BetEasy Darwin Triple Crown

Effective Event Risk Management

How to understand and effectively manage your risk obligations and accountabilities.

Northern Territory
MAJOR EVENTS
Company

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Red CentreNATS

1. Introduction

Northern Territory Major Events Company (NTMEC) delivers and supports incredible events across the Territory. A vibrant events sector attracts visitors to the Territory and improves our lifestyle. As well as delivering some of the Territory's biggest events, NTMEC also works with funding partners to establish new events and improve those that already exist.

NTMEC-delivered or supported events include:

- Darwin Triple Crown Supercars
- Finke Desert Race
- Arafura Games
- BASSINTHEGRASS Music Festival
- Concerts
- Community Events
- Red CentreNATS
- Territory Day
- Parrtjima
- Rugby League World Cup Quarter Final

2. The How to Guide

Events come in all shapes and sizes, yet under the Northern Territory's Work Health and Safety (National Uniform Legislation) Act 2011, all events have a duty of care to assess, control and monitor risks that have the potential to injure or harm.

This guide is designed to help NT-based event organisers manage their event safely. It provides general advice about what to consider prior to, during and post an event. It also includes practical information and resources to help organisers create an event safety management system.

It is intended as a guide only and does not purport to represent formal legal advice. Event organisers should seek their own legal advice on points of law raised in this guide, and consult local government authorities regarding permits and licences.

3. Definitions

Here are some common terms regarding event safety risk management:

Consequence	A consequence is an outcome of an incident affecting objectives. It can be measured either in qualitative or quantitative terms.
Control	Is a measure that maintains and or/modifies risk. They include processes, policies, practices or other conditions and/or actions which maintain and/or modify the risk. Also known as mitigation treatments.
Competent Person	A person who has acquired through training, qualification, or experience, or a combination of these, the knowledge of skills, including risk management knowledge and skills, qualifying that person to perform a task required to a certain standard. Reporting and risk control responsibilities shall be assigned only to competent individuals capable of implementing their defined risk management tasks.
Event Safety Management System	An event Safety Management System (SMS) provides a comprehensive safety management system that describes safety activities undertaken by an event organiser to manage safety in correlation with the Event Safety Policy e.g. policies, procedures, processes, roles and responsibilities, command and coordination structures.
Event Safety Plan	The risk assessment leads to a series of safety actions which form the basis of an Event Safety Plan. The Event Safety Plan identifies the potential risks and lists the steps event organisers will take to reduce or mitigate the risks identified.
Hazard	A source or cause of a situation with the potential for harm in terms of injury or ill-health.
Incident	An unplanned occurrence resulting in or having the potential to cause injury or ill-health.

Inherent Risk	The remaining level of risk before risk treatments have been undertaken.
Likelihood	The chance of something happening.
Reasonably Practicable	Safe Work Australia defines "reasonably practicable" as a particular time when a duty holder (event organiser) makes a decision relating to mitigating (controlling) risk by taking into account and weighing up all relevant matters including: • the likelihood of the hazard or the risk concerned occurring; • the degree of harm that might result from the hazard or the risk; • what the person concerned knows, or ought reasonably to know, about the hazard or risk, and ways of eliminating or minimising the risk; • the availability and suitability of ways to eliminate or minimise the risk; and • after assessing the extent of the risk and the available ways of eliminating or minimising the risk, the cost associated with available ways of eliminating or minimising the risk, including whether the cost is grossly disproportionate to the risk.
Residual Risk	The remaining level of risk once a risk control has been applied.
Risk	Risk is the effect of uncertainty on event objectives. It is a chance of something happening that will impact event objectives. Usually measured in terms of likelihood and consequences.
Risk Score	Risk Score = likelihood score x consequence score
Stakeholders	People and organisations that may affect, or be affected by, or perceive themselves to be affected by, a decision or activity that relates to an event.
Workers	Under the WHS Act, workers include: • Employees • Contractors and subcontractors • An employee of a contractor or subcontractor • An employee of a labour hire company who has been assigned to work in the person's business or undertaking • Outworker • An apprentice or trainee • A student gaining work experience • Volunteers • A person of a prescribed class

4. Duty of Care for Event Organisers

Under the Work Health and Safety (National Uniform Legislation) Act 2011, an event organiser is defined as 'Persons Conducting a Business or Undertaking (PCBU)'. The primary responsibility of the event organiser is to do what is "reasonably practicable" to minimise health and safety risks to "workers".

Risks should be assessed early in the planning process with appropriate control measures put in place. Event organisers should also regularly review their risk register to ensure risk controls are being implemented and identify any additional risks which may have arisen. Further information is available later in this document.

Each event is unique and has its own specific safety risks, therefore health and safety must always be of paramount importance in the planning and management of an event.

Event Management Team

The Event Management Team, through the Chief Executive Officer (CEO), whether or not the business or undertaking is conducted for profit or gain e.g. club style organisations and volunteer groups, is ultimately responsible for overseeing the development, implementation, deployment and continuous improvement of an Event Safety Plan.

They are responsible, under the WHS Act, for applying positive due diligence across the event's operations. They should ensure risks are assessed in consultation with workers and other stakeholders across each of the event functions.

Fostering a positive event safety culture from the top encourages a positive safety culture through the whole events team. To lead by example, some actions might include:

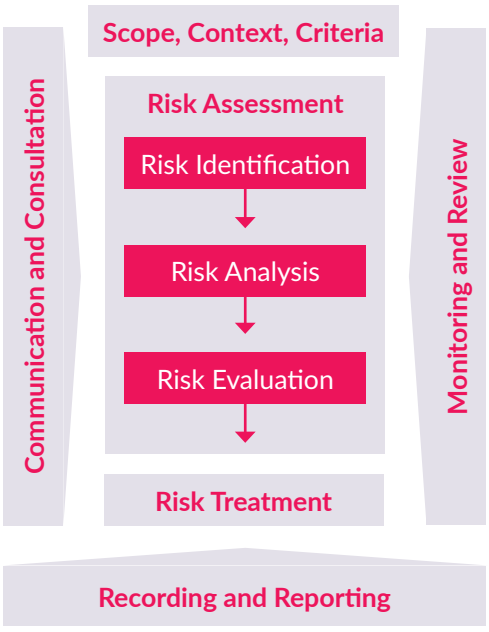
- oversee the implementation of WHS policy
- take ownership of risks identified as being under their area of control
- implement appropriate risk control strategies best suited to managing risk to accepted levels
- place the highest priority on safety when making decisions
- resolve significant issues regarding work health and safety that cannot be resolved at a department or team level
- ensure safety is a regular agenda item at meetings
- key performance targets for safety set for senior managers
- all employment and supplier contracts contain safety management responsibilities

5. Risk Management Process

The ISO 31000:2018 *Risk Management – Guidelines* defines risk as the *effect of uncertainty on objectives*. In event terms, it refers to risks that may impact the success of your event e.g. safety, financial, environmental, operational, reputational, legal and projects.

In the context of this Guide, risk management relates to health and safety risks, including their consequences and likelihood of occurring. It aims to ensure that all workplace risks are identified, analysed and treated to minimise the risk of harm to those working at or attending your event.

At the core of risk management is the risk assessment process. Risk assessment helps prioritise the event organiser's limited resources toward threats and opportunities that are important. There is a defined process of assessing risk, which when followed, provides a prioritised risk register. The ISO 31000 Guideline provides a process, outlined below, to undertake a risk assessment in a systematic manner. The risk assessment leads to a series of safety actions which forms the basis of an Event Safety Plan.



6. Event Safety Management System

The success of your event is measured in many ways and safety is one of them. An event Safety Management System (SMS) can provide a comprehensive coordinated and documented system designed to manage safety implemented by an event organiser in meeting its legal obligations.

The SMS includes a WHS policy, objectives, plans, roles and responsibilities procedures, registers, checklists etc. It aims to ensure that staff working on site and members of the public and visitors to the site are adequately protected from risk of injury or illness.

The SMS is a formalised process structured to comply with the requirements of the:

- ISO 45001 – OCCUPATIONAL HEALTH AND SAFETY;
- Work Health and Safety (National Uniform Legislation) Act 2011; and
- ISO31000:2018 Risk Management Guidelines.

It forms part of the overall event safety plan by integrating safety practices into event specific activities. Refer to Appendix A for an example SMS Table of Contents list.

Event Safety Plan Structure

An Event Safety Plan is structured around a management system designed to assist in fostering continuous improvement across the event management team and its safety outcomes. This is derived from a range of sources that may include:

- incident reporting and investigation
- corrective actions – from audit or incident investigation
- regular monitoring
- external and internal audit
- roles and responsibilities
- customer and stakeholder feedback; and
- changes in statutory or industry standards

The principles and elements to foster continuous improvement are:

Refer to Appendix B for an example Event Safety Plan Table of Contents list.

7. WHS Policy

A Work Health Safety (WHS) Policy sets out the aims, high-level objectives and commitments for managing WHS across event operations and activities. It may include references to:

- management's commitment to safety, not only for workers, but also the safety of participants, performers, contractors, volunteers etc.
- clear safety objectives and a commitment to manage those objectives
- defining methods, processes and organisational structure needed to meet the safety objectives
- compliance obligations with NT WHS legislation (refer to Appendix C)
- consultation arrangements with stakeholders
- commitment to staff training
- continual improvement of SMS performance; and
- be signed and dated by the relevant senior executive.

Once the WHS policy has been signed off, it is important to communicate it across the event team and its relevant external stakeholders such as the venue hosting the event, government agencies and contractors. This can be done by:

- discussing it at team meetings and follow up by emailing a copy to all event team members
- incorporating into procurement and contract documentation
- including it in employment contracts
- including it in staff training and briefings
- uploading it to the event website
- briefing all contractors during induction process
- posting it around event common areas e.g. site office, gate entry, staff break areas etc.

Refer to Appendix D for a WHS Policy example.

8. Planning

It is important that each time you plan an event you undertake the systematic process outlined in this Guide. If you have a recurring event, ensure the safety documentation is reviewed for each occasion so plans are accurate and fit for their intended purpose.

Consultation and Communication

Consultation is a core function of effective risk management and a compliance obligation under health and safety laws. Communication and consultation are important considerations at each step of the risk management process. It should involve a dialogue with both internal and external stakeholders, with efforts focused on consultation rather than a one-way flow of information from the decision maker to other stakeholders.

Stakeholders are people and organisations that may affect, or be affected by, or perceive themselves to be affected by, a decision or activity that relates to an an event, including but not limited to those in the table below.

A Stakeholder Analysis Template is available at Appendix E. This analysis helps you to identify your stakeholders and their needs. The basis of the stakeholder analysis will assist you to develop a communication plan outlining the method, frequency and who is best placed to manage each relationship.

External Stakeholders Examples	Internal Stakeholders Examples
• Sponsors • Government e.g. Minister Offices, Premier's Office etc. • Government agencies e.g. police, transport, health, fire etc. • Emergency services • Venue / Landholder • Community Groups • Performers • Residents • Event goers • Non-event goers • Media • Surrounding Businesses • Safety Regulators	• Event staff • Volunteers • Venue staff • Contractors and sub-contractors e.g. security, food and beverages, waste management, medical, audio etc.

Appoint a Safety Manager

To ensure stakeholders are consulted during each phase of the event management process, it is recommended that a safety risk management role is created. Someone who is responsible for keeping the risk management process on track. This person ought to be familiar with the events industry and competent in WHS, managing projects and stakeholder engagement.

Establish a Safety Committee

A Safety Committee can be the core consultative forum for all event safety issues. A mix of people and roles, including external stakeholders, can be represented on the Committee to deal with safety matters across the event. They are reponsible for:

- developing and implementing the SMS procedures
- discussing safety issues that are unresolved
- advising their teams and senior management on recommended decisions regarding resolution of safety-related issues
- reviewing incident, accident and near miss reports
- reviewing safety systems and procedures to assist in reducing the risk of incident or injury by checking that each control measure is adequately supported by relevant systems within the SMS
- acting as a communication link between staff and management.

Gather Information

Obtain any existing risk documentation to build a picture of the potential risks and controls strategies associated with your event for example:

- risk registers
- risk management plans
- event safety plans
- security management plans
- medical plans
- emergency management plans
- transport management plans
- permits/licenses
- safe work method statements (also known as Job Safety Analysis)
- safety committee minutes and actions
- safety records; and
- incident reports.

Consult with the venue manager/landholder/ government agencies who may also have information regarding event safety matters from their perspective.

Establish the Context

Establishing the various contexts in which the event SMS will operate in considers several factors when managing risk. Refer to Appendix F for an example list of questions to determine the context.

Risk Assessment Methodology

There are several risk assessment methods such as qualitative and semi-quantitative methods. The more complex and technical the nature of a safety risk problem, the more detailed the method should be applied.

Qualitative Risk Assessment

The simplest way is the qualitative method which uses non-numerical values and terms to rate the likelihood and consequences of an identified risk. Establish the values into likelihood and consequence for each level and determine what level is an acceptable level of risk. These are reflected typically in a 5 x 5 matrix. Refer to Appendix G.

Semi-quantitative Risk Assessment

This method provides a structure to rank risks according to their probability or frequency and severity. The ranking of risks can be achieved through applying a basic mathematical formula that multiplies the Consequence score and Likelihood score to establish a risk value. This is also established in a 5 x 5 matrix with the most likely term: 'Almost Certain' score as a five and the least likely: 'Rare' as a one. In the same way, the most severe consequence: 'Catastrophic' of 'Extreme' is scored as a five and the least consequence: 'Negligible' is a one. The two scores are multiplied together to provide a score between one (i.e. 1 x 1=1) and 25 (i.e. 5 x 5 =25). Refer to Appendix G.

9. Identification

Regardless if you choose to undertake a qualitative, or semi-quantitative risk assessment you should follow the process outlined below. A risk register example is located at Appendix H.

Identify the Risks

Risk Management workshops are a great way to encourage stakeholders to come together early in the event planning phase to help identify potential risks and concepts for managing the risks.

A risk management workshop, run by an independent facilitator who is familiar with events, can assist stakeholders to communicate in a collaborative environment on how to manage safety risks, no matter how big or small the risks are.

Invite stakeholders to participate in the workshop i.e. stakeholders that may affect, or be affected by, or perceive themselves to be affected by a decision or activity that relates to an event. They should be advised prior to the workshop, to collate information regarding potential hazards and risks from either previous events or similar events for discussion e.g.

- risk assessments
- incident reports
- stakeholder feedback
- data and trend analysis
- debrief notes
- industry reports

The workshop should consider both internal and external influences on the event (refer to Appendix I) to develop a comprehensive list of risks that are applied across each of the functional areas. Grouping together the various aspects of the event into functional areas will help simplify the process for example:

- Event Management
- Site Management
- Security
- Crowd Management
- Risk Management
- Entertainment
- Marketing & Communications
- Food and Beverages
- Waste
- Human Resources
- Finance
- Media

It is suggested that risks are analysed as the most foreseeable, as opposed to worst case scenario.

Ensure actions are followed up after the workshop.

Analyse the Risks

To determine the level of *inherent* risk, conduct an initial analysis of the consequence and likelihood of the risk occurring. Select a consequence of an activity based on the definitions contained in your matrix. Then establish the likelihood of that activity resulting in that consequence.

Evaluate Inherent Risk

Once you have established the consequence and likelihood of a particular risk, you need to evaluate the risk against a criteria. The risk matrix is used to evaluate the level of risk by considering the likelihood against the consequence level i.e. use the following formula to calculate risk rating: *Likelihood x Consequences = Risk rating*

Likelihood	Consequence: Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
A Almost Certain	Medium	Medium	High	Extreme	Extreme
B Likely	Low	Medium	High	Extreme	Extreme
C Possible	Low	Low	Medium	High	Extreme
D Unlikely	Low	Low	Medium	High	High
E Rare	Low	Low	Low	Medium	High

Extreme risk	Attention required before applying for licence
High risk	Attention needed, preferably before applying for licence, certainly before event
Medium risk	Requires constant vigilance during event
Low risk	Requires monitoring during event

Effectiveness of Controls

If you have risks with controls in place, undertake an analysis of the effictiveness of those controls. The following terms can be used as a way of describing the status of current controls:

Unacceptable	• Controls do not exist or else are not operating effectively. • Risk will either not be controlled or there is no guarantee of control. • The control is reliant on the good will of individuals or informal controls. • Terminate activity or transfer risk (contracts or insurance).
Undesirable	• Some risk management systems, process controls and procedures are in place. • Basic risks will be controlled most of the time. However, scope exists to improve controls. • Transfer risk. • Treat risk by reducing likelihood and/or consequence.
Tolerable/ Broadly Acceptable	• Risk management systems, process controls and procedures are in place and can be relied upon to mitigate or prevent the risk from materialising in most circumstances. • Controls are reasonable, well balanced and effective. • Tolerate risk.

Extreme and High-Consequence Risks

Any activity classified as being of an UNACCEPTABLE RISK must be reduced to the lowest level possible by the development and implementation of effective controls. The objective is to eliminate or reduce risks wherever possible.

Given the potential serious impact of extreme and high-consequence risks, special consideration and analysis should be given to those which may include seeking additional controls (regardless of risk level). They should be included in the event safety plan and emergency plan and any Safe Work Method Statement (SWMS). A SWMS is a document that outlines high-risk work activities, the hazards that may arise from the activities being undertaken, and the control measures put in place to manage the risk. Refer to Appendix J for a SWMS template.

Risk Controls

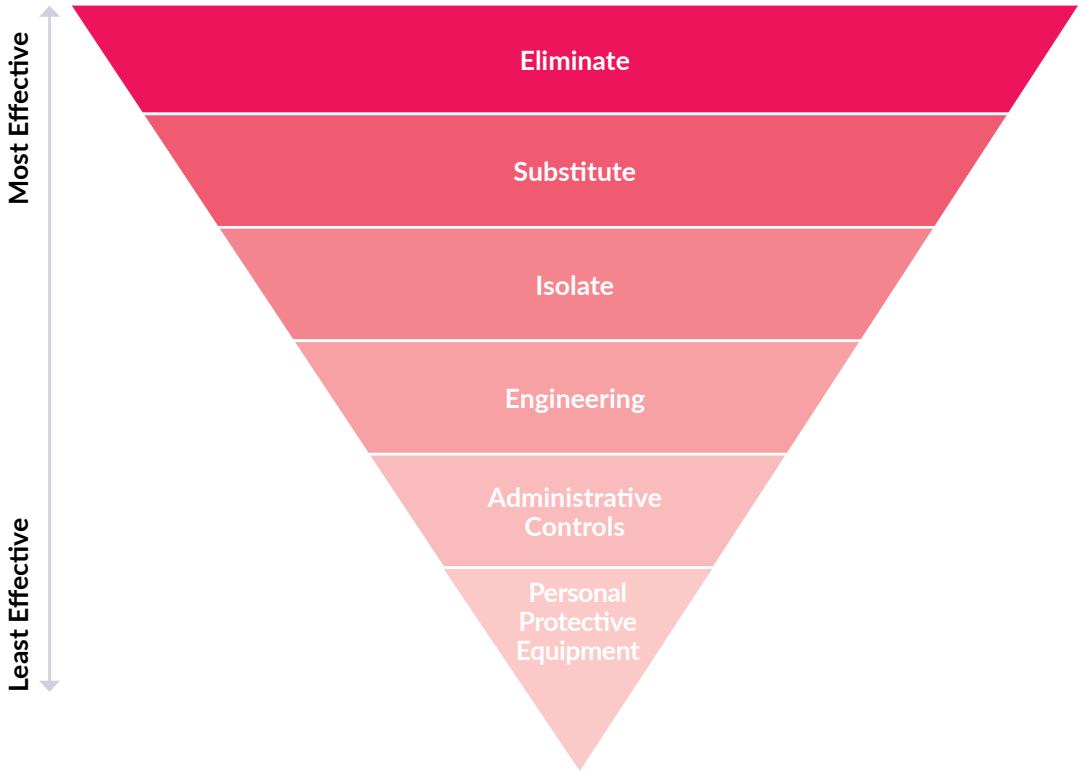
Determine the best way of controlling the risks according to priority. Where risks are of a safety nature, the hierarchy of controls, outlined below, can be used to assist in reducing the likelihood and/or consequence.

The more significant the risk, the higher the control strategy from the hierarchy, or combination of control strategies should be applied. The ultimate aim is to eliminate safety hazards and their subsequent risk (if possible) or, if this is not possible or appropriate, to minimise exposures to as low as reasonably practicable through use of alternate means by:

- Substituting risk or its cause with a less risky hazard
- Isolating the risk from people affected by it
- Engineering a solution to reduce the risk
- Establishing procedures, conducting training, or site rules
- Utilising personal protective equipment to minimise exposure to the hazard that creates
- the risk

Refer to Appendix K for further information.

All stakeholders MUST ensure that documented risk controls are actually implemented.



Evaluate Residual Risk

Once you have completed the above, re-evaluate the *inherent* risks to determine the *residual* risk level if the risk was to occur with the *additional controls in place* i.e. reduce the likelihood and/or consequences further.

Responsibility

Each control should have a person or group of people responsible for ensuring they occur. They are responsible for ensuring the risk controls are implemented as described, on time, and for monitoring and reviewing the controls to ensure they are effective and do not create additional risks.

Any stakeholder who is identified on the risk assessment must be consulted regarding the risks they are associated with.

10. Safety Document Implementation

Event Safety Plan Activities

The main function of an Event Safety Plan is to set out the activities that are required to deliver a safe event across each operational phase: bump in, event operations and bump out. It uses the WHS Policy as its basis and gathers all safety documentation associated with the event from there on. It forms part of the overall event safety plan.

Training and Competency

Workers should be kept fully informed of all workplace hazards and trained in risk control measures that apply to the event. They must be competent to do their job safely.

A competent person is a person who has acquired through training, qualification, or experience, or a combination of these, the knowledge of skills, including risk management knowledge and skills, qualifying that person to perform a task required to a certain standard.

Reporting and risk control responsibilities should be assigned only to competent individuals capable of implementing their defined risk management tasks.

Training methods may include:

- Inductions – online inductions and/or face to face inductions conducted as required (refer to Appendix L)
- Emergency evacuation training; and
- Job specific training.

Training records should be kept as evidence.

Emergency Management

Emergency Management's aim is to minimise injuries to persons, the loss of life and/or damage to property or the environment, prevent or minimise the spread of any on-site incident to off-site, and, if appropriate, restore the event's activities to normal operations in a timely and orderly manner. It outlines procedures for controlled movement of occupants, including evacuation if necessary, from the event.

An emergency is an event that arises internally, or from external sources, which may adversely affect people in a facility, and which requires an immediate response. It is any incident which could:

- Jeopardize the safety of or traumatise persons on or within the event site
- Result in significant damage to property or equipment on-site
- Significantly disrupt normal operations
- Result in a claim against the event; or
- Attract adverse community or media attention.

Emergency response procedures identify position holders and their roles and responsibilities to respond to such occurrences.

Emergencies may be triggered by human behaviour, events, and civil, natural or criminal incidents. Examples may include crowd surge or crush, incidents as a result of fireworks and other entertainment or talent-related matters, fire or explosion, dangerous and hazardous substances, gas leaks, vehicle accidents, medical incidents, epidemic or biological hazards, severe storms (including extreme wind/torrential rain/electrical/hail), utilities-related incidents, structural collapse, bomb threat, civil disorder, illegal occupancy, hostage taking, terrorism or assault.

For further information refer to the AS3745:2010 *Planning for emergencies in facilities.*

Detailed information covering permits, notifications and licensing for including fireworks in your event can be found at https://worksafe.nt.gov.au/licensing-and-registration/fireworks

Incident Reporting and Investigation

An incident reporting process should be established to identify, respond, advise and investigate incidents and near misses that occur during an event.

Any incident that involves injury, near miss or property damage should be recorded on an Incident Report Form and reported to the person responsible for managing incidents.

Information regarding an incident must be collected in an accurate and timely manner after it has occurred and be kept as part of record management. Some suggestions include:

- incident reporting forms to be completed by staff as soon as possible during the event
- telephone hotlines for reporting of incidents
- radio control room logs of all incidents and near-misses
- medical logs; and
- security incident logs.

Under the Work Health and Safety (National Uniform Legislation) Act, it is a requirement to notify NT WorkSafe if certain incidents occur at the workplace. These notifiable incidents include:

- a death of a person
- a serious injury or illness of a person, or
- a dangerous incident.

Notification must be done by the fastest possible means by either:

- calling 1800 019 115, or
- completing the appropriate 'incident notification form', and faxing it to 8999 5141, or
- emailing it to ntworksafe@nt.gov.au

A Persons Conducting a Business or Undertaking (PCBU) may also be required to complete and submit an 'Incident notification form' to NT WorkSafe. A PCBU who is required to submit an 'Incident notification form' has 48 hours from the time they notified the incident by phone.

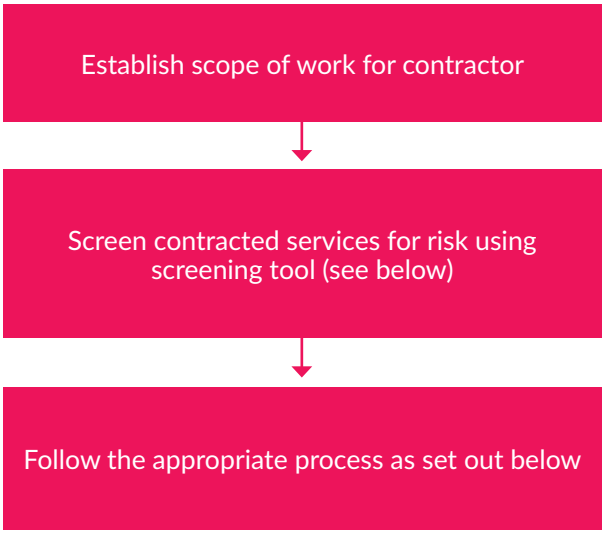
Penalties will apply to a PCBU who fails to notify an incident.

Refer to https://worksafe.nt.gov.au/notify-nt-worksafe for further information.

Contractor Management

As part of its positive due diligence obligations under the WHS Act, the PCBU must ensure its contractors assess and manage risks associated with their work on the event. Contractors must be licensed and qualified for work being carried out.

The following steps suggest a process to procure and deliver contracted services:



Consider the following:

- What relevant experience do they have?
- Do they have the right qualifications/ competencies to undertake the work?
- Can they demonstrate they understand the scope of works?
- Do they have a safety management system or a safety management plan in place?
- What insurance do they have?
- Will they sub-contract out any element of the work? If so, follow the questions outlined in this section to determine if the sub-contractor meets obligations.
- What are their costs? Cost should not be the deciding factor when engaging contractors. It should be a consideration as part of the overall evaluation criteria.

Risk Screening

Risk associated with contractor management may be classified as:

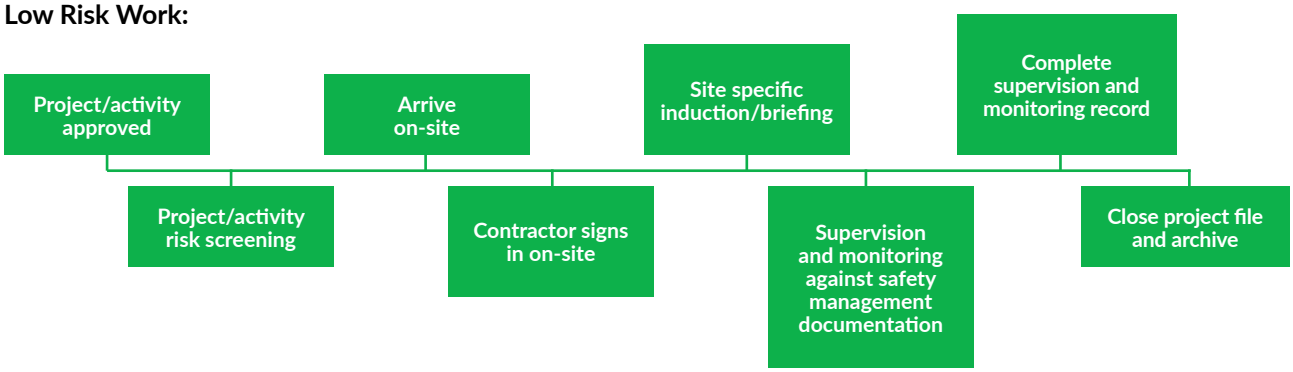
- High
- Medium
- Low

Risks classified as 'High' and 'Medium' should be analysed in more detail. Risks derived as 'Low' should be regularly monitored for changing conditions and if circumstances alter leading to an increase in priority, they should be considered for more detailed analysis.

Risk Definition	As Low as Reasonably Practicable	Examples of Contract Works
High	Undesirable	• Installing significant temporary infrastructure • Providing major plant and equipment • Supplying dangerous goods to the site
Medium	Tolerable	• Electrical • Fuel - dangerous goods • Construction - minor • Sub-contractors
Low	Broadly Acceptable	• Waste removal • Mechanical

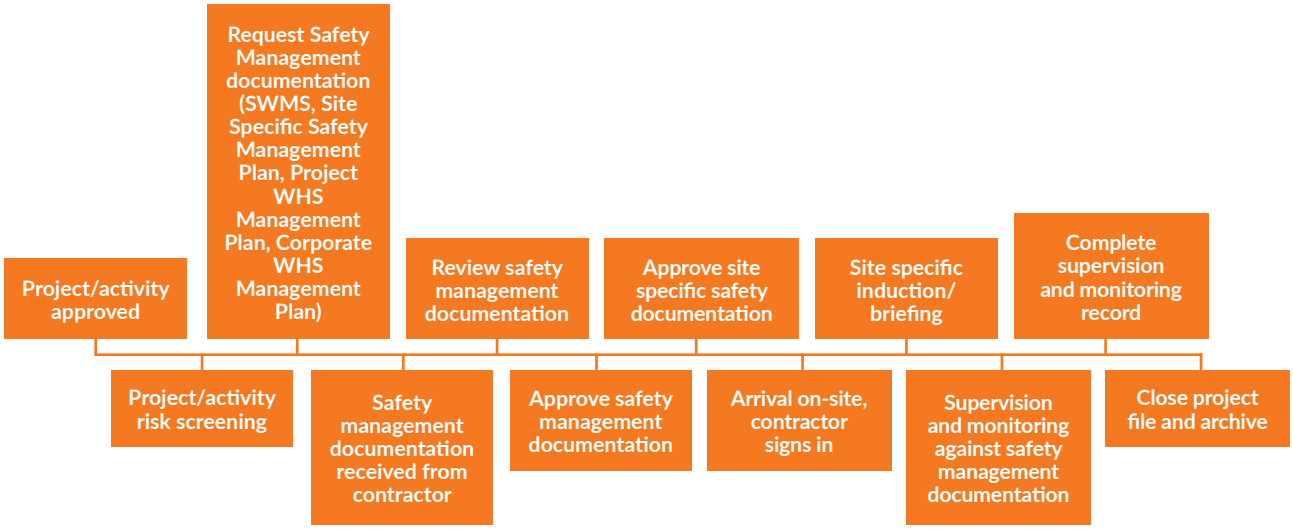
A suggested process for engaging contractors may involve:

Low Risk Work:



Medium Risk Work:

High Risk Work:



Monitoring

Risk changes from time to time. To ensure risk controls and the Event Safety Plan are being implemented, and are effective once in place, it is necessary to monitor and review actions and progress through each of the event management phases e.g. planning, bump-in, event day/s, bump-out. Where changes are required, the event safety plan should be adjusted accordingly.

The person responsible for safety should monitor and consult regarding this process during each phase of the event through various means e.g.

- Stand alone safety meetings
- Operational meetings with safety on the agenda
- Written progress reports
- Hazard inspections
- Incident report and investigations; and
- Audits.

These questions may help you determine the current status of safety systems of contractors:

- Have all hazards been identified?
- Are the control measures working effectively in both their design and operation?
- Have new work methods, new equipment or chemicals made the job safer?
- Are new risks present from the introduction of the control measures?
- Are safety procedures being followed?
- Has the instruction and training provided to workers been successful?
- Are workers actively involved in identifying hazards and possible control measures?
- Are safety concerns and problems being reported promptly?
- Is a corrective action plan in place to deal with immediate issues?
- Are the frequency and severity of health and safety incidents reducing over time?
- If new legislation or new information becomes available, does it indicate current controls may no longer be the most effective?

Monitoring throughout the various events phases is crucial.

Planning Phase

During the planning phase, the Event Safety Plan should be closely monitored. Stakeholders are responsible for reporting on progress regarding their specific actions.

Event Time

During the event, incidents should be investigated as soon as possible. Those stakeholders who have a role in responding to the incident, or a role in disseminating information, should be notified in a timely manner. An incident report form should be completed and returned to the person responsible for managing incidents.

Creating an incident log assists with any follow up required, actions taken, monitoring trends and disseminating information.

Post Event

Post event should be monitored closely as it can be a challenging time due to many contractors moving about the site to pack up and staff being fatigued.

Review

Reviewing each event is crucial, not only to identify issues that were not delivered according to the Event Safety Plan, but also to celebrate the successes of the event.

Debriefs are a great way to gather feedback from stakeholders to make improvements to the Event Safety Plan for the next event. Various sources can assist such as:

- Incident reports
- Medical treatment records
- Security logs
- Social media commentary; and
- Key performance indicators.

Recording and Reporting

Reporting is an integral part of governance to ensure responsibilities are met. Each stage of the risk management process should be recorded appropriately including but not limited to assumptions, methods, data sources, analyses, results and reasons for decisions. The records of such processes are evidence of good corporate governance.

The detail and extent of recording will depend on the size of your workplace and the potential for major work health and safety issues. It is useful to keep information on:

- The identified hazards, assessed risks and chosen control measures (including any hazard checklists, worksheets and assessment tools used in working through the risk management process)
- How and when the control measures were implemented, monitored and reviewed
- Details of those consulted
- Relevant training records, and
- Any plans for changes.

The risk management process and its outcomes should be documented and reported through appropriate mechanisms to:

- Communicate risk management activities and outcomes across the organisation
- Provide information for decision-making
- Improve risk management activities; and
- Assist interaction with stakeholders, including those with responsibility and accountability for risk management activities.

The outcomes of the review should be fed back into the event safety plan to ensure continual improvement. This is one of the key features of the Event Safety Management Plan.

11. Risks to Consider

While every event is different there are specific risks common to most events. These should be considered in event risk assessments. Risks to consider might include:

- Medical emergency
- Public health/food safety
- Fire
- Adverse weather
- Delays in production or main performance
- Loss of power or other utilities
- Crowd movements and congestion (crush)
- Crowd capacity
- Drug and alcohol abuse and level of appropriate medical care
- Anti-social behaviour
- Failure in communications
- Significant trip and fall hazards
    - WHS compliance (Refer to Appendix M for some examples):
    - Mobile plant (forklifts, cherry pickers)
    - Working from height and falls
    - Working with power
    - Falling objects
    - Structural integrity of temporary structures from dynamic loads such as wind or weight
    - Dangerous goods and pyrotechnics
    - Fatigue
    - Safe workplace – shelter, food, sun protection, heat, water, insects, wildlife
    - Remote workers and communications
    - Licenses to operate

- Electrical equipment and gas installations at market shows and sporting events (https://worksafe.nt.gov.au/forms-and-resources/guides/electrical-equipment-and-gas-installations-at-markets,-shows-and-sporting-events)

Note: this is not a complete list of risks and a consultative process should be adopted to ensure a thorough approach is given to risks and their controls.

12. Other Event Risk Management Documentation

The Event Safety Plan and Risk Register may be one of a series of documents that the event organiser is required to produce for an event. These may include:

- Event Management Plan
- Event Schedule
- Communications Plan
- Traffic Management Plan
- Security Management/Deployment Plan
- Emergency Management Plan
- Waste Management Plan
- Public Health Management Plan
- And more.

The size and scale of the event, level of risk and the local consent authority responsible for approving the event shall typically dictate the level of documentation and detail required in these documents.

13. Counter Terrorism Consideration

Major event organisers in the Northern Territory should be aware of Australia's Strategy for Protecting Crowded Places from Terrorism (2017). In this document it is noted that "even the most robust and thorough protective security plan may not stop a terrorist attack on a crowded place from occurring or succeeding. But what well-considered and tested protective security does is reduce both the likelihood of a terrorist attack occurring and the consequences of such an attack."

It requires event organisers to consider risks associated with terrorism related events, and to take responsibility for enacting measures to mitigate that risk, where such risk is deemed unreasonable.

This includes for consideration of risks associated with:

- Active armed offenders
- Vehicle borne attack; and
- Improvised explosive devices

Planning security risk-based activities must consider the requirements of the WHS Act 2011 - section 18 Reasonably Practicable, which states:

In this Act, 'reasonably practicable,' in relation to a duty to ensure health and safety, means that which is, or was at a particular time, reasonably able to be done in relation to ensuring health and safety, taking into account and weighing up all relevant matters including:

(a) the likelihood of the hazard or the risk concerned occurring, and

(b) the degree of harm that might result from the hazard or the risk, and

(c) what the person concerned knows, or ought reasonably to know, about:

(i) the hazard or the risk, and

(ii) ways of eliminating or minimising the risk, and

(d) the availability and suitability of ways to eliminate or minimise the risk, and

(e) after assessing the extent of the risk and the available ways of eliminating or minimising the risk, the cost associated with available ways of eliminating or minimising the risk, including whether the cost is grossly disproportionate to the risk."

Event organisers should review the Crowded Places Strategy and access the Crowded Places Self-Assessment Tool. This provides an assessment framework of vulnerabilities and threats of the event to determine whether a dialogue is required with local police and to establish whether further action is required.

The Crowded Places Self-Assessment Tool can be found at:

https://www.nationalsecurity.gov.au/Media-and-publications/Publications/Documents/crowded-places-self-assessment-tool.pdf

Other useful resources can be found at:

https://www.nationalsecurity.gov.au/Securityandyourcommunity/Pages/australias-strategy-for-protecting-crowded-places-from-terrorism.aspx

Appendices

14. Appendices

Appendix A -
SMS Table of Contents Example

1. Introduction
2. Organisational Structure
3. SMS Overview
   - SMS Planning Cycle
   - SMS Context (refer to Appendix F)
   - SMS Structure
4. Work Health and Safety Policy
5. Planning
   - WHS Structure
   - Roles and Responsibilities e.g.
     - CEO
     - Management Team
     - WHS Committee
     - Crisis Management Team
     - Emergency Planning Committee
     - Emergency Control Organisation
     - Workers
     - Contractors and Visitors
   - WHS Management Plan
     - WHS Policies
     - WHS Procedures
     - WHS Templates
   - Compliance
6. Implementation
   - Consultation and Communication
   - Training and Competency
     - Inductions
     - Job specific training
   - Event Management
   - Event Safety Management
   - Communications
   - Incident Management
   - Security Management
   - Contractor Management
   - Emergency Management
   - Crowd Management
   - Transport Management
7. Measurement and Evaluation
   - Event control room
   - CCTV
   - Incident Register
   - Information Management System
   - Post Event Debrief
8. Management Review
   - Continuous improvement
   - Key performance indicators
   - Audits
   - Records management

Appendix B - Event Safety Plan – Table of Contents Example

1. Event Overview
2. Event Management
    - Communications e.g. two-way radio, PA, mobiles
    - Issues Management and Decision Making
    - Incident/Crisis Management
    - Command and Control Structures
3. Event Safety Plan Overview
    - Purpose
    - Scope of the Plan (context)
    - Venue/Event Overview
    - Reference Documents
4. Risk and Safety Management
    - Duty of care (WHS) Act
    - Responsibilities
5. Risk Management
        - Risk Management Process
        - Inductions
        - Site Safety Rules
        - Job Specific Training
        - Safety Work Methods Statements (also known as Job Safety Analysis)
        - Other Mandatory Qualifications
        - Training Schedule
6. Emergency Management
    - Roles and Responsibilities
    - Emergency Planning Committee
    - Emergency Control Organisation
    - Evacuation Map
    - Emergency Contact Numbers
    - Emergency Procedures (including a Show Stop Procedure)
        - Code Red – Fire/Smoke
        - Code Blue – First Aid/Medical Emergency
        - Code Purple – Bomb Threat
        - Code Yellow – Internal Emergency
        - Code Black – Personal Threat
        - Code Orange – Evacuation
        - Code Brown – External Threat
        - Code White – All Clear
7. Appendices
    - Risk Assessment
    - Incident Report Form
    - Contact List
    - Radio Fleet

Appendix C - Northern Territory Legislation

This list is not inclusive of all Northern Territory legislation that may be relevant to your event.

- Dangerous Goods Act 1998
- Dangerous Goods Regulations 1998
- Electricity Reform Act 2000
- Electricity Reform (Safety and Technical) Regulations 2000
- Food Act 2004
- NT Liquor Act 2019
- Private Security Act 1995
- Return to Work Act 1986
- Return to Work Regulations 1986
- Terrorism (Commonwealth Powers) Act 2002
- Terrorism (Emergency Powers) Act 2003
- Terrorism (Community Protection) Regulations 2004
- Transport of Dangerous Goods by Road and Rail (National Uniform Legislation) Act 2010
- Transport of Dangerous Goods by Road and Rail (National Uniform Legislation) Regulations 2011
- Transport Legislation (Road Safety) Amendment Act 2007
- Work Health and Safety (National Uniform Legislation) Act 2011
- Work Health and Safety (National Uniform Legislation) Regulations 2011

Appendix D – WHS Policy Example

(X Company) believes people are our most important assets and the health and safety of employees, contractors, visitors and the general public affected by our work is of paramount importance. We are committed to providing and maintaining a safe and healthy workplace by eliminating or minimising risks as far as is reasonably practicable.

This policy forms part of the (X Company) Event Safety Management System and is in accordance with the Work Health and Safety (National Uniform Legislation) Act 2011, and applicable Codes of Practice and Australian Standards. It involves implementing work, health and safety measures to ensure (X Company) obligations are met to provide a safe and healthy working and learning environment for all.

Management will:

- provide a safe work environment that complies with legislation relating to health and safety;
- protect employees and other persons against harm to their health, safety and welfare by eliminating or minimising all workplace hazards and risks as far as is reasonably practicable;
- provide for fair and effective workplace representation, consultation, co-operation and issue resolution in relation to work health and safety;
- promote the provision of advice, information, education and training;
- provide appropriate safety equipment and personal protective equipment;
- provide a suitable injury management and return to work program;
- monitor and review the elimination or control of potential risks; and
- provide a framework for continuous improvement.

Workers will:

- take reasonable care for their own health and safety.
- follow the requirements of the event SMS including rules, procedures and instructions.
- report all hazards, injuries, incidents, near misses and, where appropriate, rectify hazards and faults.
- participate in safety training and consultative activities regarding matters affecting health, safety and welfare.
- use safety equipment and personal protective equipment as instructed.
- protect all persons that may be affected by our activities.

Work health and safety is everyone's responsibility. We are committed to fulfilling the objectives of this policy and expect the same of all workers and others working on our behalf.

Name: _____

Position: _____

Signature: _____

Date: _____

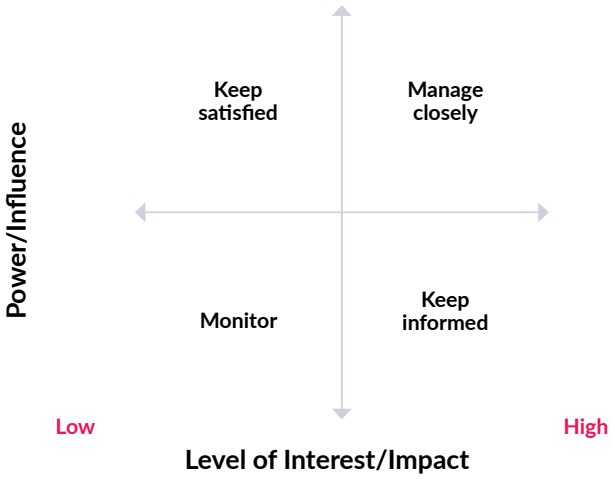
Review Due: XX

Appendix E – Stakeholder Analysis

Each stakeholder's power/influence and their level of interest/impact on the event can be mapped out on the graph below. This analysis can also be used at each stage of the event to determine if stakeholders' needs have changed.

Questions to ask:

- What stakeholders do you have? Consider both internal and external.
- What power/influence do they have over the event (either positive or negative)? e.g. funding, media, political, venue etc.
- What level of interest/impact do they have in the event? e.g. resistant, neutral, supportive, unaware?



Appendix F - Establish Context
Example Questions

Below is a list of questions to assist in establishing the context of your event:

Operational	• Event details
	  o What is the event?
	  o Where is it being held?
	  o When does it occur i.e. bump-in, event, bump-out?
	  o Who is running the event?
	  o How many people are you expecting?
	  o Is it a ticketed or non-ticketed event?

Organisational	• What is the organisational structure?
	• What is the command and control structure during event time (including bump-in and bump-out)?
	• What is the event aiming to achieve i.e. its mission and objectives?
	• Are the objectives SMART?
	  o Specific
	  ▪ what will you do?
	  ▪ what resources do you need to do it?
	  o Measurable
	  ▪ how will you evaluate it e.g. use metrics or data targets of medical treatments required, or number of hazards reported and rectified?
	  o Achievable
	  ▪ what steps will you take to achieve it?
	  ▪ is it within your scope to accomplish it?
	  ▪ what or who could stop it happening?
	  o Realistic
	  ▪ why do it?
	  ▪ is it relevant to the job?
	  ▪ determine if it is aligned to the organisation's safety values
	  o Timely
	  ▪ when will you complete it?
	• What is the event safety policy?

Resources	• What capabilities, understood in terms of resources and knowledge do you have? (e.g. time, staffing, finances, processes, systems and technologies training, competence, inductions)
Stakeholders	• Who are the key stakeholders involved in delivering the event? • What are their needs and values with your event? (refer to Appendix E for a template to conduct a stakeholder analysis)?

Financial	• What funding is available for your event e.g. $250,000? • Of that funding, how much is dedicated to event safety? • Who is funding the event e.g. government grants, sponsors etc (cash, value in kind)? • How much budget is required to undertake a risk assessment and the implementation of controls e.g. insurance coverage, safety resources, safety staff, safety training etc? • NOTE: It is the event organiser's responsibility under the WHS Act to assess foreseeable risks and to control them as reasonably practicable
Political	• Does the event have any international, national and local significance? • Is the government providing sponsor/grants? • Is the event taking place on government land? • What potential political implications are there if a major incident occurred at your event e.g. major traffic congestion around event site impacting the general public?
Crowd Profile	• What are the anticipated demographics and behaviour of patrons attending your event? e.g. who is coming (male/female/children/age groups), what is their normal behaviour at similar events (e.g. when do they like to arrive, what do they bring with them, how long do they stay, how do they arrive?)
Community	• What is their perception on how safe your event is? • What information do you share with them e.g. letterbox drop regarding traffic arrangements, duration of event, contact number for enquiries/complaints etc.
Legal	• What are the contractual conditions between event organiser, venue owner and suppliers? • What insurances are in place to limit liability exposure i.e. public liability, workers compensation etc? • What legislation and standards have been adopted e.g. WHS Act, ISO31000:2018 etc. Refer to Appendix C for a list of some Northern Territory legislation.
Risk Management	• Likelihood and consequences matrix
Issues	• Are there any key issues and trends that may have an impact on the objectives of the event e.g. other events taking place in the area, social media commentary etc.

Appendix G – Risk Assessment Methodologies

Below are options to determine the methodology best suited to your event.

Quantitative Risk Assessment

			Consequences					
U	Unacceptable Risk – immediate action is required and the root cause must be eliminated or controlled to a lower level before proceeding.	**People**	Multiple Fatalities	Single death or permanent disability	Long-term illness or serious injury causing hospitalisation	Time off work or injury resulting in prolonged medical treatment	Minor injury requiring on-site medical attention	Injuries or ailments not requiring medical attention
E	Extreme Risk – the highest acceptable risk level. Eliminate wherever possible. Engineering, isolation or substitution controls must be implemented.	**Reputation**	Intense public and international media scrutiny and/or prosecutions	Scrutiny by regulatory authority with national media coverage	Critical stakeholder feedback and regional media attention	Some external scrutiny and local media coverage	Internal scrutiny requiring internal investigation	Individual criticism requiring management review
H	High Risk – modification of work should be considered if possible. Engineering, isolation or substitution controls should be implemented.	**Business Infrastructure, Process and Systems**	Critical infrastructure and/or systems failure or interruption for more than three days	Critical infrastructure and/or systems failure or interruption for less than three days	Selected infrastructure or systems failure or significant slowdown resulting in extensive delay	Single property of system failure or slowdown resulting in localised delay of service	Error or minor failure in service-delivery resulting in additional inputs to meet requirements	Minor error, damage or system irregularity with little or no effect on service delivery
M	Moderate Risk – administrative controls must be implemented before proceedings	**Environmental**	Irreversible ecosystem or species population damage	Ecosystem and/or species impact which is reversible long term	Major environmental and ecosystem impact requiring remediation	Significant local environmental impact which will self-rectify	Potential environmental impact on local area	Spill, energy wastage or vegetation removal
L	Low Risk – controls should be implemented if possible.	**Heritage**	Permanent loss of multiple artefacts or structures	Permanent loss of single artefact or structure	Significant damage to artefacts or structure requiring major redesign to meet current requirements	Significant damage to artefacts or structures requiring major restoration to original condition	Damage to artefact or structure requiring localised restoration	Minor damage to artefact or structure which is easily fixed without delay
		Financial	>$1,000,000	$150,000 - $1,000,000	$50,000 - $150,000	$5,000 - $50,000	$100 - $5,000	<$100

					Catastrophic	Severe	Major	Moderate	Minor	Insignificant
Likelihood	**Probability**	**Historical**			1	2	3	4	5	6
	<1 in 10 10%	Expected to occur frequently or immediately	**Almost Certain**	A	U	U	U	U	H	M
	1 in 10 – 100 1.0%	Expected to occur in most circumstances	**Likely**	B	U	U	U	E	H	M
	1 in 100 – 1,000 0.10%	Expected to occur occasionally	**Possible**	C	U	E	E	H	M	M
	1 in 1,000 – 10,000 0.01%	Not expected to occur in most circumstances	**Unlikely**	D	E	E	H	M	M	L
	1 in 10,000 – 100,000 0.001%	Not expected to occur very frequently	**Rare**	E	E	H	M	M	L	L
	>than 1 in 100,000 >0.0001%	Have never happened before	**Almost Impossible**	F	E	H	M	L	L	L

Qualitative Risk Assessment

5X5 Risk Matrix

Probability	Very Low	Low	Medium	High	Very High
Highly Probable	5 Moderate	10 Major	15 Major	20 Severe	25 Severe
Probable	4 Moderate	8 Moderate	12 Major	16 Major	20 Severe
Possible	3 Minor	6 Moderate	9 Moderate	12 Major	15 Major
Unlikely	2 Minor	4 Moderate	6 Moderate	8 Moderate	10 Major
Rare	1 Minor	2 Minor	3 Minor	4 Moderate	5 Moderate

Impact

Semi-quantitative Risk Assessment

Consequence

Likelihood	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
5 Almost Certain	Medium 5	Medium 10	High 15	Extreme 20	Extreme 25
4 Likely	Low 4	Medium 8	High 12	High 16	Extreme 20
3 Possible	Low 3	Medium 6	Medium 9	High 12	High 15
2 Unlikely	Low 2	Low 4	Medium 6	Medium 8	Medium 10
1 Rare	Low 1	Low 2	Low 3	Low 4	Medium 5

Appendix H – Risk Register Example

			INHERENT RISK					RESIDUAL RISK			
Risk No.	**Hazard**	**Risk**	**Likelihood**	**Consequence**	**Risk Level**	**Acceptability**	**Controls**	**Likelihood**	**Consequence**	**Risk Level**	**Person Responsible**
1.	Equipment	Electrical equipment fails on stage causing concert to stop	4	3	H	Undesirable	• Limited additional power is available via on site supply • Electrician on site at all times • Spare generator on site	2	3	M	• Venue Manager • Venue Manager • Site Manager
2.	Traffic Management	Delays in vehicle access to event site	4	4	H	Undesirable	• Traffic Controllers on duty to keep traffic moving off main road into event carpark • Clear and visible signage to indicate drop off points; KPH speed, vehicle and pedestrian shared spaces • Sponsor vehicles available to transport those with accessibility requirements from the carpark to the venue entrance	3	3	M	• Event Manager • Signage Team • Sponsor Team

Appendix I - Internal and External Influences on Risk

For use as a prompt to identify hazards throughout the risk management process NOTE: this is an example, not an exhaustive list of potential hazards:

- Alcohol affected persons
- Accessible facilities inadequate
- Accreditation breach
- Budget blowout
- Chemical hazards
- Communication failure
- Confined spaces
- Crowd behaviour
- Crowd congestion
- Crowd profile
- Damage to land or equipment
- Dangerous substances
- Drug affected persons
- Equipment failure
- Event delay
- Extreme weather
- Fatigue
- Fire caused by electrical installations
- Fireworks
- First Aid services
- Food poisoning
- Gas bottle explosion
- Inadequate access for emergency vehicles
- Inadequate toilet facilities
- Infrastructure collapse
- Insufficient waste management
- Insufficient insurance cover
- Key contractor pulls out
- Lack of legal compliance
- Loss of key personnel
- Lost child
- Manual handling
- Medical emergency
- Misuse of amusement rides
- Negative publicity
- Noise complaints
- Overcrowding
- Performer no show
- Plant machinery breakdown
- Poor contractor management
- Poor inductions
- Possible acts of terrorism
- Power failure
- Rigging
- Signage
- Sport projectile
- Staff capabilities
- Stakeholders expectations not met
- Terrorism
- Traffic congestion
- Trip hazards
- Uneven ground
- Vehicle/pedestrian collision
- Water hazards
- Working at heights

Appendix J - Safe Work Method Statement Template

Below is an example of a Safe Work Method Statement Template for manual handling.

(X Company) requires all contractors undertaking higher risk work to provide Safe Work Method Statements (SWMS) to demonstrate they have given due consideration to risk management. (X Company) has interpreted 'higher risk' contractors as those who are installing significant temporary infrastructure, providing major plant and equipment, working from a height and supplying dangerous goods to the site.

The following table indicates the contractors who have provided SWMS to (X Company) upon request and the activities to which they relate:

All contractors shall be closely monitored to ensure their activities do not create undue risks to themselves or the public and to ensure the contractor completes its work activities in accordance with those set out in the SWMS.

Example – Manual Handling

SAFE WORK METHOD STATEMENT MANUAL HANDLING	
Event:	
Event Date:	
Event Location:	
Event Manager:	
Event Manager Contact Number:	
Work Activity:	
Hazards and Risks	**Controls**

1. Slips, trips and falls
2. Fatigue and stress
3. Jamming and pinching of fingers
4. Stress on back and limbs
5. Fractures and crush injuries
6. Strain the spine and back muscles
	• Ensure personnel are trained in manual handling lifting techniques and/or effectively supervised
	• Provide sufficient staff numbers for manual handling
	• Provide loads that are light and easy to handle e.g. compact, rigid and preferably with handles
	• Provide mechanical aids, straps, trolleys or team lifting for heavy loads
	• Ensure proper clothing, footwear and personal protection equipment that allows tasks to be performed without restriction, e.g. non-slip enclosed footwear, gloves etc.
	• Eliminate unnecessary manual handling
	• Allow for frequent rest periods and job rotation
	• Hold loads close to the body
	• Vary work tasks during day or take regular breaks
	• Use correct lifting techniques, including:
	  • Stand close to the load with feet apart for good balance
	  • Place one foot beside the object and one behind
	  • Bend your knees
	  • Keep your back as straight as possible
	  • Ensure a comfortable grip of the object
	  • Lift gradually – straighten your knees and stand
	  • Use your leg muscles
	  • Avoid quick jerky movements
	  • Ensure the object does not obscure your vision or interfere with normal walking
	  • Avoid twisting your body – move your feet to change direction
	  • Support the object to change your grip

Personal Protection Equipment Required	
High Vis Vests Y / N Gloves Y / N Hearing Protection Y / N Wet Weather Gear Y / N	Hard Hat Y/N Safety Boots Y / N Dust Masks Y / N Other: _____	Safety Eye Wear Y / N Harness Kit Y / N

Training / Qualifications/ Experience	**Applicable Codes, Standards, Legislation** - Work, Health and Safety Regulations 2011 - NT WorkSafe - Manual Handling	**Certificates/ Engineering/ Approvals**
Additional Information as required		

Staff brief on SWMS?	*Y / N Please ensure signatures are obtained in the table below	**Date SWMS issued to Venue Manager**	
Signature of person conducting SWMS briefing		**Date and Time Staff briefed on SWMS:**	

STAFF BRIEFED ON SWMS

Name	Signature	Date

Appendix K – Hierarchy of Controls

Treatment	Example
Eliminate If you cannot eliminate the hazard, then you must minimise the risk by either removing the hazard or discontinuing the process.	• remove trip hazards on the floor • dispose of unwanted chemicals • don't work alone in an isolated or remote area • don't have jumping castles on days where winds exceed 30km/per hour
Substitute Substitute the hazard with something safer.	• use portable heaters as a heat source for winter instead of fire • replace ladder with a scissor lift or step platform • use weights instead of pegs for securing structures
Isolate Physically isolate the source of harm from people by distance or using barriers.	• build a fence around a generator to prevent unauthorised access • install guardrails around exposed edges and holes in floors • store chemicals in a secure area • place barriers between workers and customers where there is a risk of assault
Engineer Change the physical characteristics of the equipment, venue or environment.	• use mechanical devices such as trolleys or hoists to move heavy loads • place guards around moving parts of machinery • install residual current devices (electrical safety switches) • install barriers to prevent pedestrian access • place glass shields in front of food preparation areas
Administrative Procedures Administer work methods or procedures designed to minimise exposure to a hazard as well as the information, training and instruction needed to ensure workers can work safely.	• provide training and support to staff to identify and manage health and safety risks • train and induct all event staff on site operations • put emergency plans in place • carry out worksite inspections • put procedures in place on how to operate machinery safely • limit exposure time to a hazardous task • use signs to warn people of a hazard • provide instructions to performers on parking arrangements, back of house rules, site contact details, show timings etc.
Personal Protective Equipment (PPE) Equipment that protects the user and public – a short term control measure and the least preferred method of control.	• ensure waste management staff wear appropriate protection clothing including rubber gloves • ensure traffic controllers wear high visibility safety vests • make PPE available for staff, such as high visibility vests, sun hats, gloves, earplugs, sunscreen, protective eyewear etc.

Appendix L - On-Site Inductions Example

Prior to commencing work on site, staff and contractors must complete any necessary induction programs associated with the venue.

Site Induction/Toolbox Talk

Once inductions are complete, an on-site induction will be conducted by the Venue Manager and/or the Event Manager for all staff and contractors on the first day of commencement of work.

Thereafter, staff are to attend any scheduled Toolbox Talks for a briefing regarding daily hazards and risks.

All recipients of the site induction and toolbox talks will sign an acknowledgement that they have received the induction and understand its contents, including, but not limited to the following:

- **Instructions:** All staff must adhere to all instructions given by venue management
- **Sign On/Off:** All staff must sign on when commencing their shift and sign off when shift has concluded each day. Please report to function area manager upon your arrival
- **Site Movements:** Protocol for entering, parking and moving around event site
- **Accreditation:** Appropriate accreditation must be worn at all times;
- Key locations: Outlining the following:
    - facilities and amenities
    - emergency exits
    - assembly areas
    - first aid kit locations; and
    - work zones - plant equipment in operation
- **Emergency:** Follow instructions from venue management. Emergency access areas, fire exits, and firefighting equipment must be left clear at all times
- **Restricted Areas:** Stay within your designated areas. Do not enter restricted areas unless authorised to do so
- **Signage:** Adhere to all safety signage
- **Safe Work Method Statement (SWMS):** You must have a Safe Work Method Statement (SWMS) completed prior to the commencement of any work unless the Event Organiser deems a task to be of low risk
- **Hazards:** Notify your supervisor immediately of any potential hazards. Isolate the hazard securely until the matter is dealt with appropriately;
- **High Risk Work:** Areas of high-risk work that will occur at this site include:
    - Forklift operations
    - Pyrotechniques
    - Rigging
    - Scaffolding

  All operators of high-risk work will be required to carry the appropriate licence and provide a copy of that licence to event organiser prior to conducting work on site
- **Equipment:** No equipment is to be utilised unless authorisation is given by the event organiser. All electrical items must be safety tagged and compliant
- **Safety Equipment:** Safety equipment must be utilised according to WHS regulations and work requirements
- **Fire Protection Equipment:** All staff should be familiar with all types of firefighting equipment in their location
- **Manual Handling:** Exercise caution when undertaking any manual handling and implement safe handling techniques as required
- **Incidents:** Any incident, accident or near misses must be immediately reported to your supervisor and you must complete an Incident Report Form
- **Waste Management:** Keep work areas clean and tidy at all times. Where relevant, liaise with your supervisor to arrange for the waste services team to remove rubbish. Otherwise, ensure rubbish is kept in a secure area that does not create hazards e.g. against exit doors or trip hazards
- **No Smoking:** No smoking is permitted while on duty
- **Media:** Do not speak with any media. Please refer all enquiries to the Media Manager.

Appendix M - Risk Management and Compliance Examples

Dangerous Goods – LPG

Temporary food outlets will be operating throughout the site and some will use LPG gas bottles for the purpose of catering.

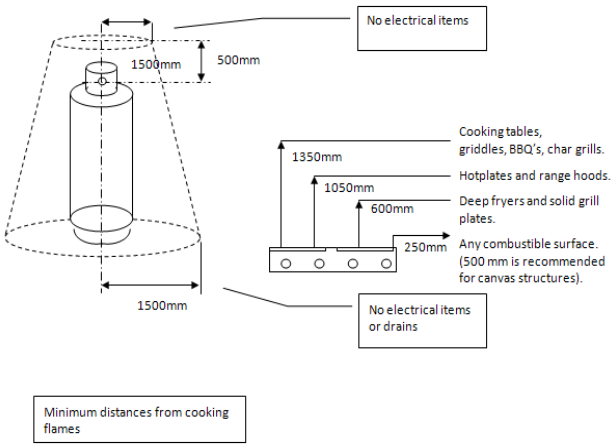
The gas cylinder and cooking equipment will be positioned in a well-ventilated area away from drains and electrical equipment or extension leads. Note: Leaking LPG will flow to the lowest point possible.

Regulatory Framework

The legislation that regulates working with dangerous goods is Division 5 - Control of risk-obligations of persons conducting businesses or undertakings of the WHS (National Uniform Legislation) Regulations. Other information regarding storage and handling of LPG is contained in AS/NZS 1596: The storage and handling of LPG gas.

Gas Cylinders

Minimum distances required for the safe handling of LPG in catering outlets.



Minimum distances from cooking flames

Inspections

All gas will be inspected as part of the pre-event safety inspection by a licenced gasfitter. This inspection will be done in accordance with a pre-event readiness checklist. All gas cylinders will be tagged and tested according to the relevant Australian Standard.

Dangerous Goods Signage

In areas where dangerous goods storage is likely or areas containing more than single bottles, appropriate Dangerous Goods signage shall be installed.

For Storage Areas

For LPG bottles

For CO 2 bottles

Securing Gas Bottles

All gas bottles shall be stored in milk crates in an upright position to eliminate the chance of falling. Unsecured cylinders may cause damage to people, vehicles and can lead to violent cylinder rupture if knocked over against hard surfaces.

Flammable Gas and Fire Safety Register

(X Company) will develop a flammable gas (Class 2 DG) register of all storage amounts and locations across the event site. This will be retained on file by the site manager and be readily available in the event of a fire-related emergency.

Electrical Equipment

(X Company) and its suppliers are required to protect all persons at the event from risks relating to electricity. Electricity conducted through the body has the potential to cause significant injury or death; electrical fires and explosions. The potential consequences of such energy releases make it incumbent upon (X Company) to ensure all electrical work is carried out in a safe manner and in accordance with all relevant regulations and standards.

Regulatory Framework

There are a number of relevant regulatory frameworks which relate to the maintenance and use of electrical items. These include:

- General Electrical Safety in Workplaces and Energised Electrical Work under WHS (National Uniform Legislation) Regulations 2017
- Australian Standard AS 3000:2007 – Electrical Installations
- Australian Standard AS 3760:2010 - In-service safety inspection and testing of electrical equipment

Electrical Infrastructure

The electrical contractor is responsible for the safe installation of appropriate temporary electrical infrastructure for the event. Equipment shall be installed that is appropriate for the event conditions and appropriate residual current devices and weather protection must be in place.

The electrical contractor will supply qualified staff throughout the event period as part of the event management team to assist with ongoing electrical on-call maintenance activities.

Inspection and Tagging

All electrical equipment including electrical leads, portable power tools, junction boxes and earth leakage devices used for the event shall have been tested and inspected by a suitably qualified person and labelled with a tag of current date before being brought on site.

Where this is not possible, qualified personnel from the electrical contractor will be advised immediately.

The following sets out the electrical usage policy for the event:

- Whilst on site any electrical equipment found without a tag of current date issued by a suitably qualified person will not be permitted for use.
- Where practicable, all electrical leads will be kept off the ground on insulated hangers or on insulated lead stands.
- Extension leads will not be joined together unless with appropriate weather protection mechanisms.
- All plugs and sockets will be non-wirable (molded) or transparent.
- Electrical equipment will not be placed on (or near) wet areas unless the equipment is designed for the specific purpose.

Responsibility of Operators and On-Site Suppliers

(X Company) are to inform all stallholders and on-site suppliers using electrical equipment that it is their responsibility to ensure they:

- Check all portable equipment for a current tag.
- Only use the equipment for the task it is intended for.
- Report any electrical faults, failures or defects to someone in a position of authority.
- Use the “test button” on a portable residual current device before each use.
- Completely unroll an extension lead while in use.
- Inspect the equipment for superficial signs of damage.
- Attach a “do not use” or “unsafe” sticker to any faulty equipment if it will be accessible by others.
- Ensure lead plugs are removed from the wall socket appropriately (i.e. not pulled by the lead).

Slips and Trips – Cable Runs, High Traffic Areas

The Site Manager will monitor the event area for unusual trip hazards particularly following bad weather and in high traffic areas. Treatment methods for this risk will include the following:

- All cable runs will, where possible, be designed to eliminate trip hazards crossing pedestrian pathways
- Where this cannot be avoided visible cable trays shall be used
- Flying of cables is the preferred option in high pedestrian traffic areas. Note: This may not be appropriate in areas where forklift or truck activities are likely to occur.

Crowd Management – Site Capacity, Thoroughfares, Security, Access Control

Event Management and Security are responsible for monitoring crowd management. There will be security personnel roaming the event site. Perimeter fencing will be installed around operational areas and crowd control barriers will be on hand to assist with crowd management. Security will monitor

patron numbers. A decision to limit entry may be made in consultation with the event organiser, venue manager and NT Police should it be deemed unsafe for patrons.

Specific response procedures to key identified internal and external emergency situations are addressed in the site induction e.g. evacuation procedures, suspicious article etc as outlined in the Event Safety Plan.

Staff positions (typically Security personnel) will be identified to fill roles should an emergency be declared, and to monitor safety issues within their area.

For further information to help you plan, run, finance and report on your event, get in touch with us on (08)8999 6286 or email ntmec.grants@nt.gov.au.