



Events Risk Management Plan

Guide for Event Organisers

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1.0 Introduction

Any event, regardless of its nature or size, will have risks. All events need to be managed for risks to ensure that the events are successful and as safe as possible.

Event organisers are responsible for identifying and managing these risks to a level which is as low as reasonably practicable.

When applying to hold an event in the City of Mandurah (the City), the application for the event may need to be accompanied by a risk management plan and an evacuation plan. An event risk management plan and event evacuation plan may be required by the following legislation:

- The Health (Miscellaneous Provisions) Act 1911 (previously known as the Health Act 1911) referred to in these guidelines as the Act; and
- The Health (Public Buildings) Regulations 1992 which support the Act and are referred to in these guidelines as the Regulations.

This guidance note describes the process that will assist event organisers to develop an event risk management plan and an event evacuation plan from an occupational safety and health aspect. It is not intended that following this guidance note is the only way to carry out the risk assessments necessary. Alternative processes may be used but these should give a realistic assessment of the risk.

Event organisers need to be conversant with all other aspects of the event such as finance, marketing, advertising, sponsorship, logistics, etc., and as appropriate, seek advice on these subjects, to ensure a successful delivery of the event.



2.0 What Does the Law Require?

If an application to hold an event, capable of attracting the attendance of 1,000 or more persons, is submitted to the City, the application will only be processed if the following Regulations have been complied with:

- Regulation 4² requires that an event risk management plan is developed in accordance with the standard AS/NZS ISO 31000:2009 Risk management- Principles and guidelines (AS/NZS ISO 31000), and accompanies the application to hold the event;
- Regulation 26¹ requires that an emergency plan is developed in accordance with the relevant requirements of the standard AS 3745:1995 Emergency control organization and procedures for buildings (AS 3745), including a risk management plan in accordance with AS/NZS ISO 31000, and accompanies the application.

3.0 What is a Risk Management Plan?

Event organisers can effectively manage risks by identifying, understanding and managing the risks encountered in all stages of the event: the conceptualising, budgeting, planning, bump in, operation, bump out and conclusion. This requires a systematic and structured process, to look at all risks associated with the event – human factors, equipment employed, environment and weather, energies (electricity, gas, high pressure fluids) emergency vehicle access, traffic management, fire hazards, explosion hazards, terrorism threats, etc. This forms the basis for a risk management plan.

As the Act requires adherence to AS/NZS ISO 31000, it is important to understand the seven ⁷ elements of the risk management process documented in this standard and their implication of what the event risk management plan needs to demonstrate to the City:

1. Communicating and consulting
The event risk management plan clearly demonstrates that during all

stages of the event communication and consultation with all stakeholders took place, and formed the basis of a team based risk assessment.

2. Establish the context
The event risk management plan clearly describes the organisation, event and risk management context by defining the event profile, key stakeholders with roles and responsibilities and procedures for applying the risk management process. Event sites are detailed and site plans are provided, and where appropriate description is provided of the multiple and transient sites being used throughout the event.
3. Identify risks
Risks have been identified systematically and in a structured manner, in alignment with the event breakdown structure and documented in a risk register.
4. Analyse risks
Risks have been analysed by risk source, frequency and consequence to determine a priority. A risk matrix with likelihood and consequence descriptors is provided for assessing the risk, together with a decision process to action the resulting risk.
5. Evaluate risks
Risks have been assigned risk ownership for risk evaluation decision.
6. Treat risks
Risks treatments are documented with existing controls, risk treatment schedule and plan, as well as, specific event risk action plans for major risks. Also included with the event risk management plane are Emergency Evacuation Plans.
7. Monitor and review
The plan, individual risks, controls and treatments have documented evidence of monitor and review requirements.

The ultimate aim of any risk assessment is to identify appropriate control measures that will reduce the risks from the event to people, the environment and property to as low as reasonably practicable.

4.0 What is an Evacuation Plan?

Event organisers also need to identify, understand and plan for situations where a large number of people may need to be evacuated in a safe and timely manner to a designated muster point due to emergencies that may arise during an event.

The event evacuation plan needs to be generic and apply to all credible emergencies and not be restricted only to fire emergencies.

Examples of incidents that may lead to emergencies are fires, gas leaks, bomb threats, total and complete loss of power, and unauthorised intruders in the site. Good communication channels and emergency preparedness are important in these circumstances. The written evidence that supports emergency evacuation strategies is called an evacuation plan, also known as an emergency plan or emergency evacuation plan.

As the Act requires adherence to the relevant requirements of AS 3745, it is important to understand the basic requirements of this standard and their implication of what the event evacuation plan needs to demonstrate to the City:

1. Appoint an emergency planning committee
The event evacuation plan describes the emergency planning committee structure, terms of reference for membership, roles and responsibilities.

2. Establish an emergency control organisation
The plan outlines when an emergency commences and when it ceases, the correct communication protocols and chain of command.
The event evacuation plan describes the emergency management structure, critical incident management team and emergency management team, terms of reference for membership, roles and responsibilities.
3. Prepare emergency plans and procedures
The plan demonstrates accurate and current evacuation plans and procedures, muster points and emergency escape routes.
4. Establish roles for key personnel
The roles of key personnel such as area wardens, incident controllers and commanders; it also defines the roles and instructions for authorised visitors and neighbours who may be impacted by an emergency.
5. Establish education and training requirements
The plan establishes the protocols for testing and exercising schedules for the correct implementation of the emergency procedures described in the plan.



5.0 How is an event Risk Assessment Conducted?

The most productive risk assessment are performed as a team so that people with subject matter expertise utilise their knowledge to contribute to the risk identification, assessment and mitigation, based on the best available information.

Additionally, consider treating the event as a project. Risk identification is then taken using a project breakdown structure method – a project management approach to break down the project into individual work packages essential for the delivery of the project. The following risk categories for event management may be used to capture potential risks in a Risk Register for the event:

1. Human Behaviour: for example, patron antisocial behaviour, lost children, mass evacuation due to major threat;
2. Hygiene: for example, food poisoning, needle stick injury, insufficient rubbish bins; insufficient toilet facilities;
3. Natural Elements: for example, inclement extreme heat, wildlife/animal behavior (unruly dogs, aggressive birds), flooding;
4. Technical: for example, communications failure, electric shock, lighting failure, structural failure, and amusement ride mechanical failure;
5. Traffic: for example, disruption by bikes and skateboards, emergency vehicle access blocked, insufficient parking for patrons, overcrowding, jetties and boardwalks.

The risk register is an integral part of the risk management plan and needs to be referenced in the plan and be submitted with it. Health Services can supply you a template to use as a guide upon request.

The Events Team members then use these categories for event management as the basis for collating all project stakeholder perceptions of potential sources of risk and scenarios that may give rise to adverse consequences.

There are numerous reference sources to assist in developing the risk management plan and emergency plan for an event. Some of these are:

- Department of Health Guidelines for concerts, events and organised gatherings;
- Department of Sport and Recreation Can You Risk It? An Introduction to Risk Management for Community Organisations – Includes Community RiskBase User's Guide;
- Tourism WA Resource for Events in Western Australia to assist in safe and efficient event planning and conduct;
- Tourism WA An Introduction to Risk Management For Event Holders in Western Australia;
- Tourism WA YouTube video Managing your event risks Introduction.

The above support sources should give a sufficient background for a layperson to compile a risk management plan and emergency evacuation plan for the event.



6.0 What to Include in an Event Risk Assessment

6.1 Hierarchy of Control

When potential hazards have been identified, strategies need to be implemented to eliminate or reduce the chance of the risks occurring. Using the hierarchy of control, the most effective way of controlling a hazard is to eliminate it altogether; the efficiency of control diminishes as the hazard is substituted, isolated, etc. The following hierarchy of control should be considered when eliminating or reducing risk:

Effectiveness ↑	Control Methodology	Impact on Hazard
	1 Elimination	Removed the hazard completely or discontinuing the process. <i>For example, if the electric cables from a stage microphone is a trip hazard, use a wireless microphone instead.</i>
	2 Substitution	Replace a hazardous system, material or process with one that presents a lower risk. <i>For example, if the event is conducted during a summer day, use of market umbrellas could be substituted by providing marquees or shade sails.</i>
	3 Engineering	Change the physical characteristics of the venue, environment or equipment used. <i>For example, provide ramps if patrons in wheelchairs will be attending.</i>
	4 Isolation	Use bunting, 'Danger' tape, chains and tags to rope off a potential hazard. <i>For example, rope off and sign post an area where uneven footpath may present a trip hazard to event patrons.</i>
	5 Administrative	Ensure safe operating instructions are implemented. <i>For example, if required ensure that bar staff have been trained in the Responsible Service of Alcohol.</i>
	6 Personal Protective Equipment	Provide appropriate safety equipment. <i>For example, traffic controllers need to be provided with long sleeves, long pants, wide brimmed sunhats and high visibility safety vests.</i>

6.2 Determining the Likelihood

When potential hazards have been identified, the likelihood of that unwanted event realising itself needs to be considered. The following likelihood scales provides a guide that may be used in the risk assessment.

	Frequency indicator	Probability	Examples
5. Almost certain	Consequence occurs 6 to 10 times in 1 year; occurred > 10 times in a similar event	10 chances in 1 per annum	Expected to occur in most circumstances
4. Likely	Consequence has been known to occur 2 to 5 times in 1 year; occurred 5 times in a similar event	5 chances in 1 per annum	Will probably occur in most circumstances
3. Possible	Consequence has been known to occur once in 3 years; occurred 3 times in a similar event	1 chance in 3 per annum	Should occur at some time
2. Unlikely	Consequence has been known to occur once in 10 years; occurred once in a similar event	1 chance in 10 per annum	Could occur at some time
1. Rare	Consequence may occur once in 100 years; not known to have occurred in a similar event	1 chance in 100 per annum	May occur, in exceptional circumstances

6.3 Determining the Consequence

When potential hazards have been identified, the consequence of that unwanted event realising itself needs to be considered. The following consequence scales provides a guide that may be used in the risk assessment.

	1. Insignificant	2. Minor	3. Moderate	4. Major	5. Catastrophic
Environment	No effect, minor on-site effects rectified rapidly with insignificant residual effect	Impact confined to site, short term, with minimal rectification required; may cause isolated community complaint	Contained off-site environmental damage (e.g., spill on road), short term and easily rectified; may lead to community complaints and regulatory enforcement action	Uncontained off-site environmental damage (e.g., polluted water), long term major effects and difficult to rectify; may lead to multiple community complaints and civil prosecution	Effects widespread, viability of ecosystems or species affected, with long term permanent impact leading to irreversible damage and criminal prosecution
Financial	< \$5,000	\$5,000 to < \$150,000	\$150,000 to < \$500,000	\$500,000 to < \$2 million	≥ \$2 million
Legal & Regulatory	No action	Low level legal issue. Penalty or prosecution unlikely	Serious breach with investigation by or report to authority. Moderate penalty possible	Major breach with potential major penalty and/or investigation and prosecution by authority. Major litigation	Investigation by authority and significant penalty delivered. Very serious litigation, including class actions
Occupational Safety and Health	None	First aid treatment injury	Medical treatment required, no lost time injury (LTI)	Extensive medical treatment required, with LTI	Permanent disability and / or fatality
Operational	Little impact delay: < 1 hour	Inconvenient delays: 1 hour to 1 day	Significant delays: 1 day to 1 week	Non achievement of certain aspects, with delays: 1 week to 1 month	Non Achievement of objectives, with delays > 1 month
Reputation	Low impact, low profile, no complaint	Low impact and low news, possible complaint	Low public embarrassment, moderate news item, public complaint	Public embarrassment, high media attention, several public complaints, third party action, damage to reputation	Very high level of public embarrassment, very high media attention, many public complaints, third party action, and irreversible damage to reputation

6.4 Determining the Risk

When the likelihood and consequence of the potential hazards have been analysed, the resulting risk needs to be evaluated. The following risk matrix provides a guide to evaluating the risk:

	1 Insignificant	2 Minor	3 Moderate	4 Major	5 Catastrophic
A Almost Certain	Low (A1)	Medium (A2)	High (A3)	Extreme (A4)	Extreme (A5)
B Likely	Low (B1)	Low (B2)	Medium (B3)	High (B4)	Extreme (B5)
C Possible	Negligible (C1)	Low (C2)	Medium (C3)	High (C4)	High (C5)
D Unlikely	Negligible (D1)	Negligible (D2)	Low (E4)	Medium (D4)	High (D5)
E Rare	Negligible (E1)	Negligible (E2)	Negligible (E3)	Low (E4)	Medium (E5)

6.5 Managing the Risk

Once evaluated, the assessed risk need to be managed to ensure that the events are successful and as safe as possible. The following risk management plan provides a guide to management of the risk:

Extreme	Immediate action required. The activity, or job, must not proceed. Modify the unwanted event, the consequence, or the likelihood to ensure that the risk class is reduced to Medium, or lower. Must be resolved in conjunction with Event Manager, Event Supervisor, and Event Team Members.
High	Action plan required. The activity, or job, must not proceed. Modify the unwanted event, the consequence, or the likelihood to ensure that the risk class is reduced to Medium, or lower. Must be resolved in conjunction with Event Manager, Event Supervisor, and Event Team Members.
Medium	Repeat the risk identification and risk evaluation process to verify and, where possible to quantify, the risk estimation. Determine the accuracy and uncertainty of the estimation. Where the risk class is confirmed to be Medium, modify the unwanted event, the consequence, or the likelihood to ensure that the risk class is reduced to Low, or Negligible. If this is not practicable, a Risk Action Plan must be developed to manage the risk. Must be resolved in conjunction with Event Manager, Event Supervisor, and Event Team Members.
Low	Determine the management plan to prevent occurrence and to monitor changes which could affect the risk classification. Managed through routine procedures. Must be resolved in conjunction with Event Supervisor, and Event Team Members.
Negligible	Review the risk at the next risk review interval. Managed through routine procedures. Must be resolved at in conjunction with Event Supervisor, and Event Team Members.

6.6 Event Risk Action Plan

After evaluating the inherent risk, once control measures have been put in place, any residual risk that is assessed as *Medium* or *higher* needs to be managed using a Risk Action Plan. The following risk action plan provides a guide to management of medium or higher risks:

Risk Action Plan 1: Technical				
Risk Event	(e) Electric shock caused by striking underground electrical cable during marquee set up.			
Risk Analysis	Consequence [5 - Catastrophic]; Likelihood [E - Rare]; Risk Level [E5 - Medium]			
Key Issues Relating to Risk Event May result in electric shock leading to death, serious injury, or illness requiring immediate medical attention. Reportable incident to WorkSafe and Western Power. Financial loss may be experienced – leading to loss of reputation.				
1) Actions to eliminate, avoid or reduce level of risk.	<ul style="list-style-type: none"> • Authorised Contract locator locates all aboveground services, including overhead powerlines in parks and recreations that require mowing; • Events Manager oversees adherence by Events Team members and Events Participants to specified exclusion zones for underground utilities powerlines for marquee set up during bump in; • Pre-start meetings to discuss working in and around underground • utilities. 			
Risk Action Plan 1: Technical				
2) Risk Owner/ Manager(s)	<ul style="list-style-type: none"> • Event Manager; and • Event Supervisor. 			
3) Risk Treatment Officer(s)	<ul style="list-style-type: none"> • Event Supervisor, and • Event Team Members. 			
4) Timing of Actions	In the event of an electric shock, St Johns Ambulance are to be contacted immediately.			
5) Reporting/ Monitoring	Incident to be reported at the time of occurrence; WorkSafe and Western Power must be notified immediately. Incident / accident report to be completed within 3 days.			
Risk Action Plan Authorisation and Signatories				
Business Unit	Position	Name	Signature	Date Approved
Events Management	Event Manager	Name of person	Signed	Date of signature
Events Management	Event Supervisor	Name of person	Signed	Date of signature
Events Management	Event team Leader	Name of person	Signed	Date of signature

The event risk management plan and event emergency evacuation plan may be submitted in the one written document under separate labelled sections.

7.0 References

1. The *Health (Miscellaneous Provisions) Act 1911* (previously known as the *Health Act 1911*) https://www.legislation.wa.gov.au/legislation/statutes.nsf/main_mrtitle_412_homepage.html to in these guidelines as the Act; and
2. The *Health (Public Buildings) Regulations 1992* https://www.legislation.wa.gov.au/legislation/statutes.nsf/main_mrtitle_1569_homepage.html support the Act and are referred to in these guidelines as the Regulations.
3. Standards Australia 1995, *Emergency control organization and procedures for buildings*, AS 3745:1995, Standards Australia, NSW.
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4. Standards Australia 2009, *Risk Management – Principles and Guidelines*, AS/NZS ISO 3100:2009, Standards Australia, NSW.
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7. Western Australian Department of Health, (2009). *Guidelines for concerts, events and organised gatherings*, Perth.
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<http://www.tourism.wa.gov.au/Publications%20Library/Industry%20Support%20and%20Opportunities/An%20introduction%20to%20Risk%20Management%20for%20Event%20Holders%20-%20May%202014%20-%20FINAL.pdf>
11. Western Australian Tourism Commission (Tourism WA), (2014). *Managing your event risks Introduction*, YouTube video, 29 May.
<https://www.youtube.com/watch?v=FK0yRXf>

