

7. Risk Management



Risk Management

In planning for your event, you will need to conduct a thorough risk assessment and develop a risk management plan.

If you have a Risk Management Plan, it is far easier to obtain insurance cover, and a Banyule Event Permit. The easiest way to complete your Risk Management Plan is to follow the risk management process below and use the templates provided.

What is a risk?

A risk is anything that threatens or limits the ability of an organisation (or event manager) to achieve the successful running of the event.

What is Risk Management?

Risk management is a process of assessing all possible risks, problems or disasters before they happen and setting up procedures that will avoid, minimise or cope with their impact.

Why Should We Bother With Risk Management?

There are a couple of major reasons why an organisation (or event manager, community group and non-profit group) should put some time into considering risk management.

1. To create an enjoyable experience for all
2. To ensure that no-one gets hurt
3. To minimise the chance or avoid being sued

Insurance is not a substitute for risk management.

Risk Assessment Process

Identify the risks

You should go to the event site, prior to the event, to identify potential risks and work out ways to minimise them. This should be carried out before you set up the event.

You will be able to identify a number of hazards, such as

inadequate lighting, areas that need fencing off, walkways that need repairing, tree limbs that have fallen or are about to fall, or rubbish dumped at your event site.

It is also wise to carry out a risk assessment after you have set up. It is amazing how many things you don't think of until you see them, such as stalls blocking emergency access, electrical cables near bodies of water, PA systems inaudible in some locations or too loud in others, inadequate space for vehicles to turn in car parks, etc.

Fill in Column 1 "Risk Identified" in the Risk Management Plan.

Identify the consequences

It is sometimes good to have someone else work with you on the risk assessment to ensure that all consequences are identified.

Fill in column 2 "Consequence If Not Addressed" in the Risk Management Plan.

Manage the risks

Work out how to minimise each risk – what are you going to do to reduce the likelihood of the risk happening, or to reduce the consequences. Fill in Column 3 "Action Taken to Minimise Risk" in the Risk Management Plan.

Identify the person responsible for the actions.

Fill in Columns 4 and 5 "Person Responsible" and "Contact Phone Number" in the Risk Management Plan.

"Action taken and Date" Complete the actions as per the plan and fill in Column 6 to indicate whether the action has been completed.

Things to consider

- Fire: dry bushland, entertainers using fire, electricity use
- Storm: power lines that may come down, unstable ground that may break up, extreme crowding in under cover-areas, slippery surfaces, tree branches falling, event personnel's ability to communicate across the site

7. Risk Management



Banyule
CITY COUNCIL

- Medical emergency: harm to a person, easy access for emergency services
- Serious accident: harm to a person, easy access for emergency services, reporting the circumstances eg to Worksafe
- Hazardous spill: harm to a person (ingestion or skin contamination), damage to equipment, access for fire brigade, containing/isolating an area
- Bomb threat: threat to a person, building or event
- Lost children/lost or stolen property: is there a collection point for lost children and procedures for lost children, lost property, or reports of theft?
- Evacuation: all people are accounted for, threat to people at area of evacuation (eg in a storm is this area under trees?), and are wardens clearly identifiable?
- A copy of their Insurance Policy and
- A copy of their Job Safety and Environmental Analysis (JSEA)

If your contractor does not have a JSEA send them the Job Safety and Environmental Analysis (JSEA) Worksheet. This will ensure that all the contractors that you use are registered covered by Public Liability and meet all the safety requirements under WorkCover.

Refer to the Work Safe Victoria document 'Major Events, Advice for Managing Safely' which can be found at their website <http://www.worksafe.vic.gov.au/>

Have you contacted the relevant emergency organisation?

- Local police
- St John Ambulance Australia
- Local fire authority
- SES
- Local ambulance service

You need to let these organisations know the event is happening, as they may be needed on the day. They will also be able to provide you with advice on potential risks and how to minimise them.

Some organisations, such as the SES and St John Ambulance can attend your event, providing services such as traffic management and first aid.

Contractors

Most festival and event organisers use many contractors for their event. This may include toilet hire, electricians, marquee and amusement vendors to name a few.

Before paying any deposits or signing a contract with any contractor, you should ask your contractor for:

7. Risk Management



Need Help

Go to Worksafe.vic.gov.au and search for JSA. A Job Safety Analysis worksheet will be available for you to print and hand to your contractor and stall holders.

Job Safety Analysis Worksheet

Company name: Date: JSA No.
 Site name: Permit to work requirement: Yes No
 Contractor: Approved by:
 Activity:

| Activity List the tasks required to perform the activity in the sequence they are carried out. | Hazards Against each task list the hazards that could cause injury when the task is performed. | Risk control measures List the control measures required to eliminate or minimise the risk of injury arising from the identified hazard. | Who is responsible? Write the name of the person responsible (supervisor or above) to implement the control measure identified. |
|---|---|---|--|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

**Remember: Each JSA must be site specific.
Include all workers in the development of this JSA.**



7. Risk Management



Some Hazards that might be applicable to your Stall Holders or Performers

| HAZARDS List the hazards that could cause injury or damage to the environment. | | Risk Control Measures Control measures required to eliminate or minimise the risk of injury or damage. | |
|--|---|---|--|
| <ul style="list-style-type: none"> • Crushing of fingers • Cross contamination • Burns from cooking • Hygiene • Theft • Food handling - Hygiene • Allergies/reactions of purchaser/participant • Cross contamination • Weather (hot/cold) • Scissors • Glue • Burns from cooking • Sun burn/heat stroke • Dehydration • Fatigue • Cold and wet staff | <ul style="list-style-type: none"> • Injury to pedestrians • Damage to equipment or other vehicles • Cut/lacerations • Noise • Non stable ground • Injury to participant from activity • Injury to bystanders • Equipment or materials breaking • Staff injury • Slip trips or falls • Inflatable moving in high winds • Public not wanting photos used for marketing • Working with children • Excessive water and energy use • Excessive production of waste • Manual handling/ergonomics | <ul style="list-style-type: none"> • Gloves/PPE • Appropriate workstation set up • Food handling guidelines followed • Vehicles off site by a required time • Monies secured • Food handling guidelines followed • Non allergy products (paints), onus on purchaser to ask when purchasing open packaged food products • Gloves/different utensils for each product • Kid safe scissors/glue • Working with children check • Signage regarding phot use • Inflatable secured by pegs and weights • Inflatables not used in very high winds • Equipment set up correctly and checked for faults/issues • Rest/lunch breaks • Avoid waste production • Recyclable packaging/products | <ul style="list-style-type: none"> • Spotter to watch when moving vehicle on site • Correct manual handling procedures used. i.e. using two people to lift heavy objects • PPE • 5km speed limit on site including hazard lights on when moving • Fluids available • Shade from marquee or food van • Cover under marquees • Appropriate clothing for forecasted weather • Report uneven ground surfaces to event coordinator • Display signage about photos being taken or if event goer persists, delete photo • Secure leads/wires • First aid trained or use first aid provider for event • Minimise water and energy use |

7. Risk Management



| ACTIVITY | HAZARDS | | Risk Control Measures | |
|---|---|--|--|--|
| Electrical appliance usage | <ul style="list-style-type: none"> • Electrocution • Frayed wires | <ul style="list-style-type: none"> • Trips & falls • Manual handling | <ul style="list-style-type: none"> • All equipment tested and tagged • Follow Energy Safe Victoria guidelines | <ul style="list-style-type: none"> • All leads taped down or run safely • Equipment installed correctly & outlets not overloaded – no piggy backing of power boards |
| Gas bottle usage (N.B this would include helium bottles to) | <ul style="list-style-type: none"> • Explosion • Projectile • Fire | <ul style="list-style-type: none"> • Proximity of equipment inside the marquee- too close to flammable item, tent etc | <ul style="list-style-type: none"> • Follow Energy Safe Victoria guidelines • Secure gas/helium bottle firmly to a fixed structure • Fire extinguisher/fire blanket | <ul style="list-style-type: none"> • Flammable products kept away from ignition sources • Gas checklist filled in on the day of the event • Certified appliance only used |
| Fireworks | <ul style="list-style-type: none"> • Fire • Noise | <ul style="list-style-type: none"> • Injury to crowd | <ul style="list-style-type: none"> • Permit from Worksafe to discharge fireworks • Registered pyrotechnician with Worksafe • MFB/CFA | <ul style="list-style-type: none"> • Pyrotechnician first aid qualified • Public liability insurance from pyrotechnic company • JSEA from pyrotechnic company |

Hazards continued

7. Risk Management



Risk Assessment – Example Consequences Table

| Level | Descriptor | Description | | | | |
|-------|---------------|--|--|--|---|---|
| | | Health Impacts | Critical service Interruption | Organisational outcomes/objectives | Reputation and image | Non compliance |
| 5 | Catastrophic | Multiple severe Health crises/injury or death | Indeterminate prolonged suspension of work; non performance | | Maximum high level headline exposure; Ministerial censure; loss of credibility | Serious, wilful breach; criminal negligence or act; prosecution; dismissal; ministerial censure |
| 4 | Major | Severe health crisis (incapacity beyond 3 mths) | Prolonged suspension of work – Additional resources required; performance affected | Significant delays; performance significantly under target | Headline profile; repeated exposure; at fault or unresolved complexities; ministerial involvement | Deliberate breach or gross negligence; formal investigation; disciplinary action; ministerial involvement |
| 3 | Moderate | Increased level Medical attention (2 wks to 3 mths incapacity) | Medium term temporary suspension – backlog cleared by additional resources | Material delays; marginal Underachievement of target performance | Repeated non-headline exposure; slow resolution; Ministerial enquiry/briefing | Negligent breach; lack of good faith evident; performance review initiated |
| 2 | Minor | Routine medical attention required (up to 2 wks incapacity) | Short term temporary suspension – Backlog cleared < 1 day | Inconvenient delays | Non-headline exposure, clear fault settled quickly; Negligible impact | Breach; objection / complaint lodged; minor harm with investigation |
| 1 | Insignificant | First aid or equivalent only | No material disruption | Little Impact | Non-headline exposure, not at fault; no impact | Innocent procedural breach; evidence of good faith; little impact |

7. Risk Management



Banyule
CITY COUNCIL

Example Likelihood Table

| Level | Descriptor | Description |
|-------|----------------|---|
| A | Almost certain | Event expected to occur in most circumstances |
| B | Likely | Event will probably occur in most circumstances |
| C | Possible | Event should occur at sometime |
| D | Unlikely | Event could occur at sometime |
| E | Rare | Event may occur but only in exceptional circumstances |

Risk Assessment - Matrix Example (likelihood x consequences = risk level)

| | Consequence Severity Level | | | | |
|--------------------|----------------------------|-----------|---------------|-----------|-----------------|
| Likelihood | I: Insignificant | II: Minor | III: Moderate | IV: Major | V: Catastrophic |
| A - Almost certain | Medium | High | High | Very High | Very High |
| B - Likely | Medium | Medium | High | High | Very High |
| C - Possible | Low | Medium | High | High | High |
| D - Unlikely | Low | Low | Medium | Medium | High |
| E - Rare | Low | Low | Medium | Medium | High |

7. Risk Management



Hazards that you can include in your Risk Assessment but not limited too;

| | |
|---|---|
| <p style="text-align: center;">Health and Safety</p> <ul style="list-style-type: none"> • Manual Handling • Slips, trips and falls • Electrical • Gas • Broken glass/litter or general waste • Toilets • Vehicles/pedestrian collision – during bump in/bump out • Weather | <ul style="list-style-type: none"> • Food handling • Fire - radiant heat, stall holder equipment/activity or performance • Biological – Blood, vomit • Animals/insects - Bites, faeces, biological infection • Vehicle speed • Fauna and flora - Tree Noise • limbs falling from height, Bees and long grass |
| <p style="text-align: center;">Plant and Equipment</p> <ul style="list-style-type: none"> • Amusement rides (i.e. rides, carousels, chair swings, ferris wheel) Legislative compliance, physical injury or death, failure or collapse of structure, asset damage • Structures, scaffold, fences, signage, stages, marquees, platforms and rigging • Collapse or failure, physical injury, death, asset damage • Inflatables (i.e. Jumping castles etc) Physical injury or death, failure of collapse of structure, asset damage • Smoke machines - Allergic reaction, transfer of smoke through air handling systems, fire system activation | |
| <p style="text-align: center;">Business Management</p> <ul style="list-style-type: none"> • Property and asset damage - Financial loss, irreparable damage • Contractor management - Working from heights, poor ohs practices, failure to produce specified work , lack of certification/ licenses, jseas, training/induction, plant and equipment, noise, subcontractors • Performer no show/sick/missed flight | |

7. Risk Management



Hazards continued

Emergency Management

- Emergency service access and egress - Physical injury, death
- Emergency egress - Crowd crush, panic, physical injury, asset damage
- Emergency situation/incident - (fire, extreme weather, building collapse, medical emergency)
- Total fire ban / code red day - Cancellation/ modification of event
- External emergency (neighbouring building/ facility) Event disruption, evacuation from venue, influx of people, crowd crush, panic
- Failure of essential services (electrical, water, gas supplies) - Physical injury, panic, crowd crush, trauma, death, event disruption, adverse publicity, loss of reputation
- Stallholder catering equipment - Fire, explosion
- Lost child
- First Aid (must be qualified)

Security

- Access and egress by patrons
- Drugs and Alcohol - Intoxication & Incapacitation, physical injury, violent behaviour, disorder, asset damage, under age
- Undesirable persons/criminal activity - Theft, physical injury, damage to property, arson, adverse publicity, panic, trauma
- Civil disturbance - Event disruption, trauma, adverse publicity, physical injury
- Loss of crowd control - Physical injury, trauma, panic
- Missing person and lost child - Trauma
- Cash handling - Theft, assault, physical injury, trauma
- Security Staff – (must be qualified)

7. Risk Management



Example of how to Complete Risk Assessment Form

| Haz. # | Identified Hazard | Initial Risk Level (eg: C2Med) | Controls Measures In Place (Take into consideration the Hierarchy of Control) | Residual Risk Level |
|--------------------------|--|--------------------------------|---|---------------------|
| Health and Safety | | | | |
| 1 | Manual handling eg loading of vehicles, carrying equipment | C2 – Med | <ul style="list-style-type: none"> • Manual Handling training for all staff • Equipment and trolleys to assist moving items • Schedule breaks for staff • Allocate additional workers for bump out – ‘fresh legs’ | D1 – Low |
| 2 | Slips Trips & Falls | C2 – Med | <ul style="list-style-type: none"> • Safety briefing session for all Contractors and Volunteers • Staff roster matches ability to tasks | D1 – Low |
| Continue hazards | | | | |
| Security | | | | |
| 1 | Access & Egress by Patrons | C1- Low | <ul style="list-style-type: none"> • Entry points left clear of vehicles • Security to provide directions • Signage | D2- Med |
| 2 | Drugs and Alcohol - Intoxication & Incapacitation, physical injury, violent behaviour, disorder, asset damage, under age | D2 - Med | <ul style="list-style-type: none"> • Police invited to visit site • St John Ambulance on site and first aid officer available after St Johns leave site • Make the festival site a dry site • Engage security contractor (with priority to the event area) • Obtain Liquor license where needed and have RSA qualified servers, or where possible, make the festival site a dry site • Engage security contractor | D2 - Med |
| Continue hazards | | | | |

7. Risk Management



Banyule
CITY COUNCIL

Example Completed Risk Assessment Plan

| Risk identified | Consequence if not addressed | Action taken to minimise risk | Person responsible | Contact phone number | Action taken and date |
|--|---|--|----------------------------|----------------------|---|
| Light bulb blown outside public toilets in Warringal Park | Injury to person due to poor visibility | New light bulb to be put in place prior to festival | Council City Works | 555 9876 | Yes 22 February |
| Potholes in pathways leading to festival entry | Injury to person if they fall into potholes | Potholes to be filled | Council's City Works Depot | 555 6789 | Yes 21 February |
| Generators at Pleasantville Reserve and Pleasantville Avenue exposed to public | Damage to equipment, Injury to persons | Star pickets and safety tape to be erected around generator to stop access | Festival Electrician | 555 9876 | Checked morning of festival and completed |