



# Risk Management Plan

---

Good Life Youth Music Festival 2014  
Sydney

Randwick Racecourse

Sunday 9th March 2014

Created November 2012 updated August 2013

---

Version No. 1.1

# 1.1 Introduction - The Risk Assessment

## Background

Future Entertainment is conducting a music event at the Randwick Racecourse. In 2014, the proposed date to run the event is the 9th March 2014. 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.

Good Life Youth Music Festival is an opportunity for young people to enjoy the musical talents of some of the world most popular artist's, an opportunity which until now has been largely out of reach for the youth audience between the ages of 13 - 17 due to the costs associated with producing a world class event to this demographic.

Good Life Youth Music Festival is an opportunity for young people to attend an affordable, accessible music event of cultural significance within a controlled and secure environment.

Good Youth 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.

Good Life tours Sydney in March 2014 and makes use of the existing festival site used for the Future Music Festival

The proposed event aims to attract an audience of 15,000 - 20,000. Good Life Youth Music Festival 2014 will have several themed stages showcasing World's best Live Artists, DJ's and MC's and will start at 1:00pm and finish at 8:00pm. The event is not necessarily complex in nature but the complexities can be amplified by the weather conditions, crowd demographic particularly with underage patrons 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 Good Life Youth Music Festival 2014. 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 ATC
- 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 ATC 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:

- ATC event site being the Outfield, Infield and Car Park;
- Surrounding grassed areas;
- Road system internal and external to event site;
- ATC car parks and footpaths to event site; and
- Entry and exit point into ATC 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;
- ATC;
- 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 ATC:
  - Safe Work Method Statements;
  - Risk Assessments, specifically the event specific risk assessments;
  - ATC 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 Good Life Youth Music Festival 2014 will take place. The Plan does not include the road systems entering RANDWICK RACECOURSE, available car parks. 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

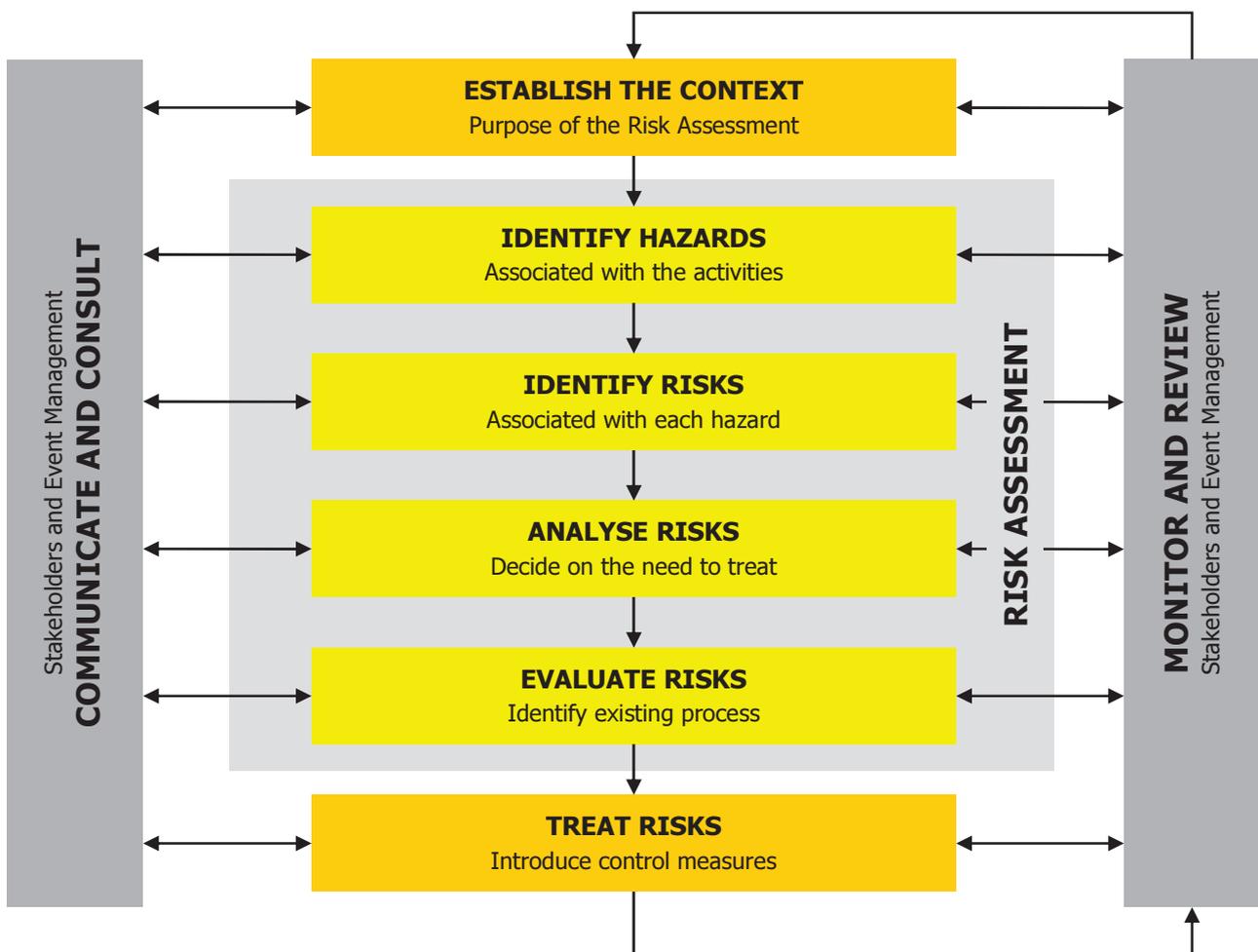
Having established the context of the operational risks for the event, the following risk assessment methodology was followed in the risk register:

- 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 ISO 31000.

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
<b>Catastrophic</b>	<b>5</b>	Essential service failure, or key revenue generating service removed	Irreversible damage	Above \$5,000,000	Death(s) / many critical injuries	National & International Concern / exposure
<b>Major</b>	<b>4</b>	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
<b>Moderate</b>	<b>3</b>	Temporary, recoverable service failure	Residual pollution requiring clean up work	Up to \$500,000	Single minor disablement/ multiple temporary disablement	Local community concern
<b>Minor</b>	<b>2</b>	Brief service interruption	Remote, temporary pollution	Up to \$100,000	Injury	Customer complaint
<b>Negligible</b>	<b>1</b>	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

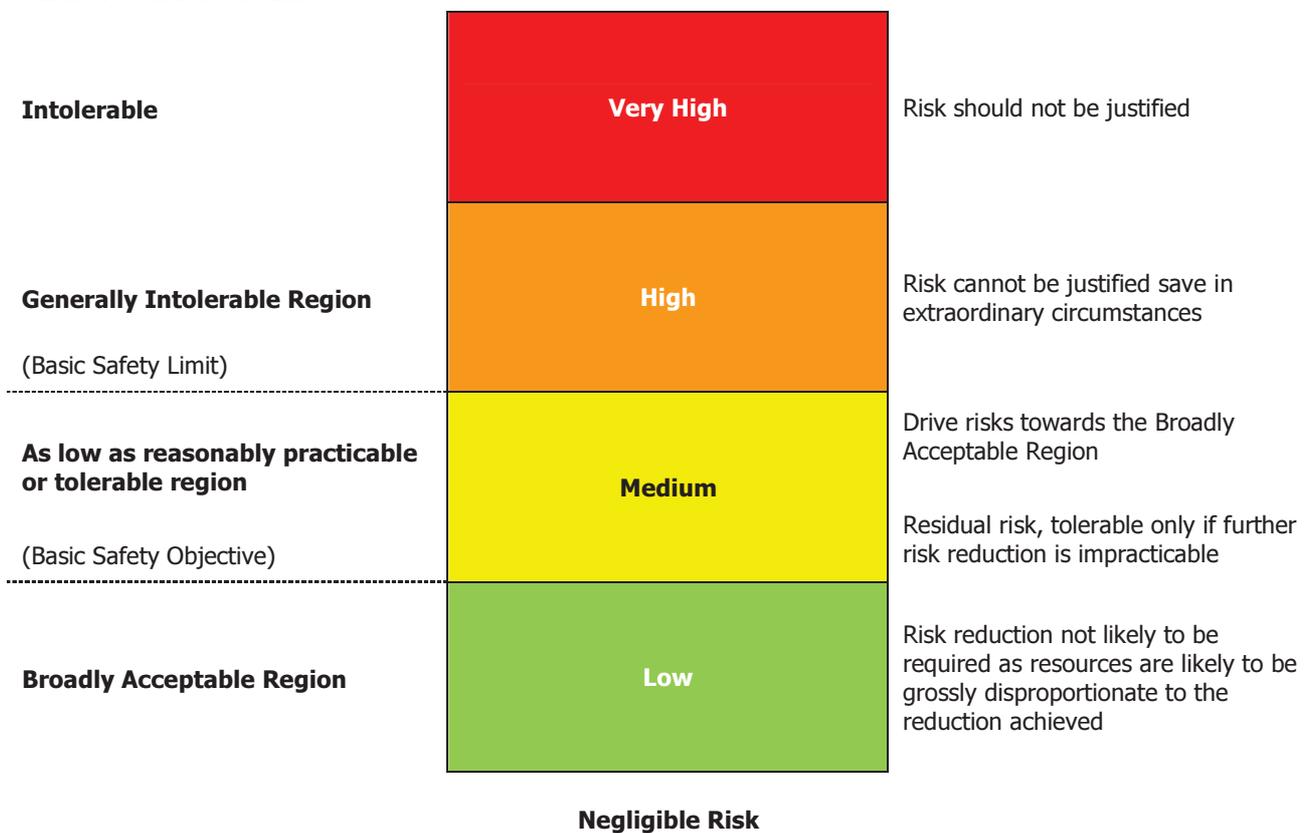
Table 2: Likelihood Ratings

Likelihood	Category	Description
Almost Certain	<b>A</b>	The event is expected to occur in most circumstances
Likely	<b>B</b>	The event will probably occur in most circumstances
Possible	<b>C</b>	The event should occur at some time
Unlikely	<b>D</b>	The event could occur at some time
Rare	<b>E</b>	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	Risk Rating	Toleration of Existing Risk Controls	Responsible to Monitor/Supervise
01. Access and egress of patrons and residents	<ul style="list-style-type: none"> <li>Anxiety</li> <li>Frustration</li> <li>Vehicle accidents</li> <li>Bodily injury</li> <li>Traffic jams</li> <li>Wet Weather</li> </ul>	<ul style="list-style-type: none"> <li>Marketing and publicity for event to include details of public transport, car parking, drop off and pick up points</li> <li>Coordinate Bus, Train and other Public transport systems</li> <li>Venue Traffic management plans will be in place</li> <li>Designated pedestrian access ways to be kept clear of infrastructure and parked vehicles</li> <li>Staff instructing patrons on best access and egress points to suit the event and crowd conditions</li> </ul>	C2 Medium	Not Acceptable	<ul style="list-style-type: none"> <li>RTA to monitor "No standing " areas</li> <li>Appointed Traffic Manager to instigate TMP</li> <li>Local Council to enforce roadside no standing on their roads</li> <li>Establish ECO (Emergency Control Organisation)</li> <li>ATC to provide parking attendants</li> <li>ATC to allow internal rout of traffic to minimise crossover of traffic and patrons</li> <li>Specific "pick up and drop off" plan to be established for underage patrons</li> </ul>	D2 Low	Acceptable	<ul style="list-style-type: none"> <li>Future Entertainment</li> <li>Emergency Services</li> <li>Traffic Management</li> <li>SITE MANAGER</li> <li>ECO</li> <li>NSW Police</li> <li>Local Council</li> <li>Public Transport Authority</li> <li>ATC(Monitor car parking attendants)</li> </ul>
02. Alcohol & drugs	<ul style="list-style-type: none"> <li>Riotous &amp; disruptive behaviour</li> <li>Bodily injury and asset damage</li> </ul>	<ul style="list-style-type: none"> <li>No event staff or contractors are to be under the influence of alcohol or drugs while working</li> <li>Security to recognise patrons arriving, and leaving, the event who are intoxicated or drug affected</li> <li>Security monitoring crowd behaviour</li> </ul>	E2 Low	Acceptable	<ul style="list-style-type: none"> <li>This is an underage event so no alcohol is to be on site</li> <li>Patrons breath tested at entrance marquee</li> <li>diverted to counseling if found to be intoxicated</li> <li>Policy on contact to parents to notify of patrons testing positive to alcohol</li> </ul>	E2 Low	Acceptable	<ul style="list-style-type: none"> <li>Future Entertainment</li> <li>SITE MANAGER</li> <li>Contractors</li> <li>PRC</li> <li>ACG</li> <li>ATC</li> <li>Save A Mate</li> <li>St John</li> <li>Red Cross</li> </ul>

		<ul style="list-style-type: none"> <li>• Photo Id required for entry</li> <li>• Searching of bags upon entry</li> </ul>		<p>ALARP (As low as reasonably practicable)</p>	<ul style="list-style-type: none"> <li>• Escorts for cash transfer to be in place</li> <li>• See Bomb threat response</li> <li>• ATC to clarify armed cash handling from bars</li> <li>• FE to clarify armed cash handling from Ticketing</li> </ul>	<p>E3 Medium</p>	<p>ALARP (As low as reasonably practicable)</p>	<ul style="list-style-type: none"> <li>• ECO</li> <li>• Future Entertainment</li> <li>• ISEC Security</li> <li>• PERIMETER SECURITY</li> <li>• NSW Police</li> </ul>
<p>03. Armed or dangerous intruder</p>	<ul style="list-style-type: none"> <li>• Injury / death</li> <li>• Theft</li> <li>• Asset damage</li> </ul>	<ul style="list-style-type: none"> <li>• Handling of cash and valuables done in a secure environment with adequate security</li> <li>• Security Guards on site</li> <li>• Future Entertainment personnel to manage response unit</li> <li>• Activities designed to minimize the attraction of undesirables</li> <li>• Access and evacuation routes identified</li> <li>• Bag searches on entry</li> <li>• Staff, contractors and performers to be briefed on evacuation routes</li> </ul>	<p>E3 Medium</p>	<p>ALARP (As low as reasonably practicable)</p>				
<p>04. Biological agents</p>	<ul style="list-style-type: none"> <li>• Needle Stick Injury</li> <li>• Blood</li> <li>• Vomit</li> <li>• Potential injuries and illness to public &amp; staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Cleaners are trained to perform sharps disposal</li> <li>• Needs diligent cleaning throughout the day</li> </ul>	<p>C2 Medium</p>	<p>ALARP</p>		<p>C2 Medium</p>	<p>ALARP</p>	<ul style="list-style-type: none"> <li>• Waste Contractor</li> <li>• St John Ambulance</li> <li>• Sanitary Contractor</li> </ul>
<p>05. Bomb threat</p>	<ul style="list-style-type: none"> <li>• Death / injury</li> <li>• Trauma</li> <li>• Crowd panic</li> </ul>	<ul style="list-style-type: none"> <li>• Hierarchy of control in place</li> <li>• Security trained in management procedure</li> <li>• All staff briefed in emergency procedure</li> <li>• Future Entertainment</li> </ul>	<p>E3 Medium</p>	<p>ALARP</p>	<ul style="list-style-type: none"> <li>• ECO must have back up power and lighting</li> <li>• 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</li> </ul>	<p>E3 Medium</p>	<p>ALARP</p>	<ul style="list-style-type: none"> <li>• ECO</li> <li>• Future Entertainment</li> <li>• ISEC Security</li> <li>• PERIMETER SECURITY</li> </ul>

06. Broken glass, litter etc.	<ul style="list-style-type: none"> <li>Potential cuts &amp; lacerations to hands &amp; feet of patrons</li> </ul>	<ul style="list-style-type: none"> <li>event office should have back up power and lighting</li> <li>Identify a temporary mortuary facility</li> </ul>	B2 Medium	ALARP	<ul style="list-style-type: none"> <li>ATC to clean prior and also specified areas such as back of house ,bar and food service areas after event</li> </ul>	B2 Medium	<ul style="list-style-type: none"> <li>Waste Contractor</li> <li>Future Entertainment</li> </ul>
07. Civil disturbance	<ul style="list-style-type: none"> <li>Injury</li> <li>Crowd panic</li> <li>Asset damage</li> </ul>	<ul style="list-style-type: none"> <li>Cleaning done regularly during event</li> <li>Major clean up done at the end of event after patrons leave</li> <li>Cleaning staff on duty at all operational hours to minimise time glass or littler is left on ground</li> <li>Rubbish Bins to be placed appropriately around site</li> </ul>	B2 Medium	ALARP	<ul style="list-style-type: none"> <li>Direct link from Police to ECO to be identified on Event day</li> </ul>	D2 Low	<ul style="list-style-type: none"> <li>ECO</li> <li>ISEC Security</li> <li>PERIMETER SECURITY</li> <li>Police</li> </ul>
08. Crowd management	<ul style="list-style-type: none"> <li>Dynamics of crowd</li> <li>Crowd surge</li> <li>Crowd surfing</li> </ul>	<ul style="list-style-type: none"> <li>Appointed security contractor employed to manage crowds</li> <li>Security fully briefed on potential risks during performances</li> <li>Hierarchy of control in place</li> <li>Patron limit to conform to local Council guidelines.</li> <li>No entry / access signage erected</li> <li>Appropriate numbers of security on duty as detailed in the liquor</li> </ul>	D2 Medium	ALARP	<ul style="list-style-type: none"> <li>Particular note of front edge of stage safety due to age of patrons</li> </ul>	D2 Medium	<ul style="list-style-type: none"> <li>ECO</li> <li>Future Entertainment</li> <li>ISEC Security</li> <li>SITE MANAGER</li> </ul>

			licence for the event								
			<ul style="list-style-type: none"> <li>Clear direction to security on what is unacceptable behaviour</li> </ul>		Acceptable						
09. Drinking water	<ul style="list-style-type: none"> <li>Dehydration</li> <li>Drunk patrons</li> <li>Water shortage</li> </ul>		<ul style="list-style-type: none"> <li>Drinking water taps available in key locations</li> <li>Staff and performers to have access to water in their locations of work</li> </ul>	E2 Low	Acceptable		Water to be available at front of stage for patrons	E2 Low	Acceptable	<ul style="list-style-type: none"> <li>Future Entertainment SITE MANAGER</li> <li>ATC ( monitor water supply)</li> </ul>	
10. Electrical	<ul style="list-style-type: none"> <li>Electrocution</li> <li>Death / injury</li> <li>Asset damage</li> </ul>		<ul style="list-style-type: none"> <li>All equipment to be tested and tagged in accordance with AS 3000 : 2007</li> <li>All international contractors and artists informed of their responsibilities with their equipment</li> </ul>	E3 Medium	ALARP		<ul style="list-style-type: none"> <li>Safety Officer to do spot checks of electrical items</li> <li>ATC to provide access and oversee electrical installations for FE infrastructure</li> </ul>	E3 Medium	ALARP	<ul style="list-style-type: none"> <li>SITE MANAGER</li> <li>Electrical contractor</li> <li>ATC (monitor only)</li> </ul>	
11. Evacuation	<ul style="list-style-type: none"> <li>Event stops</li> <li>Mass movement of patrons and Staff</li> </ul>		<ul style="list-style-type: none"> <li>Utilise Emergency Evacuation Plan</li> <li>ECO monitors all incidents</li> </ul>	E4 Medium	ALARP		<ul style="list-style-type: none"> <li>Note reduced capacity and security zones for Goodlife are smaller than for FMF</li> </ul>	E4 Medium	ALARP	<ul style="list-style-type: none"> <li>ECO</li> <li>NSM</li> <li>ISEC Security</li> <li>NSW Police</li> <li>Emergency services</li> </ul>	
12. External emergency	<ul style="list-style-type: none"> <li>Death / Injury</li> <li>Traffic congestion</li> <li>Crowd panic</li> <li>Loss of power</li> <li>Fire near site</li> </ul>		<ul style="list-style-type: none"> <li>Establishment of contacts with emergency service liaisons prior to event</li> <li>Adequate communication systems in place to allow alarm to be raised by an outside source</li> <li>ECO in place to liaise with external emergency services and relevant</li> </ul>	E4 Medium	ALARP		<ul style="list-style-type: none"> <li>ECO to have back up power and lighting</li> <li>Emergency lighting for crowd to be erected</li> </ul>	E4 Medium	ALARP	<ul style="list-style-type: none"> <li>ECO</li> <li>ISEC Security</li> <li>PERIMETER SECURITY</li> <li>Emergency Services</li> <li>Future Entertainment</li> <li>Police</li> </ul>	

<p>13. Facilities for people with disabilities</p>	<ul style="list-style-type: none"> <li>• Inadequate facilities</li> <li>• Complaints for patrons</li> </ul>	<p>stakeholders</p> <ul style="list-style-type: none"> <li>• Adequate and access available</li> <li>• Closer parking facilities for those who have disabilities</li> <li>• Specifically designed toilets available</li> <li>• Ramps available where stairs are situated</li> </ul>	<p>E1 Low</p>	<p>Acceptable</p>	<ul style="list-style-type: none"> <li>• Viewing area / platform available</li> </ul>	<p>E1 Low</p> <p>Acceptable</p>	<ul style="list-style-type: none"> <li>• Future Entertainment</li> <li>• SITE MANAGER</li> </ul>
<p>14. Fall from stage or structure</p>	<ul style="list-style-type: none"> <li>• Injury / death</li> <li>• Asset damage</li> </ul>	<ul style="list-style-type: none"> <li>• Safety barriers/hand rails fixed to all structures where required.</li> <li>• Stage boundaries highlighted to assist performers.</li> <li>• Harness used on any high work over 2 metres unless trained performers, etc.</li> <li>• Temporary structures, scaffolding, seating and rigging structurally certified before use</li> <li>• Public not permitted on stages or other structures intended for performers</li> <li>• Security and crowd barriers to prevent access to temporary stages/scaffolds/event structures.</li> </ul>	<p>E3 Medium</p>	<p>ALARP</p>		<p>E3 Medium</p> <p>ALARP</p>	<ul style="list-style-type: none"> <li>• SITE MANAGER</li> <li>• Contractors</li> <li>• ISEC Security</li> </ul>

<p>15. First aid</p>	<ul style="list-style-type: none"> <li>• Death / injury</li> <li>• Delays in emergency services arriving on scene</li> </ul>	<ul style="list-style-type: none"> <li>• An appointed first aid trained officer to be on site during bump in and bump out</li> <li>• Future Entertainment personnel first aid trained</li> <li>• First aid kit and appropriate signage sited at venue offices and promoters site office</li> <li>• St John personnel present on event day</li> <li>• St John set up their tent and vehicle at designated location</li> <li>• St John on radio</li> <li>• Traffic management in place</li> <li>• Security briefed on access and egress of emergency services</li> <li>• Hierarchy of control in place</li> <li>• 2 Ambulance in attendance to reduce response time</li> <li>• Water and power to be available to first aid point on show day</li> <li>• Identify a temporary mortuary facility</li> <li>• 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</li> </ul>	<p>E3 Medium</p>	<p>ALARP</p>	<ul style="list-style-type: none"> <li>• Particular care to patrons due to age of patrons is required</li> <li>• Parental notification process to be developed</li> </ul>	<p>E3 Medium</p>	<p>ALARP</p>	<p>E3 Medium</p>	<p>ALARP</p>	<ul style="list-style-type: none"> <li>• ECO</li> <li>• SITE MANAGER</li> <li>• Contractors</li> <li>• St John First Aid</li> <li>• Ambulance</li> </ul>
----------------------	--	--	----------------------	--------------	---	----------------------	--------------	----------------------	--------------	--



		<p>per NSW legislation</p> <ul style="list-style-type: none"> <li>• All hazardous materials on site to be logged with management</li> <li>• PPE to be used when handling</li> <li>• MSDS to be available to Future Entertainment personnel prior to event</li> </ul>	<p>E2 Low</p>	<p>Acceptable</p>		<p>E2 Low</p>	<p>Acceptable</p>	<ul style="list-style-type: none"> <li>• SITE MANAGER</li> <li>• Future Entertainment</li> <li>• Traffic Management</li> </ul>
<p>18. Information and welfare of patrons</p>	<ul style="list-style-type: none"> <li>• Mass panic</li> <li>• Confusion</li> <li>• Crowd surge</li> <li>• Smoking and fire</li> <li>• Alcohol</li> <li>• Safe egress</li> <li>• Vehicle movement</li> </ul>	<ul style="list-style-type: none"> <li>• Relevant signage displayed</li> <li>• MC to give housekeeping announcements</li> <li>• Traffic management plan in place</li> <li>• All staff serving alcohol have received the responsible service of alcohol training</li> <li>• Alcohol licence information to be displayed in stalls</li> </ul>	<p>E2 Low</p>	<p>Acceptable</p>	<ul style="list-style-type: none"> <li>• ATC to approve content of letter drop to neighbours</li> <li>• Special requirements for underage patrons to be established and advertised</li> </ul>	<p>E2 Low</p>	<p>Acceptable</p>	<ul style="list-style-type: none"> <li>• SITE MANAGER</li> <li>• Future Entertainment</li> <li>• Electrical contractor</li> </ul>
<p>19. Live electrical wires</p>	<ul style="list-style-type: none"> <li>• Electrocutation</li> <li>• Death / injury</li> <li>• Fire</li> <li>• Asset damage</li> </ul>	<ul style="list-style-type: none"> <li>• Electricity installed by qualified electrical contractors. All electrics to be installed in accordance with appropriate regulations</li> <li>• Specific requirements, in addition to AS/NZS 3000:2007. See requirements in Electrical installations- Shows and carnivals</li> </ul>	<p>E3 Medium</p>	<p>ALARP</p>	<ul style="list-style-type: none"> <li>• ATC to provide access and oversee electrical installations for FE infrastructure</li> </ul>	<p>E3 Medium</p>	<p>ALARP</p>	<ul style="list-style-type: none"> <li>• SITE MANAGER</li> <li>• Future Entertainment</li> <li>• Electrical contractor</li> </ul>

						<ul style="list-style-type: none"> <li>AS/NZS 3002:2002</li> <li>Switchboards are to be identified with signage "Danger – High Voltage".</li> <li>All contractors and staff to receive site induction that includes electrical safety</li> <li>Safety Officer to inspect vendor and entertainer equipment / installations for electrical safety before use</li> <li>Switchboards to be mounted off the ground where possible</li> <li>Switch boards barricaded off from public</li> </ul>						
20. Local residents	<ul style="list-style-type: none"> <li>Negative publicity</li> <li>Complaints</li> </ul>					<ul style="list-style-type: none"> <li>Schedule of events to be sent out to all local residents prior to events</li> <li>Resident Hotline set up and active prior to event day</li> </ul>	D2 Low	Acceptable	<ul style="list-style-type: none"> <li>ATC to approve content of letter drop to neighbours</li> </ul>	D2 Low	Acceptable	<ul style="list-style-type: none"> <li>Future Entertainment</li> </ul>
21. LPG Cylinders	<ul style="list-style-type: none"> <li>Injury / death</li> <li>Explosion</li> <li>Fire</li> <li>Asset damage</li> </ul>					<ul style="list-style-type: none"> <li>Cylinders are to be mounted securely in correct manner and used in accordance with the LPG gas code AS 1596</li> <li>Safety Officer to check cylinders</li> </ul>	E3 Medium	ALARP		E3 Medium	ALARP	<ul style="list-style-type: none"> <li>SITE MANAGER</li> <li>Contractors</li> </ul>
22. Major equipment relocation	<ul style="list-style-type: none"> <li>Carrying of large awkward items</li> <li>Injury</li> </ul>					<ul style="list-style-type: none"> <li>All staff and contractors receive site induction</li> </ul>	E1 Low	Acceptable		E1 Low	Acceptable	<ul style="list-style-type: none"> <li>SITE MANAGER</li> <li>Contractors</li> </ul>

		<ul style="list-style-type: none"> <li>• Site plans established and agreed prior to build days</li> <li>• Trolleys to be used if absolutely necessary but must be accompanied by a spotter</li> <li>• First Aid on site for Bump in/out</li> </ul>	<p>D2 Low</p>	<p>Acceptable</p>		<p>D2 Low</p>	<p>Acceptable</p>	<ul style="list-style-type: none"> <li>• SITE MANAGER</li> <li>• Contractors</li> <li>• All Supervisors</li> <li>• ATC ( Monitor own contractors and staff)</li> </ul>
<p>23. Manual Handling</p>	<ul style="list-style-type: none"> <li>• Bodily injury</li> <li>• Muscular skeletal disorder</li> </ul>	<ul style="list-style-type: none"> <li>• Trolleys and mechanical lifting aids used wherever possible</li> <li>• Staff training to incorporate instructions regarding manual handling &amp; correct procedures</li> <li>• All tasks requiring specific methods to have printed instruction sheets on safe work practice</li> <li>• All accidents or near misses to be reported to site manager</li> </ul>	<p>D2 Low</p>	<p>Acceptable</p>	<ul style="list-style-type: none"> <li>• Security to escort Emergency Vehicles</li> <li>• Special requirements for underage patrons to be established and provided for.</li> </ul>	<p>E3 Medium</p>	<p>ALARP</p>	<ul style="list-style-type: none"> <li>• ECO</li> <li>• SITE MANAGER</li> <li>• Emergency Services</li> <li>• St Johns</li> <li>• Ambulance</li> <li>• Future Entertainment</li> <li>• ISEC Security</li> </ul>
<p>24. Medical emergency</p>	<ul style="list-style-type: none"> <li>• Death / injury</li> <li>• Delay in treatment</li> <li>• No access to emergency vehicles</li> <li>• Lack of communication</li> <li>• Miscommunication to emergency services</li> </ul>	<ul style="list-style-type: none"> <li>• Hierarchy of control in place</li> <li>• All relevant staff and contractors on radio</li> <li>• All staff and contractors receive site induction</li> <li>• Local hospitals and fire services advised of the event</li> <li>• Traffic management includes emergency</li> </ul>	<p>E3 Medium</p>	<p>ALARP</p>		<p>E3 Medium</p>	<p>ALARP</p>	<ul style="list-style-type: none"> <li>• ECO</li> <li>• SITE MANAGER</li> <li>• Emergency Services</li> <li>• St Johns</li> <li>• Ambulance</li> <li>• Future Entertainment</li> <li>• ISEC Security</li> </ul>

		<p>services access</p> <ul style="list-style-type: none"> <li>• St. John on site during show days</li> <li>• A designated First Aider to be on site for bump in/out</li> <li>• Fire aid kit available at site office and in venue main office</li> <li>• St. John on radio</li> <li>• Ambulance in attendance</li> <li>• Identify a temporary mortuary facility</li> <li>• 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</li> <li>• Helicopter landing site to be established</li> </ul>						<ul style="list-style-type: none"> <li>• Future Entertainment Artist Managers</li> <li>• Stage Manager</li> </ul>
<p>25. Performers and MC's</p> <ul style="list-style-type: none"> <li>• Not turning up</li> <li>• Negative publicity</li> <li>• Late arrival</li> <li>• Unable to perform</li> <li>• Demographic change of crowd based on artist</li> </ul>		<ul style="list-style-type: none"> <li>• Witten confirmation and/or contracts in place to secure booking</li> <li>• Telephone call made to them a couple of days prior to the event</li> <li>• Where possible have a back up MC</li> <li>• Assess the crowd depending on artist and consult with security to adjust for expectations.</li> </ul>	<p>E2 Low</p>	<p>Acceptable</p>		<p>E2 Low</p>	<p>Acceptable</p>	

<p>26. Perimeter Breach</p>	<ul style="list-style-type: none"> <li>• Loss of income</li> <li>• Injury</li> </ul>	<ul style="list-style-type: none"> <li>• Fence Jumpers</li> <li>• Install Fencing or Barriers to exclude non payers</li> <li>• ATC to maintain their fences, gates and barriers appropriately</li> <li>• Security to patrol fence lines</li> <li>• Areas of vulnerability or focus to be identified</li> </ul>	<p>B2 Medium</p>	<p>ALARP</p>	<ul style="list-style-type: none"> <li>• ATC maintain stables area for security breach</li> </ul>	<p>B2 Medium</p>	<p>ALARP</p>	<ul style="list-style-type: none"> <li>• SITE MANAGER</li> <li>• Future Entertainment</li> <li>• Contractors</li> <li>• PERIMETER SECURITY</li> </ul>
<p>27. Plant</p>	<ul style="list-style-type: none"> <li>• Asset damage</li> <li>• Death / injury</li> </ul>	<ul style="list-style-type: none"> <li>• All contractors must provide copies of their licences to SITE MANAGER/Future Entertainment</li> <li>• All contractors must wear high visibility vests in accordance with Australian Standards whilst plant is in use</li> <li>• Only appropriate licensed and competent operators used to operate plant and equipment</li> <li>• Barricades and warning signage erected around work areas</li> <li>• No public on site during plant use</li> <li>• Persons using equipment are trained in safe operation and wear appropriate protective clothing</li> </ul>	<p>E2 Low</p>	<p>Acceptable</p>		<p>E2 Low</p>	<p>Acceptable</p>	<ul style="list-style-type: none"> <li>• SITE MANAGER</li> <li>• Future Entertainment</li> <li>• Contractors</li> <li>• ATC ( monitor own facilities and plant)</li> </ul>

28. Property and asset damage	<ul style="list-style-type: none"> <li>Damaged property</li> <li>Bodily injury</li> <li>Negative publicity</li> <li>Unnecessary expense</li> </ul>	<ul style="list-style-type: none"> <li>No unnecessary access to the worksite</li> <li>SITE MANAGER to supervise all bump in and bump out activity</li> <li>Safety Officer on site</li> <li>Adequate numbers of Security at all areas of an event</li> <li>Hierarchy of control in place</li> <li>Future Entertainment response procedure established</li> <li>Temporary fencing or barricades around identified high risks</li> </ul>	E1 Low	Acceptable	•	E1 Low	Acceptable			<ul style="list-style-type: none"> <li>SITE MANAGER</li> <li>ECO</li> <li>ISEC Security</li> </ul>
29. Public Liability	<ul style="list-style-type: none"> <li>Payouts as a result of claims made against all concerned and involved</li> </ul>	<ul style="list-style-type: none"> <li>All contractors, including Future Entertainment to have acceptable levels of effective public liability insurance in place</li> </ul>	E3 Medium	ALARP	<ul style="list-style-type: none"> <li>Special conditions for underage patrons to be provided for</li> </ul>	E3 Medium	ALARP			<ul style="list-style-type: none"> <li>Future Entertainment</li> </ul>
30. Rigging, stages, ground stacked speakers and overhead lighting	<ul style="list-style-type: none"> <li>Falling equipment</li> <li>Falls from height</li> <li>Structural failure of equipment</li> <li>Incorrect assembly of equipment</li> </ul>	<ul style="list-style-type: none"> <li>Place appropriate barricades below the site to exclude public and unnecessary staff during build</li> <li>Persons entering area below overhead work to wear hard hats</li> <li>Install safety chains/cables on all overhead lighting &amp; equipment</li> <li>Tether tools &amp; equipment when working overhead unless physically</li> </ul>	E3 Medium	ALARP	<ul style="list-style-type: none"> <li>Ground stacked speakers to be restrained by rated ratchet straps, checks to be performed during event to confirm integrity.</li> </ul>	E3 Medium	ALARP		<ul style="list-style-type: none"> <li>SITE MANAGER</li> <li>PRODUCTION MANAGER</li> <li>Structural contractors</li> <li>Riggers</li> </ul>	

		<p>impossible</p> <ul style="list-style-type: none"> <li>• Use restraint protection when working within 2 metres of any potential fall greater than 1.8 metres</li> <li>• Inspect all equipment prior to assembly and use</li> <li>• Use equipment for its intended purpose only, unless otherwise authorised</li> <li>• Ensure adequate instruction prior to unfamiliar equipment or methods being put into operation</li> <li>• Use good rigging practice for general slinging</li> <li>• Ensure all point and truss load limits are obtained and adhered to during the build</li> <li>• Carefully read and employ any special rigging suggestions in the site instructions</li> <li>• Multiple lanyard movement is to be used when climbing</li> <li>• All rigging and assembly to comply with AS/NZ 4488 series, IRAA Industry Code of Practice, and IRATA Guidelines</li> </ul>					
--	--	--	--	--	--	--	--

<p>31. Sanitary facilities</p>	<ul style="list-style-type: none"> <li>• Not enough toilets</li> <li>• Overflow of sewage</li> <li>• Water shortage</li> </ul>	<ul style="list-style-type: none"> <li>• Placement and maintenance of toilets are calculated according to the attendees expected</li> <li>• More female toilets than male</li> <li>• Specific toilet contractor appointed to supply and maintain toilets during the event</li> <li>• Temporary toilets do not require mains water</li> </ul>	<p>D2 Low</p>	<p>Acceptable</p>	<ul style="list-style-type: none"> <li>• Suggested quantity of toilets for attendees up to 14,000: defined at 1:100</li> <li>• ATC plumber to be contactable for internal toilets.</li> </ul>	<p>D2 Low</p>	<p>Acceptable</p>	<ul style="list-style-type: none"> <li>• SITE MANAGER</li> <li>• Sanitary Contractor</li> <li>• Waste Contractor</li> </ul>
<p>32. Smoke and fire</p>	<ul style="list-style-type: none"> <li>• Death / injury</li> <li>• Asset damage</li> <li>• Crowd panic</li> </ul>	<ul style="list-style-type: none"> <li>• Signage displayed about extinguishing cigarettes correctly</li> <li>• MFB / CFA aware of event</li> <li>• Food preparation areas and power supplies required to have extinguishers &amp; blankets at all risk areas</li> <li>• All hot surfaces and naked flame to be out of reach of public</li> <li>• Appropriate exemptions on total fire bans applied for</li> </ul>	<p>D4 Medium</p>	<p>ALARP</p>	<ul style="list-style-type: none"> <li>• Fire engine to be on standby on fire ban days</li> <li>• This event is advertised as "No Smoking"</li> <li>• ATC internal warning systems to be monitored from operations room</li> </ul>	<p>D4 Medium</p>	<p>ALARP</p>	<ul style="list-style-type: none"> <li>• SITE MANAGER</li> <li>• Future Entertainment</li> <li>• CFA</li> <li>• MFB</li> <li>• Food vendors</li> </ul>
<p>33. Staff &amp; contractors working without necessary experience and training</p>	<ul style="list-style-type: none"> <li>• Failures and accidents due to incorrect decisions &amp; actions</li> <li>• Bodily injury to staff &amp; public</li> </ul>	<ul style="list-style-type: none"> <li>• Staff and contractors hired according to skills being suitable for requirements where possible</li> <li>• Staff and contractors supervised by</li> </ul>	<p>D2 Low</p>	<p>Acceptable</p>		<p>D2 Low</p>	<p>Acceptable</p>	<ul style="list-style-type: none"> <li>• SITE MANAGER</li> <li>• Future Entertainment</li> <li>• ATC</li> </ul>

<p>34. Stages, Scaffold platforms etc.</p>	<ul style="list-style-type: none"> <li>• Fall from height</li> <li>• Public access</li> <li>• Bodily injury to performers, public, participants or others on or adjacent to structures</li> </ul>	<p>management at all times</p> <ul style="list-style-type: none"> <li>• Site induction</li> <li>• Safety barriers/hand rails fixed to all structures where required</li> <li>• Stage boundaries highlighted to assist performers and participants</li> <li>• Fall protection systems used on any high work over 2 metres unless trained performers etc</li> <li>• Fall protection systems used to eliminate falls from less than 2 metres</li> <li>• General public not permitted on stages or other structures intended for performers unless invited and accompanied</li> <li>• Security monitoring stages when not in use</li> <li>• Performers competent in specific tasks have a thorough knowledge of requirements</li> </ul>	<p>E3 Medium</p>	<p>ALARP</p>	<ul style="list-style-type: none"> <li>• Hearing protection will be worn by staff at all times when working in the pit</li> <li>• Special provision of ear protection to be made</li> </ul>	<p>D2 Low</p>	<p>Acceptable</p>	<ul style="list-style-type: none"> <li>• SITE MANAGER</li> <li>• Sound consultant</li> <li>• ECO</li> </ul>
<p>35. Sound levels</p>	<ul style="list-style-type: none"> <li>• Complaints for local residents</li> <li>• Hearing injury to staff in close location to speakers</li> </ul>	<ul style="list-style-type: none"> <li>• All sound equipment to conform to SEPPN-2</li> <li>• Security and Future Entertainment personnel will be</li> </ul>	<p>D2 Low</p>	<p>Acceptable</p>		<p>D2 Low</p>	<p>Acceptable</p>	<ul style="list-style-type: none"> <li>• SITE MANAGER</li> <li>• Sound consultant</li> <li>• ECO</li> </ul>

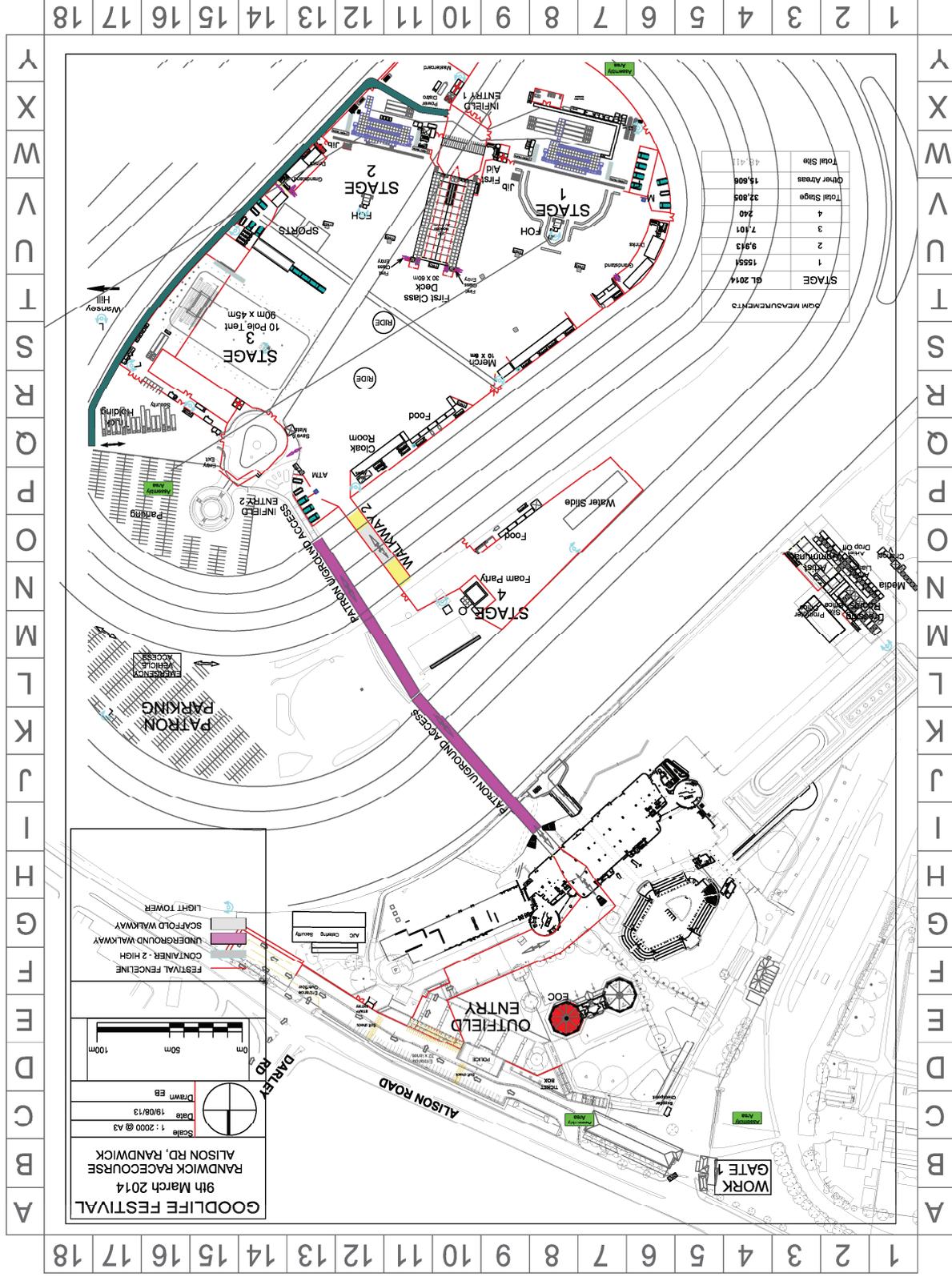
	<ul style="list-style-type: none"> <li>Future Entertainment personnel unable to hear clear communication</li> </ul>	<ul style="list-style-type: none"> <li>issued with noise cancelling headsets or earplug speakers</li> <li>Environmental noise assessment made on show day</li> <li>Direct Phone number set up for call in of complaints</li> <li>Log to be kept of complaints</li> </ul>					available and accessible for patrons			
36. Transport management	<ul style="list-style-type: none"> <li>Vehicle accident</li> <li>Death / injury</li> <li>Traffic jams</li> <li>Illegal parking</li> </ul>	<ul style="list-style-type: none"> <li>Transport management plan in place</li> <li>Appointed contractor managing traffic</li> <li>Appropriate signage displayed in and around the site</li> <li>Car Park Area controlled by ATC Parking Attendants</li> </ul>	E3 Medium	ALARP		<ul style="list-style-type: none"> <li>ATC to provide limited access to staff directed by parking attendants</li> <li>ATC to allow internal rout of traffic to minimise crossover of traffic and patrons</li> </ul>	E3 Medium	ALARP	<ul style="list-style-type: none"> <li>Traffic Management</li> <li>NSW Police</li> <li>Local Council</li> <li></li> </ul>	
37. Trips and falls	<ul style="list-style-type: none"> <li>Injury</li> <li>Asset damage</li> </ul>	<ul style="list-style-type: none"> <li>All cables where possible flown</li> <li>All cables that do need to be laid on the flow must have cable traps over them</li> <li>Staff trained in recognition and prevention</li> <li>Serious trip and fall hazards identified and removed or treated to prevent injury</li> <li>Contractors and event staff receive site safety induction</li> <li>Barriers placed around</li> </ul>	E1 Low	Acceptable		<ul style="list-style-type: none"> <li>ATC will hand over a safe site prior to installation</li> <li>Any items of issues to be listed during the site inspection prior to hand over.</li> </ul>	E1 Low	Acceptable	<ul style="list-style-type: none"> <li>SITE MANAGER</li> <li>Future Entertainment</li> <li>Contractors</li> </ul>	



			to ensure a full brief is given to Security contractor on all potential risks with the performances and the crowd							
41. Waste management	<ul style="list-style-type: none"> <li>Build up of waste</li> <li>Insufficient bins</li> <li>Biohazard</li> <li>Insects and rodent</li> </ul>	<ul style="list-style-type: none"> <li>SILA Bins with indicators for different waste types located around venue</li> <li>Waste management contractor appointed</li> <li>Roving cleaners during show day</li> </ul>	B2 Medium	ALARP	<ul style="list-style-type: none"> <li>Green policy to be developed</li> <li>Recycling bins clearly marked</li> <li>Be apart of the Waste Wise at events accreditation</li> <li>ATC responsible for Back of House areas</li> </ul>	B2 Medium	ALARP	<ul style="list-style-type: none"> <li>SITE MANAGER</li> <li>Future Entertainment</li> <li>Waste Contractor</li> <li>Sanitary Contractor</li> </ul>		
42. Weather- extreme	<ul style="list-style-type: none"> <li>Heat exposure</li> <li>Wet and cold exposure</li> <li>Discomfort</li> <li>Injury</li> <li>Lightning strikes</li> </ul>	<ul style="list-style-type: none"> <li>No Umbrellas permitted in wet weather</li> <li>Disclaimer on tickets in the event of extreme weather</li> <li>ECO/Safety Officer to have access to bureau of Meteorology</li> <li>Work at heights to stop where lightning to thunder ratio is less than 30 sec(AS/NZS 1768:2007)</li> </ul>	E1 Low	Acceptable	<ul style="list-style-type: none"> <li>Sun screen to be available for all patrons (this can be located at the First Aid point)</li> <li>See provision in Emergency Plan</li> </ul>	E1 Low	Acceptable	<ul style="list-style-type: none"> <li>SITE MANAGER</li> <li>St John Ambulance</li> </ul>		
43. Weather - Hot	<ul style="list-style-type: none"> <li>Sunburn</li> <li>Dehydration</li> <li>Sunstroke</li> </ul>	<ul style="list-style-type: none"> <li>Contractors advised to provide their staff with sunscreen</li> <li>Free drinking water available</li> <li>Sunscreen provided to all directly employed staff</li> </ul>	E2 Low	Acceptable	<ul style="list-style-type: none"> <li>Sunscreen provided to all directly employed staff</li> <li>ATC responsible for monitoring mains water supply only</li> </ul>	E2 Low	Acceptable	<ul style="list-style-type: none"> <li>SITE MANAGER</li> <li>Contractors</li> <li>Future Entertainment</li> </ul>		

<p>44. Weather - Wind / storm</p>	<ul style="list-style-type: none"> <li>• Injury / death from falling or flying objects</li> <li>• Asset damage</li> <li>• Lightning strike</li> </ul>	<ul style="list-style-type: none"> <li>• Weather to be monitored in lead up to event</li> <li>• Temporary structures to be structurally certified</li> <li>• ECO to make the call if unsafe to continue with performance</li> <li>• ECO personnel to be in contact with Bureau of Meteorology</li> </ul>	<p>C3 High</p>	<p>Not Acceptable</p>	<ul style="list-style-type: none"> <li>• A Wind meter to be installed on main structure</li> <li>• See provision in Emergency Plan</li> <li>• Stage Managers and Structural contractors to apply wind trigger points</li> </ul>	<p>C2 Medium</p>	<p>ALARP</p>	<ul style="list-style-type: none"> <li>• SITE MANAGER</li> <li>• Structure contractor</li> <li>• ECO</li> </ul>
-----------------------------------	---	--	--------------------	---------------------------	---	----------------------	--------------	---

Site Plan



**Security Zones**

TBC