EndemolShine Australia

Series Risk Profile

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Confidential

Project	[redacted]
Prepared for	EndemolShine Australia and its interested stakeholders
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Document History

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Context

Risk management intent

The key risk management objective for ESA is to deliver a successful production of [redacted] working with key stakeholders in identifying, analysing and evaluating opportunities and their associated risks. ESA ensures dynamic, effective and proportionate due diligence when managing risks, yet acknowledge that some risks will remain inherently high. ESA will endeavour to reduce these risks to as low as reasonably practicable with the resources it has available.

This Series Risk Profile (SRP) is to be taken within the context of exisiting due diligence conducted by ESA and its subject matter experts. (Refer to Annex B - Risk methodology and documents within context.).

This SRP demonstrates ESA's governance responsibility and duties under the Corporations and Work Health & Safety Acts, as the primary organiser of the filming activities, and is designed to highlight high level risks of immediate concern to ESA and its interested stakeholders.

It does not identify every risk, as it is expected that engaged contractors will delivery their service
provisions within their contracted requirements, which require a level of due diligence and duty of
care within governing laws, standards and guidelines. ESA will be monitor and review together with
interested stakeholders to the extent that is reasonably practicable.

Risk methodology adopted

This SRP uses methodology adopted from the International Organisation for Standardisation (ISO) Standard ISO31000-2018 Risk Management - Guidelines. This methodology and risk management process was selected as it aligns with ESA's exisiting risk management philosophy and practices.

It is recommended that you be familiar with risk management language before reading this document. (See Annex A - Definitions)

The risk analysis can be undertaken with varying degrees of detail and complexity, depending on the purpose of the analysis, the availability and reliability of information, and the resources available.
The risk analysis method used for this SRP is a IEC/ISO31010 B.29 consequence / probability matrix or risk matrix as it is commonly referred to. (See page 4 for details).

How to read this risk register

The risks listed in the risk register are key risks that require effective controls in place to ensure the production runs as expected. Not all risks are listed as they are managed by ESA and their stakeholders as part of normal business operations and detailing with them in this document would just created excessive minutia, de-valuing the importance of a risk based approach.

Expected controls are designed to reduce the inherent risks associated with the risk described. It's important to understand that the inherent risk levels are advisory and subjective in nature and are only used as a guide to assist stakeholders understand the magnitude of a risk or the combinations of risks.

The ESA risk matrix has the highest risk rating i.e the most important, identified as Extreme 1, and the least important as 25 Low. This is relative to other risks, and the risk criteria in the risk matrix established by ESA.

The expected status of implementation is an assumption based on the organisations intent and commitment to provide resource to implement the controls listed and is supported by key stakeholders approving the SRP.

Expected residual risk is an estimation of the effectiveness of controls in reducing the inherent risk level. Its true effectiveness is not known until it has been implemented or tested and reviewed, but it is reasonable to expect minor variations in the effectiveness of controls. However, a layered approach (having multiple controls) provides assurance that a reasonable reduction in risk level would be expected.

Additional information about the risk and its associated controls is added, such as how it relates to the Work Health & Safety hierarchy, deciding whether or not to accept the risk, how it's being monitored & reviewed and who is responsible for ensures controls are in-place and effective.

To increase the validity of risk analysis, additional methods may be adopted with stakeholders during the production including, but not limited to the following IEC/ ISO31010 Risk assessment techniques:

- B.1 Brainstorming
- B.2 Semi-structured interviews
- B.4 Checklists
- B.9 “What-if” Technique (SWIFT)
- B.10 Scenario analysis
- B.12 Root cause analysis (RCA)
- B.18 Layers of protection analysis (LOPA)
- B.27 FN curves
- B.30 Cost/benefit analysis (CBA)

It is expected that stakeholder expert intuition, existing policy and Standard Operating Procedures (SOPs) will form the foundation for diligent decision making. This SRP provides additional assurance to stakeholders that risk is being reduced to as low as reasonably practicable and that controls will be monitored and reviewed for effectiveness to ensure successful outcomes.

Additional documents that should be taken into context when reviewing this SRP are referenced in Annex B - Risk Methodology and Documents within Context.

Depth of analysis

The depth of analysis provides stakeholders with insights into the level and type of risk management that has been conducted with stakeholders in the preparation of this SRP.

- Key stakeholders have been engaged in consultation and communication (refer to approvals page). They include highly experienced subject matter experts who have a good understanding of the operational environment.
- Communication methodology - Video conferencing, phone calls, emails, and site inspections.
- Key documents prepared by ESA and their stakeholders (refer to Annex B – Risk methodology and documents within context.).
- A risk register that identifies, analyses and evaluates key risks, their controls and associated metrics in line with ISO31000-2018 Risk Management - Guidelines.

Assumptions

- It's expected that there will be minor variations of practice and subsequent control deficiencies during filming activities. Therefore expert intuition, exisiting policy and SOPs will form the foundation for diligent decision making.
- Any foreseeable breaches in regulatory compliance, legal duty, stakeholder policy or SOPs pertaining to filming activities will be addressed immediately by ESA and or its interested stakeholders.
- The SRP is a dynamic document that is continuously changing and will be updated regularly as organisational context, risks and their control effectiveness change.
- The most current version of the SRP should always be validated and referred to.
- All information collected and supplied by stakeholders is accurate and in accordance with specific industry standards and best practice.

Limitations

- This SRP is based on historic data, creative briefs and site inspections supplied and organised by ESA prior to filming.
- riskfacilitator will use subject matter expertise and stakeholder consultation to form the recommendations and opinions in this SRP.
- Due to the subjective nature of using a consequence/probability matrix, it is noted that the numerical value (risk level) for risk may be misinterpreted and misused. It is also recognised that In some situations, the rating is inherently unreliable and validation against real data is particularly important.

Risk Matrix

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Consequence descriptors

Consequence	Governance	Operational	Safety & Security	Reputation	Resourcing & Projects
Catastrophic	• Governance framework degraded to a point requiring executive intervention. • Sustained negative media attention or reports. • Subject of non routine investigation or review by funding bodies or regulatory authorities with adverse outcomes. • Significant outrage or high profile complaints from stakeholders. • A level of legal action or prosecution is likely. Breaches in fiduciary duties. • Executive leadership challenged by stakeholders.	• Significant disruption to delivery of activities or programs. • Significant number of normal day-to-day activities or routine tasks cancelled. • Activities not conducted in accordance with business planning. • Immediate intervention required by Executive.	• Death or significant injury of more than one person requiring serious medical intervention and hospitalisation. (Excluding inherent aged / health related issues). • Potential for death or permanent disablement. • Emergency plan errors delay transfer of injured to hospital. • Significant breach in personal or physical security warranting major investigation by external agency and a significant change in procedures.	• Significant interference from external agency impacting on organisations ability to protect its reputation. • Major backlash from stakeholders. • National negative media coverage of issues. • Unwanted attention from regulatory authority.	• Significant disruption to contract or service delivery through poor resource allocation or management. • Insufficient resources to manage situation within contingency. • Intervention required from Board or Executive. • Over budget by 30% of total project budget. • Major financial loss or investment required to remedy.
Major	• Governance framework tested, potential to significantly question leadership. • Noteworthy negative media attention or reports. • Subject of a number of questions from regulatory authorities. • Breach in fiduciary duty. Legal challenge mounted or significant compliance breach. • Uncertainty of leadership reducing confidence of stakeholders.	• Daily delays in delivery of activities or program. • Regular cancellation of daily routine, scheduled events or activities. • Some activities are not conducted in accordance with plans or instructions. • Customers routinely get different answers to the same question from different staff. • Daily monitoring required by senior staff.	• Serous injury of one or more persons requiring medical intervention & hospitalisation. (Excluding inherent aged / health related issues). • Emergency plan errors delay transfer of injured to hospital. • Serious breach in personal or physical security warranting a serious internal investigation or definite change in procedures.	• Interference or notable pressure from external agency with potential to impact objectives or decision making. • Negative national media coverage of issue. • Regular complaints from or discussions with the stakeholders. • A significant period of attention from regulatory authority.	• Notable disruption to service delivery caused through lack of funds to conduct both routine maintenance and capital works. • Insufficient equipment & staff significantly degrade the quality of some of the facility operation functions. • Project over budget by 10% of total budget. • Late payment to contractors leading to degradation in service provided. • Minor financial loss or investment to remedy.
Moderate	• Governance framework requires amendment to address governance issues. • Instances of negative local or regional media reports. • Fiduciary duties questioned. • Complaints from pockets of stakeholders. • Some legal constraints imposed. • Struggle to meet compliance requirements. • Dip in confidence of leadership by stakeholders.	• Major delays in delivery of activities or program. • Occasional cancellation of activities or programmed activities. • Noticeable disruption to day-to-day activities or scheduled work. • Resolved internally by staff.	• Notable injury of one or more persons requiring local level medical intervention. (Excluding inherent aged / health related issues). • Emergency plan errors disrupt delivery of medical support. • A breach in personal or physical security or scare warranting serious concern. • Update in local level procedures or security situation.	• Some pressure from external agencies disrupting day-to-day operations or decision making. • Local media coverage of issues. • Complaints from individuals in community or regulator. • Disruption to day-to-day activities, which re-direct resources to managing reputation damage.	• Inconvenient disruption to service provision leading from poor local level resource management. Minimum equipment & staff significantly degrade the quality of some of the facility operation functions. • Notable financial loss or investment to remedy
Minor	• Governance framework could be improved. • Possible sporadic negative media reports. • Complaints from stakeholders cause disruption to day-to-day management. • Potential for local legal challenge or breach. • Lack of confidence in leadership team, which is recoverable.	• Moderate delays in project schedule or activities or programs. • Resolved internally by staff. Minimal disruption to clients or activities.	• Injuries requiring on site first aid with no follow up medical treatment required. (Excluding inherent aged / health related issues). • Security incident registered and monitored.	• Isolated intervention or influence from external agencies. • Some complaints from stakeholders regarding quality of delivery of services. • Potential if the situation deteriorates to attract greater external attention.	• Some disruption to service provision leading from poor local level resource management. • Cash flow difficulties experience by organisation resulting in late payments to staff and subcontractors and reduction in service delivery. • Minor financial loss or investment to remedy.
Insignificant	• Governance framework is adequate. • Minimal negative media reports. • Day-to-day management responds effectively to complaints from stakeholders. • Within compliance requirements. No challenge to leadership.	• Minor delays in project schedule or activities or programs. • Standard operating procedures apply. • No disruption to clients or activities.	• Occurrence requiring minor on site first aid. (Excluding inherent aged / health related issues). • Security incident noted but not registered.	• Minor intervention or influence from external agencies. • Minimal complaints from stakeholders regarding quality of delivery of services.	• Minor disruption to service provisions. • Minor cash flow difficulties experienced. • Insignificant financial loss or investment to remedy.

Likelihood descriptors

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

Level of Risk	Action Required	Risk Owner
Extreme	• Intolerable. Cease or address activity until controls are implemented to reduce risk. Immediate and urgent executive management attention required.	• Executive Group
High	• Tolerable level of risk. Risk may remain at high if reduced to As Low As Reasonably Practicable (ALARP) and managed using WHS & risk management practices.	• Management
Medium	• Tolerable level of risk. Managed by following standard operating procedures, WHS codes of practice, intuitive risk management.	• Operational team including contractors
Low	• Tolerable level of risk. Managed by following standard operating procedures and WHS codes of practice.	• All staff & contractors

Control Effectiveness Rating	WHS Hierarchy Level	Risk Decision	Implementation Status
• The effectiveness of existing controls in place should be considered when deciding response to the risk. • Determine whether additional mitigation strategies are required based on the control rating below and implement actions that are practical and cost effective while reducing risk to as low as reasonably practicable (ALARP).	• The Work Health and Safety (WHS) Hierarchy of control level is included to demonstrate effectiveness against Regulations required by duty holders to work through this hierarchy when managing risk.	• A decision is made on action to be taken once a residual risk level is measured. • Considering the impact on strategic imperatives, the appropriateness of the activity and the projected cost of implementing sufficient controls to further reduce the risk exposure.	• The implementation status of additional controls / treatments should be monitored and reviewed.
Substantially Effective	Level 1	Accept	Complete
• Existing controls address risks, are in operation and are applied consistently. • Management is confident that the controls are effective and reliable. • Ongoing monitoring and review is required.	1. Eliminate the hazards • The most reliable and highest level of health and safety.	• Proposed activities are within the risk appetite of the organisation and current control effectiveness needs to be maintained.	• All additional controls have been implemented and are being monitored and reviewed.
Partially Effective	Level 2	Reduce	Work in Progress
• Controls are only partially effective, and may need to be redesigned, improved or supplemented with additional controls.	2. Substitute the hazard with something safer. 3. Isolate the hazard from people. 4. Reduce the risks through engineering controls.	• Additional control measures need to be implemented to reduce consequence or likelihood of event.	• All controls are currently being implemented and are yet to be completed.
Ineffective	Level 3	Avoid	Incomplete
• Management cannot be confident that any degree or risk modification is being achieved. • Controls need to be redesigned and additional controls implemented.	5. Reduce exposure to the hazard using administrative actions. 6. Use personal protective equipment. • The least reliable and lowest level of health and safety.	• Avoid the risk by deciding not to start or continue with the activity that gives rise to the risk.	• Additional controls have not been completed.

Ref ISO 31000:2018 ; ISO Guide 73 ; ISO IEC 31010 and supporting documents.

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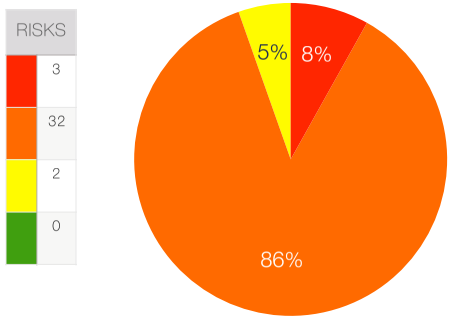
Series Risk Management Plan

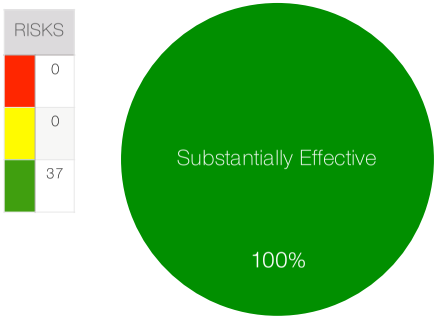
Risk Matrix Snapshot

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

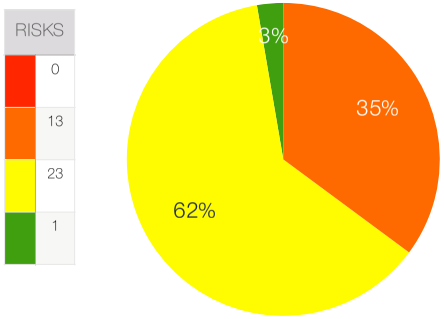
Inherent Risk Level



Control Effectiveness Rating



Expected Risk Level



IMPORTANT

At anytime, any crew member can call a stop to filming if they feel it is unsafe. All crew to immediately escalate their concern directly to safety officer or to their head of department. IF a show stop is called, then all crew MUST stop filming and move away from the potential risk or hazard until reasonable controls are in place.

Serial	Risk Description	Category	Consequence	Likelihood	Inherent Risk Level	Expected Controls (Refer to Annex B)	Control Effectiveness Rating	WHS Hierarchy Level	Expected Status	Expected Residual Risk level	Risk Decision	Key Risk Indicators	Actions	Due	Risk Owner	Next Risk Review
1	Inadequate contractor due diligence resulting in non-compliance with regulations and unsafe work practices.	Safety & Security	Catastrophic	Possible	5	• All contractors & sub-contractors must submit elements of their safety management system to ESA in accordance with production safety requirements. • All contractors submit liability insurances, workers compensation, and risk and safety management due diligence. • All Contractors and Department Heads to ensure: - All workers attend a safety induction prior to starting work. - experienced supervisors are present for all work - written procedures are applied (as submitted) - tools and equipment are used in accordance - with manufacturers guidelines - PPE is used where required as indicated in contractors safety systems requirements - Sets and structures are built according to approved plans - Venue assets are protected from damage - Workers do not deviate from safe work procedures or undertake ad-hoc work without assessing risk.	Substantially Effective	Level 2 Level 3	Complete	9	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ESA / Contractors	RX

Serial	Risk Description	Category	Consequence	Likelihood	Inherent Risk Level	Expected Controls (Refer to Annex B)	Control Effectiveness Rating	WHS Hierarchy Level	Expected Status	Expected Residual Risk level	Risk Decision	Key Risk Indicators	Actions	Due	Risk Owner	Next Risk Review
2	Inadequate response and provisions to a medical emergency.	Safety & Security	Catastrophic	Unlikely	9	• Fit for purpose first aid kits available across all facilities • AED onsite 24/7 • 24/7 surveillance of occupants. • Contracted Medic with fit for purpose first aid kit including AED + O2 supply during filming. • Response procedures established between ESA and Sydney Showground in the event an ambulance is required. • Emergency Management Plan approved by all key stakeholders. • All patient treatment documented and reported. • Additional first aiders with current qualifications identified and scheduled on as required.	Substantially Effective	Level 2 Level 3	Complete	15	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	Doctor / Save Life / Sydney Show Ground / Safety Officer / Site Manager	RX
3	Inadequate response and provisions to a fire emergency.	Safety & Security	Catastrophic	Possible	5	• Emergency evacuation procedures for high risk scenarios have been tested and deemed as effective. • 24/7 surveillance of occupants. • All workers and visitors briefed on the importance of fire safety and prevention during safety induction and daily tool box talks by HODs - All Venue fire fighting equipment must be kept clear and free at all times – no equipment to block doors etc. - All designated emergency egress corridors to be kept clear at all times. - All fire exit doors to be kept clear and unblocked at all times. - All combustible products/rubbish are to be minimised and removed daily. - All paints, glues and other such goods used for décor and theming to be stored in lockers - Smoking is to be restricted to external/ approved area onlyAll electrical equipment used to have current inspection test/tag and be fit for its intended use. - Hot works permit system established and strictly managed by safety and technical team. • Fire Management Plan developed by independent subject matter expert addressing all areas of fire control for the production. • AQI levels monitored and reviewed with PPE on standby. • All crew instructed in the venue evacuation procedure and the location of assembly areas. • Area wardens nominated from Departments and buildings and formally briefed on evacuation procedures. • Fit for purpose fire suspension equipment located around facilities as required by regulation and to reduce the risk to as low as reasonably practicable (ALARP). • Contracted Medic with fit for purpose first aid kit including AED + O2 supply for filming. • Response procedures established between ESA and Sydney Showground in the event of a fire emergency. • Emergency Management Plan approved by all key stakeholders. • Additional first aiders with current qualifications identified and scheduled on as required.	Substantially Effective	Level 2 Level 3	Complete	15	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ESA / Fire Consultant / Save Life / Sydney Showground / Safety Officer / Site Manager	RX

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4	Electrocution from faulty, untested or damaged electrical equipment.	Safety & Security	Catastrophic	Possible	5	• All electrical equipment used (including equipment supplied by Venue) have been tested/tagged and are fit for purpose. • All power supplies used must to be fitted with operable residual current devices (RCD) • No repairs to electrical equipment can be made onsite. • All electrical tools and props must be tested/ tagged prior to use at venue. • Visual Inspection of all electrical mains and power runs conducted regularly throughout set up and use • Power distribution and loading of mains to be managed by Technical team. • All workers and visitors briefed on the importance of safety and prevention during safety induction and daily tool box talks by HODs. • In the event of submerged electrical leads due to flooding, electrical leads are double insulated and surrounded by durable plastic.The RCDs are set for a wattage in and out that can easily be detected and will trip the system with any electrical anomalies. In Addition, the Distribution Board can be raised higher as a further mitigating measure should flooding continue.	Substantially Effective	Level 2 Level 3	Complete	15	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ESA / Contractors / Art Department / Tech Manager / Site Manager / Safety Officer	RX
5	Inadequate loading and unloading procedures for trucks resulting in damage to equipment or injury/ death of worker or member of the public.	Safety & Security	Catastrophic	Unlikely	9	• All contractors are instructed in the requirements for truck access to the venue and issued map showing access directions. • Technical Team schedule all truck/vehicle movements and manage unloading accordingly. Include site map with schedule and identify specific access points and internal roads for usage. • Approved unloading areas with restricted access bollards at all times. • Distributed final schedule to all contractors and Dept. Heads and ensure there is clarity over access times. • All workers instructed as to the designated unloading areas and strictly manage their access in these areas. • Restrict access to non-essential workers from all unloading areas. • Minimal truck congestion at venue as deliveries are consistent with schedule. • High visibility work wear for crew involved in truck unloading areas. • Implement controls over all plant operation and strictly manage. • All workers and visitors briefed on the importance of safety and prevention during safety induction and daily tool box talks by HODs	Substantially Effective	Level 2 Level 3	Complete	15	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ESA / Contractors / Art Department / Tech Manager / Site Manager / Safety Officer	RX

Serial	Risk Description	Category	Consequence	Likelihood	Inherent Risk Level	Expected Controls (Refer to Annex B)	Control Effectiveness Rating	WHS Hierarchy Level	Expected Status	Expected Residual Risk level	Risk Decision	Key Risk Indicators	Actions	Due	Risk Owner	Next Risk Review
6	Induced muscular skeletal disorder (MSD) as a result of production operations.	Safety & Security	Major	Possible	8	• ESA manual handling policy. • All crew are physical fit to perform the duties of their job. • All contractors ensure strict control over the movement of their respective equipment into the designated work areas and buildings. • Forklifts are to be used where possible to minimise MSDs • All carrying and moving of sets, cameras and production equipment is undertaken by experienced crew only. • All large props, equipment, staging and set flats are carefully moved and handled into respective areas. • All workers must seek assistance for any large, bulky or oversized objects (ie flats). • Travel corridors and stock piling areas are kept clear of unnecessary equipment. • Equipment is not stacked or stored against venue walls, in work travel corridors or in any way which would create a hazard.	Substantially Effective	Level 2 Level 3	Complete	13	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ESA / Contractors / Art Department / Tech Manager / Site Manager / Safety Officer	RX
7	Psychological induced reaction contributing to incident or accident.	Safety & Security	Catastrophic	Possible	5	• [redacted] • [redacted] • Immediate extraction plan in place for any psychological occurrence exceeding psychologists recommendations.	Substantially Effective	Level 2 Level 3	Complete	9	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	Psychologist / Talent Manager / EP	RX

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8	Inadequate design, construction and or installation of props, lighting, audio, video or rigging related equipment resulting in injury or damage to equipment.	Safety & Security	Catastrophic	Possible	5	• All flown props/décor and theming is rigged by a licensed rigger approved by ESA/Sydney Showground. • All rigging hardware and lifting gear is fit for purpose meeting regulatory requirements for service. • Materials are fire retardant or naturally fire resistant and set away from lights and heat sources. • Drapes and other theming rigged so they do not pose a risk to others– i.e. rigged too low, in corridor etc. • All Contractors involved in suspension of production equipment provide detailed information on weights/loads to the Technical Production Manager. • All rigging within buildings is done in accordance with approved plans. • All rigging is done in accordance with submitted safe work method statement (SWMS). • All riggers licensed and approved by ESA Production. • All chain hoists have current test/tag and evidence of annual load testing (certification available on request) • All rigging techniques and methods consistent with industry best practice and Live Performance Australia Guidelines. • Checks and inspections of all equipment/ hardware are conducted prior to flying items to trim. • All set fascia & flats are installed in accordance with approved build plans and SWMS. • All flats are braced together and fixed to prevent movement/collapse. • NO stockpiling of loose flats and set fascia against venue walls. • All flats and set fascia carefully stacked and kept secured during all phases of installation and removal – consider wind actions if outside. • Weather monitored at all times and equipment brought in to venue (as required). • Free standing set fascia has French brace fitted and adequate ballast installed – attachment to venue roof approved by engineer.	Substantially Effective	Level 2 Level 3	Complete	15	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ESA / Contractors / Art Department / Tech Manager / Site Manager / Safety Officer	RX

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9	Misuse of mobile plant such as scissor lifts, elevated work platforms (EWP) and forklifts.	Safety & Security	Catastrophic	Possible	5	• Site Manager control all mobile plant usage and provide plant specific inductions. • All mobile plant is operated by experienced licensed operators. • Pre-start inspection mandatory for all mobile plant operators. • Logbooks reviewed and completed by operators each day. • Workers to provide evidence of license to Site Manager Manager. • Immediate work area below EWP (in use) to be cleared by dedicated ground person. • Spotter deployed for all plant movement within venue. • Speed limits reduced to 5Km/hr at all times. • All non-essential workers cleared from truck area during forklift operations. • All workers in and around plant wear high visibility work wear or vest. • Fork driver wears seat belt at all times – no radios or mobile phone used during operations of Plant. • Site Manager maintains fully signed master copy of safe work method statements (SWMS) for each respective plant type.	Substantially Effective	Level 2 Level 3	Complete	9	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ESA / Contractors / Art Department / Tech Manager / Site Manager / Safety Officer	RX

Serial	Risk Description	Category	Consequence	Likelihood	Inherent Risk Level	Expected Controls (Refer to Annex B)	Control Effectiveness Rating	WHS Hierarchy Level	Expected Status	Expected Residual Risk level	Risk Decision	Key Risk Indicators	Actions	Due	Risk Owner	Next Risk Review
10	Fall from height of greater than 2 meters without a system of safety.	Safety & Security	Catastrophic	Possible	5	• All Contractors & Dept. Heads incorporate work at height procedures in their work practices where work is above 2m, or there is a risk of a fall. • All work at height is subject to risk assessment. • All work at height above 2 meters is conducted by experienced, qualified contractors. • All work at height to be approved by Site Manager. • All workers at risk wear/use a full body harness and twin lanyard or work positioning system. • All workers at risk fit and/or use vertical and horizontal fall protection systems on truss etc. • Work areas beneath overhead work must is kept clear of workers at all times. • All workers in immediate object fall area to wear head protection. • Handrails must be fitted to elevated structures as soon as possible and people restricted until all work is complete. • All contractors and workers implement strict control over all ladder usage. • Ladder size and types to be considered before selection and bringing to site. • Two people carry for large ladders. • Non-conductive ladders to be used for any work with or near electrical equipment & cabling. • Ladders to be held in place by second person. • Ladders never to be installed across doors • When filming on top of yard entrance shipping container (ONLY). Walking board to be place onto of shipping container and secured. Camera operator to be connected into lanyard attached to anchor point via restraint waist belt. Camera operator must wear a restraint belt at all times when operating on top of shipping container. Two people must assist camera operator up and down the ladder at all times. Camera operator safety induction conducted by safety officer.	Substantially Effective	Level 2 Level 3	Complete	9	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ESA / Contractors / Art Department / Tech Manager / Site Manager / Safety Officer	RX
11	Fall from height of under 2 meters (boxes, camera platforms etc..)	Safety & Security	Major	Possible	8	• All Contractors & Dept. Heads ensure equipment used to increase height (under 2m) is fit for purpose and reasonable control measures are in place to reduce the risk of falling e.g spotter, fixed structure to hold onto etc... • All boxes and platforms are constructed to hold semi - static loads and are fit for purpose.	Substantially Effective	Level 2 Level 3	Complete	13	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ESA / Contractors / Art Department / Tech Manager / Site Manager / Safety Officer	RX

Serial	Risk Description	Category	Consequence	Likelihood	Inherent Risk Level	Expected Controls (Refer to Annex B)	Control Effectiveness Rating	WHS Hierarchy Level	Expected Status	Expected Residual Risk level	Risk Decision	Key Risk Indicators	Actions	Due	Risk Owner	Next Risk Review
12	Non compliance with personal protection equipment (PPE) requirements resulting in injury.	Safety & Security	Catastrophic	Possible	5	• All workers wear Australian Standard compliant D/N Rated high visibility vest or uniform during construction/de-construction work periods. • All workers wear head protection during overhead rigging work or when working below riggers. • PPE worn by all workers in accordance with submitted safe work methods / procedures – i.e. safety glasses, hearing protection and harness for work at height. • Depart heads monitor and review workers for PPE compliance. • Surplus vests and helmets on stand-by for workers or visitors at workshops and main building. • Department heads highlight the importance of hearing protection at safety induction and with art department/set builders. • All Contractors & Dept. Heads should include hearing protection procedures in their work practices. • All workers that cut, grind or operate machinery wear hearing protection (Class subject to DbA). • Active supervision of workers is carried out at all times. • Workers are to be formally briefed on the safe use of equipment and machinery that poses a hearing risk.	Substantially Effective	Level 2 Level 3	Complete	9	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ESA Challenge Team / Contractors / Art Department / Tech Manager / Site Manager / Safety Officer / EP	RX
13	Inadequate hygiene and sanitation of facilities resulting in the spread of disease and increased risk of infection.	Safety & Security	Major	Likely	4	• ESA ensure a robust cleaning and waste removal schedule is developed in consultation with Sydney Showground during bump in/out. • Skip Bins deployed outside buildings for trade waste. • Sulo bins deployed internally for small waste and recycling. • All bins are collected promptly when full with daily checks. • All amenities are cleaned thoroughly before use and maintain daily cleaning rosters. • Regular cleaning and waste removal of venue during bump in to ensure dust and waste is removed. • Additional Coronavirus protocols and standard operating proceeds implemented.	Substantially Effective	Level 2 Level 3	Complete	8	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ESA / Contractors / Art Department / Tech Manager / Site Manager / Safety Officer / Save Life	RX

Serial	Risk Description	Category	Consequence	Likelihood	Inherent Risk Level	Expected Controls (Refer to Annex B)	Control Effectiveness Rating	WHS Hierarchy Level	Expected Status	Expected Residual Risk level	Risk Decision	Key Risk Indicators	Actions	Due	Risk Owner	Next Risk Review
14	Inadequate documentation and storage of dangerous goods & hazardous substances.	Safety & Security	Catastrophic	Possible	5	• All hazardous substances and Dangerous Goods used by Contractors and Departments are approved by ESA and the Site Manager. • Contractors provide risk assessment, register (and quantities) + safety data sheets. • All Hazardous substances and Dangerous Goods are correctly labelled. • Hazardous substances such as paints and aerosols are stored in a cool place away from sunlight – i.e. paint locker and away from all carpentry and machinery. • Items in register have hard copy safety data sheets (SDS) available for reference with Site Manager. • All workers involved in handling hazardous substances are instructed in SDS and PPE usage. • All storage and handling in accordance with SDS. • Regulatory signage to be installed where Dangerous Goods and Hazardous substances are located. • LPG cylinders for forklifts must be stored externally in lockable cage – no LPG is permitted within venues. • Smoking in and around Hazardous Substances & Dangerous goods is restricted at all times. • Storage of and consumption of food is restricted from all work shop and storage areas. • PPE such as gloves, eye wear and respirators are provided to workers in accordance with SDS. • Site Manager to have Spill Kits available for containment.	Substantially Effective	Level 2 Level 3	Complete	15	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ESA / Contractors / Art Department / Tech Manager / Site Manager / Safety Officer / Save Life	RX
15	Inadequate design, construction and or installation of main set resulting in injury or damage to equipment.	Safety & Security	Catastrophic	Possible	5	• Main sets and camera hides are built in accordance with final approved build plans and engineering design certificate. • All set construction work is done in accordance with a submitted SWMS. • Engineer inspects completed sets and structures and issue an engineering inspection certificate. • Permissible Floor loading provided by Sydney Showground. • Set builders, carpenters and art department workers apply strict controls over use of tools, saws and other machinery within workshops and buildings. • Workshop areas are isolated from general production crew and laid out with adequate space for cutting and working with timber. • PPE requirements are assessed and all workers provided with the correct PPE for the respective task. • Active supervision of all tool use is undertaken. • Electrical tools have current test/tag and are fit for use. • Work area routinely swept and kept clear of rubbish. • Non-essential workers restricted from set construction area. • Hot works permit system in place which includes no hot works without approval and no hot works on days that have a total fire ban.	Substantially Effective	Level 2 Level 3	Complete	15	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ESA / MJB / Contractors / Art Department / Site Manager / Safety Officer	RX

Serial	Risk Description	Category	Consequence	Likelihood	Inherent Risk Level	Expected Controls (Refer to Annex B)	Control Effectiveness Rating	WHS Hierarchy Level	Expected Status	Expected Residual Risk level	Risk Decision	Key Risk Indicators	Actions	Due	Risk Owner	Next Risk Review
16	Inadequate design, construction and or build of scaffolding resulting in injury or damage to equipment.	Safety & Security	Catastrophic	Possible	5	• Scaffold structures are built by licensed scaffolders in accordance with approved build plans. • All scaffolding work is done in accordance with submitted SWMS. • Rear and side handrails are fitted as first priority on all scaffolding. • Engineer issue design certificates for all structures prior to commencement of work. • Engineer inspects completed structures and issues inspection certificates. • All ledgers, standards and transoms made secure and checked during assembly. • All decks seated correctly and free of screws and fasteners • All steps fixed to prevent movement during usage. • All structures fitted with 1m handrails and/or guard rails. • Scaffolding inspection and handover document provided by scaffolder. • All surplus scaffolding removed completely from site. No storage permitted. • Scaffold structures are inspected by a competent person: - Before the scaffold is used after an incident has occurred that might affect the stability of the scaffold - Before scaffold is used after repairs - At least every 30 days	Substantially Effective	Level 2 Level 3	Complete	15	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ESA / MJB / Contractors / Art Department / Site Manager / Safety Officer	RX
17	Incident or accident as a result of vehicle movements inside and outside the precinct.	Safety & Security	Catastrophic	Possible	5	• Traffic Management Plan for vehicle and pedestrian movements inside and outside precinct.	Substantially Effective	Level 2 Level 3	Complete	15	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	CATO TMP / Safety Officer / ESA / Contractors / Art Department / Site Manager	RX
18	Low light work environments that increase the risk of accident or injury.	Safety & Security	Major	Almost Certain	3	• All areas of the buildings have functioning work lights, and all checked prior to commencement. • Night work is strictly managed and scheduled by Technical HOD. • Portable lights installed in work spaces or travel corridors where blind spots or dark areas exist. • All excess equipment is removed to designated storage areas and all corridors kept clear at all times. • All crew wear clean night rated high visibility vests or uniform if working with mobile plant.	Substantially Effective	Level 2 Level 3	Complete	8	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ESA Tech / ESA Production / Lighting Contractor / Tech Manager / Safety Officer	RX

Serial	Risk Description	Category	Consequence	Likelihood	Inherent Risk Level	Expected Controls (Refer to Annex B)	Control Effectiveness Rating	WHS Hierarchy Level	Expected Status	Expected Residual Risk level	Risk Decision	Key Risk Indicators	Actions	Due	Risk Owner	Next Risk Review
19	Slips, trips and falls resulting in injury or property damage.	Safety & Security	Major	Likely	4	• Site Manager to implement strict control over cabling and equipment at ground level – across all contractors and departments. • All cabling is overhead and restricted cabling at ground level in all travel corridors and across doorways. • Lighting levels in all work and travel corridors are suitable for the work tasks. • All work/travel areas are inspected daily and any equipment removed or other hazards at ground level. • Housekeeping and general tidy up of work areas is conducted at the end of each day. • All production crew are briefed on approved cable travel corridors.	Substantially Effective	Level 2 Level 3	Complete	8	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ALL	RX
20	Inadequate installation and operation of specialised camera equipment resulting in injury or damage to equipment.	Safety & Security	Major	Possible	8	• ESA ensure that Techno/Jib cameras are built with engineering approved scaffold structure on approved load barring flooring. • Jib camera is built by experienced camera contractor and monitored and reviewed at all times. • All camera operations to be kept clear of non insulated equipment, fixtures and video etc. • Jib Counterweight system checked for balance and ease of operation. • Jib build area isolated from other production crew. • Jib platform assessed prior to commencement of work – handrails in place, wooden toe board etc. • Engineering sign off on structure required.	Substantially Effective	Level 2 Level 3	Complete	13	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	Tech Manager / Video Craft / DOP / Safety Officer	RX
21	Inappropriate behaviour or conduct by ESA workers.	Safety & Security	Major	Possible	8	• All workers have employment agreements or contracts clearly stating expected behaviours and conduct when working on the production. • All workers have under gone a ESA induction and signed a ESA code of conduct. • All workers are inducted • ESA Filming protocols.	Substantially Effective	Level 2 Level 3	Complete	13	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ALL	RX

Serial	Risk Description	Category	Consequence	Likelihood	Inherent Risk Level	Expected Controls (Refer to Annex B)	Control Effectiveness Rating	WHS Hierarchy Level	Expected Status	Expected Residual Risk level	Risk Decision	Key Risk Indicators	Actions	Due	Risk Owner	Next Risk Review
22	Inadequate forecasting or preparation for adverse weather conditions.	Safety & Security	Catastrophic	Possible	5	• Weather contingency plans for adverse weather in place. • Mobile weather station onsite. • Mobile lightning detector onsite. • Wind speed limits monitored and reviewed as required. • AQI levels monitored and reviewed with PPE on standby. • [redacted]	Substantially Effective	Level 2 Level 3	Complete	15	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ESA Site Manager / Safety Officer / Contractors / Production	RX
23	[redacted]	Safety & Security	Catastrophic	Almost Certain	1	• Targeted risk assessments (TRA) are conducted on all high risk activities and challenges to identify probable occurrences and implement effective controls to reduce the risk of injury and or propriety damage. • Risk & Safety Officer onsite motoring and reviewing high challenges for control effectiveness and emergency response. • Key stakeholders including ESA Executive Management and subject matter experts review and approve each TRA prior to filming, if and when required.	Substantially Effective	Level 2 Level 3	Complete	15	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	Challenge Team / Art Department / Safety Officer / EP	RX
24	[redacted]	Safety & Security	Catastrophic	Possible	5	• ESA implement strict controls over the assessment and identification of pre exisiting medical conditions of housemates. • [redacted] • Medical and physical specialists available where physical injuries (pre-existing) may be exacerbated by activity or challenges. • ESA implement strict controls over all food service and identify any house mates with food allergies. • [redacted] • Food menus carefully selected for any allergy identified persons and all meals separated from general catering supply. • Special meals are clearly labelled in hot boxes etc. • All meals on service tables to be labelled – meat, vegetarian, seafood etc. • [redacted]	Substantially Effective	Level 2 Level 3	Complete	15	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	Doctor / Save Life / ESA	RX

Serial	Risk Description	Category	Consequence	Likelihood	Inherent Risk Level	Expected Controls (Refer to Annex B)	Control Effectiveness Rating	WHS Hierarchy Level	Expected Status	Expected Residual Risk level	Risk Decision	Key Risk Indicators	Actions	Due	Risk Owner	Next Risk Review
25	[redacted]	Safety & Security	Catastrophic	Possible	5	[redacted]	Substantially Effective	Level 2 Level 3	Complete	15	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	Doctor / Save Life / Psychologist / ESA	RX

Serial	Risk Description	Category	Consequence	Likelihood	Inherent Risk Level	Expected Controls (Refer to Annex B)	Control Effectiveness Rating	WHS Hierarchy Level	Expected Status	Expected Residual Risk level	Risk Decision	Key Risk Indicators	Actions	Due	Risk Owner	Next Risk Review
26	[redacted]	Safety & Security	Catastrophic	Possible	5	• [redacted] - Established RSA practices during filming activities - Establish alcohol service times and quantities - Monitor all house mate alcohol consumption and intervene if any person shows early signs of - intoxication. - Establish protocol for intervention with Producer - Water provision always available and ensure ongoing consumption. - Food is served with alcohol to minimise intoxication. - Alcohol is served in correct serving size glass - Minimised self-service where possible	Substantially Effective	Level 2 Level 3	Complete	9	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	Save Life / Psychologist / EP / Safety Officer	RX
27	[redacted]	Safety & Security	Major	Likely	4	• [redacted] • All slippery services have grip tape or non slip paint applied. • ALL steps and raised platforms must: - Be secured to prevent movement. - Be lit with key lighting or portable lights. - Have fluorescent tape or contrasting edging (30%). • Suitable lighting around house provides adequate visibility. • [redacted]	Substantially Effective	Level 2 Level 3	Complete	13	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	Housemates / ESA Production / Contractors / Art Department / Cleaning Contractors / Safety Officer	RX

Serial	Risk Description	Category	Consequence	Likelihood	Inherent Risk Level	Expected Controls (Refer to Annex B)	Control Effectiveness Rating	WHS Hierarchy Level	Expected Status	Expected Residual Risk level	Risk Decision	Key Risk Indicators	Actions	Due	Risk Owner	Next Risk Review
28	[redacted]	Safety & Security	Moderate	Possible	11	[redacted]	Substantially Effective	Level 2 Level 3	Complete	16	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	EP / Producers	RX
29	[redacted] fitness equipment.	Safety & Security	Major	Possible	8	[redacted] • Exercise is supervised at all times.	Substantially Effective	Level 2 Level 3	Complete	13	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	EP / Producers / Safety Officer	RX
30	Drowning (in swimming pool) as a result of occurrence rendering person unconscious.	Safety & Security	Catastrophic	Unlikely	9	[redacted] of the swimming pool.	Substantially Effective	Level 2 Level 3	Complete	15	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	Housemates / ESA / EP / Producers / Save Life	RX
31	Negative publicity for key stakeholders as a result of incident or death during production.	Reputation	Catastrophic	Almost Certain	1	• ESA due diligence has been conducted on the series with an independent risk advisor. • Subject matter experts have been engaged for the series to provide expert guidance. • All key stakeholders have approved the production.	Substantially Effective	Level 2 Level 3	Complete	5	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ESA / EP	RX
32	COVID-19 infection while onsite during the production. (Excluding people with pre exisiting medical conditions that could increase the risk of infection).	Safety & Security	Moderate	Unlikely	16	• COVID-19 ESA Coronavirus Production Protocols and standard operating procedures.	Substantially Effective	Level 2 Level 3	Complete	21	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ALL	RX
33	Inadequate tool management leading to injury or accident	Safety & Security	Catastrophic	Possible	5	• All ESA employees and contractors use fit for purpose tools and have suitable experience, training and qualification to use these tools as the manufacture intended.	Substantially Effective	Level 2 Level 3	Complete	9	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	ALL	RX

Serial	Risk Description	Category	Consequence	Likelihood	Inherent Risk Level	Expected Controls (Refer to Annex B)	Control Effectiveness Rating	WHS Hierarchy Level	Expected Status	Expected Residual Risk level	Risk Decision	Key Risk Indicators	Actions	Due	Risk Owner	Next Risk Review
34	Inadequate security measures leading to breaches both on land and in air (Drones)	Safety & Security	Catastrophic	Possible	5	• 24/7 surveillance by ACES and Sydney Showgrounds security with the ability to have police on site within minutes. • All security are licensed with fit for purpose equipment to manage security situations. • Strict drone operational controls over Sydney Showgrounds monitored by police air unit. • Sydney Showground Security Management Plan	Substantially Effective	Level 2 Level 3	Complete	9	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	Security (ACES) / Sydney Showground	RX
35	Heavy and awkward camera and sound equipment being operated in vehicles while moving, contributing to serious injury or death.	Safety & Security	Catastrophic	Possible	5	• Safe work procedures in place for camera operator & sound in vehicles including: • No placing fixed cameras over air bag areas that can cause cameras to catapult if engaged resulting in serious injury • Filming from front passenger seat is at the discretion of the crew and the situation presented. • No placing cameras in positions that can block or distract driver vision that may result in vehicle incidents & injuries • Camera to film from back seat with sound recordist & gear in back seat • Camera to be harnessed • Camera to be stored in floor between operator's feet when not filming • Assessment of road and driving conditions conducted by crew (speed, flow, unsealed, hair-bends etc)	Substantially Effective	Level 2 Level 3	Complete	9	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	Camera Operator/ Producer	RX
36	Burns or chemical inhalation from dry ice or smoke machines	Safety & Security	Major	Possible	8	• All dry ice is stored and handled correctly using fit for purpose PPE. • All Dangerous Goods & Hazardous Chemicals are noted on the Dangerous Goods & Hazardous Chemicals Register. • All crew advised of special effects prior to RX • Suitable suppression equipment available for the management of spills or excessive releases of smoke. • Site safety officer monitoring and reviewing. • Competent special effects operator.	Substantially Effective	Level 2 Level 3	Complete	13	Accept	1. Historic Data 2. Near miss data using reporting system 3. Feedback	1. ESA due diligence 2. Review of practices 3. Evidence of control effectiveness	Prior to Bump in and during Series	Operator / Site Safety Officer	RX

Serial	Risk Description	Category	Consequence	Likelihood	Inherent Risk Level	Expected Controls (Refer to Annex B)	Control Effectiveness Rating	WHS Hierarchy Level	Expected Status	Expected Residual Risk level	Risk Decision	Key Risk Indicators	Actions	Due	Risk Owner	Next Risk Review
37	Increased risk of injury due to being vision impaired (VI)	Safety & Security	Major	Possible	8	• [redacted] • [redacted] • All reasonably foreseeable collision, trip and fall hazards to be identified and communicated to [redacted] being exposed to • [redacted] have an opportunity to ask questions or raise concerns after each challenge and safety briefing. • Graduated testing with VI tester to ensure effective controls.	Substantially Effective	Level 2 Level 3	Complete	13	Accept	1. Historic Data 2. Graduated testing 3. Reporting system	1. Graduated testing 2. Evidence of control effectiveness	Prior to Bump in and during Series	Safety Officer	RX

This risk register is dynamic in nature, and demonstrates continual improvement process designed to reduce risk levels to as low as reasonably practicable (ALARP). Due to the subjective nature of using a consequence/probability matrix, it is noted that the numerical value (risk level) for risk may be misinterpreted and misused. It is also recognised that In some situations, the rating is inherently unreliable and validation against real data is particularly important. Risk Methodology Reference: IEC/ISO 31010 Risk management – Risk assessment techniques.

Approval

This SRP has been reviewed and accepted by Endemol Shine Australia, based on the context provided and risk analysis conducted. All stakeholders confirm that effective controls are in place to the best of their knowledge in order to reduce risks associated with the production to as low as reasonable practicable.

Risk Management Qualifications & Experience

- Graduate Certificate in Risk Management, Griffith University
- Certificate Practicing Risk Manager (CPRM), Risk Management Institute Australasia (RMIA)
- Subject Matter Expert – Coroners Court of Queensland
- Subject Matter Expert Panelist - The University of Sydney Business School
- Cert IV Work & Health Safety Lecturer (TAR)
- CPRM Assessor, Risk Management Institute Australasia (RMIA)
- Lecturer & Author – Risk Management Institute Australasia (RMIA)
- Lecturer & Author – CPA Australia (CPA)
- Certificate Governance & Risk Management, Governance Institute of Australia (GIA)
- Course Director, Lecturer & Author – Governance Institute of Australia (GIA)
- RMIA Education & Professional Development Council Committee
- Cert IV Trainer & Assessor TAE40110, Tabor
- Just Culture – Certificate Event Investigation for Managers
- Just Culture – Certificate Coaching & Mentoring
- Justice of the Peace (JP)

For additional qualifications and information http://www.linkedin.com/in/riskfacilitator

Annex A - Definitions

ISO GUIDE 73:2009 Risk management — Vocabulary

In the context of risk management terminology, it is intended that preference be given to the definitions provided. Risk management is application specific. In some circumstances, it can therefore be necessary to supplement the vocabulary. Where terms related to the management of risk are used in a standard, it is imperative that their intended meanings within the context of the standard are not misinterpreted, misrepresented or misused. For supporting notes pertaining to the definitions, please refer to the ISO guide.

Risk
Effect of uncertainty on objectives.

Risk management
Coordinated activities to direct and control an organisation with regard to risk.

Risk management framework
Set of components that provide the foundations and organisational arrangements for designing, Implementing, monitoring, reviewing and continually improving risk management throughout the organisation.

Risk management policy
Statement of the overall intentions and direction of an organisation related to risk management.

Risk management plan
Scheme within the risk management framework specifying the approach, the management components and resources to be applied to the management of risk.

Risk management process
Systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analysing, evaluating, treating, monitoring and reviewing risk.

Communication and consultation
Continual and iterative processes that an organisation conducts to provide, share or obtain information, and to engage in dialogue with stakeholders regarding the management of risk.

Stakeholder
Person or organisation that can affect, be affected by, or perceive themselves to be affected by a decision or activity.

Risk perception
Stakeholder's view on a risk

Context
Defining the external and internal parameters to be taken into account when managing risk, and setting the scope and risk criteria for the risk management policy.

Risk criteria
Terms of reference against which the significance of a risk is evaluated.

Risk assessment
Overall process of risk identification, risk analysis and risk evaluation.

Safety Management System
A safety management system is a systematic approach to managing safety, including organisational structures, accountabilities, policies and procedures. An SMS is scalable so it can be tailored to the size and complexity of your organisation.

Risk identification
Process of finding, recognising and describing risks.

Risk description
Structured statement of risk usually containing four elements: sources, events, causes and consequences.

Risk source
Element which alone or in combination has the intrinsic potential to give rise to risk.

Event
Occurrence or change of a particular set of circumstances.

Hazard
Source of potential harm.

Risk owner
Person or entity with the accountability and authority to manage a risk.

Risk analysis
Process to comprehend the nature of risk and to determine the level of risk.

Likelihood
Chance of something happening.

Exposure
Extent to which an organisation and/or stakeholder is subject to an event.

Consequence
Outcome of an event affecting objectives.

Probability
Measure of the chance of occurrence expressed as a number between 0 and 1, where 0 is impossibility and 1 is absolute certainty.

Frequency
Number of events or outcomes per defined unit of time.

Vulnerability
Intrinsic properties of something resulting in susceptibility to a risk source that can lead to an event with a consequence.

Risk matrix
Tool for ranking and displaying risks by defining ranges for consequence and likelihood.

Level of risk
Magnitude of a risk or combination of risks, expressed in terms of the combination of consequences and their likelihood.

Risk evaluation
Process of comparing the results of risk analysis with risk criteria to determine whether the risk and/or its magnitude is acceptable or tolerable.

Risk attitude
Organisation's approach to assess and eventually pursue, retain, take or turn away from risk.

Risk appetite
Amount and type of risk that an organisation is willing to pursue or retain.

Risk tolerance
Organisation's or stakeholder's readiness to bear the risk after risk treatment in order to achieve its objectives.

Risk aversion
Attitude to turn away from risk.

Risk aggregation
Combination of a number of risks into one risk to develop a more complete understanding of the overall risk.

Risk acceptance
Informed decision to take a particular risk.

Risk treatment
Process to modify risk.

Control
Measure that is modifying risk.

Risk avoidance
Informed decision not to be involved in, or to withdraw from, an activity in order not to be exposed to a particular risk.

Risk sharing
Form of risk treatment involving the agreed distribution of risk with other parties.

Risk retention
Acceptance of the potential benefit of gain, or burden of loss, from a particular risk.

Residual risk
Risk remaining after risk treatment.

Resilience
Adaptive capacity of an organisation in a complex and changing environment.

Monitoring
Continual checking, supervising, critically observing or determining the status in order to identify change from the performance level required or expected.

Review
Activity undertaken to determine the suitability, adequacy and effectiveness of the subject matter to achieve established objectives.

Risk reporting
Form of communication intended to inform particular internal or external stakeholders by providing information regarding the current state of risk and its management.

Risk register
Record of information about identified risks.

Risk profile
Description of any set of risks. The set of risks can contain those that relate to the whole organisation, part of the organisation, or as otherwise defined.

Risk management audit
Systematic, independent and documented process for obtaining evidence and evaluating it objectively in order to determine the extent to which the risk management framework, or any selected part of it, is adequate and effective.

Inherent risk
Existing risks without treatment or control

As Low As Reasonably Practicable (ALARP)
For a risk to be ALARP, it must be possible to demonstrate that the cost involved in reducing the risk further would be grossly disproportionate to the benefit gained

Expert intuition
Valid intuitions develop when experts have learned to recognise familiar elements in a new situation and to act in a manner that is appropriate to it.

Due diligence
The investigation or exercise of care that a reasonable business or person is expected to take before entering into an agreement or contract with another party, or an act with a certain standard of care.

Reasonably practicable
is what can reasonably be done in the circumstances. It takes into account:

- The likelihood of the hazard or risk occurring
- The degree of harm or possible consequences
- The state of knowledge about the risk
- The availability and suitability of ways of eliminating or minimising it
- Finally, only after consideration of the above points, the cost of eliminating hazards or risks

Annex B - Risk Methodology and Documents within Context

Ref	Documents within context
1	[redacted]
2	Series Risk Management Plan v1.8 (Series 3)
3	Emergency Management Plan v2 (Series 4)
4	AS 3745-2010 Planning for emergencies in facilities
5	ISO 31000-2018 Risk management - Guidelines
6	ISO Guide 73:2009 Risk Management Vocabulary
7	ISO IEC 31010 – Risk Assessment Techniques
8	ESA Coronavirus Production Protocols
9	Work Health and Safety Act 2011 25 Current version for March 2020 to date (accessed 4 June 2020 at 06:17)
10	Work Health and Safety Regulation 2017 No 10 Current version for 25 March 2020 to date (accessed 4 June 2020 at 06:17)
11	Corporations Act 2001 No. 50, 2001

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