

Risk & Emergency Management

Contents

1. Overview.....	2
2. Risk Assessment.....	3
3. Incident Report.....	6
4. Emergency Management Plan.....	6
5. Evacuation Plan	6
6. Emergency Chain of Command	7
7. Communication Plan.....	7
8. Crowd Management and Control.....	7
6.1. Crowd Management	7
8.2. Crowd Control and Security Plan.....	7
8.3. Crowd Arrival / Dispersal	8
8.4. Briefing.....	8
8.5. Terrorism Crowd Control Audit and Self	8
9. Contingency Plan	8
Appendix -Risk Assessment Template	10

1. Overview

Event organisers can effectively manage risks by anticipating, understanding and making sensible decisions on how to manage and control risks. This process is called risk management and in order to know what risks need to be managed, a risk assessment needs to be conducted. The strategies to manage risk typically include transferring the risk to another party, avoiding the risk, reducing the negative effect or probability of the risk, or even accepting some or all of the potential consequences of a particular risk.

A risk assessment is the process of identifying and quantifying the probability of a harmful effect to an item or an individual. To assess risks, an objective evaluation of the risks are considered and ranked by using a basic formula of rating the potential loss and the probability of occurrence.

This will then need to be submitted to Council for review. An event will not be approved by Federation Council unless the risk management component has been adequately addressed.

Conducting a risk assessment is an important process because it encourages the organiser to actively think about the risks involved in running their event, and what can be done to manage these risks.

Council will provide you with a template to help you undertake this task. Whilst this process may seem cumbersome, it could end up being what stops someone from being injured. The more times you prepare these documents, the more familiar you will become with the process and identifying risk hazards – so don't be put off by this part of running an event! It is not only necessary for an overall event risk assessment to be completed by the organiser, but each stall holder/activity area should also complete their own. They are also then required to monitor this area and implement control measures. It is important to brief all relevant people on the risk assessment so that any identified risks can be constantly monitored and controlled.

Unless the nature of the event changes significantly, you should be able to simply review your risk assessment in subsequent years and make any necessary adjustments. So initially taking the time to complete a thorough assessment can save you time in the future.

Examples of risk

The following examples of common problems at events give you a taste of the type of things you would look for prior to the event:

- Holes in grounds or in footpaths.
- Electrical leads on the ground and untagged electrical equipment.
- Overcrowding in car parks or mixing vehicle and pedestrian traffic.
- Uneven stage floor or performance space.
- No hand washing facilities at food handling stalls.

By early identification of hazards, the risks associated with your event can be minimized.

If your event is being held on Council land then Council would have completed routine inspections to ensure the site is safe. However, depending on the scale of the event Council may be decided that an additional assessment of the site is undertaken.

2. Risk Assessment

To complete a Risk assessment you will need to assess all aspects of your event and the risk associated with all pre, during and post event tasks. It is important to have each risk assessed and reasonably minimized or eliminated.

2.1. Sections of a Risk Assessment

Defining the 7 sections of a risk assessment template will ensure event workers, volunteers, contractors and event participants remain safe throughout the duration of the event.

1. Tasks

Is a piece of **work to be done or undertaken**, by event staff, volunteers or engaged contractors. Write all tasks in the first column of the template. i.e Move Hay bales, construct marquee etc.

2. Identified Hazards

A hazard is any “agent” that can cause harm or damage to humans, property, or the environment. List all the hazards that you can think of, associated with the tasks listed. Write these hazards in the ‘identified hazard’ column of the template

3. Identified Risks

Risk is defined as the **probability that exposure to a hazard will lead to and in this case a negative consequence**

e.g. event staff and public safety, complying with newly enforceable department of health, SafeWork NSW, other agency requirements.

4. Risk Rating

For each of the risks listed from the Identification process, the likelihood of the risk occurring and its consequence can be plotted using the criteria matrix (listed within the template)

Likelihood (how likely) - chance of something happening

Consequence (how severe) - outcome of an event affecting objectives

Matrix (Risk) – formalising the two above steps to come up with a rating

5. Risk Control Measures

Identifying the most appropriate responses to reducing the likelihood of the identified risk. Both controls and treatments are designed to mitigate the risk by reducing the likelihood of negative outcomes from occurring and/or reducing the impact should they occur. This is where changes are made to the event to reduce the risks

6. Risk Rating

Use the hierarchy of control to minimise or eliminate exposure to hazards. It is a guide as to what type of controls you could put in place to manage the hazards once you have assessed their risk level.

7. Actions

Apply these strategies to your event planning process. Make sure they are communicated to appropriate people and followed through

2.2. Risk Matrix

LIKELIHOOD	RISK RANKING MATRIX				
HIGH	5	10	15	20	25
SIGNIFICANT	4	8	12	16	20
MODERATE	3	6	6	12	15
LOW	2	4	6	8	10
NEGLIGIBLE	1	2	3	4	5
CONSEQUENCE	NEGLIGIBLE	LOW	MODERATE	MAJOR	CATASTROPHIC

LIKELIHOOD DEFINITIONS	
A high likelihood	<ul style="list-style-type: none"> It is expected to occur in most circumstances There is a strong likelihood of the hazards reoccurring
A significant likelihood	<ul style="list-style-type: none"> Similar hazards have been recorded on a regular basis Considered that it is likely that the hazard could occur
A moderate likelihood	<ul style="list-style-type: none"> Incidents or hazards have occurred infrequently in the past
A low likelihood	<ul style="list-style-type: none"> Very few known incidents of occurrence Has not occurred yet, but it could occur sometime
A negligible likelihood	<ul style="list-style-type: none"> No known or recorded incidents of occurrence Remote chance, may only occur in exceptional circumstance
CONSEQUENCE DEFINITIONS	
Catastrophic	<ul style="list-style-type: none"> Multiple or single death Costs to event of up to \$5 million International and national media outrage
Major	<ul style="list-style-type: none"> Serious health impacts on multiple or single persons or permanent disability Costs to event between \$2.5 and \$5 million National media outrage
Moderate	<ul style="list-style-type: none"> More than 10 days rehabilitation required for injured persons Costs to event between \$200,000 and \$2.5 million Local media and community concern
Low	<ul style="list-style-type: none"> Injury to person resulting in lost time and claims Costs to event between \$50,000 and \$200,000 Minor isolated concerns raised by stakeholders, customers
Negligible	<ul style="list-style-type: none"> Persons requiring first aid Costs to event up to \$50,000 Minimum impact to reputation

2.3. How to Control Hazards

By determining the consequences and likelihood of risks occurring, you can now aim to eliminate, minimise and control the hazards.

Use the hierarchy of control system to minimise or eliminate exposure to hazards. It is a widely accepted system promoted by numerous safety organisations. Referring to the hierarchy will help you decide what controls to put in place to manage the hazards once you have assessed their risk level.

HEIRACHY OF CONTROLS	
ELIMINATION Eliminate the hazard	Remove or stop the hazard if possible, remove the cause or source of the hazard, by eliminating the machine, task or work process. <i>If this is not practical, then substitute.</i>
SUBSTITUTION Substitute the process	Use a less hazardous process— use a less-noisy machine for the task, or introduce a less-noisy work process. <i>If this is not practical, then engineer.</i>
ENGINEERING Change the equipment	Introduce enclosures and barriers around or between the hazard. Improve maintenance procedures. <i>If this is not practical, then isolate.</i>
ISOLATION	Separate or isolate the hazard or equipment from people by relocation or by changing the operation. <i>If this is not practical, then administer.</i>
ADMINISTRATIVE	Design and communicate written or verbal procedures that prevent the hazard from occurring. <i>If this is not practical, then PPE.</i>
PERSONAL PROTECTIVE EQUIPMENT (PPE)	Provide protective equipment appropriate to the risk. Provide training information and supervision to ensure that personal hearing protection is fitted, used and maintained appropriately. Equipment that protects the person exposed to the hazard.

3. Incident Report

An Incident Report Register should be kept to document the details of any incident that occurs during or in conjunction with the event.

Recording incidents that occur is one important way of identifying issues that need to be considered prior to the running of a possible subsequent event.

4. Emergency Management Plan

This can either be a separate document, or can be included in your communications plan. It is an important aspect of event management because it will address all the issues involved in dealing with an emergency. Further, it will ensure that the event team, emergency services, Council and any other relevant stakeholders are all aware of the processes in place in the event of an emergency. This should be developed in consultation with these agencies, as they are the experts and can advise you of how to best manage an emergency. The final copy should be distributed to all relevant parties. This plan needs to include things such as;

- How to contact the emergency services, and who will contact them if required.
- Who else should be contacted if an emergency occurred, for example the family of anyone injured and the media.
- Who will handle the media and make any necessary statements. You need to be very clear on this – this responsibility should rest with one person only so that communication with the media remains clear and accurate. If you want to utilise the media as a means of communicating with the community, then you need to ensure that the details in your message are correct.
- How you will communicate with people at the event, as outlined in your communication plan.
- Evacuation points & where emergency equipment is located i.e. fire extinguishers.

5. Evacuation Plan

Part of your emergency plan should include an evacuation plan. This plan is a map of the event area, clearly indicating all evacuation points, meeting points and emergency services' locations.

It should highlight how the crowd will be informed of any evacuation need and who will be the person that is charged with this responsibility (nominated wardens and safety officers with the appropriate skill sets).

This evacuation plan should be prepared in conjunction with your crowd and pedestrian management plans.

6. Emergency Chain of Command

Having a clear chain-of-command will help to prevent any confusion during an emergency.

The response plan should include details of the appointed Chief Warden and a backup option. The Chief Warden role will be to oversee the emergency response, communicate and liaise with internal and external emergency response and service teams, ensure that any operations or areas are shut down and secured where required, and ensure that all at-risk personnel are notified and evacuated.

7. Communication Plan

You must have a reliable method of communication in place for the event. It is essential for stewards, event personal, emergency services, and other stakeholders to be able to communicate during the event. Equally vital is the method of communication with the public. This is particularly important if the site has to be evacuated.

Types of communication can include mobile phones, satellite phones, radios, PA system. Outline plan to test communication systems before the event and backup system.

8. Crowd Management and Control

Whether your event is expecting large or small attendance, it is important to consider crowd management. You are legally obliged to take reasonable steps to ensure the safety of participants, including the orderly movement of crowds coming into and leaving the event.

6.1. Crowd Management

- You will need to ensure that the venue or location is capable of holding the event and expected attendance. Know the Maximum Legal Occupancy and ensure that it is not exceeded
- Emergency access is kept clear and unobstructed at all times.
- Exits are clear and unobstructed at all times and assist in facilitating evacuation of the venue in the event of an emergency
- Controlling access to the event to prevent overcrowding.
- Facilitating evacuation of the venue in the event of an emergency

8.2. Crowd Control and Security Plan

A close working relationship between security personnel and police needs to be established.

The Officer In Charge of the local police station must be given notice of the event, its location and the number of people attending. This notice should be given at least one month before the event. Police should also be given relevant contact names and numbers including the designated event manager and the event management centre.

For larger events (over 5,000 patrons) NSW Police will attend on a fee for service basis. This is not a replacement for appropriate levels of security staff, but an addition, and they cannot be used to do the job of security staff.

Event managers should develop a security plan with the security provider. The plan should include briefings for the security staff before and after the event.

For events crowd control remains one of the most critical elements. How many crowd controllers are required? This is a difficult question; many suggest a two crowd controllers for the first 100 patrons and one crowd controller for each additional 100 patrons or part thereof, but there are many events where this is unnecessary and there are other events where this may be insufficient.

8.3. Crowd Arrival / Dispersal

Whilst the arrival of crowds will often be more staggered, the dispersal will often involve all attendees exiting the venue on mass, which can create significant challenges. This should be planned for in a way that ensures access and egress points are sufficient to safely cater to the number of people using them. Also take into consideration things like peak hour traffic, and specific free public transport / courtesy buses options to help move crowds quickly and effectively.

8.4. Briefing

Briefing contractors such as security and police is essential to ensuring effective crowd control so you should organise such contractors to commence duties early enough to enable time for a briefing. The briefing should cover a number of things including the site layout and in particular entrances and exits, first aid posts and possible trouble spots. The briefing should also cover restricted access areas and the passes required for these areas, along with any relevant issues that have been identified in the Risk Assessment.

8.5. Terrorism Crowd Control Audit and Self

Owners and operators of crowded places have the primary responsibility for protecting their sites, including a duty of care to take steps to protect people that work, use, or visit their site from a range of foreseeable threats, including terrorism.

The [Australian National Security](#) has developed the [Australia's Strategy for Protecting Crowded Places from Terrorism](#) including:

- [Crowded Places Security Audit](#)
- [Crowded Places Self-Assessment](#)

9. Contingency Plan

Whilst every measure is taken to ensure that your event runs smoothly, it is also important to have plans in place for if things go wrong.

Planning ahead for circumstances that may affect your event (i.e. bad weather) can limit the impact they have, and can prevent the stress that can be associated with challenging situations.

You will need to make sure that everyone involved in the running of your event is aware of the contingency plans that are in place, and that the lines of communication are clear if they need to be implemented.

All staff and volunteers should be briefed on these plans prior to the event.

Appendix -Risk Assessment Template

[illegible]

CONSULTATION - *All those who took part in the risk assessment process should sign this form or be noted as part of the process.*

Name		Name		Name		Name		Name	
Sign		Sign		Sign		Sign		Sign	
Date		Date		Date		Date		Date	
<p>Additional Comments</p>									
Council Use Only									
Date Received by Director XXXX				Risk Controls checked for suitability for identified Hazards					
Referred for further Investigation / Action									



LIKELIHOOD		
Almost Certain	The event will occur on an annual basis	Once a year or more frequently
Likely	The event has occurred several times in your career	Once every three years
Possible	The event might occur once in your career	Once every 10 years
Unlikely	The event does occur somewhere from time to time	Once every 30 years
Rare	Heard of it occurring elsewhere	Once every 100 years

CONSEQUENCE					
Risk Type	Insignificant	Minor	Moderate	Major	Catastrophic
Environment	Minimal environmental impact; isolated release only	Minor environmental impact; on-site release immediately controlled	Significant environmental impact; on-site release contained with assistance	Major environmental impact; release spreading off-site; contained with external assistance	Fatalities occur; extensive release off-site; requires long term remediation



CONSEQUENCE					
Risk Type	Insignificant	Minor	Moderate	Major	Catastrophic
Financial	Negligible financial loss (< 2.5% annual budget); no impact on program or business operation	Minor financial loss(<10% annual budget); minimal impact on program or business operation	Significant financial loss (<20% annual budget); considerable impact on program or business operations	Major financial loss (<25% annual budget); severe impact on program or business operation	Extensive financial loss (> 25% annual budget); loss of program or business operation
WHS	First aid only required	Minor medical treatment with or without potential for lost time.	Significant injury involving medical treatment or hospitalisation and lost time	Individual fatality or serious long term injury	Multiple fatalities or extensive long term injury
Professional Indemnity	Isolated, internal or minimal complaint; minimal loss to organisation	Contain complaint or action with short term significance; medium loss to organisation	Significant complaint involving statutory authority or investigation; prosecution possible with significant loss to organisation	Major complaint with litigation and long term significance; very high loss to organisation	Extensive litigation with possible class action; worst-case loss to organisation; threat to viability of program or service.
Public Liability	First aid only required; minimal loss to organisation	Some medical treatment required; medium loss to organisation	Significant injury involving medical treatment or hospitalisation; high loss to organisation	Severe injuries or individual fatality; very high loss to organisation	Multiple fatalities or extensive long term injuries; worst case loss to organisation
Property & Infrastructure	Isolated or minimal loss; short term impact; repairable through normal operations	Minor loss with limited downtime; short term impact; mostly repairable	Significant loss with temporary disruption of services; medium term impact on organisation	Critical loss or event requiring replacement or property or infrastructure; long term impact on organisation	Disaster with extensive loss and long term consequences; threat to viability of service or operation



CONSEQUENCE					
Risk Type	Insignificant	Minor	Moderate	Major	Catastrophic
		through normal operations			
Reputation	Isolated, internal or minimal adverse attention or complaint	Heightened local community concern or criticism	Significant public criticism with or without media attention	Serious public or media outcry, broad media attention	Extensive public outcry; potential national media attention
Natural Hazards	Minimal physical or environmental impact; isolated hazard only; dealt with through normal operations	Minor physical or environmental impact, hazards immediately controlled with local resources	Significant physical or environmental impact; hazards contained with assistance of external resources	Major physical or environmental impact; hazard extending off-site; external services required to manage	Extensive physical or environmental impact extending off-site; managed by external services; long term remediation required
Information Technology	No measurable operational impact to organisation	Minor downtime or outage in single area of organisation; addressed with local management and resources	Significant downtime or outage in multiple areas of organisation; substantial management required and local resources	Loss of critical functions across multiple areas of organisation; long term outage; extensive management required and extensive resources	Extensive and total loss of functions across organisation; disaster management required
Political and Governance	Isolated non-compliance or breach; minimal failure of internal controls managed by normal operations	Contained non-compliance or breach with short term significance; some impact on normal operations	Serious breach involving statutory authorities or investigation; significant failure of internal controls; adverse publicity at local level	Major breach with formal inquiry; critical failure of internal controls; widespread adverse publicity	Extensive breach involving multiple individuals; potential litigation; viability of organisation threatened



CONSEQUENCE					
Risk Type	Insignificant	Minor	Moderate	Major	Catastrophic
Industrial Relations	Isolated, internal or minimal impact on staff morale or performance; minimal loss to organisation	Contained impact on staff morale or performance of short term significance; medium loss to organisation	Significant impact on staff morale or performance of medium term significance; significant loss to organisation	Major impact on staff morale or performance with long term significance; very high loss to organisation	Extensive impact or organisational morale or performance; threat to viability or program or service
Contractual and Legal	Isolated non-compliance or breach; negligible financial impact	Contained non-compliance or breach with short term significance and minor financial impact	Serious breach involving statutory authority or investigation; prosecution possible with significant financial impact	Major breach with fines and litigation; long term significance and major financial impact	Extensive fines and litigation with possible class action; threat to viability of program or service.
Positive Consequences	Minimal benefit, minimal financial gain, negligible saving in time.	Small benefit, low financial gain, small saving in time.	Some enhancement to reputation, high financial gain, reasonable saving in time.	Enhanced reputation, major financial gain, large saving in time.	Significantly enhanced reputation, huge financial gain, significant saving in time.

Likelihood	Consequences				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Almost Certain	Moderate 8	High 16	High 20	Extreme 23	Extreme 25
Likely	Moderate 7	Moderate 12	High 17	High 21	Extreme 24
Possible	Low 4	Moderate 10	High 15	High 18	High 22
Unlikely	Low 2	Low 5	Moderate 11	Moderate 13	High 19
Rare	Low 1	Low 3	Moderate 6	Moderate 9	High 14



Level of Residual Risk	Risk Treatment
Extreme	<ul style="list-style-type: none">• Requires immediate action by relevant Director, Project Steering Committee and/or General Manager.• Reporting to any relevant regulatory authority, Council /Audit, Risk and Improvement Committee as required.• Develop a specific Treatment Plan for implementation, including budget and resource allocation, to minimise extreme risks.• Report quarterly on progress against actions identified in the Treatment Plan and effectiveness of control.
High	<ul style="list-style-type: none">• Requires urgent attention of the relevant Director or Project Steering Committee.• Develop and implement a specific Action Plan, including budget and resource allocation, to minimise high risks.• Report on progress against identified and agreed actions and effectiveness of control.
Moderate	<ul style="list-style-type: none">• Requires ongoing monitoring by Manager and treatment with routine or specific procedures.• Develop and implement a specific Action Plan, including budget and resource allocation, to minimise risk.• Monitor via normal internal reporting mechanisms.
Low	<ul style="list-style-type: none">• Manager responsible for risk to monitor and review via normal internal reporting mechanisms.