

Operational Risk Management Plan

October, 2018



SunCentral
Maroochydore

PLANS AND DOCUMENTS
referred to in the PDA
DEVELOPMENT APPROVAL

Approval no: DEV2019/1004

Date: 22 March 2019



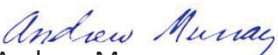
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The document has been prepared by the ERMS Group in respect to the assesement of the specific area, pursuant to the listed statdards, codes of practice and various statutes. The purpose of this document is to outline the protective security, risk management processes and incident management protocols for the proposed event space.

The content of this document applies only to matters that were evident at the time of the assessment, and 'lessons learnt' from previous events; within the scope of this document. The ERMS Group does not warrant or otherwise comment upon the suitability of the contents of this document for any particular purpose or use.


Andrew Murray JP(Qual), FACEM, MIAEM, MICTOA
Executive General Manager
ERMS group

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Version	Date	Responsible	Amendments Made
DRAFT	1 st September 2018	A Murray- ERMS Group	Preliminary draft
1.0	3 rd September 2018	M E Gansberg- ERMS Group	Draft and developed a ORMP based on various legislative instruments
2.0	4 th September 2018	M E Gansberg- ERMS Group	Minor amendments to reflect needs of client
3.0	12 th September 2018	A R Murray- ERMS Group	Management Review and process mapping
4.0	17 th September 2018	A R Murray- ERMS Group	Risk mapping
5.0	6 th October 2018	M E Gansberg- ERMS Group	QA
6.0	9 th October 2018	A R Murray- ERMS Group	Minor amendments to reflect needs of client
7.0	25 th October 2018	A R Murray- ERMS Group	Amendments to reflect Evacuation Map requirements
8.0	28 th October 2018	M E Gansberg- ERMS Group	Quality Review FINAL
FINAL	26 th November 2018	A R Murray- ERMS Group	Client Amendments

Table 1- Version and Document Control

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Introduction

General

Hazards exist within all environments whether they are recognised or not. The need to prevent, respond to or recover from these hazards requires that we all actively participate in the emergency management process.

In the development of the **Operational Risk Management Plan (ORMP)**, the **Emergency and Risk Management Services Group (ERMS)** has integrated the principles of emergency management:

- **Prevention** - take actions to reduce or eliminate the likelihood or effects of an incident.
- **Preparedness** - take steps before an incident to ensure effective response and recovery.
- **Response** - contain, control or minimise the impacts of an incident.
- **Recovery** - take steps to minimise disruption and recovery times

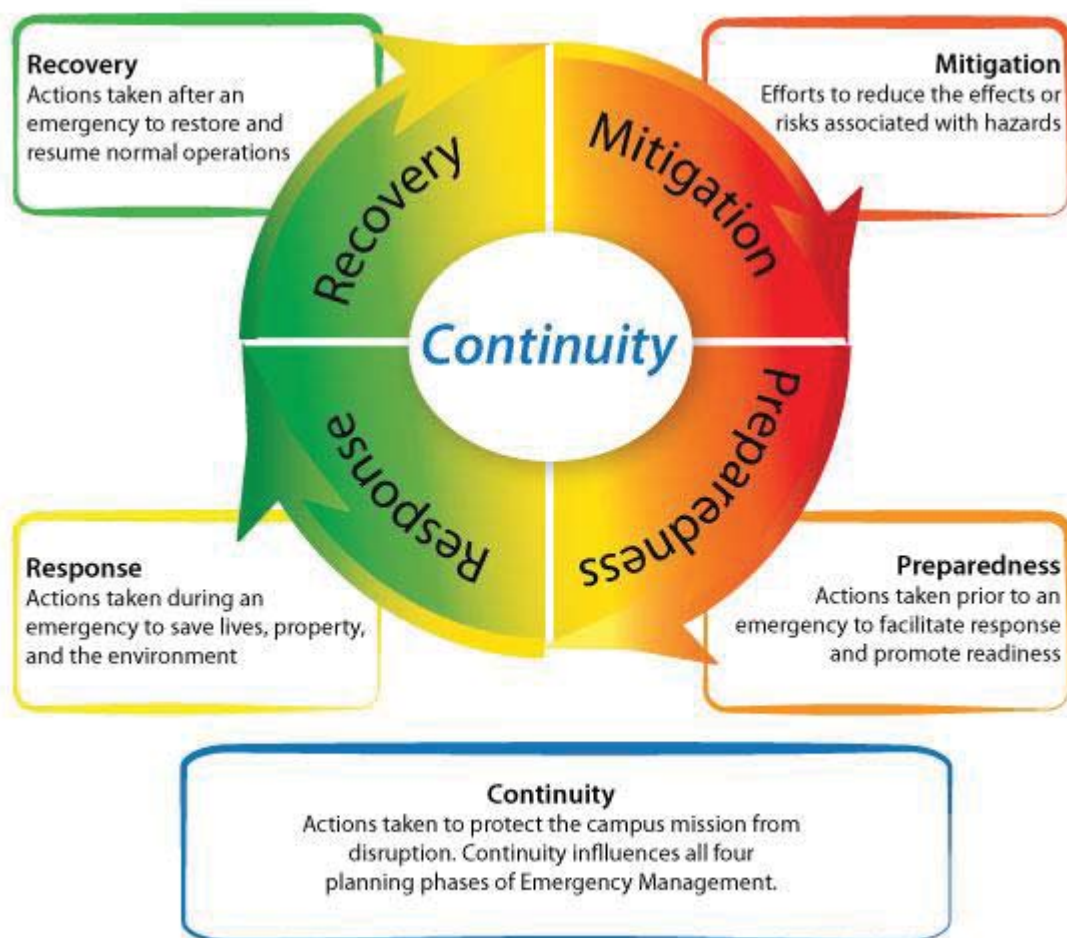


Figure 1- P2R2 (Principles of Emergency Management)

SunCentral Maroochydhore (SCM) acknowledges their responsibility to provide a work place that is safe and without risk to health. As part of the process of meeting this obligation, this organisation is committed to the development and ongoing support of this management plan.

The ERMS Group (on behalf the SunCentral Maroochydhore) has produced this plan and during the development of this plan the following key elements of emergency management were identified:

- Prevention or mitigation of hazards, through active risk management.
- Ongoing education of employees, and volunteers on the activity site in relation to hazards that exist and procedures to be adopted in the event of an emergency
- Regular reviews of existing emergency management arrangements, conduct of exercises and debriefs and amendment of plans when necessary
- Safety at the Creative Precinct site
- Management of emergency situations; including incident reporting, assistance and information to emergency services and government departments; as well as the awareness of multi-agency interoperability;
- Medical response and support to any injured persons;
- Support services to all patrons, contractors, SCM staff or volunteers in the form of counselling or assistance services.
- Event recovery or Continuity of Operations

Authority

The plan has been developed pursuant to the statutes, legislation, codes of practice standards and industry best practice listed in the Appendix.

In the event of an emergency, within the boundary of the event site or an external incident that may have an adverse impact on the continuity of the event; responsibility for the management, coordination, command and control of the response, including the evacuation of affected persons, cessation of operations, will normally be delegated to the Queensland Police Service and/or security personnel. This delegation will be effective from the time the emergency has been resolved, or control has been handed over to the relevant response or combat agency.

X

Andrew R Murray
Executive General Manager- ERMS Group

Date of Execution:

Aim

The aim of the ORMP is to detail the agreed arrangements for the prevention of, planning for, response to and recovery from, emergency situations that could occur in, on or around the Creative Precinct site.

This document has been created to provide a layered and comprehensive resource for use across daily activities and operations such as in the Creative Precinct site and can be applied to larger events and activities that occur within the entire Maroochydore City Centre events and activities.

Objectives

The strategic directives of the ORMP are to:

- (a) Identify threats and vulnerabilities in accordance with the Crowded Public Places Strategy
- (b) Implement measures to prevent or mitigate the impact from emergency situation situations, ensuring that the SFARP (So Far As Reasonably Practicable)
- (c) Manage arrangements for the response to emergency situations when they occur, taking into consideration multi-agency interoperability ¹
- (d) Assist patrons, volunteers, staff and contractors to recover from an emergency situation, and may include the provision of counselling and support services.

¹ The Trigger Action Response Plans or TARPs are designed to be for event staff, volunteers and contractors; Emergency Services will have their own SOPs and the TARPs will provide guidance for generic situations only

Types of Emergency Situations

Emergencies include natural events such as earthquake, flood and wind-storms, fires, explosions, road accidents, plague or epidemic, security incidents, and disruption to essential services.

Emergencies by nature have no defined pattern or preferred location. Generally, their onset is sudden and unforeseen.

This can make the process of trying to identify what constitutes an emergency difficult. To identify an emergency, they have been grouped into categories. They have been grouped in these categories for the following reasons:

- Instant recognition
- Assist with communication between staff and emergency service personnel
- Allows alarms/alert to be raised without creating undue panic or concern.

Australian Standards and Industry Best Practice dictate that specific colour codes aid in the communication of emergency situations, these colour codes are as follows:

	Fire or Explosion		Security or personal threat Breach of perimeter, assault, civil disobedience
	Site Evacuation		External Emergency Severe weather, major traffic disruption (external)
	Internal Emergency HazChem spill, structural failure (Event site), Electrical incident		Medical Emergency/First Aid Response
	Bomb or substance threat Phone threat, suspicious object		

Figure 2- AS 3745 Colour Codes

The ERMS Group has conducted a risk assessment of perceived threats to the event. It should be noted that process is not intended to exclude a consideration of any form of emergency situation, and to this end, the ORMP has adopted a flexible, "All Hazards Approach", in accordance with the principles of emergency management.

Information and Background

This document has been created to provide a layered and comprehensive resource for use across daily activities and operations such as in the Creative Precinct site and can be applied to larger events and activities that occur within the entire Stage 1 site of the Maroochydore City Centre events and activities.

Maroochydore City Centre - Creative Precinct

Background

SunCentral's role in the activation of Maroochydore City Centre Stage1 (3years) will include developing a calendar of events, activities and entertainment that will drive visitation and attract increased investment and talent resulting in economic, cultural and social benefits.

Strategic Objectives

The Activation Strategy (2018-2021) is a framework specifically for the Ground Up phase (1-3 years). It aims to:

1. Develop a coordinated plan and supporting documents to promote, position and activate the Maroochydore City Centre
2. Raise the project's profile locally, regionally, national and internationally to attract and strengthen investment through partnerships.
3. Create a program of high quality cultural experiences and events for locals and national visitors.
4. Establish the long-term provisions to embed the continued development of arts and cultural activities into the next stages of the project.

Profile Summary

The Creative Precinct will be the first activation space within the new Maroochydore City Centre development. Each of the spaces within the Creative Precinct will work together to support a range of economies - events, music, local enterprises and industry programs and arts and culture. There will also be outdoor play areas with ping pong tables and grassed open space to pull up a chair or bean bag and relax or do some work (free public WIFI).

The aim is both to host and service the local worker population, residents and people interested in connecting in with and learning more about the new City Centre; and to house a range of creative industries that will support arts and culture and other business development within the city.

The types of events will vary from commercial operations (e.g. café) through to community programs and events/festivals catering for up to approximately 2,000 persons.

Daily Activities and Normal Operations

Central to the daily operation, attraction and atmosphere within the Creative Precinct will be the **shipping container café** and the adjoining courtyard service area and **The Shed** (working title only) that will host creative industries, flexible working/maker space and associated programs.

The Café will be at the heart of setting the culture and creating a welcoming hub for the crossover of activities that will be occurring throughout the year. The café will host, feed and water the local community – from construction and professional workers, to creatives and freelancers working in **The Shed** as well as supporting external events and programs that will be held within the site throughout the year. These daily activities will include programming art exhibitions, creative industry events/programs as well as small productions and music performances.

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Programmed Events

In addition to the daily activities outlined above will be a program of larger events delivered by private enterprise & community organisation and direct curatorial programming and project delivery (arts based and industry lead projects) by SunCentral.

It is expected that events will be operated primarily by local and regional event organisers – both industry community and govt. organisations. However, national partnerships will be sort for larger thematic collaborations and installations.

For certain events, further risk management processes will need to be implemented, as per the table in Appendix One.

Types of Events

- Markets
- Food stalls and vendors
- Art installations
- Concerts (free and commercial)
- Corporate and special events/functions
- Festivals
- Fitness activities
- Photography and film shoots
- Product and industry displays
- ...and many more...

Event Structures

- Market stalls
- Stages
- Chairs
- Lighting
- Marquees
- Fencing/Hoarding
- Toilets
- Seating and tables
- 20' Shipping containers (various uses)
- Generators and power

Event Thresholds

- Operations between 07:00 and 22:00 (mid-week); and between 0700 and 0000 on Friday and Saturday
- Bump-in/Bump-out during the week 0700 to 1900; 0500 to 0000 on weekends
- Planned attendance on the Creative Precinct/Community Event Space is expected to be between 0-200 for most events; rising to a maximum of 2,000 for single and infrequent events
- All events, installations or exhibitions to run no more than 90 days
- All events that are outside the normal daily activities and permitted use outlined above will need to obtain an event permit from the Sunshine Coast Council , ensuring that they meet all specific conditions of the permit (e.g. noise management, waste management etc)
- All event organisers MUST provide a valid certificate of currency for a public liability insurance policy that not identifies and indemnifies SunCentral and Sunshine Coast Council as interested parties.

Stakeholders

Organisation or Agency	Key Responsibilities
Sunshine Coast Council (SCC)	Permits and council related services
SunCentral Maroochydore (SCM)	Collective management of the event site
Queensland Police Service (QPS)	Provision of incident management in accordance with the Police Powers and Responsibilities Act and other associated legislative instruments
Queensland Fire and Emergency Service (QFES), includes the State Emergency Service	Provision of pre-venue inspections for fire safety compliance as well as fire incident response
Queensland Health (QHealth)	Facilitation of triage process at the SCU Hospital
Queensland Ambulance Service (QAS)	Basic response and transport of patients
Emergency and Risk Management Services Group (ERMS)	Provision of public safety, risk and emergency management advisory services
Department of Transport and Main Roads (DTMR), includes TransLink	Review and endorsement of any traffic management plan
First Aid Contractor	Provision of first aid (as per the OpSafe Briefing document)
Security Contractor	Provision of security services (as per the OpSafe Briefing document)
Department of Justice and Attorney-General (QJAG), includes the Office of Liquor and Gaming Regulation	Compliance advisory services regarding the Liquor Act requirements (license)
Department of the Treasury (QTreas), includes the Work Health and Safety Queensland Inspectorate	Investigation of notifiable incidents as well as compliance and enforcement of the Work Health and Safety Act

Table 2- Stakeholder Key Responsibility Matrix

Traffic Management and Parking Control

Road closures, traffic management, parking and pedestrian management plans have been developed by an accredited Traffic Management for larger events that sit outside the daily activities permitted on the site with the cooperation and consultation of QPS, SCM, and DTMR. Any road closures and variations to traffic conditions must be included as a Traffic and Parking Management Annexure.

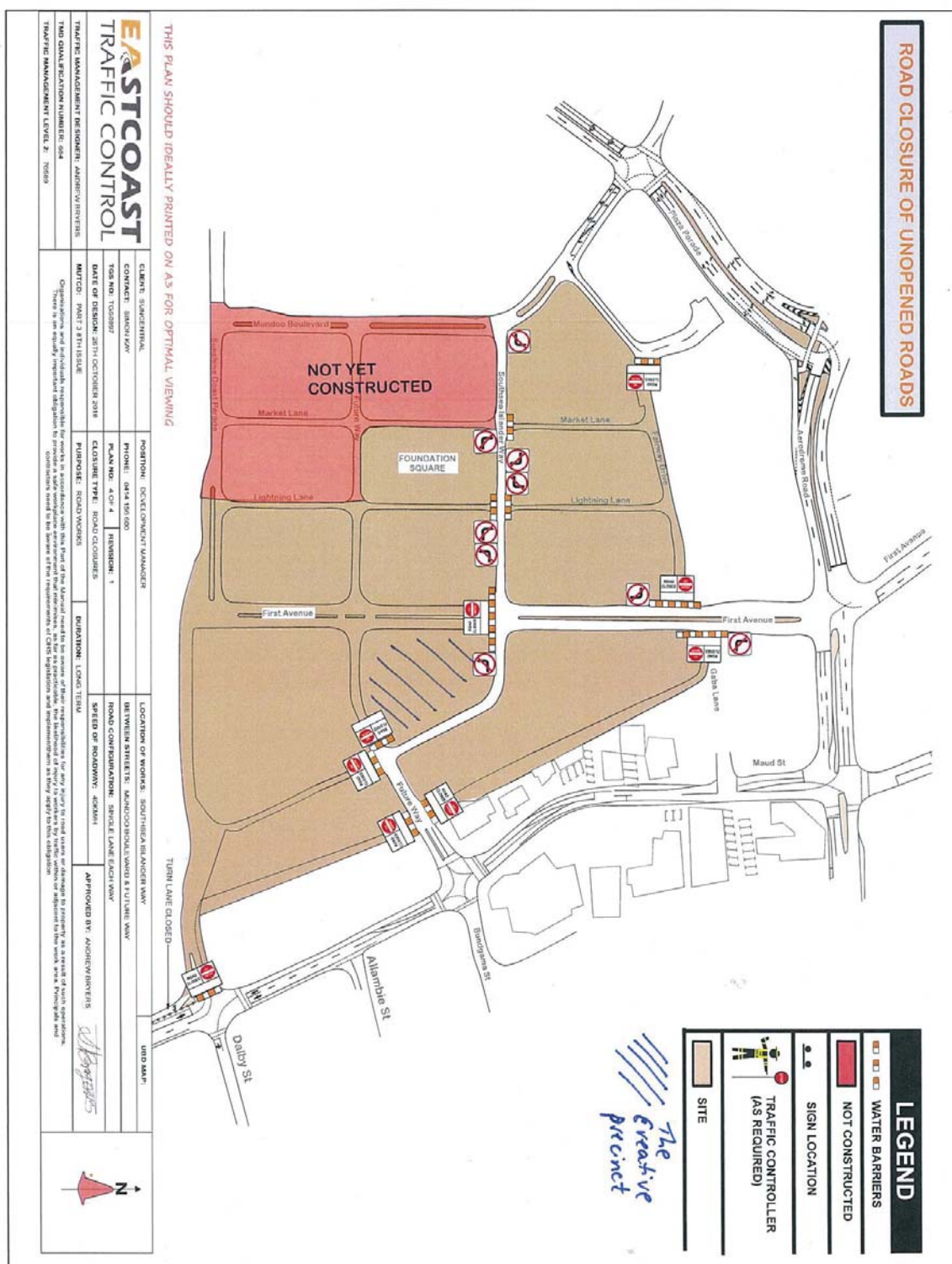


Figure 3- Stage 1 section of the Maroochydore City Centre (above)

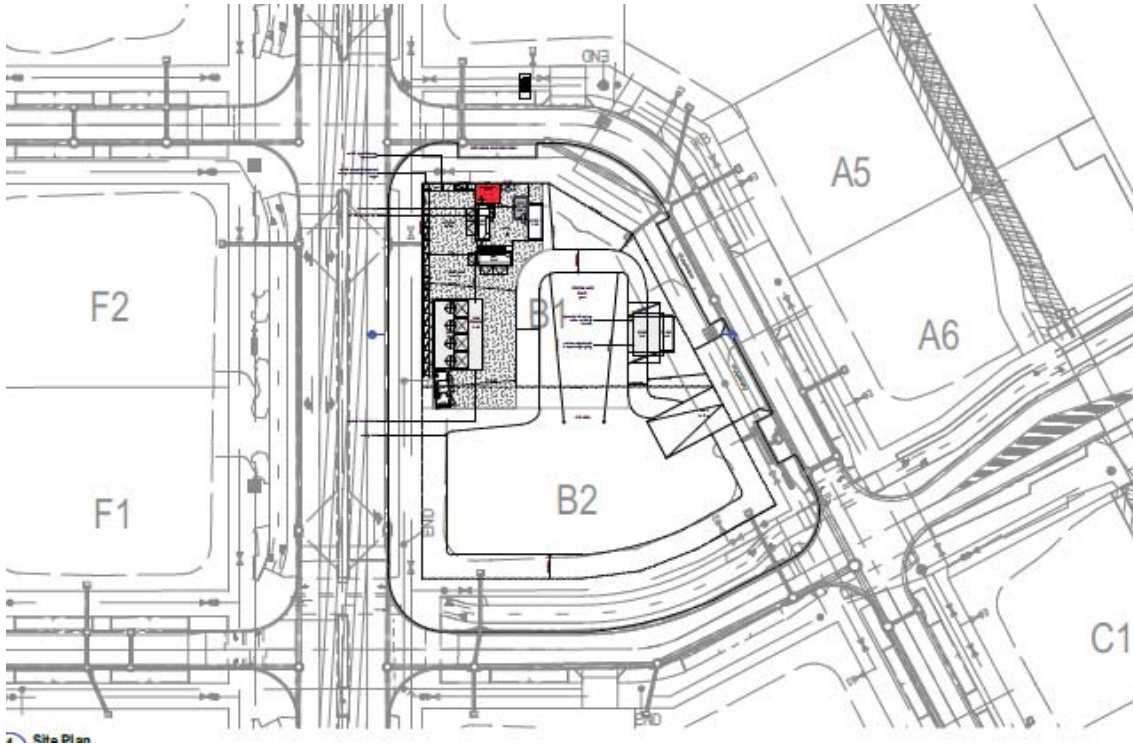


Figure 4- The Creative Precinct site

Management Arrangements

Emergency Planning Group

Representatives from the following organisations/agencies were sought when planning any emergency management procedures:

- Sun Central Maroochydore (SCM)
- Sunshine Coast Council (SCC)
- Queensland Police Service (QPS)
- Queensland Fire and Emergency Service (QFES)
- Queensland Ambulance Service (QAS)
- ERMS Group (ERMS) acting as consultants
- First Aid Provider
- Security Contractor
- Event Manager

The EPG will convene at the request of the Event Operations Manager to discuss any matters arising from the following:

- Exercise requirements
- Implementation of suggestions and ideas
- Any modifications to event sites, composition or conduct necessitating changes to the Plan
- Review the written plans
- Staff training needs

Emergency Operations Group

The following are responsible for administering the Warden system and implementing plans for the management of emergencies at the event site:

Queensland Police - Duty Inspector (or delegate)

The QPS Duty Inspector will follow QPS SOP, and may should the situation so dictate, make a declaration pursuant to the relevant QPS legislative instruments. The Inspector may delegate command and control to other QPS members as they deem fit, and the QPS contingent will work with sector/zone commanders.

Queensland Ambulance Service, Queensland Fire and Emergency Services and other prescribed agencies

There will be a QAS and QFES representative on site during the operational phase of the event. Their key tasks are to act as liaison officers with QPS and other agencies. They will also assist with initial response within the purview of their specific agency role. E.G. QFES with fire assessment; QAS with triage.

First Aid Officers

Qualified and competent personnel will perform the First Aid function. First Aid Team members will hand over any major first aid incidents to Queensland Ambulance, who will have officers on site and who will be in radio contact with event staff.

Senior SCM Representative (or delegate)

In the event of an emergency situation, the Senior SCM (or delegate) Representative shall make themselves available to the EOG, and will fulfil the role of Safety Officer. The key tasks will be Identify current and potential safety issues; monitor and maintain safety, health and welfare requirements across an incident and keep EOG informed of emerging safety issues.

Security Personnel

Security personnel will make themselves available to the Chief Warden and or QPS Commander. They will act as wardens and under direction from QPS and will assist with the safe and coordinated evacuation of the site as required.

Other event staff, volunteers and contractors

All other staff, volunteers and contractors are to assist QPS, QFES, QAS and other response agencies as requested.

Non-Emergency Roles of the Emergency Operations Group

Event Operations Manager

The role of the Event Operations Manager is to manage and provide general administration for the event:

- coordinate regular operations meetings
- ensure that there is a system in place to record all staff, visitors and contractors on site
- ensure that a debriefing is conducted

Queensland Police Service- Duty Inspector

The responsibilities of the Duty Inspector are to:

- administer the warden system and chair any Emergency Planning meetings
- regularly review and recommend updates, in conjunction with event staff, the Evacuation & Emergency Services Access Plans and associated documents
- provide a full briefing to police personnel detailing roles and responsibilities prior to deployment at the event
- command, control and coordinate policing resources at the event

Event Staff, Volunteers and Contractors

Event staff, volunteers and contractors, within their area of responsibility, will ensure that:

- they are familiar with the layout of the event environs and the general locations used by patrons and employees, including contractors
- they are familiar with the location of all first aid facilities and other emergency equipment
- new personnel are thoroughly briefed on emergency procedures as part of their induction process
- they oversee the contractors within their area of responsibility
- they represent their organisations at debriefings

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Event staff, volunteers and contractors will take appropriate action to ensure:

- good housekeeping so that litter does not accumulate to increase the danger of fire
- hazardous materials are not stored or used incorrectly, notwithstanding the nature of work
- equipment does not impede egress
- pathways are free of obstruction
- fire extinguishers, safety signs and safety equipment are serviceable at all times
- hydrants and hose reels are not impeded
- access to and egress from emergency equipment is not obstructed
- any irregularities are reported to the ERMS, security and /or QPS
- all incidents are reported on the form provided
- inspection checklists are completed
- incident report forms are to be handed to the Event Operations Manager

Control Points

At the time of an emergency, the Site Manager (or delegate) in consultation with the Emergency Operations Group, select the appropriate location to manage the response to the situation.

- The preferred locations for the control point is: Back of House/Event Command
- Alternate locations include, Gates and Vehicle Access Points

Media Management

During emergencies there is likelihood that the media will want to obtain an interview or statement from the QPS Inspector. All participating organisations and their employees should be aware that all media enquiries are to be directed to a member of Event Communications Team who will arrange for the QPS Inspector and the appropriate Media Officer to be available for comment.

If the QPS Inspector is not available the Event Operations Manager will appoint an appropriate person to act as a Media Liaison Officer at the time of the event. Consideration should be given to the identification of a media briefing area appropriate to the event.

Debriefing Arrangements

A debrief will take place as soon as practicable after an emergency situation. The QPS Inspector or delegate will convene and chair the meeting with a view to assessing the adequacy of the plan and to recommend any changes.

It may also be appropriate to conduct a separate recovery debrief to address recovery issues. Event Supervisors are encouraged to debrief the personnel in the zone of the facility they are responsible for, and to provide feedback from EOG debriefing sessions.

Event Debrief

A full debrief of all participating organisations will take place within 14 days of the completion of the event. Venue and timing will be advised to all participants. The Event Operations Manager will chair the meeting with a view to assessing the adequacy of the plan and to recommend any changes.

Maintenance of the Plan

This plan will be reviewed prior to the event to ensure that the information it contains is accurate and current. Critical changes such as contact list information will be implemented and promulgated immediately.

Amendments and a covering memo should be sent to the ERMS Group, c/- info@erm-services.com

Testing the Plan

The Emergency Operations Group in conjunction with stakeholders has agreed that periodic testing and evaluating of the plan should occur. This will be in the form of emergency exercise in accordance with, *"Managing Exercises; Manual 3; Australian Institute of Disaster Resilience"*.

Communications

Communications during the operational phase of the event for the key personnel will be facilitated by a secure UHF handheld radio network. Each radio is a digital radio with CTCCS sub-tones.

An emergency radio channel will be allocated for such use. Liaison between key personnel will be with a portable radio on an allocated frequency

The Event Operations Manager will disseminate and collect these radios. The Event Operations Manager will monitor and coordinate this network.

Prevention (Risk Management) and Planning (Impact Assessments) Arrangements

Introduction

The success of any event is measured in many ways and safety is one of them. As part of the planning, hazards should be identified and their risk assessed and controlled to mitigate the potential for injury or harm.

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Hazard Identification

Is the process of recognising hazards associated with an event. It is helpful to identify the 'risk' of these hazards by considering the people involved and their roles to ensure their safety at all times.

Risk Categories that can assist in the identification process include:

Strategic Risk	Stakeholder, reputation, organisation and governance
Operations	Process, physical assets, people & culture, and legal
Financial (Gain or Loss)	Market, liquidity & credit, reporting and capital structure
Information	Information management, information systems and intellectual property

Table 3- Risk Categories

Risk Assessment

Is the process of estimating the potential effects of harm of a hazard to determine its 'risk rating'. By determining the level of risk, event organising committee can prioritise risks to ensure systematic elimination or mitigation of loss and injury.

In defining the risk rating the ERMS Group considered:

- The Consequence- What will happen, the extent of the potential harm; and
- The Likelihood- The chance or possibility of it occurring

Risk Control

This is working out the best method of handling risk. This includes the 'Hierarchy of Controls', to assist in eliminating or reducing risk:

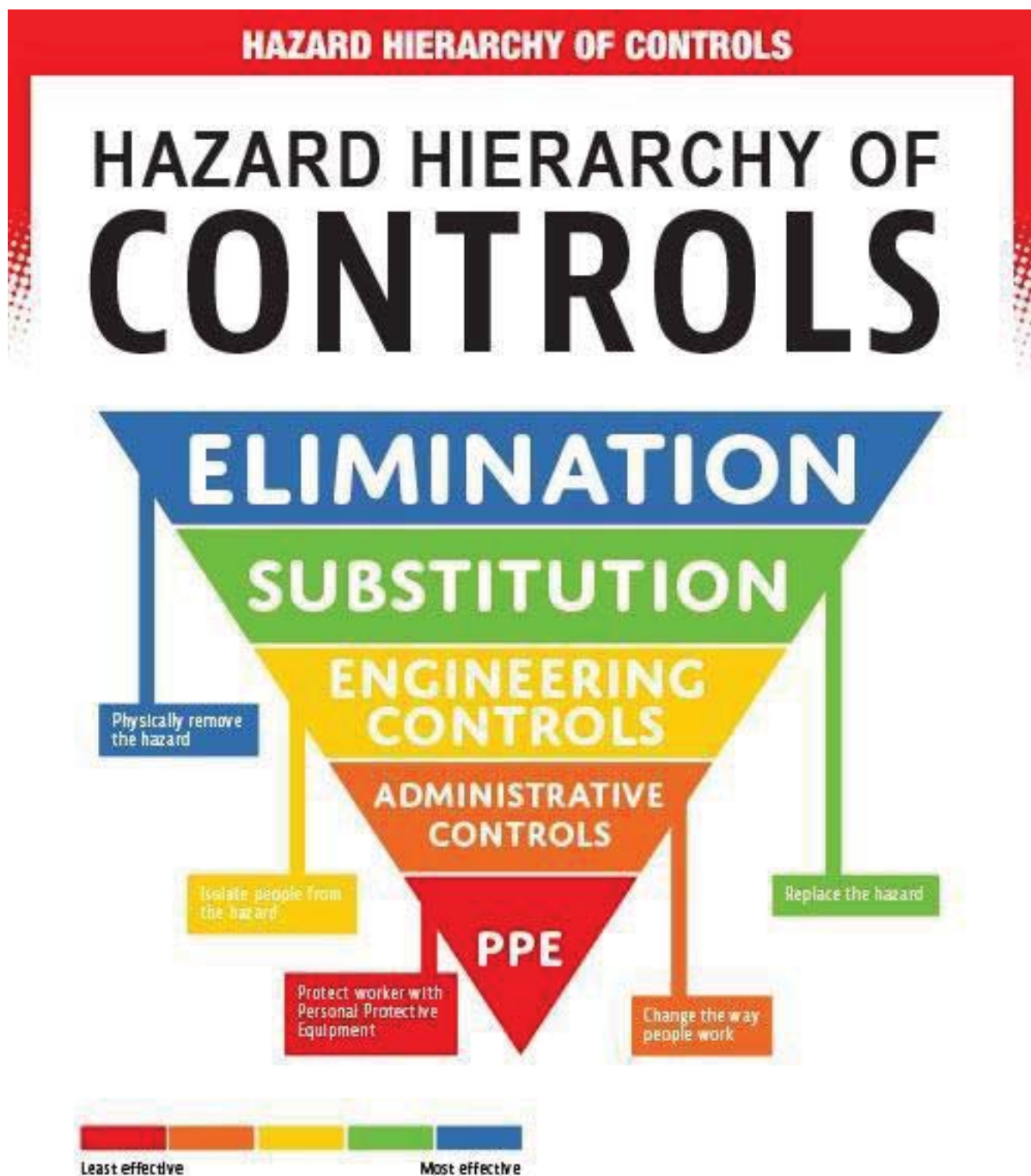


Illustration 1- Hierarchy of Controls

Consequence Descriptor	Detailed Description			
	Strategic Risk (Stakeholder, Reputation, Organisation and Governance)	Operations (Process, Physical Assets, People & Culture and Legal)	Financial (Gain or Loss) (Market, Liquidity & Credit, Reporting and Capital Structure)	Information (Information Management, Information Systems and Intellectual Property)
Insignificant	No stakeholder or lack of public interest, Minor, non-deliberate, breach of procedure, contract or regulatory obligations, Little to no cost implications for the event, No or minimal impact on the environment, No reporting required.	Injury requiring first aid, Minor skills impact, Minor damage or vandalism to asset, Minimal impact on noncore business operations. The impact can be dealt with by routine operations, corrective action and training.	Less than \$1,000.00 or minor impact on project budget	Compromise of information otherwise available in the public domain
Minor	Public and stakeholders uninterested or undecided but accepting of information / decisions, Moderate, non-deliberate, breach of procedure, contract or regulatory obligations, Minimal site impact easily containable, Environmental impact report is required, Regulator imposing a low statutory penalty, Low cost implications for the event.	Injury or illness requiring medical treatment or becomes a Lost Time Injury, Minor impact to capability, Minor damage or loss <2.5% of total assets, Some impact on business areas in terms of delays, systems quality but able to be dealt with at operational level, process modification and skills development	Greater than \$1,000 but less than \$5,000.00 or 1% of project budget	Minor compromise of information sensitive to internal departments or specific club
Moderate	Concerns expressed by stakeholders and/or public at a regional level and loss of trust and confidence in operations on a particular issue (non life threatening, Action results from commercial loss (regulator imposing a moderate statutory penalty, moderate cost implications able to be absorbed by the event, breach of Contract, regulatory or common law obligations that also includes a deliberate breach of a procedure, contract or regulatory obligation, moderate cost implications able to be absorbed by the organisation), Moderate, temporary damage to habitat or environment, May incur cautionary notice or infringement notice.	Injury requiring hospitalisation or an incident requiring specialist medical treatment (the event personnel), Single fatality and/or multiple serious injuries of member of the public, Unavailability of core skills affecting services, Damage or loss of <12.5% of total assets, Impact on the event resulting in reduced performance such that targets are not met, the event's existence is not threatened, but could be subject to significant review / change to operations.	Greater than \$5,000 but less than \$50,000.00 or 1%-5% of project budget	Compromise of information sensitive to the event's operations
Major	Concerns expressed by stakeholders and/or public at a national level by public and loss of trust and confidence in operations on a particular issue, Actions resulting from an impact on the public (the public bringing legal action, not a class action, regulator imposing maximum statutory penalty, major cost implications that the organisation will need to seek additional funding to meet, major breach of Contract, regulatory or common law obligations that impacts on a individual / discrete organisation of the community, Long term or permanent damage to habitat or environment, Penalties or compliance order incurred, Prosecution for minor infringements.	Single fatality and/or multiple serious injuries of personnel, Multiple fatalities of members of the public, Unavailability of critical skills of personnel, Extensive damage or loss <30% of total assets, Breakdown of key activities leading to reduction on performance, Survival of the project/activity or the event is threatened.	Greater than \$50,000.00 but less than \$100,000.00 or 5%-10% of project budget	Compromise of information sensitive to the event's interests
Catastrophic	Sustained and widespread concerns expressed by public or stakeholders and/or including all levels of Government leading to a loss of trust and confidence impacting whole of operations, Actions resulting from an impact on the public (the public bringing class action, major cost implications unable to be met by the event, major breach of contract, regulatory or common law obligations that impacts on a region of the community, Substantial permanent damage to habitat or environment, Serious or repeated breach of legislation or licence conditions, Cancellation of licence, Prosecution for serious infringement	Multiple fatalities of event personnel, Prolonged unavailability of critical skills/people, Destruction or complete loss of <50% of asset, Critical failure(s) preventing core activities from being performed, The impact threatens the survival of the project or the event.	Exceeds \$100,000.00 or greater than 10% of project budget	Compromise of information significant ongoing impact

Table 4- Consequence Matrix

Likelihood Descriptor	Detailed Description		
	Qualitative Likelihood	Quantitative Likelihood	Ratio
Almost Certain	Is expected to occur in most circumstances	Has occurred on an annual basis in the event in the past or the circumstances are in train that will cause it to happen	More than 1 per year
Likely	Will probably occur in most circumstances	Has occurred in the last few years in the event or has occurred recently in other similar organisations or circumstances have occurred that will cause it to happen in the next few years	Once per year
Possible	Might occur at some time	Has occurred at least once in the history of the event or is considered to have a 5% chance of occurring in the next few years	1 in 10 years
Unlikely	Could occur at some time	Has never occurred in the event but has occurred infrequently in other similar organisations or is considered to have a 1% chance of occurring in the next few years	1 in 50 years
Rare	May occur only in exceptional circumstances	Is possible but has not occurred to date in any similar organisation and is considered to have very much less than a 1% chance of occurring in the short term	1 in 100 years

Table 5- Likelihood Matrix

Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	Medium 40	High 48	Critical 72	Critical 84	Critical 100
Likely	Low 24	Medium 44	High 56	Critical 80	Critical 96
Possible	Low 12	Low 28	Medium 52	High 76	Critical 92
Unlikely	Low 8	Low 20	Low 36	Medium 64	High 88
Rare	Low 4	Low 16	Low 32	Low 60	Medium 68

Table 6- Risk Rating Matrix

Risk Level	Risk Acceptance/Tolerability	Strategic Action Plan/Risk Mitigation Strategy
Low (4-60)	<i>Acceptable with periodic review</i>	Manage by routine procedure
Medium (40-68)	<i>Tolerable with periodic review</i>	Exposure to risk may continue provided it has been appropriately assessed, has been mitigated to "So Far As Reasonably Practicable", and is subject to periodic review to ensure that risk does not increase. It would be appropriate that measures to achieve long term further reduction to the risk be considered.
High (48-56)	<i>Tolerable with continual review</i>	Unnecessary exposure to the risk must be discontinued as soon as it is reasonably practicable and continued exposure would only be considered in exceptional circumstances. Risk controls must be applied as part of a documented risk management plan that is continuously reviewed.
High (76-88)	<i>Intolerable without treatment</i>	Exposure to risk should be discontinued to as soon as reasonably practicable. Risk controls must be applied as part of a documented risk management plan that is continuously monitored and reviewed.
Critical (72-100)	<i>Intolerable</i>	Exposure to this risk would normally be immediately discontinued except in extreme circumstances. The decision to tolerate risk must be made by the Senior Management Group, the CEO and the Board after being subjected to as much risk management rigour as practical, unless dire operational needs preclude so.

Table 7- Tolerance, Acceptance and Control Matrix

Risk Scenario	Risk Outcome	Initial Risk Rating	Risk Control, Treatment or Mitigation Strategy	Responsible Persons, Agencies or Organisation ²	Treated Risk Rating
Complaint received by member of the public in relation to the event or promoter	Adverse impact on event reputation, legal action, loss of permit/license	Medium 52	Complaint Management process in place and communicated. Hotline phone continually monitored. Event programming to be inline with advertisements and changes communicated as soon as possible. Adequate Security, noise control and traffic management plans in place at event. Complaint information (including contact details) recorded by OPS. Ask if the person requires a follow up call/visits. Details forwarded to relevant area (i.e. sound complaints to production manager) compliant investigated and follow up call placed if required. Incident report filled.	ALL	Low 20

² The titles of responsible persons are generic for the purpose of the risk management process. Changes need to be made to reflect the specific organisational structure of the event.

Risk Scenario	Risk Outcome	Initial Risk Rating	Risk Control, Treatment or Mitigation Strategy	Responsible Persons, Agencies or Organisation ²	Treated Risk Rating
"Black Swan" Risk (Low Likelihood, High Consequence Event occurs that no controls in place for	Adverse impact on event reputation, Loss of all sponsors, Loss of stakeholder support	High 88	Risk Management plan and risk assessment is shared with entire event team. Team members are encouraged to think about risks that may arise in their relevant areas that may have been missed from this plan. All staff encouraged to be vigilant in identifying risks as early as possible, implementing control measure or eliminating the risk and documenting procedures to improve this plan moving forward.	ALL	Medium 68
"Black Swan" Risk (Low Likelihood, High Consequence Event occurs that no controls in place for	Fatality, Serious Injury, Legal Action, loss of permit/license	High 88	Risk Management plan and risk assessment is shared with entire event team. Team members are encouraged to think about risks that may arise in their relevant areas that may have been missed from this plan. All staff encouraged to be vigilant in identifying risks as early as possible, implementing control measure or eliminating the risk and documenting procedures to improve this plan moving forward.	ALL	Medium 68
"Black Swan" Risk (Low Likelihood, High Consequence Event occurs that no controls in place for	Loss of greater than 10% of event budget, Legal action (penalty/judgement)	High 88	Risk Management plan and risk assessment is shared with entire event team. Team members are encouraged to think about risks that may arise in their relevant areas that may have been missed from this plan. All staff encouraged to be vigilant in identifying risks as early as possible, implementing control measure or eliminating the risk and documenting procedures to improve this plan moving forward.	ALL	Medium 68

Risk Scenario	Risk Outcome	Initial Risk Rating	Risk Control, Treatment or Mitigation Strategy	Responsible Persons, Agencies or Organisation ²	Treated Risk Rating
"Black Swan" Risk (Low Likelihood, High Consequence Event occurs that no controls in place for	Compromise of critical or sensitive information (Data breach) that poses a significant and ongoing adverse impact	High 88	Risk Management plan and risk assessment is shared with entire event team. Team members are encouraged to think about risks that may arise in their relevant areas that may have been missed from this plan. All staff encouraged to be vigilant in identifying risks as early as possible, implementing control measure or eliminating the risk and documenting procedures to improve this plan moving forward.	ALL	Medium 68
Patron is victim of sexual harassment or assault at event site	Serious injury or possible fatality	High 76	Patron distress helpline phone number to be erected on signage in key areas including in camp grounds and near stages. Patron Distress Helpline phone to be monitored in security office during event and by camp warden after hours. Police and security to investigate offender to be charged and/or evicted from the site depending on the nature of act/s. Medical attention offered to victim. File incident report	ALL	Medium 64
Bites/stings from local fauna	Serious Injury	Medium 52	Provide insect repellent at information tent. Grass to be kept short. Number for local 24/7 snake catcher to be provided on event contact lists. Provide first aid or medical attention. File Incident Report	Site Manager, Stage Manager, Public Safety Team, First Aid Team	Low 36
Exposure to outdoor environment (extreme heat/cold, UV radiation)	Serious injury	Medium 52	Wear appropriate clothing, hat and sunscreen. Provide tent/shade for work areas. Reminders on social media or website to patrons regarding appropriate footwear, sun/inclement weather protection and warm clothing. First Aid onsite	ALL	Low 20

Risk Scenario	Risk Outcome	Initial Risk Rating	Risk Control, Treatment or Mitigation Strategy	Responsible Persons, Agencies or Organisation ²	Treated Risk Rating
Inclement weather (rain, Winds etc.)	Event Cancellation, Modification to programming	Medium 52	Develop inclement weather plan and inform all suppliers and performers of arrangements. Commence checking weather forecast four days out from event. Weather Intelligence reports sent 7 days out from event	ALL	Low 36
Slip, trip or falls from cables and other equipment	Serious injury	Medium 52	Run cables away from walkways and overhead where possible. Cover cables with appropriate cable covers. Keep walkways clear of equipment. Secure or move object etc., Pre-event inspections	Event Operations Manager, Site Manager	Low 20
Unauthorised access to performance areas or backstage	Theft of equipment (on-hired), Theft of performers' personal equipment	Medium 52	Do not leave equipment unattended. Discourage performers and staff from bringing unnecessary personal valuables to the site. Provide adequate security for stage/bar areas. Adequate security at check points. Limit access points to back stage. Event staff to monitor who is in back of house areas. Erect appropriate fencing and barriers	ALL	Low 36
Unauthorised access to performance areas or backstage	Adverse media attention, Reputational impact	Medium 52	Adequate security at check points. Limit access points to back stage. Event staff to monitor who is in back of house areas. Erect appropriate fencing and barriers, Crisis Communications and Media plan in place	ALL	Low 20
Power Failure (During Event)	Delay in programming, Safety issues with low visibility	Medium 52	Ensure all appropriate power sources at the venue are identified and are adequate for the event. Electrician to be on call for event hours. Power sources all to be fully tested prior to the event. Back up generators to be in place and tested. Contact electrician, identify cause of disruption, use back up generators if required.	Operations Manager, Site Manager	Low 20

Risk Scenario	Risk Outcome	Initial Risk Rating	Risk Control, Treatment or Mitigation Strategy	Responsible Persons, Agencies or Organisation ²	Treated Risk Rating
Stage program runs overtime	Delay or variation in programming	Low 28	Brief performers regarding the importance of timelines. Ensure the run sheet is well planned with realistic timings for change overs and space is allowed in the program for "catch up" time. Stage Manager in conjunction with Producer to alter entertainment program if required to adhere to schedule/curfew.	Stage Manager	Low 16
Suppliers failure to show	Changes to programming or layout	Critical 84	Formal bump in and out plan provided to suppliers and confirmed prior to event. Technical Manager to meet suppliers on site for bump in and out. Confirm mobile numbers for all suppliers. Use emergency contact numbers to get suppliers on site or contact alternate providers	Stage Manager	Low 36
Access to site for Emergency Services is restricted	Delay in response resulting in serious injury or fatality, Loss of asset etc.	Critical 92	Site Manager or chief warden to meet emergency vehicles and escort them onto site. Emergency Vehicle access points to remain free of blockage and be clearly identified to on site QPS, Site Manager to delegate or to meet Emergency vehicles and escort/assist.	Site Manger, Operations Manager, Security, Public Safety, QPS	Medium 68
Exceeding maximum permissible sound pressure levels	Fine or penalty, Loss of Permit	Medium 52	Create detailed noise management plan. Advise all technical operators of the maximum permissible levels. Check levels with decibel meter during sound checks and performance. Program event with consideration for neighbouring residences, businesses, Immediately reduce volume to FOH PA and on stage if required. Monitor to ensure that it stays within the required levels.	Technical Manager, Operations Manager, Site Manager	Low 20

Risk Scenario	Risk Outcome	Initial Risk Rating	Risk Control, Treatment or Mitigation Strategy	Responsible Persons, Agencies or Organisation ²	Treated Risk Rating
Exceeding maximum permissible sound pressure levels	Aural Injury	Low 20	Create detailed noise management plan. Advise all technical operators of the maximum permissible levels. Check levels with decibel meter during sound checks and performance. Program event with consideration for neighbouring residences, businesses, Immediately reduce volume to FOH PA and on stage if required. Monitor to ensure that it stays within the required levels.	Technical Manager,	Low 16
Failure of Technical Equipment	Delay to event programming	Low 36	Engage reputable and experienced contractors to provide quality equipment. Allow time in schedule to do adequate system checks. Have backs ups of essential / fragile equipment on site and adequate staff numbers in order to troubleshoot as required.	Technical Manager	Low 20
Manual Task Handling (Lifting, pulling, pushing, Vibration from tools etc.)	Serious Injury	Medium 52	Production manager to review suppliers SWMS. Only trained and professional crews/suppliers will be engaged. Provide rest and	Event Operations Manager, Public Safety Team, Technical Manager, Site Manager	Low 28
Integrity of built structures (stage, rigging etc.) fails causing collapse	Multiple serious injuries and/or Multiple fatalities	High 88	Engage appropriately qualified staff to install equipment. Equipment provided in good condition. Engineering certificates sighted and stage inspected, Supplier to rectify problem, medical assistance if required. File Incident Report	Event Operations Manager, Public Safety Team, Technical Manager, Site Manager	Medium 68
Integrity of built structures (stage, rigging etc.) fails causing collapse	Increased media attention, adverse impact to reputation	Low 36	Engage appropriately qualified staff to install equipment. Equipment provided in good condition. Engineering certificates sighted and stage inspected, Supplier to rectify problem, medical assistance if required. File Incident Report	Operations Manager, Public Safety Team, Technical Manager, Site Manager	Low 32

Risk Scenario	Risk Outcome	Initial Risk Rating	Risk Control, Treatment or Mitigation Strategy	Responsible Persons, Agencies or Organisation ²	Treated Risk Rating
Damaged electrical equipment and infrastructure or untagged equipment	Serious Injury or Fatality (Electrocution, Shock)	Medium 64	All electrical equipment to be tested and tagged per Australian Standards. All power devices to have appropriate surge protection. Provide first aid and or medical attention. If required report matter to electrical safety authority. File Incident Report.	Operations Manager, Public Safety Team, Technical Manager, Site Manager	Low 60
Equipment Damage- Unstable footing or change in ground density	Equipment damaged from rollover etc.	Low 20	Use appropriate ballast and strapping where required/relevant, place all speakers and lighting stands on stable/flat ground.	Operations Manager, Public Safety Team, Technical Manager, Site Manager	Low 16
Equipment Damage- Unstable footing or change in ground density	Rollover of equipment causes serious injury/entrapment	Medium 64	Use appropriate ballast and strapping where required/relevant, place all speakers and lighting stands on stable/flat ground.	Operations Manager, Public Safety Team, Technical Manager, Site Manager	Low 60
Falls from Height (Ladder)	Serious Injury or Fatality	High 76	Ensure ladder is used in correct manner. Stabilize ladder with footer. Ladders must be rated. Medical response and first aid team onsite. Induction process	Operations Manager, Public Safety Team, Technical Manager, Site Manager	Low 60
Falls from Height (General)	Serious Injury or Fatality	High 76	Use experienced, qualified staff wearing the appropriate safety and fall restraint equipment. Medical response and first aid team onsite. Induction process	Operations Manager, Public Safety Team, Technical Manager, Site Manager	Low 60
Fire (Stage)	Multiple serious injuries and/or Multiple fatalities, Damage to assets	High 88	Stages to be inspected during set up to ensure fire compliance. Dry Chemical Fire extinguishers to remain easily accessible. Inspections prior to commencement	Operations Manager, Public Safety Team, Technical Manager, Site Manager	Low 60

Risk Scenario	Risk Outcome	Initial Risk Rating	Risk Control, Treatment or Mitigation Strategy	Responsible Persons, Agencies or Organisation ²	Treated Risk Rating
Fire (Internal, External-carpark, Neighbouring property etc.)	Multiple serious injuries and/or Multiple fatalities, Damage to assets	High 88	Establish the procedures for raising the alarm and have additional fire Extinguishers available and staff to become familiar with extinguisher locations. Notify Site Manager and onsite security. Staff and security to move public and performers away from danger initiate full or partial evacuation. Raise alarm/contact emergency services. If safe, (and staff are trained to do so) use fire extinguishers to control fire. File incident report	ALL	Medium 68
Use of hand tools	Injury	Low 28	Only use tools in manner they are designed, use PPE where required. Some PPE to be made available for staff use at operations centre. First aid onsite	Operations Manager, Public Safety Team, Technical Manager, Site Manager	Low 20
Fatigue	Serious injury or fatality	Medium 64	Take regular breaks, share workload with other workers, Fatigue score tests	ALL	Low 60
People and plant/vehicle interaction	Serious injury or fatality	Medium 64	All workers to be made aware of plant operating onsite, all staff wear hi vis on site during event build/dismantle. Safety signage in place, Delineation where possible (Engineering)	Operations Manager, Public Safety Team, Technical Manager, Site Manager	Low 60
Lightning Strike	Multiple serious injuries and/or Multiple fatalities, Damage to assets	High 88	Cease work/performance in an electrical storm, Monitor BoM for Strike Model Risk	ALL	Low 60

Risk Scenario	Risk Outcome	Initial Risk Rating	Risk Control, Treatment or Mitigation Strategy	Responsible Persons, Agencies or Organisation ²	Treated Risk Rating
Inadequate, insufficient or damaged lighting on site	Multiple serious injuries, Damage to assets	Medium 52	Adequate budget to allow for the hire of portable lighting towers and other lighting supplements. Areas requiring additional lighting identified early in event planning phase. Site lighting will be a combination of 4-6 head lighting towers, ambient coloured lighting, fluorescent lighting, festoon lighting and individual QI floods. Additional lighting will be attached to the front of bar marquees to allow proper identification of intox persons. LUX readings taken throughout the event. Provide sufficient lighting for any work to be completed in low light areas or at night time	Operations Manager, Public Safety Team, Technical Manager, Site Manager. SCM reps	Low 32
Medical Emergency	Serious Injury	High 76	Check all public spaces are clear of anything that could cause injury through slips or trips. Maintain emergency vehicle access paths, first aid posts to be clearly signed and well lit. Provide adequate staffing so any incident can be actioned ASAP. NOTE: While all reasonable controls can be implemented, where the person has an unknown medical condition, reactive mitigation like first aid and QAS transport to hospital	Operations Manager, Public Safety Team, Technical Manager, Site Manager First Aid Team	High 76
Signage- Blocking access points, pathways etc.	Injury, Delay in response	Low 36	Place signage/equipment appropriately for public access and safety	Site Manager	Low 32
Signage- Unstable (Falls Over)	Serious Injuries	Low 36	Use sand bags/weights and ensure all signage is installed on stable ground. Add extra weight or remove/dismantle if high wind prevailing	Site Manager	Low 32

Risk Scenario	Risk Outcome	Initial Risk Rating	Risk Control, Treatment or Mitigation Strategy	Responsible Persons, Agencies or Organisation ²	Treated Risk Rating
Unstable marquees, or infrastructure on site	Multiple serious injuries and/or Multiple fatalities, Damage to assets	Critical 92	All marquees installed by professional supplier. Ensure all marquees and temporary structures are adequately weighted as per engineering specification (provided by supplier), Pre-qualification of competent contractors	Operations Manager, Public Safety Team, Technical Manager, Site Manager	Low 60
Mobile Phone Network Fails	Event communications reliant on network unable to occur, Program delays, Key messages not communicated	Medium 52	Ensure all key staff have radios for increased efficiency , Mobiles used a secondary communications device	ALL	Low 32
Mobile Phone Network Fails	Event communications reliant on network unable to occur, Program delays, Key messages not communicated	Medium 52	Ensure all key staff have radios for increased efficiency , Mobiles used a secondary communications device	ALL	Low 32
Food poisoning/poor food hygiene practices	Multiple patrons with illness	Medium 52	Ensure reputable stall holders are selected and are subjected to health audits by an authorized body. Ensure they keep food at the correct temperatures and is not left out for extended periods. Ensure food stall outlets have access to water, cooking oil storage and hand sanitizing stations with towellettes back of house. Provide bins which are serviced regularly to reduce overflowing. Provide first aid/medical treatment. Attempt to identify source of poisoning. File incident report	Site Manager	Low 36

Risk Scenario	Risk Outcome	Initial Risk Rating	Risk Control, Treatment or Mitigation Strategy	Responsible Persons, Agencies or Organisation ²	Treated Risk Rating
Food poisoning/poor food hygiene practices	Litigation, Fines/Penalties for non-compliance	Medium 52	Ensure reputable stall holders are selected and are subjected to health audits by an authorized body. Ensure they keep food at the correct temperatures and is not left out for extended periods. Ensure food stall outlets have access to water, cooking oil storage and hand sanitizing stations with towellettes back of house. Provide bins which are serviced regularly to reduce overflowing. Provide first aid/medical treatment. Attempt to identify source of poisoning. File incident report	Site Manager	Low 36
Food poisoning/poor food hygiene practices	Adverse media attention, Reputational impact	Medium 52	Ensure reputable stall holders are selected and are subjected to health audits by an authorized body. Ensure they keep food at the correct temperatures and is not left out for extended periods. Ensure food stall outlets have access to water, cooking oil storage and hand sanitizing stations with towellettes back of house. Provide bins which are serviced regularly to reduce overflowing. Provide first aid/medical treatment. Attempt to identify source of poisoning. File incident report, Crisis Communications and Media Plan in place	Stalls Manager, Media and Communications Manager	Low 36
Mobility Access	Inadequate accessibility to the event entry/exit or facilities (PWD)	Low 28	Venue is PWD friendly and it is accessible. Marketing collateral to include location of wheelchair accessible toilets and disabled parking locations. Large, clear fonts to be used on marketing collateral. All marketing collateral to meet international accessibility standards	Site Manager, Marketing Manager	Low 16

Risk Scenario	Risk Outcome	Initial Risk Rating	Risk Control, Treatment or Mitigation Strategy	Responsible Persons, Agencies or Organisation ²	Treated Risk Rating
Inadequate accessibility to the event entry/exit or facilities (PWD)	Litigation, Fines/Penalties for non-compliance	Medium 64	Venue is PWD friendly and it is accessible. Marketing collateral to include location of wheelchair accessible toilets and disabled parking locations. Large, clear fonts to be used on marketing collateral. All marketing collateral to meet international accessibility standards	Site Manager, Marketing Manager	Low 60
Inadequate accessibility to the event entry/exit or facilities (PWD)	Adverse media attention, Reputational impact	Low 36	Venue is PWD friendly and it is accessible. Marketing collateral to include location of wheelchair accessible toilets and disabled parking locations. Large, clear fonts to be used on marketing collateral. All marketing collateral to meet international accessibility standards	Site Manager, Marketing Manager	Low 32
Insufficient or inadequate toilet facilities	Long waits, cleanliness of toilets	Low 36	Establish ratio of toilets 1-85/ 1-100/ 1-125 with an anticipated crowd Reputable toilet servicing crew with vacuum trucks to be continually monitoring and servicing all toilets during the event. Toilet locations well signed posted and on map. Toilet contractor to be notified of serviceability issue	Site Manager, Contractor	Low 32
Long waits, cleanliness of toilets	Adverse media attention, Reputational impact	Low 20	Establish ratio of toilets 1-85/ 1-100/ 1-125 with an anticipated crowd Reputable toilet servicing crew with vacuum trucks to be continually monitoring and servicing all toilets during the event. Toilet locations well signed posted and on map. Toilet contractor to be notified of serviceability issue	Site Manager, Contractor	Low 16
Intoxicated Patrons (Aggressive)	Serious Injuries or fatality from an assault	High 76	RSA principles in place, Strict compliance with legislative and permit conditions, Security and police onsite, Crowd behaviour monitored	Bar Manager, Police, Security	Medium 64

Risk Scenario	Risk Outcome	Initial Risk Rating	Risk Control, Treatment or Mitigation Strategy	Responsible Persons, Agencies or Organisation ²	Treated Risk Rating
Intoxicated Persons (Injury to self)	Slip, trip or fall, Serious Injury	Medium 52	RSA principles in place, Strict compliance with legislative and permit conditions, Security and police onsite, Crowd behaviour monitored	Bar Manager, Police, Security	Low 36
Breach of Liquor Permit	Underage Consumption of Alcohol	Medium 52	RSA principles in place, Strict compliance with legislative and permit conditions, Security and police onsite, Crowd behaviour monitored, Age verification process	Bar Manager, Police, Security	Low 36
Intoxicated Patrons (Aggressive)	Adverse media attention, Reputational impact	High 76	RSA principles in place, Strict compliance with legislative and permit conditions, Security and police onsite, Crowd behaviour monitored	Bar Manager, Police, Security	Medium 64
Overdose, allergic reaction (Illicit drugs)	Serious illness or fatality	High 88	CoE in place, strict zero tolerance policy, Bag searches on entry, QPS and Security on site, Key Safe Event Message	Site Manager, Police, Security	Medium 68
Overdose, allergic reaction (Illicit drugs) resulting in serious illness or fatality	Adverse media attention, Reputational impact	High 76	CoE in place, strict zero tolerance policy, Bag searches on entry, QPS and Security on site. Key Safe Event Message	Site Manager, Police, Security	Low 60
Crowd violence (Injury, panic, aggressive behaviour, trampling)	Serious injury or fatality	High 88	Security and police to be strategically stationed to enable collective monitoring of crowd behaviours and dynamics, CoE in place, Zero Tolerance Policy, Strict removal/ejection policy in place	Site Manager, Police, Security	Medium 68
Crowd "Fight or Flight" response to an emergency situation	Multiple serious injuries or fatalities	High 88	Security and police to be strategically stationed to enable collective monitoring of crowd behaviours and dynamics, CPTED principles used, Evacuation plans post security and ECO members to assist in emergency	ALL	Low 60

Risk Scenario	Risk Outcome	Initial Risk Rating	Risk Control, Treatment or Mitigation Strategy	Responsible Persons, Agencies or Organisation ²	Treated Risk Rating
Terrorism, Acts of Mass Violence ³	Multiple serious injuries or fatalities	High 88	Bag searches conducted, Liaison with QPS on risk, IMV Risk Profile conducted by ERMS Group, NCTC Audits conducted, Specialist response plans (QPS), Security and police to be strategically stationed to enable collective monitoring of crowd behaviours and dynamics, Communication to all staff, volunteers and contractors and vigilance and awareness	ALL	Medium 68

Table 8- Risk Assessment Tables

NOTE: See ANNEX (TO BE INSERTED) to

³ Based on the event risk profile the ANZCTC Crowded Public Places Audit and Self-Assessment may need to be conducted

Mitigation Strategies

The following stakeholders have been engaged, to implement specific processes to prevent or mitigate emergencies at the **event**

Strategy	Organisation/Department/Agency and Position
<i>Operational Risk Management Plan</i>	ERMS
<i>Fire and Emergency Management Plan</i>	ERMS
<i>Incident Reporting</i>	SCM and/or Security
<i>Site Inspections</i>	Site Manager, SCM and ERMS
<i>Fire Tanker/Rapid Response Vehicle</i>	QFES
<i>First Aid and Medical Response</i>	Assigned First Aid Officers and/or Contract provider (if applicable)
<i>Police Patrols</i>	QPS
<i>Workplace Health & Safety</i>	SCM
<i>Public Safety</i>	QPS, Security and ERMS (if applicable)
<i>Performer Safety</i>	QPS, Security and ERMS (if applicable)

Table 9- Mitigation Strategies and Stakeholders

Response Arrangements

In the development of the ORMP, consideration has been given to the response activities defined in other related plans. The ORMP encapsulates an “All-Hazards Response Protocol Methodology”.

These protocols are classified as:

- Emergency Response including Trigger Action Response Plans (TARPs); and
- Specific Response Plans (SRGs)

Emergency Response including Trigger Action Response Plans (TARPs)

There are Trigger Action Response Plans (TARPs) that are included as reference i. The TARPs detail the generic tasks for different categories of incident as per the standard operating procedures.

Activation of a TARP

In the event that the Event Operations Manager (or delegate) activates a TARP as defined in response an emergency incident, the Emergency Operations Group **MUST be notified IMMEDIATELY**. The EOG will then manage the incident in accordance with the accepted protocols of the TARP, liaising directly with event representatives.

In addition to the listed response protocols, the following EOG personnel will has additional tasks pursuant to the core principles of the **Australasian Inter-Service Incident Management System, 4th Edition**. The EOG will form an AIIMS structured Incident Management Team (IMT) with the other responders forming an Emergency Response Team (ERT). Senior Managers from the event management team would subsequently form a Crisis Management Team (CMT).

Position	Roles, Responsibilities and Key Tasks
Event Operations Manager or Delegate (AIIMS Incident Controller)	• Establish and take control of the incident and available resources • Establish procedures to permit control to be exercised and establish a control facility • Assess the situation, identify risks and actions to mitigate the risk • Provide advice to the Media Manager for the potential issuance of warnings to stakeholders (impact, risk and progress etc) • Develop or approve the Incident Action Plan (IAP) • Establish and maintain a suitable incident management structure • Communicate within and beyond the incident control structure • Initiate relief and recovery activities • Monitor and review the safety of responders • Address broader public safety considerations • Cause a log of activities and key decisions to be kept • Consider the protection and preservation of the incident scene for post-incident analysis • Conclude and review activities
Media Manager	• Issue warnings and information to stakeholders • Facilitate media management • Obtain information on the current and projected incident situation and external sources • Identify relevant external stakeholders and their information needs • Develop a Public Information Plan • Provide, timely, tailored and relevant information to stakeholders • Maintain liaison with other members of the IMT to ensure accuracy of information acquired • Report back any relevant information acquired from sources outside the IMT
Responsible Manager, Public Safety and Risk Advisor, Security Manager or delegate (AIIMS Liaison Officer)	• Facilitate the response in consultation with internal and external stakeholders • Be a contact point for the supporting organisations' representatives • Participate in planning meeting, providing current resource status, including limitations and capability of event resources • Coordinate response resources with the Incident Controller • Coordinate the activities of visiting dignitaries
Site Manager (AIIMS Logistics Officer)	• Provide strategic advice based on the provision of services and resources • Arrange for the provision of food and drink to incident personnel • Acquire, store and distribute equipment and materials for incident support • Maintain records of purchases of supplies and hire equipment • Develop a Logistics Plan for inclusion in the Incident Action Plan

Table 10- Roles and Responsibilities

Fire and Emergency Protocols

Responding to Emergencies

First Response Equipment- Location and Purpose

The following are the types of first response equipment at the SunCentral Maroochydore-Community Event Space. They are either passive or active, passive equipment includes detectors and sensors and storm warning systems, while active equipment includes hose reels and extinguishers.

Equipment	Description and details on purpose
<u>Hose Reels</u> 	Usually found in buildings over 500 square metres and special risk locations such as car parks, warehouses and workshops, factories, theatres and concert halls. There are hose reels located through the perimeter, at Resorts and other permanent buildings. There are designed to be able to reach 36 metres from the fixture point.
<u>Water Fire Extinguishers</u> <i>Red with no coloured band</i> 	Suitable for Class A fires. Not considered effective against Class B and Class C fires, and dangerous if used for electrically energised equipment or cooking oils or fats.
<u>Dry Chemical Powder Extinguishers</u> <i>Red with white label or band</i> 	These extinguishers are rated as either ABE or BE. ABE rated extinguishers are considered suitable for Class A, Class B, Class C and Class E fires. They are not considered suitable for Class F fires. BE rated extinguishers are considered suitable for Class B, Class C and Class E fires, and may be used with limited effectiveness on Class F fires. They are not considered effective for Class A fires. These are one of the most common types of extinguishers at the site.

Equipment	Description and details on purpose
<u>Foam Extinguishers</u> <i>Red with a blue band or label</i> 	Suitable for Class A and B fires, limited effectiveness on Class F fires. Not considered effective for Class C fires, and dangerous if used for electronically energised equipment.
<u>Wet Chemical Extinguishers</u> <i>Red with an oatmeal band or label</i> 	Suitable on Class F fires and may be used on Class A fires. Not considered effective for Class B or Class C fires and dangerous if used on Class E fires.
<u>Carbon Dioxide (CO2) Extinguishers</u> <i>Red with a black band or label</i> 	Suitable for Class E fires. Has limited effectiveness on Class A, Class B and Class F fires. These are one of the most common types of extinguishers in locations where there is a substantial amount of electrical equipment
<u>Fire Blankets</u> 	Fire blankets are made out of fire resistant fabric and are used to smother flames caused through cooking or clothing fires. They are generally located in the kitchen or food preparation areas (away from the stove), preferably between the stove and the kitchen exit.

Table 11- Fire Fighting Equipment

First Response Equipment- Selection and Use

Selection

		A	B	C	E	F	NOTES
		Wood, Paper & Plastics	Flammable & combustible liquids	Flammable gases	Energised electrical equipment	Cooking oils and fats	
		YES	NO				
TYPE OF EXTINGUISHER							
Colour scheme - AS 2444							
H2O		WATER					*Limited indicates that the extinguishant is not the agent of choice for the class of fire, but that it will have limited extinguishing capability. Class D fires (Involving combustible metals) use only special purpose extinguishers and seek expert advice
FOAM		FOAM					
DCP		POWDER AB(E)					
CO2		CARBON DIOXIDE	LIMITED	LIMITED			
fb		FIRE BLANKET					
		FIRE HOSE REEL					

COMMENTS

Comments (Refer Appendix A of AS 2444)

Dangerous if used on flammable liquid, live electrical equipment and cooking oil/fat fires.

Dangerous if used on electrical fires.

Special Powders are available specifically for various types of metal fires. (Seek Expert Advice)

Generally not suitable for outdoor use. Suitable only for small fires.

Use as an Blanket to wrap around a Human Torch. (Ensure you replace after every use)

Ensure you maintain a path of egress between you and nearest exit. (DO NOT USE NEAR ELECTRICAL EQUIPMENT / COMPUTERS)

Table 12- Selection of Fire Fighting Equipment Matrix

Operating a Fire Extinguisher

Fire extinguishers should be only used if safe and if trained to do so. When using a fire extinguisher there are some basic principles which can be easily remembered from the acronym PASS.

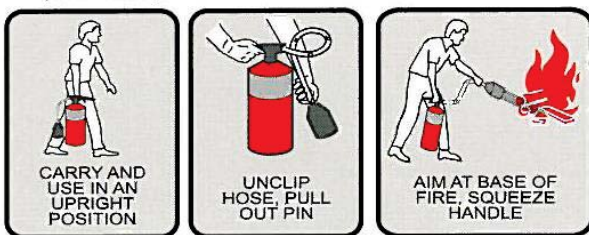
- P**
PULL THE PIN
Break seal and test extinguisher
- A**
AIM AT BASE OF FIRE
Ensure you have a means of escape
- S**
SQUEEZE THE OPERATING HANDLE
To operate extinguisher and discharge the agent
- S**
SWEEP FROM SIDE TO SIDE
Completely extinguish the fire

**WHEN USING
AN
EXTINGUISHER
...
REMEMBER
P.A.S.S**

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Using Fire Extinguishers

1. Ensure that you use the correct extinguisher
2. Always keep an emergency exit behind you. (Away from the fire)
3. Stay low to avoid the effects of smoke/heat.
4. Direct extinguisher stream at base of flames.
5. Move stream in a side too side, sweeping motion.
6. If the fire gets to the point where you can no longer able to control it, retreat and close the doors, if applicable. (Do not lock)



NOTE: Fire extinguishers should be only used if safe and if trained to do so.

Illustration 2- Using a Fire Extinguisher

Operating a Fire Hose Reel

Using Fire Hose Reels

1. Turn on the stop valve
2. Run out the length of hose
3. Turn on the water nozzle and direct stream at the base of the fire.
4. Ensure you leave a direct egress path between you and the exit door/egress route.



NOTE: Fire Hose Reels should NOT be used within range of electrical equipment.

Illustration 3- Using a Hose Reel



Code Red: Fire or Explosion

Prevention of fire is as important as the development of efficient means of fighting it. ECO and all occupants should be acutely aware of the need to avoid dangerous practices and the danger to life and property in the event of fire getting out of control. Fire procedures should embrace the following essential steps, which in most cases will need to be initiated concurrently:

Emergency Response

If you see fire or smoke, do not panic or shout REMEMBER THE WORD RACE

RESCUE

Rescue persons from immediate danger/within the vicinity of the fire without risking your own safety.

ALARM

Upon notification or discovery of a fire, presence of smoke or any other related situation; employees, contractors and visitors are to take the following actions:

- *Shout "FIRE – FIRE – FIRE"*
- 1. Investigate, assess and advise the Chief Warden or their designee of the situation, providing the following information:
 - Location of the emergency area
 - What the problem is
 - The name of the person reporting the emergency
 - Status of the situation
- 2. The Chief Warden will then
 - Ring QFES on 000
 - Notify the other stakeholders.

CONTAIN

If practicable, close all doors and windows to contain the fire (only if safe to do so)

EXTINGUISH

Try to extinguish the fire using the appropriate firefighting equipment only if it is safe to do so and you have been trained in its use.



Code Orange: Site Evacuation

You may have to evacuate (full, partial) the site for any of the following emergency situations:

- Fire or Explosion
- External Emergency
- Internal Emergency
- Bomb Threat
- Armed Aggression/Personal Threat
- Medical Emergency

NOTE:

Before evacuating the site, the Responsible Person/Chief Warden should assess if evacuating is the best option. For example in a rain event that causes flash flooding, there is the ability to seek access to “higher ground” within the complex without creating secondary and tertiary risks to the evacuees and children.

Or by direction of the Emergency Services or the Responsible/Chief Warden.

- All employees, contractors and visitors will evacuate. Wardens will manage the evacuation the areas that they are responsible for.
- Vacate the site in an orderly manner, ensuring that all areas are checked (toilets, break rooms, offices etc) and ensure that all employees, contractors and visitors leave the site via the designated evacuation route for the specific emergency assembly point. The ECO directions will be necessary in these cases. Mobility impaired persons are to be assisted by as staff member.
- Bulky personal effects are to be left behind.
- Become familiar with the nearest emergency evacuation route from your responsible area. Please report any obstructions to the evacuation route to the Responsible Person or Chief Warden

Evacuation Assembly Points

Due to the nature of the various events held at the site, the EPC has made the decision that mobile evacuation assembly points are to be used. When evacuating the site, follow the directions of the warden(s) standing in the vicinity of the affected areas evacuation routes.

Group Dynamic

Human Response to Fire and Evacuation Alarms

Research indicates that people unfamiliar with alarms, e.g. occupants and visitors, will usually react in the following manner:

- Ignore the alarm in the hope that it may be a false alarm, or the situation will resolve itself
- Complete what they are doing when the alarm occurred. E.G. people will continue with a task or continue eating a meal
- Locate colleagues or friends before trying to evacuate
- React in a similar way to those around them
- Most people will not panic. This usually occurs only when a person thinks they have no way out of a dangerous situation and are desperate to escape
- They will usually maintain a passive role, expecting to be told what to do by someone in authority.

Positioning of Wardens

Wardens responsible for the movement of people out of a danger area should, in the first instance, position themselves so that they are:

- Clearly visible
- Not exposing themselves or any other person to danger
- Able to exercise control over persons leaving the area.

Movement Control

Wardens should direct persons towards the exits using:

- A calm but firm voice
- Smooth and commanding hand signals.

In directing crowds, wardens should use such terms as:

“This way please”

“Move quickly outside”

“Quickly move that way”.

Mobility Impaired Persons or Persons with Special Needs

On receipt of an Evacuation notification, Area Wardens should ascertain the location of any mobility-impaired persons in their area. If a decision is made to evacuate the Responsible Person/Chief Warden should arrange for mobility-impaired persons to be removed from their area.

Summary

Words such as, “HURRY”, “FASTER”, “BOMB”, and “TRAPPED” should be avoided at all costs. Jerky hand signals such as beckoning people towards you in a rapid and continuous manner should be avoided.

People will obviously be bewildered and curious as to the cause of the evacuation, however, Wardens must not engage in lengthy explanations with people at exit points. The object is to quickly, calmly and safely move people out of the site. Exits must not be obstructed by persons stopping to ask questions or attempting to manhandle bulky items through exit points.

Evacuation Maps (Business as Usual Operations)

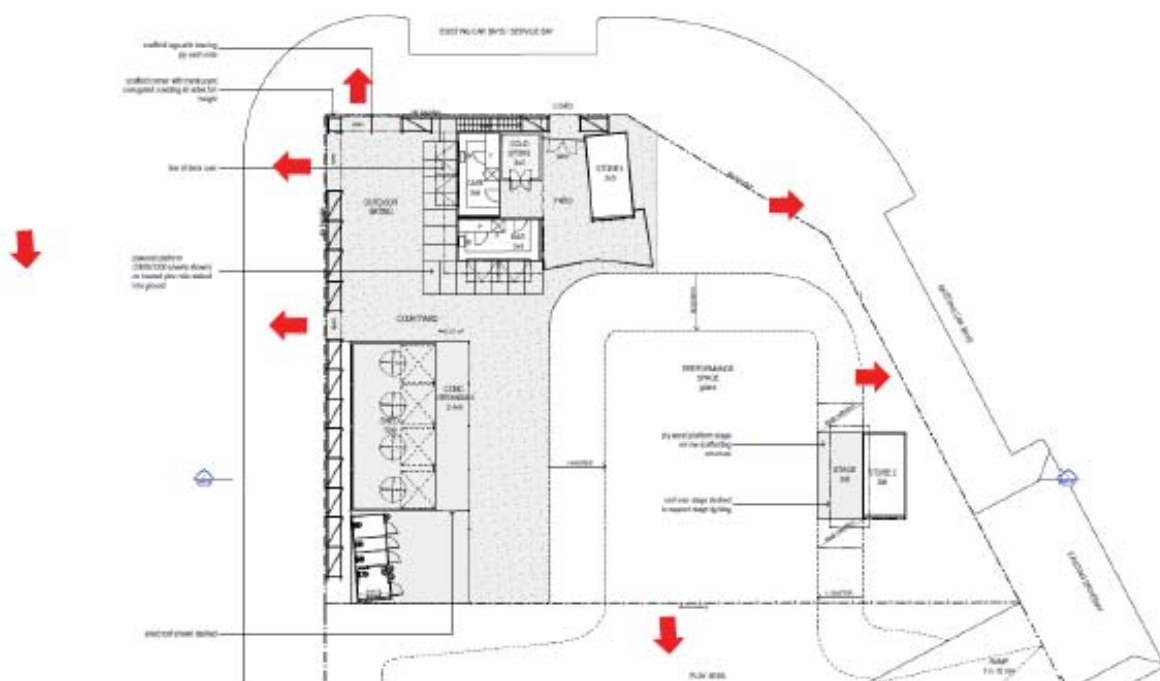


Figure 5- Evacuation Route The Creative Precinct site

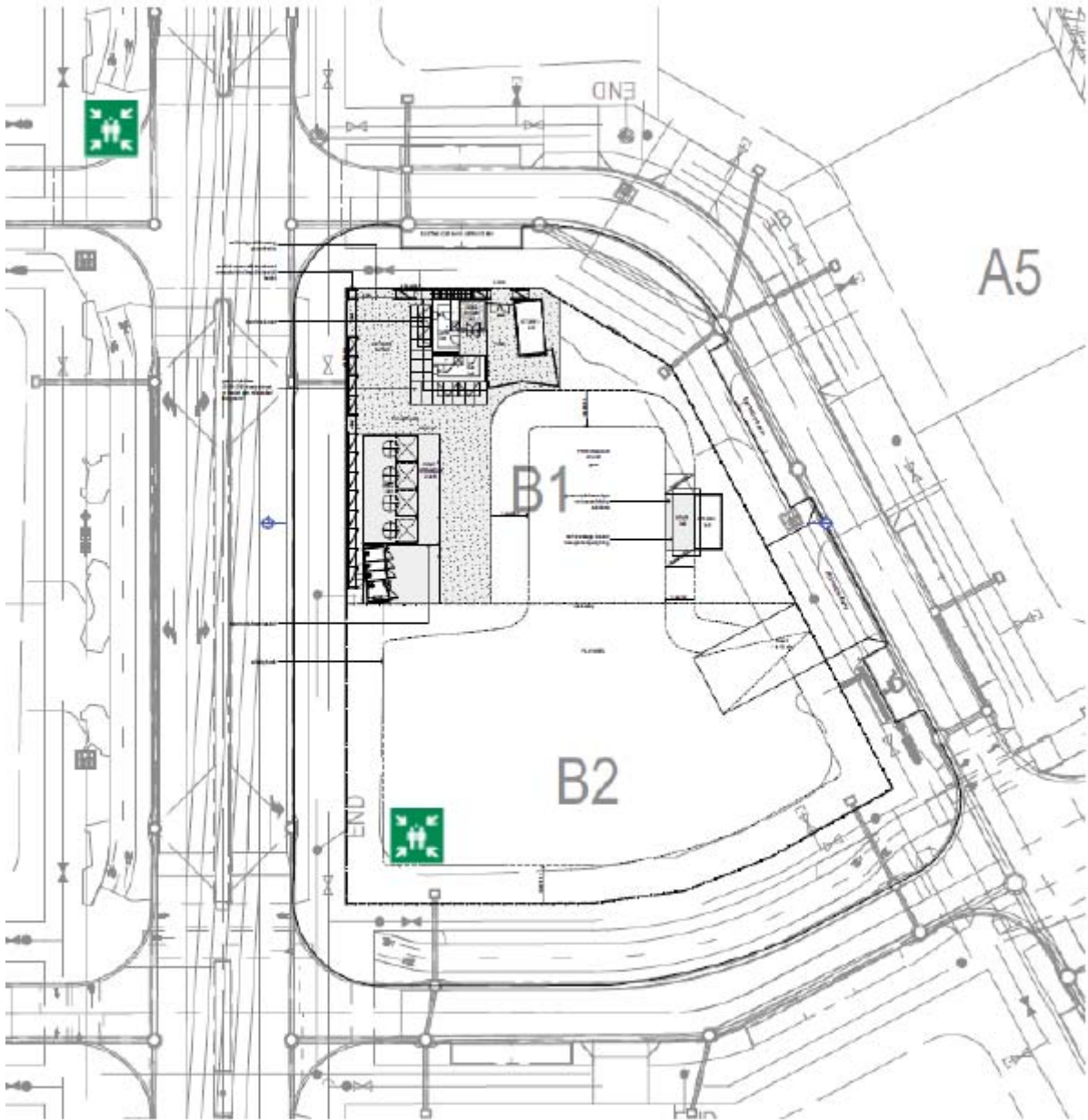


Figure 6-Emergency Assembly Points



Code Yellow: Internal Emergency

An internal emergency is an emergency situation that can arise from certain systems' failures, structural concerns of the site, and in turn can lead to greater risk to the welfare of staff and visitors.

These include, but not limited to:

- Chemical spill
- Structural failure
- Systems (IT etc) failure

If an internal emergency is identified, staff members are instructed to:

1. Quickly assess the situation
2. Raise the alarm by notify the Chief Warden providing the following information:
 - Location of the emergency area
 - What the problem is
 - The name of the person reporting the emergency
 - Status of the situation

On being notified of an internal emergency, the Chief Warden must

1. Attend the location of the emergency;
2. Assess the nature of the emergency;
3. Determine if a SOP can be followed to rectify situation or make safe
4. Decide if there is a need to evacuate.

NOTE:

If the Responsible Person/Chief Warden decides that there is a need to evacuate, then the EMERGENCY CODE is upgraded to, "**ORANGE**", and then directions for SITE EVACUATION are to be followed.



Code Purple: Bomb or Suspicious Item Threat

The procedures used have been developed on the assumption that all threats will be treated as genuine until investigation proves otherwise. The aim of these procedures is twofold:

1. To take all practical steps to safeguard life,
2. To ensure that unnecessary actions are not taken which may put at risk the employees, contractors and visitors that we are attempting to safeguard.

Although in most instances the threat made will be a hoax, usually by telephone, there is always the very real possibility that it may not be. Hoax calls are generally made by a person who remains anonymous and is making such calls for personal gain and satisfaction knowing that such calls can cause major disruption and inconvenience.

Managers, together with the other senior staff could be targets to receive such calls. The person who notifies of a real threat will generally provide much more detail, possibly including identification to ensure that the threat is taken seriously.

Procedures listed in this annex are general rules but because of the potential harm to the site and its occupants, all threats must be taken very seriously and the procedures strictly adhered to. Built into such procedures will be the minimisation of media publicity as this type of exposure to such threats tends to increase their frequency.

Written Bomb or Substance Threats

If a bomb threat is received in writing it should be kept including any envelope or container. Once a message is recognised as a bomb threat further unnecessary handling should be avoided.

Every possible effort should be made to retain evidence for possible fingerprints, handwriting or typing, paper and postmarks. Such evidence should be protected by placing it in an envelope, preferably plastic.

Immediately report the bomb threat to the Chief Warden who will then follow the standard procedure and notify QPS and the security team and also to your supervisor. Do NOT activate the fire alarm or emergency evacuation system unless instructed to by the QPS.

Such threats will undergo basic validation criteria in order to rank their potentiality and the QPS will be in the best position to judge this. As a general rule of thumb, the more detail contained in the threat wording combined with a willingness to mention names and reasons will be deemed to be a more "genuine" threat than one that provides only the slightest of details.

Phone Threats

An accurate analysis of the telephone threat can provide valuable information on which to base recommendations, action and subsequent investigations. The person receiving the bomb threat by telephone should not disconnect the call and, as soon as possible, complete the information required on the bomb threat checklist.⁴

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1. Immediately report the call using another telephone and the bomb threat to your supervisor.
2. Do NOT activate the fire alarm or emergency evacuation system unless instructed to by the QPS.

Such threats will undergo basic validation criteria in order to rank their potentiality and the QPS will be in the best position to judge this. As a general rule of thumb, the more detail contained in the threat language combined with a willingness to mention names and reasons will be deemed to be a more "genuine" threat than one that provides only the slightest of details.

Typical Phone Threat Questions

If you receive a bomb or substance phone threat, you should try to ask these types of questions (only a small sample):

1. What is it?
2. When is the bomb going to explode? or When will the substance be released?
3. Where did you put it?
4. What does it look like?
5. When did you put it there?
6. How will the bomb explode? or How will the substance be released?
7. Did you put it there?
8. Why did you put it there?

A handy phone threat checklist should be kept near your phone to use if you find yourself in this situation.

Bomb Threat - What happens next?

Immediate Response

Upon notification of a bomb threat, the Chief Warden will contact the QPS and security team to report the threat. Information about the type of threat, location and particulars will be given. A Warden will be sent to the scene to maintain on-site communications.

Information to staff and visitors on what to do next will be provided based on feedback from the QPS. Officers will want to speak directly with the person discovering or receiving the bomb threat. In order to eliminate the threat as a hoax, detailed information on the caller or device will assist.

⁴ A copy of the checklist is attached

The QPS will make a decision on whether to evacuate based on advice from the Bomb Squad, emergency services and the Chief Warden. If the device or threat indicates that it is very real, the evacuation order may be initially issued by phone or in person soon after the QPS arrive.

In order to prevent panic the evacuation should be conducted in the normal way. At no time should the reason for the evacuation be broadcast over public address systems or in person. You should not use the fire alarm system to evacuate the building, utilise the FIP PA or Wardens to evacuate the building.

Evacuations may incorporate areas around the hot zone where the bomb or substance is located. Coordination of this evacuation will be achieved using the wardens for each area and the Chief Warden and/or Emergency Management Coordinator.

Precautions:

- The use of portable radios within close proximity of the device is not recommended.
- The evacuation assembly area should be a considerable distance away and shielded from the bomb site by other structures.
- Evacuees may be restricted from re-entering their buildings for many hours. Consider moving people to another building under cover with toilets etc.
- Assembly areas should be checked by QPS (as soon as possible) to ensure they are free of secondary bomb devices.

Bomb Squad

The Australian Federal Police, Queensland Police Service and Australian Defence Force have bomb technicians trained in managing explosive devices. The QPS will utilise these highly trained teams to locate, identify, disable or destroy the device.

The bomb squad will also be mindful of the investigation that will follow this incident and do everything possible to make the scene safe without destroying the evidence. With this in mind, be aware that some incidents may last for many hours, typically around 6-8 hours.

Hazardous Materials

If the threat is a hazardous or unknown substance the NSWFRS Hazardous Chemicals Response Unit will be requested by the QPS. They have specialist teams trained in managing hazardous chemicals and unknown substances.

This response will involve a number of fire trucks and specialist vehicles. Fire fighters in self-contained breathing apparatus and hazardous chemical protection suits will locate, identify, dilute or contain the substances involved. Large plastic containers suitable for transport will be used to take the substances away for testing and disposal.

Return to Work

The QPS in conjunction with the Chief Warden will be keeping affected employees, contractors and visitors updated as often as possible. The QPS will issue the "return to work" when the scene has been declared safe.


AFP
AUSTRALIAN FEDERAL POLICE
AUSTRALIAN BOMB DATA CENTRE

PHONE BOMB-THREAT CHECKLIST
 Remember to keep calm

Important questions to ask

Where did you put it?

When is the bomb going to explode?

What does it look like?

Exact wording of threat

Threat:

General questions to ask

How will the bomb explode?
 or
 How will the substance be released?

Did you put it there?

Why did you put it there?

Bomb threat questions

What type of bomb is it?

What is in the bomb?

What will make the bomb explode?

Chemical/biological threat questions

What kind of substance is in it?

How much of the substance is there?

How will the substance be released?

Is the substance a liquid, powder or gas?

For immediate or emergency advice please contact your local police service.

Illustration 4- Phone Bomb Threat Checklist

PHONE BOMB-THREAT CHECKLIST

Remember to keep calm

Other questions to ask

What is your name?

Where are you?

What is your address?

Notes for after the call

CALLER'S VOICE

Accent (specify):

Any impediment (specify):

Voice (loud, soft, etc):

Speech (fast, slow, etc):

Dictation (clear, muffled):

Manner (calm, emotional, etc):

Did you recognise the caller?

If so, who do you think it was?

Was the caller familiar with the area?

THREAT LANGUAGE

Well spoken:

Incoherent:

Irrational:

Taped:

Message read by caller:

Abusive:

Other:

BACKGROUND NOISES

Street noises:

House noises

Aircraft:

Voices:

Music:

Machinery:

Local call noise:

STD:

OTHER

Sex of the caller:

Estimated age:

CALL TAKEN

Duration of call:

Number called:

ACTION (Obtain details from supervisor)

Report call immediately to:

Phone number:

Who received the call

Name (print):

Telephone number:

Date call received:

Time received:

Signature:



Code Black: Security or Personal Threat

Security Emergencies can include civil disorder or illegal occupancy. Planning for security emergencies can be done in consultation with the QPS or other specialist advisors and should be specific to the site and event and consistent with the capabilities of the event security team.

Do not allow strangers to follow you into a secure area. Thieves often gain entry to buildings by 'tailgating' a legitimate staff member. Security and staff should question people who are not wearing identification and establish if they have authority for being on the premises.

In the event of an intrusion by an unauthorised person who may threaten the safety of occupants including personal threats or hold ups, the following Emergency Response actions should be considered and implemented if practical.

Emergency Response

1. Immediately notify the responsible person/chief warden;
2. The ECO, together with managers and supervisors may be responsible for coordinating the response to such incidents, until the arrival of QPS;
3. Notify the QPS or request assistance;
4. Alert members of the ECO;
5. Inform the site occupants and visitors on restrictions to be implemented; and
6. Initiate the following actions:
 - i. Restrict illegal occupants to affected area;
 - ii. Restrict occupants and visitors access to affected areas;
 - iii. Inform occupants and visitors of unaffected areas to remain at their location unless otherwise advises; and
 - iv. Implement specific security protocols.

After the Incident

- Complete the Incident Report Form;
- The appropriate security personnel, together with the EPC should review Security Protocols for the area following a security breach; and

If any persons were traumatised by the event, contact your supervisor, Event Operations Manager if counselling or Employee Assistance Program is required

**Code Brown: External Emergency**

This is very similar to a CODE YELLOW, or internal emergency, but is located off-site. A CODE BROWN tells us that the off-site emergency may/will impact on the site in some way.

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Examples of a BROWN CODE emergency are:

- Aircraft crash;
- Truck or other vehicle crashing into buildings of neighbouring properties;
- Fire or smoke (car fires, other buildings bush fires);
- Dangerous gas clouds;
- Terrorism incident;
- Dangerous or aggressive in the nearby vicinity; or
- Earthquake or other natural disaster (Severe weather etc)

If an external emergency is identified, staff members are instructed to:

1. Quickly assess the situation; and
2. Raise the alarm by notify the Emergency Management Coordinator or the Chief Warden

ON BEING NOTIFIED OF AN EXTERNAL EMERGENCY

The Chief Warden must:

1. Assess the nature of the emergency;
2. Determine the impact potential;
3. Re-assess as needed; and
4. Decide if there is a need to evacuate

NOTE:

If the Responsible Person/Chief Warden decides that there is a need to evacuate, then the EMERGENCY CODE is upgraded to, "**ORANGE**", and then directions for SITE EVACUATION are to be followed.



Code Blue: Medical Emergency

The range of medical emergencies can be vast and diverse and can include heart attack and failure, airway blockage, epileptic fits or seizures, lacerations and other types of serious injury. Each type of incident will present varying conditions and behaviours. Remember to always make a thorough assessment of the situation you are presented with and seek to deal with it calmly and effectively. A clear and rational approach will help allay fear and provide you with a frame of mind that will enable you to deal adequately with the emergency.

Emergency Response

- If the person/s is in immediate danger, remove them from the danger, if safe to do so;
- Remain calm - assess the patient and follow the DRSABCD Action Plan:
 - **D** check for danger
 - **R** check for response
 - **S** send for help (Call “000” and the first aid team)
 - **A** check airway
 - **B** check breathing
 - **C** give CPR
 - **D** use Defibrillator (if applicable)
- Render first aid treatment;
- If possible send a staff member outside to wait for the ambulance to arrive as this will assist the crew in locating the person requiring treatment; and
- Remain with the person until help arrives.

After the Incident

- Complete the Incident Report Form

Duty Cards

DUTY CARD 1 - Head of Emergency Control Organisation	
Pre-Emergency (Planning and Preparation)	
• Provide the framework for the Emergency Control Organisation and Emergency Management requirements; • Provide or facilitate the appropriate resources and training to sustain ECO; and Report on Fire Safety Risk and to the Event Committee.	
During Emergency (Response)	
• Listen to and follow the instructions given by the ECO personnel if on site	
Post Emergency (Recovery)	
• Attend the debrief session following an incident and review recommended actions as a result of the debrief or provide debrief notes	

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Table 13- Head of Emergency Control Organisation

DUTY CARD 2 - Emergency Management Coordinator	
Pre-Emergency (Planning and Preparation)	
• Maintain building / location specific emergency evacuation instructions / diagrams in hard copy at each building exit and electronically; • To be the single point of contact between the Management and the ECO personnel; • Facilitate the EPC meetings, including documentation of an agenda, meeting minutes and action list; • Coordinate training of ECO personnel (Warden, First Aid and CPR); • Develop specific Emergency Management Plan; • Ensure that Fire Safety Installations are maintained and maintenance records are kept; • Coordinate the activities of Fire Safety Advisors; and facilitate the replacement of ECO members when a position becomes vacant.	
During Emergency (Response)	
IF PART OF THE ECO, ASSUME THE ROLES AND RESPONSIBILITIES OF THAT ROLE/POSITION	
Post Emergency (Recovery)	
• Organise a debrief with ECO personnel and where appropriate, with any attending Emergency Services; • Attend the debrief session following an incident and review recommended actions as a result of the debrief or provide debrief notes • Compile a report for the EPC and management; • Coordinate post incident recovery strategies; • Ensure that evidence material and any post incident investigation is not interfered with	

Table 14- Emergency Management Coordinator

DUTY CARD 3 – Responsible Person/ Chief Warden	
Pre-Emergency (Planning and Preparation)	
• Attend meetings of the EPC; • Identify and discuss strategies for helping persons with disabilities with the individuals concerned; • Maintain an up-to-date list with names location and other necessary information on persons with a disability; • Attend Training and emergency exercise, as required by the EPC; • Ensure personal ECO identification is available; • Conduct and attend ECO meeting;	
During Emergency (Response)	
• Manage the site overall response to an emergency as a first response in accordance with the emergency procedure; • Ensure the safety of persons on site; • Ensure that the appropriate Emergency Service has been notified; • Provide support to emergency services; • Coordinate the deployment of ECO resources; • Mitigate the impact of the emergency on operations; • Organise a systematic search of the complex to ensure full evacuation if required; • The Chief Warden through his delegates must ensure roll calls are held to account for all persons who were working in their area at the time of emergency, otherwise further searches will have to be carried out and information to emergency response officers; • Ensure that all site occupants are directed and assisted to the Assembly Area ; • Brief the Emergency Services personnel on arrival on the emergency situation; • Act on the Emergency Services senior officers instructions; and • Provide emergency service agencies with information on the Dangerous Goods (DG) and Hazardous Substances (HS) present at the workplace as well as other relevant information such as the DG/HS register, manifest and emergency response plan.	
Post Emergency (Recovery)	
• When the emergency incident is rendered safe by Emergency Services, notify ECO personnel to have occupants return to their location; • Organise a debrief with ECO personnel and where appropriate, with any attending Emergency Services; • Compile a report for the EPC and management; • Complete debrief report following every evacuation; • Coordinate post incident recovery strategies; and • Ensure that evidence material and any post incident investigation is not interfered with.	

Table 15- Chief Warden

DUTY CARD 4 – Deputy Chief Warden
Pre-Emergency (Planning and Preparation)
• Provide relief for Chief Warden in their absence and assume all their duties; • Assist Chief Warden in the overall evacuation responsibilities; • Give priority to any “Mobility Impaired” persons of any capacity; and • Attend ECO meetings.
During Emergency (Response)
• In the absence of the Responsible Person/Chief Warden, the Deputy Chief warden will assume full responsibilities; and • Assist the Chief Warden in the event of an emergency.
Post Emergency (Recovery)
• Assist the Responsible Person/Chief Warden to complete a review post emergency.

Table 16- Deputy Chief Warden

DUTY CARD 5 – Communications Officer
Pre-Emergency (Planning and Preparation)
• The need for a Communications Officer should be assessed, dependent on the size of the area and number of personnel to be looked after. • Attend ECO meetings; • Acquisition and maintenance of communications equipment; • Ensure personal proficiency in the operation of communication equipment; • Maintain records and logbooks and make them available for emergency response; • Ensure that ECO members are proficient in the use of equipment; • Attend training, as required by the EPC; and • Attend ECO meetings (if required)
During Emergency (Response)
• Ascertain the nature and location of the emergency; • Confirm the appropriate Emergency Service has been notified; • Notify members of the Emergency Control Organisation as required; • Relay instructions and information; and • Maintain a chronological record of organisational response and key events during the emergency.
Post Emergency (Recovery)
• Collate records of events during the emergency for the debrief and ensure they are secured for future reference

Table 17- Communications Officer/Media Response

DUTY CARD 6 – Warden
Pre-Emergency (Planning and Preparation)
• Undertake training in emergency evacuation coordination; • Familiarise themselves thoroughly with all fire points and fire equipment, exits and alternative escape routes; • Familiarise themselves with location of all Manual alarm call points if applicable for their area; • Be aware of any mobility, sight or hearing-impaired persons within their location; • Contribute to the development and review of emergency planning and response procedures; • Attend ECO meetings, as required; and • Respond to emergencies in accordance with emergency plans / emergency response procedures.
During Emergency (Response)
• Implement the emergency response procedures for their floor or area; • Give priority to any “Mobility Impaired” persons; • Do a sweep of their location to ensure that a quick and systematic evacuation is carried out; • Act as a leader and ensure orderly flow to designated assembly area; • Wardens shall call the roll to ensure that all personnel are accounted for and report to the chief warden; • Confirm with other Wardens from their building that all affected floors/areas have been evacuated and promptly reporting the results of the evacuation to the Responsible Person or Chief Warden/Deputy Chief Warden or Communications Officer as appropriate; • Check that any doors are properly closed; and • Wardens will assist the first aider if casualties are present and may enlist any staff member to assist as required.
Post Emergency (Recovery)
• Compile a report of the actions and observations taken during the emergency for the debrief.

Table 18- Warden (Security Personnel)

DUTY CARD 7 – First Aid Officer(All Wardens can be FAOs)	
Pre-Emergency (Planning and Preparation)	
• Undertake First Aid training and CPR training and maintain minimum training requirements as current. • Provide First Aid in the event of an incident, as required in accordance with their capability and competency; • Attend ECO meetings; • Procure portable first aid kits and re-stock; and • Perform the duties of a first aid officer.	
During Emergency (Response)	
• Responding to an emergency as directed by wardens, giving priority to persons in need of first aid assistance; • Give first aid priority, if required, to any “mobility impaired” persons; • First aiders are responsible for managing first response first aid treatment for any casualties; • First aiders will sweep the building teamed with the Area Wardens to ensure that a quick and systematic evacuation is carried out; • First aiders may enlist any staff member to assist as required; • First aiders will liaise with paramedics and ambulance services as required; and • Perform the duties of a first aid officer.	
Post Emergency (Recovery)	
• Perform the duties of a first aid officer.	

Table 19- First Aid Officers

DUTY CARD 9 – Staff, Volunteers and Contractors	
Pre-Emergency (Planning and Preparation)	
• Familiarise themselves with the Emergency Management Plan and evacuation procedures; and • Participate in Fire Safety Presentation Session as part of their induction.	
During Emergency (Response)	
• Follow the instructions of the ECO Personnel; and • Evacuate their location and assemble at the identified emergency assembly area in the event of an emergency.	
Post Emergency (Recovery)	
ASSIST THE ECO AS REQUIRED	

Table 20- Staff, Volunteers and Contractors

Specific Response Guides (SRG)

The SRGs detailed in the ORMP detail the strategic based roles, tasks and are categorised in accordance with the seven (7) colours detailed earlier in this document.



Aircraft/UAV Crash Response Guide

First Person Able

- Turn off gas and electricity, if practicable and remove any person in danger, if safe to do so
- Quickly assess and notify Emergency Services and the Event Operations Manager or Public Safety Team
- Vacate the area immediately
- Keep personnel away

Event Staff, Volunteers and Contractors

- Quickly assess the situation and ensure the alarm has been raised
- Remove any persons in danger if safe to do so
- Consider evacuation in consultation with QPS

Event Operations Manager, Public Safety Team, and Security Personnel

- Determine situation
- Create cordons around crash site
- Notify the Media Manager
- Confirm controlling emergency service contact - POLICE
- Phone 000
- Contact Civil Aviation Safety Authority immediately
- Establish Emergency Control Centre
- Determine appropriate assembly area/s (note wind direction)
- Identify injured persons
- Assist emergency Services on arrival
- Address and resolve the situation as per normal police procedures

Special Considerations

- Do not attempt to remove debris from electrical equipment.
- If irritating or noxious vapours are present, withdraw immediately and stop all personnel from entering the area.



Armed or Dangerous Intruder Response Guide

Any Person Directly Involved

- Be deliberate in your actions
- Be reasonably slow (consider your safety) in handing over keys, money or information
- If possible move the situation to a less populated location
- Observe the offender (height, weight, age, clothing, speech disabilities, accent etc.)
- Complete Description Form

First Person Able

- Immediately notify an Event Staff member
- Warn others unobtrusively
- Restrict access to patrons and employees
- Do not approach intruder
- Evacuate quietly

Event Staff, Volunteers and Contractors

- Assist first person able, if possible and safe to do so
- Ensure Event Operations Manager and Public Safety Team has been notified

Event Operations Manager, Public Safety Team, and Security Personnel

- Seek information on whereabouts and details of intruder
- Confirm controlling emergency service contact - POLICE
- Phone 000 if required
- Determine safest evacuation route
- Notify the Media Manager
- Marshall patrons and employees as best as possible
- Provide details to Police on arrival
- Address and resolve the situation as per normal police procedures

Special Considerations

- **DO NOT PROVOKE OR CONFRONT THE INTRUDER**

Description Form

If you're a victim of a robbery, please complete this form by yourself. If you are unsure of an answer, don't guess - leave it blank. If there are other witnesses, record their names at the base of page and ask them to complete these descriptions on a piece of paper.

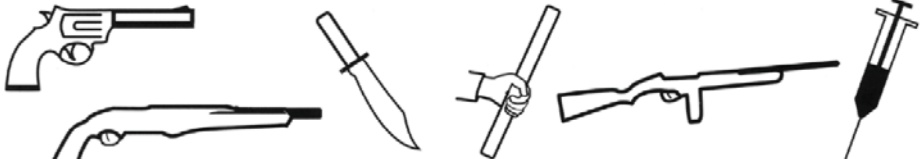
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ROBBERS:	1	2	3
GENDER			
HEIGHT			
BUILD			
AGE			
HAIR			
FACIAL HAIR			
COMPLEXION			
EYES			
ACCENT/RACE			
DISGUISE			
SCARS/TATTOOS			
HEADWEAR			
GLASSES			
SHIRT/JACKET			
PANTS/DRESS			
CLOTHING LOGOS			
SHOES/BOOTS			
CARRY BAG			



VEHICLE DETAILS			
MAKE:	MODEL:	TYPE:	YEAR (approx):
COLOUR:	REGISTRATION:	PLATE COLOUR:	
NUMBER OF OCCUPANTS:	DISTINGUISHING FEATURES/ACCESSORIES:		

WEAPON DETAILS	
	OTHER:

WITNESS DETAILS
WITNESS 1:
WITNESS 2:
WITNESS 3:

Figure 7- Armed or Dangerous Offender Report Form



Bomb Threat Response Guide

Person Receiving the Threat

- Attract someone's attention to notify Event Staff member
- Do not notify any others of the threat
- Try to keep caller talking
- Fill out Bomb Threat Checklist
- Remain at telephone until relieved
- Do not hang up the telephone

Event Staff, Volunteers and Contractors

- Evacuate when instructed
- Take bags and personal items if directed
- Report any suspicious items to the Public Safety Team

Event Operations Manager, Public Safety Team, and Security Personnel

- Immediately notify POLICE
- Ensure no radio transmitters are used
- Never ignore threat
- If possible relieve person-receiving call to allow completion of Bomb Threat Checklist
- Assess need to evacuate
- Notify the Media Manager
- Address and resolve the situation under police direction

Special Considerations

- ***IF SUSPICIOUS ARTICLE(S) ARE LOCATED DO NOT TOUCH!***

Structure Damage Response Guide

Earthquake, storm damage or other type of emergency could cause this.



Event Staff, Volunteers and Contractors

- Evacuate when instructed
- Take bags and personal items if directed
- Raise the alarm by contacting the Event Operations Manager and Public Safety Team
- Proceed to evacuate immediately
- Note degree and nature of damage
- Assist and guide patrons and employees encountered
- Direct all patrons and employees to an appropriate area away from the hazard area
- Take care not to move people from safety to danger!
- Await instructions
- Assist Emergency Services as required

Event Operations Manager, Public Safety Team, and Security Personnel

- Confirm controlling emergency service contact – QFES
- Phone 000 & SES
- Notify the Media Manager
- Area of incident to be cordoned off
- Establish control point, if safe to do so
- If not safe to stay, proceed to evacuate immediately
- Note degree and nature of damage
- Identify injured persons
- Assist Emergency Services on arrival
- Address and resolve the situation as per normal police procedures

Special Considerations

- **NOT APPLICABLE**



Civil Disturbance Response Guide

Person Receiving the Threat

- Be deliberate in your actions
- Be reasonably slow (consider your safety) in handing over keys, money or information
- If possible move the situation to a less populated location
- Observe the offender(s) (height, weight, age, clothing, speech disabilities, accent etc.)

First Person Able

- Immediately notify Public Safety Team or Event Staff
- Warn others unobtrusively
- Restrict access to patrons and employees
- Do not approach intruder
- Evacuate quietly

Event Staff, Volunteers and Contractors

- Assist first person able, if possible and safe to do so
- Ensure Public Safety Team has been notified

Event Operations Manager, Public Safety Team, and Security Personnel

- Seek information on whereabouts and details of disturbance
- Identify motivation or cause of group
- Are they carrying banners / placards / weapons / etc
- Confirm controlling emergency service contact - POLICE
- Phone 000
- Determine safest evacuation route
- Marshall patrons and employees as best as possible
- Provide details to Police on arrival
- Notify the Media Manager
- Address and resolve the situation as per normal police procedures

Special Considerations

- **DO NOT PROVOKE OR CONFRONT THE PROTAGONISTS**



Electrical Failure Response Guide

First Person Able

- Not Applicable other than notification

Event Staff, Volunteers and Contractors

- If no emergency lighting, Marshall patrons and employees
- Prepare to evacuate
- Follow instructions of Site Manager or ERMS Manager

Event Operations Manager, Public Safety Team, and Security Personnel

- Determine situation
- Contact Power company, confirm outage and indicate priority
- Contact the Site Manager and Electrician
- Arrange alternative power
- Notify the Media Manager
- Marshall patrons and employees away from hazard area, if appropriate
- Address and resolve the situation as per normal police procedures

Special Considerations

- **ARE THERE SITE ELECTRICIANS AVAILABLE**



Fire/Explosion Response Guide

First Person Able

- Turn off gas and electricity, if practicable, and remove any person in danger, if safe to do so
- Quickly assess and raise the alarm by contacting the Public Safety Team
- Vacate the area immediately
- Keep patrons and employees away

Event Staff, Volunteers and Contractors

- Quickly assess the situation and ensure the alarm has been raised and the Public Safety Team has been notified
- Remove any persons in danger if safe to do so
- Consider evacuation

Event Operations Manager, Public Safety Team, and Security Personnel

- Determine situation
- Confirm controlling emergency service contact - POLICE
- Phone 000
- Contact QFES
- Notify the Media Manager
- Establish control point, if safe to do so
- Determine appropriate evacuation routes (note wind direction)
- Identify injured persons
- Assist Emergency Services on arrival
- Address and resolve the situation at the direction of responding emergency services

Special Considerations

- **DO NOT ATTEMPT TO REMOVE DEBRIS FROM ELECTRICAL EQUIPMENT.**
- **IF IRRITATING OR NOXIOUS VAPOURS ARE PRESENT, WITHDRAW IMMEDIATELY AND STOP ALL PERSONS FROM ENTERING THE AREA.**

External Emergency Response Guide

This could include any emergency occurring outside the event site which impacts on the event or its patrons and employees.



Person Receiving Information

- Notify an Event Staff member immediately

Event Staff, Volunteers and Contractors

- Ensure the Event Operations Manager and Public Safety Team notified

Event Operations Manager, Public Safety Team, and Security Personnel

- Determine situation
- Contact Emergency Services, if necessary
- Advise EOG and staff of actions required
- Notify the Media Manager
- Marshall patrons and employees away from hazard area, if appropriate
- Consider internal evacuation, if appropriate
- Address and resolve the situation as per normal police procedures

Special Considerations

- ***BE AWARE OF THE POTENTIAL IMPACT THAT THIS TYPE OF EMERGENCY SITUATION MAY HAVE ON THE EVENT***

Flood Response Guide



First Person Able

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- Assess situation
- Raise the alarm by immediately contacting an Event Staff Member or the Public Safety Team
- Do not enter affected area

Event Staff, Volunteers and Contractors

- Determine situation
- Do not enter affected area
- Evacuate patrons and employees if appropriate

Event Operations Manager, Public Safety Team, and Security Personnel

- Determine situation
- Assess need to evacuate
- Contact the QFES
- Notify the Media Manager
- Brief members of the EOG
- Marshall patrons and employees away from affected area, if appropriate
- Address and resolve the situation as per normal police procedures

Special Considerations

- **NOT APPLICABLE**

Hazardous Materials Response Guide



First Person Able

- Keep patrons and employees away
- Do not attempt to rescue without appropriate protection (see special considerations)
- Contain the spill, if safe to do so
- Withdraw to safe position
- Raise the alarm by immediately contacting Event Staff or the Public Safety Team

Event Staff, Volunteers and Contractors

- Quickly assess the situation and ensure the alarm has been raised
- Remove any persons in danger if safe to do so
- Consider evacuation

Event Operations Manager, Public Safety Team, and Security Personnel

- Determine situation
- Contact QFES
- Phone 000
- Establish control point, if safe to do so
- Notify the Media Manager
- Determine appropriate evacuation routes (note wind direction)
- Identify injured persons
- Assist Emergency Services
- Address and resolve the situation under the direction of emergency services

Special Considerations

- ***IN SOME INSTANCES RESCUE PERSONNEL MUST WEAR SPECIALISED PROTECTIVE CLOTHING.***
- ***RESCUE MAY HAVE TO BE PERFORMED BY EMERGENCY SERVICES.***



Medical Emergency Response Guide

First Person Able

- Quickly assess the situation
- Notify the First Aid Team, the Public Safety Team or an Event Staff member

Event Staff, Volunteers and Contractors

- Determine situation
- Ensure alarm has been raised
- Keep uninvolved patrons and employees away
- Contact paramedic on site
- Address and resolve the situation as per normal procedures

Event Operations Manager, Public Safety Team, and Security Personnel

- Assist where appropriate
- Notify the Media Manager
- Notify the Work Health and Safety Queensland Inspectorate Duty Office (if applicable)
- Address and resolve the situation as per normal procedures

Special Considerations

- ***EMPLOYEES INVOLVED IN TREATING INJURED SHOULD ENSURE THEY MAKE USE OF A PERSONAL PROTECTIVE EQUIPMENT SUCH AS RUBBER GLOVES, FACEMASKS ETC***

Vehicle Accident (On-site) Response Guide



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First Person Able

- Quickly assess the situation, check for entrapment
- Turn off vehicle engine, check for fuel leaks, ensure vehicle brake applied, if safe to do so
- Raise the alarm by immediately contacting Event Staff
- Keep patrons and employees away

Event Staff, Volunteers and Contractors

- Quickly assess the situation and ensure the alarm has been raised
- Remove any persons in danger, if safe to do so
- Keep other patrons and employees away

Site Manager, Public Safety Team and Security Personnel

- Determine situation
- Confirm Emergency Services contact
- Contact QFES to attend with cutting and firefighting equipment etc
- Assist Emergency Services on arrival
- Address and resolve the situation under the direction of emergency services

Special Considerations

- ***IF RESPONDING BE CONSCIOUS OF PERSONAL SAFETY***

Emergency Services Meeting Point

The nominated emergency services meeting points are:

- Back of House/Event Command
- FIP Mimic Panel (northern side of main large marquee)

Emergency Incident Log

It is vitally important that accurate details of actions taken and decisions made in times of emergency are kept. An operational log sheet is annexed and should be completed during such events.

All members of the EOG hold copies of this log sheet.

Emergency Vehicle Access

Emergency services should be advised as to emergency service vehicle access position. The attached map details the location and proposes access pathways

Recovery Arrangements

Post Trauma Recovery

Being involved in emergencies, particularly those resulting in the death or serious injury of a work colleague may have both short and long term impact for employees. The person responsible for this is the Public Safety and Risk Manager, in consultation with the Event Operations Manager (or his delegate) together with representatives of the participating organisation.

Counsellors can be made available to assist victims and /or witnesses. Should the event's resources be overwhelmed as a result of the incident, further advice may be available via the Event Operations Manager (or his delegate).

Event Continuity

In the event of a major emergency, it may take some time to return to an acceptable post incident level of operation. Consideration should be given to the need to communicate with all stakeholders in relation to this.

The persons responsible for this are the Emergency Operations Group. Consideration should be given to the operational effectiveness of the event following an emergency situation, and updating social media and communication with patrons and the public should follow SOP.

Event Cancellation

Due to the nature of the event, the event in its entirety can not be cancelled. The performance component may be cancelled but the safety and security elements of the event will be maintained.

In the event of lightning, severe storms and cyclonic conditions it would be deemed unsafe to have contractors and staff working in the event area. It would also be unsafe to erect fencing or stand near fencing.

The event site would therefore not be secure. The Event Operations Manager (or his delegate) in consultation with the Emergency Operations and Police would review the event operations and communicate the outcomes to the relevant parties.

In the event of light, medium or heavy rain and light, medium and strong winds the contractors and staff would be requested to maintain their positions and carry out their duties. The call to cancel some elements of the event, if necessary, will be made as soon as possible.

Communications

The Event Operations Manager (or his delegate) through the Media Manager and Artist Liaison will ensure the following are informed:

- Artists
- Patrons
- Volunteers

The Site Manager will ensure the following are informed:

- First Aid
- Security
- Police
- Emergency Operations Group
- Vendors
- Contractors

Announcements will be made on the PA system

NOTE: Further information can be found in the Critical Incident Management Plan.

Annexure One: Risk Management and Public Safety Needs Assessment

Risk and Security Requirement	General Operations	Speaking Presentation	Minor Festival or Event	Trade Show or Exhibition	Large Concert or Event (max Capacity)
SCM Contractor Induction to be completed by main service providers	YES	YES	YES	YES	YES
SCM Specific Contractor Induction to be completed by ALL persons conducting work	YES	YES	YES	YES	YES
ANZCTC "Protecting Crowded Places" Event Self Assessment	NO	QUERY	YES	YES	YES
General Event Risk Assessment Tool to be submitted 21 days prior to event date	NO	QUERY	NO	YES	NO
Specific Risk Management Plan to be submitted 21 days prior to event date	NO	NO	QUERY	NO	YES
Security Staff to have completed Security Specific Site Induction	NO	NO	QUERY	QUERY	YES
Security Roster to be submitted to SCM Management Team no less than 5 business days before event	NO	NO	YES	NO	YES
Public Safety and Risk Consultant ⁵ (SCM Preferred Supplier) to engaged	NO	NO	QUERY	QUERY	YES
In addition to licensed security personnel event manager to engage QPS specials ⁶	NO	QUERY	QUERY	QUERY	YES
Specific Operational Briefing Plan to be submitted no less than 10 days before the event	NO	NO	QUERY	QUERY	YES
ANZCTC "Protecting Crowded Places" Security Risk Audit to be conducted with SCM Consultant	NO	NO	QUERY	NO	YES

Table 21- Risk Needs Assessment

⁵ Event Manager to be invoiced by SCM for on costs

⁶ Costs associated with QPS Specials are the responsibility of the Event

Annexure Two- Reference Documents

Legislation (Acts and Regulations)

- Building Act 1975
- Building Fire Safety Regulation 2008
- Disaster Management Act 2003
- Disaster Management Regulation 2014
- Fair Trading Act 1989
- Fire and Emergency Services Act 1990
- Liquor Act 1992
- Liquor Regulation 2002
- Major Events (Facilities) Regulation 2014
- Major Events Act 2014
- Peace and Good Behaviour Act 1982
- Peace and Good Behaviour Regulation 2010
- Public Safety Preservation Act 1984
- Security Providers (Crowd Controller Code of Practice) Regulation w008
- Security Providers (Security Firm Code of Practice) Regulation 2008
- Security Providers (Security Officer – Licensed Premises – Code of Practice) Regulation 2008
- Security Providers Act 1993
- Security Providers Regulation 2008
- Work Health and Safety Act 2011
- Work Health and Safety Regulation 2011

Australian and International Standards

- AS 3745:2010- Planning for Emergencies in Facilities
- AS/NZS ISO 31000:2008- Risk Management
- HB 167:2006- Security Risk Management Handbook
- HB 327:2010- Communicating and Consulting About Risk
- ISO 31000:2018- Risk Management⁷
- The British Standards Institution, PSI-127:2016, Checkpoint Security Screening of People and Their Belongings – Guide

⁷ The new ISO 31000:2018 has not yet been adopted by Australia

Australian and International Industry Guidelines

- Australia New Zealand Counter Terrorism Committee, Active Armed Offender Guidelines for Crowded Places
- Australia New Zealand Counter Terrorism Committee, Hostile Vehicle Guidelines for Crowded Places
- Australia New Zealand Counter Terrorism Committee, Improvised Explosive Device (IED) Guidelines for Crowded Places
- Australia New Zealand Counter Terrorism Committee, Improvised Explosive Device (IED) Guidelines for Crowded Places
- Australian Bomb Data Centre, Government Bomb Threat Evacuation Guide
- Australian Bomb Data Centre, Phone Threat – Checklist
- Australian Federal Police, Australian Bomb Data Centre, Bombs: Defusing the Threat
- Australian Government Protective Security Policy Framework
- Australian Government Protective Security Policy Framework, Managing The Insider Threat to Your Business: A Personnel Security Handbook
- Australian Government Protective Security Policy Framework, Personnel Security Protocol
- Australian Government, Physical Security Management Guidelines: Event Security
- Australian Institute of Disaster Resilience, Manual 12: Safe and Healthy Mass Gatherings
- Centre for the Protection of National Infrastructure and the Department of Transport (UK), Bollards and Pedestrian Movement
- Centre for the Protection of National Infrastructure, Motivation Within the Security Industry
- Centre of the Protection of National Infrastructure, Guide to Producing Operational Requirements for Security Measures
- Centre of the Protection of National Infrastructure, Level 2 Operational Requirement for Hostile Vehicle Mitigation Measures
- Centre of the Protection of National Infrastructure, Vehicle Security Barrier Scoping Document
- Department of Homeland Security, Active Security Barrier Selection Tool
- Department of Homeland Security, Guide to Active Vehicle Barrier (AVB) Specification and Selection Resources
- Queensland Government, Events in Queensland Handbook: Best Practice Guidelines for Event Delivery in Queensland
- United States Department of Homeland Security, BIPS-06/FEMA-426, Reference Manual to Mitigate Potential Terrorist Attacks Against Buildings

