

2018 Risk Management and Resilience Assessments

Date of Assessment: Monday, 12 February 2018	Date to be Retained: Wednesday, 12 February 2025
---	---

Persons Involved in Assessment:	Andrew MURRAY (ERMS Group-Public Safety, Risk and Emergency Management Consultants)
--	---

Referenced Documents (Legislation, Codes of Practice, Standards and Industry Guidelines etc):	<i>Work Health and Safety Act 2011; Work Health and Safety Regulation 2011; ISO AS/NZS 31000:2009- Risk Management; Building Fire Safety Regulation 2008; AIDR Manual 12- Safe and Healthy Mass Gatherings; HB 167:2206 Security Risk Management; AS 4421:2011 Guard and Patrol Services; HB 89:2013- RiskManagement, Guidelines on Risk Assessment Techniques; HB 436:2013 Risk Management Guidelines; HB 327:2010 Communicating and Consulting About Risk; Australian Strategy for Protecting Crowded Places</i>
--	--

Name of Person Andrew MURRAY	Signature of Person
Name of Person	Signature of Person
Name of Person	Signature of Person
Name of Person	Signature of Person
Name of Person	Signature of Person
Name of Person	Signature of Person

Acceptance as part of the Enterprise Risk Management and Resilience Framework

Responsible Manager:	Signature:
-----------------------------	-------------------

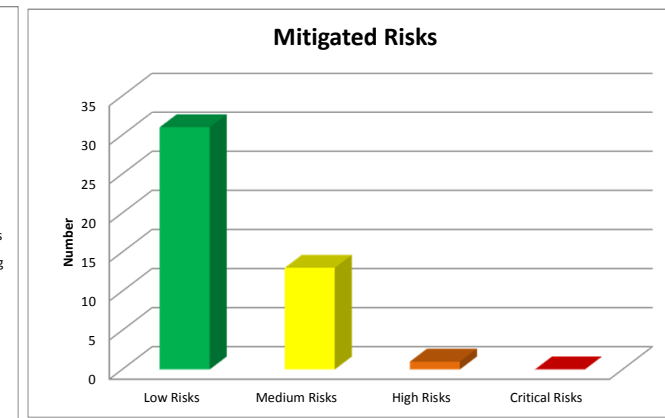
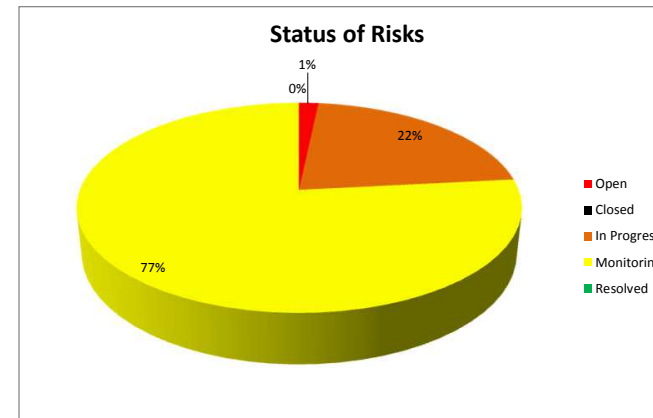
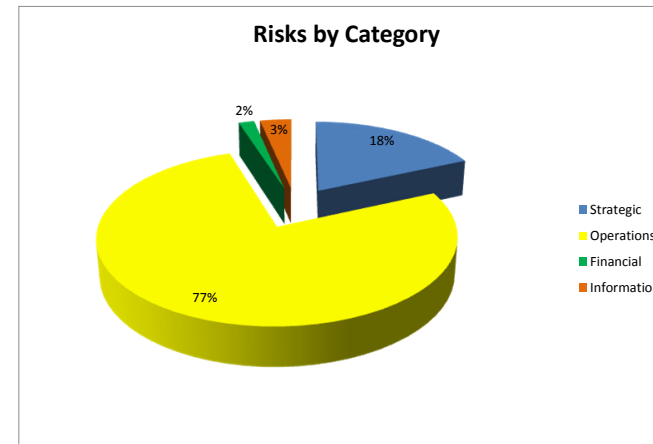
Date of Acceptance:	Date of Assessment:
----------------------------	----------------------------

Unmitigated Risk Rating Summary	
Low 4	0
Low 8	0
Low 12	0
Low 16	0
Low 20	3
Low 24	0
Low 28	3
Low 32	0
Low 36	8
Low Risks	14
Medium 40	0
Medium 44	0
Medium 52	16
Medium 64	7
Medium 68	0
Medium Risks	23
High 48	0
High 56	0
High 76	5
High 88	15
High Risks	20
Critical 72	0
Critical 80	0
Critical 84	1
Critical 92	2
Critical 96	0
Critical 100	0
Critical Risks	3

Mitigated Risk Rating Summary	
Low 4	0
Low 8	0
Low 12	0
Low 16	5
Low 20	9
Low 24	0
Low 28	1
Low 32	9
Low 36	7
Low Risks	31
Medium 40	0
Medium 44	0
Medium 52	0
Medium 64	0
Medium 68	13
Medium Risks	13
High 48	0
High 56	0
High 76	1
High 88	0
High Risks	1
Critical 72	0
Critical 80	0
Critical 84	0
Critical 92	0
Critical 96	0
Critical 100	0
Critical Risks	0

Risk Category Summary	
Strategic	11
Operations	46
Financial	1
Information	2

Risk Status Summary	
Open	1
Closed	0
In Progress	13
Monitoring	46
Resolved	0



Unique ID	Risk Category	Risk, Hazard or Issue Description	Risk Scenario or Outcome	Initial Risk Consequence	Initial Risk Likelihood	Initial Risk Rating	Proposed Controls	Responsible Personnel	Mitigated Risk Consequence	Mitigated Risk Likelihood	Mitigated Risk Rating	Mitigated Risk Acceptance or Tolerability Status	Risk Status
FOC/0001	Strategic	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	Moderate	Possible	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 ECC. Ask if the person requires a follow up call/visits. Details forwarded to relevant area (ie sound complaints to production manager) compliant investigated and follow up call placed if required. incident report filled.	ALL	Minor	Unlikely	Low 20	Acceptable with periodic review	Monitoring
FOC/0002	Strategic	"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	Catastrophic	Unlikely	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	Catastrophic	Rare	Medium 68	Tolerable with periodic review	In Progress
FOC/0003	Operations	"Black Swan" Risk (Low Likelihood, High Consequence Event occurs that no controls in place for	Fatality, Serious Injury, Legal Action, loss of permit/license	Catastrophic	Unlikely	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	Catastrophic	Rare	Medium 68	Tolerable with periodic review	In Progress
FOC/0004	Financial	"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)	Catastrophic	Unlikely	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	Catastrophic	Rare	Medium 68	Tolerable with periodic review	In Progress
FOC/0005	Information	"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	Catastrophic	Unlikely	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	Catastrophic	Rare	Medium 68	Tolerable with periodic review	In Progress
FOC/0006	Operations	Patron is victim of sexual harrasment or assault at event site or in campgrounds	Serious injury or possible fatality	Major	Possible	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	Major	Rare	Low 60	Acceptable with periodic review	Monitoring
FOC/0007	Operations	Bites/stings from local fauna	Serious Injury	Moderate	Possible	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	Moderate	Unlikely	Low 36	Acceptable with periodic review	Monitoring

2018 Risk Management and Resilience Log

Unique ID	Risk Category	Risk, Hazard or Issue Description	Risk Scenario or Outcome	Initial Risk Consequence	Initial Risk Likelihood	Initial Risk Rating	Proposed Controls	Responsible Personnel	Mitigated Risk Consequence	Mitigated Risk Likelihood	Mitigated Risk Rating	Mitigated Risk Acceptance or Tolerability Status	Risk Status
FOC/0008	Operations	Exposure to outdoor environment (extreme heat/cold, UV radiation)	Serious injury	Moderate	Possible	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	Minor	Unlikely	Low 20	Acceptable with periodic review	Monitoring
FOC/0009	Operations	Inclement weather (rain, Winds etc)	Event Cancellation, Nodification to programming	Moderate	Possible	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	Moderate	Unlikely	Low 36	Acceptable with periodic review	Monitoring
FOC/0010	Operations	Slip, trip or falls from cables and other equipment	Serious injury	Moderate	Possible	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	Technical Manager, Site Manager	Minor	Unlikely	Low 20	Acceptable with periodic review	Monitoring
FOC/0011	Operations	Unauthorised access to performance areas or backstage	Theft of equipment (on-hired), Theft of performers' personal equipment	Moderate	Possible	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	Moderate	Unlikely	Low 36	Acceptable with periodic review	Monitoring
FOC/0012	Strategic	Unauthorised access to performance areas or backstage	Adverse media attention, Reputational impact	Moderate	Possible	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	Minor	Unlikely	Low 20	Acceptable with periodic review	Monitoring
FOC/0013	Strategic	Performers do not show or are late/delayed	Adverse media attention, Reputational impact	Moderate	Unlikely	Low 36	Ensure performers info sheet contains sufficient information for timely parking, load in/out, event proceedings. Confirm contact details and mobile numbers for performers. Producer in conjunction with Stage Manager to adjust program as far as possible to cover missing performers. If performers arrive late schedule may be adjusted to accommodate them if possible. Notify Producer of any cancellations or major performance time adjustments as they occur.	Producer, Stage Manager	Minor	Unlikely	Low 20	Acceptable with periodic review	Monitoring
FOC/0014	Operations	Power Failure (During Event)	Delay in programming, Safety issues with low visibility	Moderate	Possible	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.	Technical Manager, Site Manager	Minor	Unlikely	Low 20	Acceptable with periodic review	Monitoring
FOC/0015	Operations	Stage program runs overtime	Delay or variation in programming	Minor	Possible	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.	Producer, Stage Manager	Minor	Rare	Low 16	Acceptable with periodic review	Monitoring
FOC/0016	Operations	Suppliers failure to show	Changes to programming or layout	Major	Almost Certain	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	Technical Manager, Site Manager	Moderate	Unlikely	Low 36	Acceptable with periodic review	Monitoring

Unique ID	Risk Category	Risk, Hazard or Issue Description	Risk Scenario or Outcome	Initial Risk Consequence	Initial Risk Likelihood	Initial Risk Rating	Proposed Controls	Responsible Personnel	Mitigated Risk Consequence	Mitigated Risk Likelihood	Mitigated Risk Rating	Mitigated Risk Acceptance or Tolerability Status	Risk Status
FOC/0017	Operations	Access to site for Emergency Services is restricted	Delay in response resulting in serious injury or fatality, Loss of asset etc	Catastrophic	Possible	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, Security, Public Safety, QPS	Catastrophic	Rare	Medium 68	Tolerable with periodic review	In Progress
FOC/0018	Operations	Exceeding maximum permissible sound pressure levels	Fine or penalty, Loss of Permit	Moderate	Possible	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 neighboring 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, Site Manager	Minor	Unlikely	Low 20	Acceptable with periodic review	Monitoring
FOC/0019	Operations	Exceeding maximum permissible sound pressure levels	Aural Injury	Minor	Unlikely	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 neighboring 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, Site Manager	Minor	Rare	Low 16	Acceptable with periodic review	Monitoring
FOC/0020	Operations	Failure of Technical Equipment	Delay to event programming	Moderate	Unlikely	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	Minor	Unlikely	Low 20	Acceptable with periodic review	Monitoring
FOC/0021	Operations	Manual Task Handling (Lifting, pulling, pushing, Vibration from tools etc)	Serious Injury	Moderate	Possible	Medium 52	Production manager to review suppliers SWMS. Only trained and professional crews/suppliers will be engaged. Provide rest and	Technical Manager, Site Manager	Minor	Possible	Low 28	Acceptable with periodic review	Monitoring
FOC/0022	Operations	Integrity of built structures (stagg, rigging etc) fails causing collapse	Multiple serious injuries and/or Multiple fatalities	Catastrophic	Unlikely	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	Technical Manager	Catastrophic	Rare	Medium 68	Tolerable with periodic review	In Progress
FOC/0023	Strategic	Integrity of built structures (stagg, rigging etc) fails causing collapse	Increased media attention, adverse impact to reputation	Moderate	Unlikely	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	Technical Manager	Moderate	Rare	Low 32	Acceptable with periodic review	Monitoring
FOC/0024	Operations	Damaged electrical equipment and infrastructure or untagged equipment	Serious Injury or Fatality (Electrocution, Shock)	Major	Unlikely	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.	Technical Manager, Site Manager	Major	Rare	Low 60	Acceptable with periodic review	Monitoring
FOC/0025	Operations	Equipment Damage- Unstable footing or change in ground density	Equipment damaged from rollover etc	Minor	Unlikely	Low 20	Use appropriate ballast and strapping where required/relevant, place all speakers and lighting stands on stable/flat ground.	Technical Manager, Site Manager	Minor	Rare	Low 16	Acceptable with periodic review	Monitoring
FOC/0026	Operations	Equipment Damage- Unstable footing or change in ground density	Rollover of equipment causes serious injury/entrapment	Major	Unlikely	Medium 64	Use appropriate ballast and strapping where required/relevant, place all speakers and lighting stands on stable/flat ground.	Technical Manager, Site Manager	Major	Rare	Low 60	Acceptable with periodic review	Monitoring
FOC/0027	Operations	Falls from Height (Ladder)	Serious Injury or Fatality	Major	Possible	High 76	Ensure ladder is used in correct manner. Stabilize ladder with a footer. Ladders must be rated. Medical response and first aid team onsite. Induction process	Technical Manager, Site Manager	Major	Rare	Low 60	Acceptable with periodic review	Monitoring

2018 Risk Management and Resilience Log

Unique ID	Risk Category	Risk, Hazard or Issue Description	Risk Scenario or Outcome	Initial Risk Consequence	Initial Risk Likelihood	Initial Risk Rating	Proposed Controls	Responsible Personnel	Mitigated Risk Consequence	Mitigated Risk Likelihood	Mitigated Risk Rating	Mitigated Risk Acceptance or Tolerability Status	Risk Status
FOC/0028	Operations	Falls from Height (General)	Serious Injury or Fatality	Major	Possible	High 76	Use experienced, qualified staff wearing the appropriate safety and fall restraint equipment. Medical response and first aid team onsite. Induction process	Technical Manager, Site Manager	Major	Rare	Low 60	Acceptable with periodic review	Monitoring
FOC/0029	Operations	Fire (Stage)	Multiple serious injuries and/or Multiple fatalities, Damage to assets	Catastrophic	Unlikely	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	Technical Manager, Site Manager, Stage Manager	Major	Rare	Low 60	Acceptable with periodic review	Monitoring
FOC/0030	Operations	Fire (Internal, External- carpark, Neighboring property etc)	Multiple serious injuries and/or Multiple fatalities, Damage to assets	Catastrophic	Unlikely	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	Catastrophic	Rare	Medium 68	Tolerable with periodic review	In Progress
FOC/0031	Operations	Use of handtools	Injury	Minor	Possible	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	Technical Manager	Minor	Unlikely	Low 20	Acceptable with periodic review	Monitoring
FOC/0032	Operations	Fatigue	Serious injury or fatality	Major	Unlikely	Medium 64	Take regular breaks, share workload with other workers, Fatigue score tests	ALL	Major	Rare	Low 60	Acceptable with periodic review	Monitoring
FOC/0033	Operations	People and plant/vehicle interaction	Serious injury or fatality	Major	Unlikely	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)	Technical Manager, Site Manager	Major	Rare	Low 60	Acceptable with periodic review	Monitoring
FOC/0034	Operations	Lightning Strike	Multiple serious injuries and/or Multiple fatalities, Damage to assets	Catastrophic	Unlikely	High 88	Cease work/performance in an electrical storm, Monitor BoM for Strike Model Risk	Technical Manager, Site Manager	Major	Rare	Low 60	Acceptable with periodic review	Monitoring
FOC/0035	Operations	Inadequate, insufficient or damaged lighting on site	Multiple serious injuries, Damage to assets	Moderate	Possible	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 colored 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 intoxicated persons. LUX readings taken throughout the event. Provide sufficient lighting for any work to be completed in low light areas or at night time	Technical Manager, Site Manager	Moderate	Rare	Low 32	Acceptable with periodic review	Monitoring
FOC/0036	Operations	Medical Emergency	Serious Injury	Major	Possible	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	Stage Manager, Site Manager, First Aid Team	Major	Possible	High 76	Intolerable without treatment	Open
FOC/0037	Operations	Signage- Blocking access points, pathways etc	Injury, Delay in response	Moderate	Unlikely	Low 36	Place signage/equipment appropriately for public access and safety	Site Manager	Moderate	Rare	Low 32	Acceptable with periodic review	Monitoring
FOC/0038	Operations	Signage- Unstable (Falls Over)	Serious Injuries	Moderate	Unlikely	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	Moderate	Rare	Low 32	Acceptable with periodic review	Monitoring

Unique ID	Risk Category	Risk, Hazard or Issue Description	Risk Scenario or Outcome	Initial Risk Consequence	Initial Risk Likelihood	Initial Risk Rating	Proposed Controls	Responsible Personnel	Mitigated Risk Consequence	Mitigated Risk Likelihood	Mitigated Risk Rating	Mitigated Risk Acceptance or Tolerability Status	Risk Status
FOC/0039	Operations	Unstable marquees, or infrastructure on site	Multiple serious injuries and/or Multiple fatalities, Damage to assets	Catastrophic	Possible	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	Site Manager	Major	Rare	Low 60	Acceptable with periodic review	Monitoring
FOC/0040	Operations	Mobile Phone Network Fails	Event communications rely on network unable to occur, Program delays, Key messages not communicated	Moderate	Possible	Medium 52	Ensure all key staff have radios for increased efficiency, Mobiles used a secondary communications device	ALL	Moderate	Rare	Low 32	Acceptable with periodic review	Monitoring
FOC/0041	Information	Mobile Phone Network Fails	Event communications rely on network unable to occur, Program delays, Key messages not communicated	Moderate	Possible	Medium 52	Ensure all key staff have radios for increased efficiency, Mobiles used a secondary communications device	ALL	Moderate	Rare	Low 32	Acceptable with periodic review	Monitoring
FOC/0042	Operations	Food poisoning/poor food hygiene practices	Multiple patrons with illness	Moderate	Possible	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	Stalls Manager	Moderate	Unlikely	Low 36	Acceptable with periodic review	Monitoring
FOC/0043	Operations	Food poisoning/poor food hygiene practices	Litigation, Fines/Penalties for non-compliance	Moderate	Possible	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	Stalls Manager	Moderate	Unlikely	Low 36	Acceptable with periodic review	Monitoring
FOC/0044	Strategic	Food poisoning/poor food hygiene practices	Adverse media attention, Reputational impact	Moderate	Possible	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	Moderate	Unlikely	Low 36	Acceptable with periodic review	Monitoring
FOC/0045	Operations	Mobility Access	Inadequate accessibility to the event entry/exit or facilities (PWD)	Minor	Possible	Low 28	Venue is not PWD friendly buy 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	Minor	Rare	Low 16	Acceptable with periodic review	Monitoring
FOC/0046	Operations	Inadequate accessibility to the event entry/exit or facilities (PWD)	Litigation, Fines/Penalties for non-compliance	Major	Unlikely	Medium 64	Venue is not PWD friendly buy 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	Major	Rare	Low 60	Acceptable with periodic review	Monitoring

2018 Risk Management and Resilience Log

Unique ID	Risk Category	Risk, Hazard or Issue Description	Risk Scenario or Outcome	Initial Risk Consequence	Initial Risk Likelihood	Initial Risk Rating	Proposed Controls	Responsible Personnel	Mitigated Risk Consequence	Mitigated Risk Likelihood	Mitigated Risk Rating	Mitigated Risk Acceptance or Tolerability Status	Risk Status
FOC/0047	Strategic	Inadequate accessibility to the event entry/exit or facilities (PWD)	Adverse media attention, Reputational impact	Moderate	Unlikely	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	Moderate	Rare	Low 32	Acceptable with periodic review	Monitoring
FOC/0048	Operations	Insufficient or inadequate toilet facilities	Long waits, cleanliness of toilets	Moderate	Unlikely	Low 36	Establish ratio of toilets 1-85/ 1-100/ 1-125 with an anticipated crowd of 13000+ we will provide at a minimum 1 toilet unit/65 attendees with additional urinal facilities at each major toilet block and separate BOH toilets for performers and staff. 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 servability issue	Site Manager, Contractor	Moderate	Rare	Low 32	Acceptable with periodic review	Monitoring
FOC/0049	Strategic	Long waits, cleanliness of toilets	Adverse media attention, Reputational impact	Minor	Unlikely	Low 20	Establish ratio of toilets 1-85/ 1-100/ 1-125 with an anticipated crowd of 13000+ we will provide at a minimum 1 toilet unit/65 attendees with additional urinal facilities at each major toilet block and separate BOH toilets for performers and staff. 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 servability issue	Site Manager, Contractor	Minor	Rare	Low 16	Acceptable with periodic review	Monitoring
FOC/0050	Operations	Intoxicated Patrons (Aggressive)	Serious Injuries or fatality from an assault	Major	Unlikely	Medium 64	Alcohol free event, QPS specials and Security onsite to enforce the same, PSOs available to manage	ERMS Group, Police, Security	Major	Rare	Low 60	Acceptable with periodic review	Monitoring
FOC/0051	Operations	Intoxicated Persons (Injury to self)	Slip, trip or fall, Serious Injury	Moderate	Unlikely	Low 36	Alcohol free event, QPS specials and Security onsite to enforce the same, PSOs available to manage	ERMS Group, Police, Security	Moderate	Rare	Low 32	Acceptable with periodic review	Monitoring
FOC/0052	Strategic	Intoxicated Patrons (Aggressive)	Adverse media attention, Reputational impact	Major	Unlikely	Medium 64	Alcohol free event, QPS specials and Security onsite to enforce the same, PSOs available to manage	ERMS Group, Police, Security	Major	Rare	Low 60	Acceptable with periodic review	Monitoring
FOC/0053	Operations	Overdose, allergic reaction (Illicit drugs)	Serious illness or fatality	Catastrophic	Unlikely	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	Catastrophic	Rare	Medium 68	Tolerable with periodic review	In Progress
FOC/0054	Strategic	Overdose, allergic reaction (Illicit drugs) resulting in serious illness or fatality	Adverse media attention, Reputational impact	Major	Possible	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	Major	Rare	Low 60	Acceptable with periodic review	Monitoring
FOC/0055	Operations	Crowd violence (Injury, panic, aggressive behaviour, trampling)	Serious injury or fatality	Catastrophic	Unlikely	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	Catastrophic	Rare	Medium 68	Tolerable with periodic review	In Progress
FOC/0056	Operations	Crowd "Fight or Flight" response to an emergency situation	Multiple serious injuries or fatalities	Catastrophic	Unlikely	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	Major	Rare	Low 60	Acceptable with periodic review	Monitoring
FOC/0057	Operations	Pyrotechnics Malfunction (eg Explosion)	Multiple serious injuries or fatalities	Catastrophic	Unlikely	High 88	Qualified and competent contractor engaged, Exclusion zone in place, manned by security, Permit from relevant Government Agencies obtained	Event Manager, Contractor, Security, SCC Permits	Catastrophic	Rare	Medium 68	Acceptable with periodic review	In Progress
FOC/0058	Strategic	Pyrotechnics Malfunction (eg Explosion) resulting in serious injuries or fatalities	Adverse media attention, Reputational impact	Catastrophic	Unlikely	High 88	Qualified and competent contractor engaged, Exclusion zone in place, manned by security, Permit from relevant Government Agencies obtained	Event Manager, Contractor, Security, SCC Permits	Catastrophic	Rare	Medium 68	Acceptable with periodic review	In Progress

Unique ID	Risk Category	Risk, Hazard or Issue Description	Risk Scenario or Outcome	Initial Risk Consequence	Initial Risk Likelihood	Initial Risk Rating	Proposed Controls	Responsible Personnel	Mitigated Risk Consequence	Mitigated Risk Likelihood	Mitigated Risk Rating	Mitigated Risk Acceptance or Tolerability Status	Risk Status
FOC/0059	Operations	Terrorism, Acts of Mass Violence,	Multiple serious injuries or fatalities	Catastrophic	Unlikely	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	Catastrophic	Rare	Medium 68	Tolerable with periodic review	In Progress
FOC/0060	Operations	Vehicle Momegmentum Attack	Vehicle Momegmentum Attack	Catastrophic	Unlikely	High 88	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	Catastrophic	Rare	Medium 68	Tolerable with periodic review	In Progress