces treated or isolated • Additional lighting in dark areas • Spills and etc isolated then cleaned as soon as reported	E1 Low	Acceptable	• AJC will hand over a safe site prior to installation • Any items of issues to be listed during the site inspection prior to hand over.	• SITE MANAGER • Future Entertainment • AJC • Contractors
37. TV and Media	• Negative publicity	• Future Entertainment engaged a PR company to deal with all	A2 High	Not Acceptable	• Strategy to be developed for a	• SITE MANAGER • Future

		media enquiries			spokesperson person to deal direct with media • All staff and contractor briefed on not to speak to the media in the event of an incident	Entertainment • AJC
38. Unplanned activity on stage	<ul style="list-style-type: none"> • Crowd surge • Security unable to contain crowd 	<ul style="list-style-type: none"> • Performers required to give details of performances to Future Entertainment • Future Entertainment to ensure a full brief is given to Security contractor on all potential risks with the performances and the crowd 	E3 Medium	ALARP (As low as reasonably practicable)		<ul style="list-style-type: none"> • Stage Manager • NSM • INTERNAL Security
39. Waste management	<ul style="list-style-type: none"> • Build up of waste • Insufficient bins • Biohazard • Insects and rodent 	<ul style="list-style-type: none"> • SILA Bins with indicators for different waste types located around venue • Waste management contractor appointed • Roving cleaners during show day 	B2 Medium	Acceptable	<ul style="list-style-type: none"> • Green policy to be developed • Recycling bins clearly marked • Be apart of the Waste Wise at events accreditation • AJC responsible for Back of House areas 	<ul style="list-style-type: none"> • SITE MANAGER • Future Entertainment • Cleaning Contractor • Sanitary Contractor
40. Water Body (Drain or Waste Water)	<ul style="list-style-type: none"> • Drowning 	<ul style="list-style-type: none"> • Security to patrol areas where water is located 	B2 Medium	Acceptable	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • INTERNAL Security • NSM
41. Weather- extreme	<ul style="list-style-type: none"> • Heat exposure • Wet and cold exposure • Discomfort • Injury • Lightning strikes 	<ul style="list-style-type: none"> • No Umbrellas permitted in wet weather • Disclaimer on tickets in the event of extreme weather • ECO/Safety Officer to have access to bureau of Meteorology • Work at heights to stop where lightning to thunder ratio is less than 30 sec(AS/NZS 1768:2007) 	E1 Low	ALARP (As low as reasonably practicable)	<ul style="list-style-type: none"> • Sun screen to be available for all patrons (this can be located at the First Aid point) • See provision in Emergency Plan 	<ul style="list-style-type: none"> • SITE MANAGER • St John Ambulance

42. Weather - Hot	<ul style="list-style-type: none"> • Sunburn • Dehydration • Sunstroke 	<ul style="list-style-type: none"> • Contractors advised to provide their staff with sunscreen • Free drinking water available • Sunscreen provided to all directly employed staff 	E2 Low	Acceptable	<ul style="list-style-type: none"> • Sunscreen provided to all directly employed staff • AJC responsible for monitoring mains water supply only 	<ul style="list-style-type: none"> • SITE MANAGER • Contractors • Future Entertainment
43. Weather - Wind / storm	<ul style="list-style-type: none"> • Injury / death from falling or flying objects • Asset damage • Lightning strike 	<ul style="list-style-type: none"> • Weather to be monitored in lead up to event • Temporary structures to be structurally certified • ECO to make the call if unsafe to continue with performance • ECO personnel to be in contact with Bureau of Meteorology 	E5 High	ALARP (As low as reasonably practicable)	<ul style="list-style-type: none"> • A Wind meter to be installed on main structure • See provision in Emergency Plan 	<ul style="list-style-type: none"> • SITE MANAGER • Structure contractor • ECO