

# Dragon Dreaming Festival Risk Management Plan

## 1 Overview

The organisers of Dragon Dreaming Festival are committed to the health, safety and wellbeing of all festival staff and patrons. While it is impossible to eliminate all risks, every effort is made to reduce the risks our patrons and staff may encounter to levels that are comparable to everyday life. Dragon Dreaming Risk Management is undertaken in accordance with:

- Australian Standards AS/NZS ISO 31000:2009: Risk Management – Principles and Guidelines
- Work Health and Safety Act 2011
- Work Health and Safety Codes 2011
- Work Health and Safety Codes 2012

Our risk management plan is a living document that will continue to be updated between now and when the festival runs in early November, and into the future. The keys below are used to scale the degree of likelihood and consequence for each identified risk, leading to an overall risk level classification:

Likelihood \ Consequence	Insignificant	Minor	Moderate	Major	Catastrophic
Almost Certain	Medium	High	High	Extreme	Extreme
Likely	Medium	Medium	High	High	Extreme
Possible	Low	Medium	Medium	High	Extreme
Unlikely	Low	Medium	Medium	High	High
Rare	Low	Low	Medium	Medium	High

Likelihood	Description
Almost Certain	Expected to occur in most circumstances
Likely	Will probably occur in most circumstances
Possible	Might occur at some time
Unlikely	Not expected to occur
Rare	May occur only in exceptional circumstances

Consequence	Description (Relevant Area)
Insignificant	No injuries or damage to property (Health & Safety, Traffic / Vehicle Access) No environmental degradation (Environment) No financial loss or damage to property (Economic / Assets)
Minor	Medical treatment required (Health & Safety, Traffic / Vehicle Access) Limited / transient environmental degradation (Environment) Minor damage to property or financial loss (Economic / Assets)
Moderate	Medical treatment required (Health & Safety, Traffic / Vehicle Access) Low-level pollution or destruction (Environment) Moderate damage to property or financial loss (Economic / Assets)
Major	Extensive or life-threatening injuries (Health & Safety, Traffic / Vehicle Access) Significant degradation of festival grounds (Environmental) Major damage to property or financial loss (Economic / Assets)
Catastrophic	Uncontrolled fire or death (Health & Safety, Traffic / Vehicle Access) Wide-scale or irreversible pollution or destruction (Environmental) Critical business failure or bankruptcy (Economic / Assets)

## 2 Risk Treatment

Risk treatment provides a broad overview of categories identified through the risk management process. These areas of risk consideration provide an overview of risk inherent in the area. Following in Tables 1 -4, the risk management plan provides a detailed breakdown of risks, risk controls and responsible parties. Responsible parties are event organisers who fill a role designated in the risk management plan as well as festival patrons who also take a degree of responsibility for their own safety and that of their friends and fellow patrons. Organisers encourage an awareness of risk and aim to educate all parties as best as possible regarding ways to reduce risk to themselves and others.

### 2.1 Health & Safety

All construction work will be carried out under the supervision of qualified personnel. Structures will be checked by a licensed rigger. Where relevant, Safe Work Statements will be obtained from individuals carrying out work on site, including stallholders. All equipment will be monitored throughout the event and operated within relevant guidelines. All food stalls must be registered to operate in New South Wales.

As detailed in the Medical and Security sections above, Dragon Dreaming Festival has always ensured that professional security and Medical teams are available on site throughout the event. This year, as in 2017, qualified lifeguards will be in attendance from dusk until dawn on Saturday, Sunday and Monday.

Organisers take the risk of fire extremely seriously given the outdoor and isolated setting of the event. The event Safety Officer will provide checks of stalls prior to the start of the festival to ensure safe practice. All food stalls are required to carry appropriate fire extinguishers for the types of ignition sources they use and volunteers will conduct sweeps of the camping area to check for dangerous ignition points. Organisers will follow all legislated fire safety requirements for the duration of the festival. Please refer to the accompanying Disaster Response and Evacuation Plan for the festival's comprehensive disaster management and evacuation plan.

In their review of event management literature, Davis Associates (2003) identify the eight scenarios typically associated with injury and death at outdoor music festivals and similar events: crowd surges; fast uncontrolled movement of large numbers of people; crushing against immovable objects; crushing against objects which fail, causing crowd collapse; pressure and crushing due to overcrowding; opposing movements of people; and slips, trips and falls in a crowded area.

*(Operations: Managing large events and perturbations at stations – literature review Davis Associates 2003)*

The sprawling outdoor setting and comparatively low patron numbers at Dragon Dreaming Festival reduce the likelihood of the first seven scenarios to an insignificant level of risk. There are no significant structural or immovable object bottlenecks in the layout of the festival, and the event itself does not feature abrupt changes in focus that could precipitate large numbers of people moving simultaneously. The musical styles and overall culture of the event are not associated with high crowd density situations or dangerous crowd behaviour (e.g. mosh pits, crowd surfing or aggressive expression), and even at its peak patronage the main stage crowd density is typically low enough that movement in most directions is not significantly restricted. Slips, trips and falls are a recognised hazard at Dragon Dreaming and several strategies are in place to reduce this risk for our patrons - please see Table 1 for full details.

In line with our harm minimisation approach and the principles of the *Work Health and Safety Act 2011*, patrons are encouraged to take care for their own health and safety and also look out for their friends during the event. A harm minimisation strategy has been developed following the 2016 event and was implemented for the first time at the 2017 event. This is a living document and is updated each year.

## 2.2 Traffic / Vehicle Access

Directions to the event and maps of the area will be provided on our website and Facebook page ahead of the festival, clearly showing its distinct areas e.g. parking and camping areas as separate from the main festival area. Driving guidelines will be communicated to patrons on our Facebook page and at the entry gate. All roads within the festival proper will be shared zones with pedestrian right of way; all patrons will be instructed to maintain low speeds and to use hazard lights while driving within the festival area. Road signage and volunteers in high-visibility gear will be available to direct traffic in accordance with our traffic management plan. Parking will be monitored by our volunteers to ensure this occurs safely and that roads are kept clear.

## 2.3 Environmental

Organisers place high importance on minimising the ecological impact of the festival. As has been the case in previous years, a comprehensive waste management plan will be in place for this year's festival. See Table 3 (Environmental Risk Matrix).

Organisers will plan the event in consultation with the land owners and local council to identify and reduce any environmental concerns. Patrons are encouraged to manage their own waste and are provided with garbage bags to assist with this. Patrons are asked not to bring glass containers and the site will be cleaned by festival staff following the event to return it to its original condition.

## 2.4 Economic / Assets

Dragon Dreaming Festival is adequately covered by public liability insurance for every event. Budgeting is tightly controlled and monitored by our Financial Officer, and spending is tethered to ticket sales so that the risk of a large income/expenditure disparity is reduced. Historical sales data, obtained from our previous festivals, is collated and analysed to predict attendance and available cash flow. Where possible, transactions are resolved prior to the event. The bulk of our budget is derived from ticket sales prior to the festival, and as such the organisers are not dependent on potential sales during the festival to make up any major budgeting gaps.

## 2.5 Damage to Hire Equipment (Generators)

During the 2016 event, significant damages occurred to hire equipment from provider Kennards Hire through negligence on the part of the organisers, specifically through the incorrect application of unleaded petrol to diesel generator stock. Following the 2016 event, the organisers have addressed this issue by procuring additional external fuel cells for the generators, removing the necessity to personally refuel the generators during the event, as all generator assets will be provided with an external fuel cell to ensure that ample fuel is available for the duration of the event, eliminating the possibility of incorrect fuel application.

## **2.6 Hostile activity**

In response to evolving risk management practices and recent global events, the organisers have included a new section in the risk matrices document – Hostile activity. This section of the document has been prepared in line with the Australian Government's Strategy for Protecting Crowded Places from Terrorism.

### 3 Risk Matrices

3.1 Table 1. Health and Safety

Potential risk	Cause / source of risk	Impact	Consequence / likelihood of risk happening BEFORE mitigation		Level of risk BEFORE mitigation	Risk treatment: Strategies / controls to reduce risk	Parties responsible	Consequence / likelihood of risk happening AFTER mitigation		Overall level of risk AFTER mitigation	Level of risk acceptable
			Likelihood	Consequence				Likelihood	Consequence		
<b>Injury caused by misadventure</b>	Minor injury to festival patron or staff due to slips, trips or falls: cuts, bruises, sprains etc.	Physical injury to staff and / or patrons	Likely	Moderate	High	WHS Management plan Festival grounds checked for hazards prior to event Hazards cleared or risk areas clearly marked Designated walking paths Area lighting provided Torches recommended to patrons First aid team on site Emergency evacuation procedures in place	Site logistics coordinator Festival staff First aid team Patrons	Likely	Moderate	High	Yes
<b>Injury through broken glass or other items of rubbish</b>	Careless disposal of rubbish / inadequate disposal facilities	Physical injury to staff and / or patrons	Unlikely	Minor	Medium	No alcohol sold Glass containers discouraged All beverages sold in plastic or cans Clearly identified rubbish and recycling bins Garbage bags provided to patrons on entry Waste management staff constantly patrolling event First aid team on site	Waste management coordinator Festival staff Patrons First aid team	Rare	Minor	Low	Yes
<b>Dirt thoroughfares become slippery or dangerous</b>	Heavy rains and high foot-traffic cause build-up of mud	Physical injury to staff and / or patrons	Likely	Moderate	High	Site conditions monitored during festival Hay purchased and kept on site - acts as fill for affected areas to prevent slippery surfaces First aid team on site	Site logistics coordinator First aid team	Possible	Moderate	Medium	Yes
<b>Injury and damage through antisocial behaviour</b>	Antisocial behaviour caused by personal conflicts, alcohol consumption, mental illness etc.	Physical injury to staff and / or patrons Damage to equipment	Possible	Moderate	Medium	No alcohol sold Patron behaviour monitored by festival staff First aid team on site Security team on site	Security team Site logistics coordinator First aid team	Unlikely	Moderate	Medium	Yes

Potential risk	Cause / source of risk	Impact	Consequence / likelihood of risk happening BEFORE mitigation		Level of risk BEFORE mitigation	Risk treatment: Strategies / controls to reduce risk	Parties responsible	Consequence / likelihood of risk happening AFTER mitigation		Overall level of risk AFTER mitigation	Level of risk acceptable
			Likelihood	Consequence				Likelihood	Consequence		
<b>Injury or fatality due to intoxication / drug use</b>	Over-intoxication of patron, use of illicit substances	Physical injury or fatality to patron	Possible	Catastrophic	Extreme	Drug use is strictly cautioned against <a href="#">Harm minimisation strategy in place</a> Patrons encouraged to look after their friends Patron behaviour monitored by festival staff Security team on site First aid team on site	Site logistics coordinator Security team First aid team Patrons	Rare	Catastrophic	High	Yes
<b>Sexual assault / indecent exposure</b>	Disorderly conduct due to intoxication, criminal behaviour	Injury to member of public	Unlikely	Major	High	Patrons encouraged to look after their friends Patron behaviour monitored by festival staff Security team on site First aid team on site	Security team Site logistics coordinator Festival staff	Unlikely	Major	High	Yes
<b>Injury or fatality caused by food poisoning</b>	Food poisoning	Physical injury or death to staff and / or patrons	Unlikely	Major	High	Health regulations regarding food handling and serving enforced. All commercial providers of food on site are registered with relevant body Common allergy items identified in foods sold on site advertised to patrons at point of sale All food stalls must have appropriate insurance First aid team on site	Market stalls coordinator Stallholders First aid team	Rare	Major	High	Yes
<b>Injury or fatality caused by equipment</b>	Equipment failure, such as stall power or cooker Equipment as heat source Incorrect setup or use of equipment	Physical injury or death to staff and / or patrons Damage to equipment Fire	Rare	Catastrophic	High	Power supplies hired as tested and tagged & in good working order Equipment condition monitored throughout festival Equipment set up and used by qualified personnel & within use guidelines Emergency procedures discussed with all stalls and staff, communicated to patrons Fire extinguishers on site Local fire service to inspect site First aid team on site	Event manager Market stalls coordinator Infrastructure team Festival staff Equipment contractors First aid team	Rare	Catastrophic	High	Yes

Potential risk	Cause / source of risk	Impact	Consequence / likelihood of risk happening BEFORE mitigation		Level of risk BEFORE mitigation	Risk treatment: Strategies / controls to reduce risk	Parties responsible	Consequence / likelihood of risk happening AFTER mitigation		Overall level of risk AFTER mitigation	Level of risk acceptable
			Likelihood	Consequence				Likelihood	Consequence		
Electric shock	Rain / water contact to electrical equipment Electrical leads accessible to public	Physical injury or death to staff and / or patrons Damage to equipment	Unlikely	Catastrophic	High	Maintained power leads, tagged and tested All major power supplies waterproof, all cable joins waterproofed All leads taped appropriately and/or concealed in cable trench First aid team on site	Infrastructure team  Site logistics coordinator  First aid team	Rare	Catastrophic	High	Yes
Injury or fatality caused by use of lake	Patron swimming in Lake Burrinjuck	Physical injury or death to patron	Unlikely	Catastrophic	High	Qualified lifeguards on duty from dawn until dusk on the Saturday, Sunday and Monday Lake is a designated NSW government recreation area Swimming in lake strictly prohibited at night time Signs to this effect Signs to be posted advising patrons to never swim alone Security team on site First aid team on site	Event manager  Security team  First aid team  Patrons	Rare	Catastrophic	High	Yes
Injury caused by performer accident	Fire-twirler / acrobatic performance error	Physical injury to staff and / or patrons	Possible	Minor	Medium	Performers must have appropriate insurance Performance areas marked and members of public made aware First aid team on site	Performer  Infrastructure team  First aid team	Unlikely	Minor	Medium	Yes
Hearing damage	Prolonged exposure to loud volumes	Hearing damage to patron or staff	Possible	Minor	Medium	Volumes monitored by stage managers Free hearing protection provided at info tent First aid team on site	Event manager  Site logistics coordinator  Stage manager  Patrons	Unlikely	Minor	Medium	Yes
Sunburn or windburn	Sunny or windy days	Physical injury to staff and / or patrons	Likely	Minor	Medium	Free sunscreen and water Adequate sun / wind shelter provided First aid team on site	Site logistics coordinator  Festival staff	Possible	Minor	Medium	Yes

Potential risk	Cause / source of risk	Impact	Consequence / likelihood of risk happening BEFORE mitigation		Level of risk BEFORE mitigation	Risk treatment: Strategies / controls to reduce risk	Parties responsible	Consequence / likelihood of risk happening AFTER mitigation		Overall level of risk AFTER mitigation	Level of risk acceptable
			Likelihood	Consequence				Likelihood	Consequence		
<b>Sound or lighting rigging collapse</b>	Incorrectly constructed rigging	Physical injury or fatality to staff and / or patrons Damage to equipment	Unlikely	Catastrophic	High	All rigging performed/checked by licensed rigger Equipment is industry standard, double hooks on all fixtures First aid team on site	Lighting contractors Infrastructure team First aid team	Rare	Catastrophic	High	Yes
<b>Stage collapse</b>	Incorrectly constructed stage	Physical injury to staff and / or patrons Damage to equipment	Unlikely	Moderate	Medium	Stages are not raised Construction performed by qualified personnel Overhead structures erected by qualified personnel First aid team on site	Infrastructure team First aid team	Rare	Moderate	Medium	Yes
<b>Marquee collapse</b>	Incorrectly erected marquee Strong winds	Physical injury to staff and / or patrons	Unlikely	Minor	Medium	Pegs and ropes adequately secured and well fenced Weather monitored Evacuation procedures followed if necessary First aid team on site	Infrastructure team First aid team	Rare	Minor	Low	Yes
<b>Unauthorised access to stage or backstage</b>	Member of public exploring or curious about equipment, wanting to meet performer	Physical injury to member of public Damage to equipment	Possible	Insignificant	Low	Controls - access to backstage areas monitored Security team on site	Stage manager Festival staff Security team	Unlikely	Insignificant	Low	Yes
<b>Missing persons / patrons lost in surrounding area</b>	Unclear signage	Physical injury to member of public: common injury, exposure	Possible	Moderate	Medium	Free sunscreen and water Adequate sun / wind shelter provided Appropriate clothing encouraged on website Maps provided Patrons encouraged to look after their friends Security team on site First aid team on site	Site logistics coordinator Security team First aid team Patrons	Unlikely	Moderate	Medium	Yes
<b>Missing persons at end of festival</b>	Festival site closure reveals abandoned property / vehicle	Possible injury or fatality to patron	Unlikely	Major	High	Patrons encouraged to look after their friends Property searched for identification & details communicated to Police Notices posted on festival Facebook pages to source further information from patrons	Event manager Security team Patrons	Unlikely	Major	High	Yes



Potential risk	Cause / source of risk	Impact	Consequence / likelihood of risk happening BEFORE mitigation		Level of risk BEFORE mitigation	Risk treatment: Strategies / controls to reduce risk	Parties responsible	Consequence / likelihood of risk happening AFTER mitigation		Overall level of risk AFTER mitigation	Level of risk acceptable
			Likelihood	Consequence				Likelihood	Consequence		
<b>Mental health emergency (1)</b>	Rapid deterioration in the mental state of prone individuals due to intoxication, stress or disruption to normal medication regime. Pre-existing mental health conditions.	Potential harm to individual's person, property or reputation	Unlikely	Moderate	Medium	Patrons encouraged to look after their friends Patron behaviour monitored by festival crew Refer individual to on-site first aid team for assessment	Site logistics coordinator First aid team Patrons	Unlikely	Moderate	Medium	Yes
<b>Mental health emergency (2)</b>	Deterioration in mental state causes dangerous behaviour in prone individuals	Potential harm to individual's person, property or reputation Potential for harm to festival staff and / or patrons, or property	Rare	Moderate	Medium	Patron behaviour monitored by festival crew Patrons of concern to be reported to first aid / security Security team on site First aid team on site	Site logistics coordinator Security team First aid team	Rare	Moderate	Medium	Yes
<b>Exposure to psychological trauma</b>	Catastrophic / traumatic event - death, serious injury, violence etc. witnessed by festival patrons or staff	Psychological harm to witnesses	Rare	Major	Medium	Festival has public liability insurance Foreseeable hazards identified & mitigated in risk management plan First aid team on site Advise affected individuals of appropriate mental health services for follow up	Site logistics coordinator First aid team Festival staff	Rare	Major	Medium	Yes
<b>Fire / explosion in market area</b>	Accidental fire in market area caused by ignition points including naked flames such as candles and food preparation equipment Explosion of gas or liquid fuel source	Damage to stall equipment Potential for harm or death to festival staff, stallholders and patrons	Possible	Catastrophic	Extreme	All food stalls required to carry appropriate fire extinguisher for type of ignition source Local fire service personnel to check stalls prior to festival to ensure safe practice Festival organisers to have comprehensive management and equipment in place and follow all legislated fire safety requirements Festival-controlled fuel to be stored in restricted facilities area and managed by infrastructure team	Event manager Site logistics coordinator Market stall coordinators Stallholders Infrastructure team Festival staff First aid team	Unlikely	Catastrophic	High	Yes

Potential risk	Cause / source of risk	Impact	Consequence / likelihood of risk happening BEFORE mitigation		Level of risk BEFORE mitigation	Risk treatment: Strategies / controls to reduce risk	Parties responsible	Consequence / likelihood of risk happening AFTER mitigation		Overall level of risk AFTER mitigation	Level of risk acceptable
			Likelihood	Consequence				Likelihood	Consequence		
Fire / explosion in camping area	Accidental fire in camping area caused by unauthorised camp-fires, candles, camp stoves, etc.	Potential injury or death Damage to personal property Damage to festival grounds	Possible	Catastrophic	Extreme	Site inspected for conditions and fuel load prior to festival All patrons are informed that there are to be no fires in the camping area, except for gas camping stoves; camping stoves to be raised from the ground Fire extinguishers on site Patrols of campsite to check for noncompliant ignition sources Evacuation point established and procedures communicated to patrons First aid team on site Security team on site	Event manager  Site logistics coordinator  Festival staff  First aid team  Security team  Patrons	Unlikely	Catastrophic	High	Yes
Communication system failure	Equipment failure	Inability to coordinate festival staff, security, first aid and emergency services Potential health and safety hazard	Possible	Moderate	Medium	Communications technician to set up comms system and remain on call throughout festival period Back up batteries on site Back up radios on site Radios work on line of sight if repeater unit fails Crew to become runners if needed Security on independent comms system	Event manager  Site logistics coordinator  Infrastructure team	Rare	Moderate	Medium	Yes
Power failure to medical and info tents	Equipment failure	Inability to coordinate festival staff, security, first aid and emergency services Potential health and safety hazard	Possible	Moderate	Medium	Medical and info tents to be placed on Uninterruptible Power Supply backups	Event manager  Infrastructure team  First aid team	Rare	Moderate	Medium	Yes

Potential risk	Cause / source of risk	Impact	Consequence / likelihood of risk happening BEFORE mitigation		Level of risk BEFORE mitigation	Risk treatment: Strategies / controls to reduce risk	Parties responsible	Consequence / likelihood of risk happening AFTER mitigation		Overall level of risk AFTER mitigation	Level of risk acceptable
			Likelihood	Consequence				Likelihood	Consequence		
<b>Fire / explosion in main festival area</b>	Equipment overheating / failure	Potential injury or death Damage to property Damage to festival grounds	Possible	Catastrophic	Extreme	Equipment setup to take into account heat dissipation Equipment condition monitored throughout festival Festival-controlled fuel to be stored in restricted facilities area and managed by infrastructure team Fire extinguishers on site Evacuation point established and procedures communicated to patrons First aid team on site	Event manager  Site logistics coordinator  Festival staff  First aid team	Rare	Catastrophic	High	Yes
<b>Bushfire</b>	External bushfire threatens festival	Potential injury or death Damage to property Damage to festival grounds	Rare	Catastrophic	High	Event planned in consultation with local emergency services Conditions monitored by festival organisers Evacuation point established and procedures communicated to patrons First aid team on site	Event manager  Site logistics coordinator  Festival staff  Emergency services	Rare	Catastrophic	High	Yes
<b>Bomb Threat</b>	Bomb Threat communicated to festival staff	Potential death and injury Potential for damage to equipment or property	Rare	Catastrophic	High	Evacuation point established and procedures communicated Emergency procedures communicated to festival staff Security & medical team on site	Security team  Site logistics coordinator  Festival staff	Rare	Catastrophic	High	Yes

### 3.2 Table 2. Traffic / Vehicle Access

Potential risk	Cause / source of risk	Impact	Consequence / likelihood of risk happening BEFORE mitigation		Level of risk BEFORE mitigation	Risk treatment: Strategies / controls to reduce risk	Parties responsible	Consequence / likelihood of risk happening AFTER mitigation		Overall level of risk AFTER mitigation	Level of risk acceptable
			Likelihood	Consequence				Likelihood	Consequence		
<b>Traffic accident on access road</b>	Conflict between person or vehicle, single / multi vehicle accident Dangerous driving	Physical injury to or fatality to staff and / or patrons	Possible	Catastrophic	Extreme	Speed limit signs in place Warning signs placed before crests and other danger spots Driving guidelines communicated to patrons prior to festival and on entry Parking directed by festival staff & coordinator First aid team on site	Site logistics coordinator  Parking and roads access manager  Patrons  First aid team	Unlikely	Catastrophic	High	Yes
<b>Injury at traffic control points</b>	Poor visibility, confusing directions or signs	Injury or fatality to patrons or festival staff	Unlikely	Catastrophic	High	Appropriate areas adequately lit All traffic controllers wearing high-visibility gear Driving guidelines communicated to patrons prior to festival and on entry Designated parking areas Vehicle movement & parking monitored by spotters First aid team on site	Site logistics coordinator  Parking and roads access manager  Festival staff  First aid team  Patrons	Rare	Catastrophic	High	Yes
<b>Vehicle collision with stage</b>	Poor vision / signage	Physical injury to staff and / or patrons Damage to equipment	Unlikely	Minor	Medium	Vehicle access and movements are strictly controlled by spotters First aid team on site	Parking and roads access manager  Site logistics coordinator  Festival staff  First aid team  Patrons	Rare	Minor	Low	Yes

Potential risk	Cause / source of risk	Impact	Consequence / likelihood of risk happening BEFORE mitigation		Level of risk BEFORE mitigation	Risk treatment: Strategies / controls to reduce risk	Parties responsible	Consequence / likelihood of risk happening AFTER mitigation		Overall level of risk AFTER mitigation	Level of risk acceptable
			Likelihood	Consequence				Likelihood	Consequence		
Patron vehicles become bogged due to wet weather	Heavy rains affect access road / festival patron enters unauthorised area	Vehicle damage / damage to site roads	Possible	Minor	Medium	Designated access routes taking into account natural water collection points Roads regraded prior to festival in agreement with property owner Site parking restricted to designated areas 4WD site vehicle equipped with tow rope located on site at all times All public access routes clearly marked Unauthorised areas clearly designated	Site logistics coordinator  Parking and roads access manager  Festival staff  Patrons	Rare	Minor	Low	Yes
Event patron vehicle becomes lost in surrounding area	Unclear signage causes car to enter incorrect areas adjacent to festival	Person becomes lost Possible injury: exposure, unknown road hazards etc.	Rare	Minor	Low	Clear event signage All alternate routes marked clearly as not accessible Directions & map provided to patrons Event staff provide clear direction upon entering the festival	Site logistics coordinator  Parking and roads access manager  Festival staff  Patrons	Rare	Minor	Low	Yes
Emergency vehicles become bogged	Heavy rains damage vehicle access to the festival site	Potential further injury or fatality if person is unable to be reached	Possible	Catastrophic	Extreme	Clear access routes designated taking into account natural water collection points 4WD site vehicle equipped with tow rope located on site at all times First aid team available ahead of emergency services arrival	Site logistics coordinator  Festival staff  First aid team	Rare	Catastrophic	High	Yes
Emergency access hindered	Access routes and parking blocked or not managed	Potential further injury or fatality to injured person, or festival staff	Possible	Catastrophic	Extreme	Security / parking managers instructed to keep access open Vehicle access to festival site restricted Site parking restricted to designated areas Vehicle access and movements controlled by spotters First aid team available ahead of emergency services arrival	Site logistics coordinator  Festival staff  First aid team  Security team	Rare	Catastrophic	High	Yes

Potential risk	Cause / source of risk	Impact	Consequence / likelihood of risk happening BEFORE mitigation		Level of risk BEFORE mitigation	Risk treatment: Strategies / controls to reduce risk	Parties responsible	Consequence / likelihood of risk happening AFTER mitigation		Overall level of risk AFTER mitigation	Level of risk acceptable
			Likelihood	Consequence				Likelihood	Consequence		
Helicopter access hindered	Helipad not clearly marked Weather conditions prohibit helicopter approach or landing	Potential further Injury or fatality to injured person, or festival staff	Possible	Catastrophic	Extreme	<ul style="list-style-type: none"><li>Helipad cleared by festival crew prior to festival</li><li>GPS coordinates of helipad communicated to emergency services</li><li>Helipad to be lit with car headlights and flares for landing</li></ul> Appropriate emergency response method to be coordinated by emergency services First aid team available ahead of emergency services arrival	Site logistics coordinator Festival staff First aid team Security team	Rare	Catastrophic	High	Yes

### 3.3 Table 3. Environmental

Potential risk	Cause / source of risk	Impact	Consequence / likelihood of risk happening BEFORE mitigation		Level of risk BEFORE mitigation	Risk treatment: Strategies / controls to reduce risk	Parties responsible	Consequence / likelihood of risk happening AFTER mitigation		Overall level of risk AFTER mitigation	Level of risk acceptable
			Likelihood	Consequence				Likelihood	Consequence		
<b>Pollution / damage to local environment</b>	Ineffective waste management plans including leftover waste Other environmental risks identified below	Pollution / damage to environment Danger to local wildlife	Almost certain	Major	Extreme	Comprehensive waste assessment and management process in place Designated areas for waste disposal Glass containers discouraged Patrons encouraged to clean up their campsite on departure Clean-up crew on site following event to ensure any leftover waste is removed Sensitive waterways protected from polluting run-off using hay bales at appropriate points Profile of local fauna examined See waste management plan for full details	Site logistics coordinator  Waste management coordinator  Festival staff  Patrons	Unlikely	Major	High	Yes
<b>Noise pollution</b>	Noise causes public complaints and / or pet distress	Public complaints and / or pet distress	Possible	Moderate	Medium	Possible affected properties contacted prior to event Sound abatement strategy devised and implemented Volumes monitored by stage managers Pets prohibited at festival	Event manager  Sound manager  Stage manager	Unlikely	Moderate	Medium	Yes
<b>Pollution or injury caused by tipped portaloos</b>	Toilets are tipped over leading to chemical / waste spill and injuries	Injury to member of public Pollution of surrounding environment	Unlikely	Major	High	Security team on site Toilets managed by contractor Crowd control managed through festival layout Design and location of toilets appropriate to environment First aid team on site	Event manager  Infrastructure team  Security team  First aid team	Rare	Major	Medium	Yes
<b>Health risk relating to portaloos</b>	Inadequate number of toilets. Dirty or poorly maintained toilets	Injury to member of public Pollution of surrounding area	Unlikely	Minor	Medium	Toilets provided as per guidelines Toilets managed by contractor Toilets regularly cleaned by contractor	Infrastructure team  Toilets contractor	Rare	Minor	Low	Yes

Potential risk	Cause / source of risk	Impact	Consequence / likelihood of risk happening BEFORE mitigation		Level of risk BEFORE mitigation	Risk treatment: Strategies / controls to reduce risk	Parties responsible	Consequence / likelihood of risk happening AFTER mitigation		Overall level of risk AFTER mitigation	Level of risk acceptable
			Likelihood	Consequence				Likelihood	Consequence		
Fuel spill	Inappropriate fuel management on site	Injury to member of public Pollution of surrounding area	Unlikely	Major	High	All fuel to be stored in sealed metal drums or inside contracted supplier's fuel truck Fuel drums to be kept in festival facilities area, on flat ground, fenced off from festival patrons Fuel to be moved by supplier's fuel truck or by festival utility vehicle and infrastructure team Transfer of fuel from drums to generators managed by infrastructure team	Infrastructure team Festival staff	Rare	Major	Medium	Yes



### 3.4 Table 4. Economic / Assets

Potential risk	Cause / source of risk	Impact	Consequence / likelihood of risk happening BEFORE mitigation		Level of risk BEFORE mitigation	Risk treatment: Strategies / controls to reduce risk	Parties responsible	Consequence / likelihood of risk happening AFTER mitigation		Overall level of risk AFTER mitigation	Level of risk acceptable
			Likelihood	Consequence				Likelihood	Consequence		
<b>Event cancelled due to weather</b>	Heavy rains before event lead to site washout / unacceptable or dangerous conditions on site	Financial exposure due to need for refund of tickets Loss of reputation	Unlikely	Catastrophic	Extreme	Knowledge of prevailing and historical weather conditions for the site Organisers to monitor site conditions and give go-ahead as appropriate Cancellation policy is part of terms & conditions of ticket purchase Patrons to be made aware of possible cancellation if the situation arises Cancellation policy communicated to artists, stallholders and other commercial interests	Event manager  Finance manager  Directors	Rare	Catastrophic	High	Yes (conditional)
<b>Financial loss</b>	Poor budgeting Estimated numbers not met External economic factors Last minute price changes (above quoted figure) Quotes not being honoured due to informal business relationship	Financial costs worn by event organisers	Possible	Major	High	Budget reviewed regularly Assessment prior to event to gauge financial risk; edit elements of event accordingly Overrun spending factored into original budget Quotes sourced in writing once agreed / finalised Budget adjusted according to ticket sales	Finance manager  Directors	Unlikely	Major	High	Yes
<b>Theft (monetary)</b>	Poor cash handling / security procedures	Financial loss	Unlikely	Major	High	Regular money collection from gate Secure storage available on site Stallholders responsible for own cash holding & security Security team on site Security present on gate during peak times	Finance manager  Security team  Stallholders	Rare	Major	Medium	Yes

Potential risk	Cause / source of risk	Impact	Consequence / likelihood of risk happening BEFORE mitigation		Level of risk BEFORE mitigation	Risk treatment: Strategies / controls to reduce risk	Parties responsible	Consequence / likelihood of risk happening AFTER mitigation		Overall level of risk AFTER mitigation	Level of risk acceptable
			Likelihood	Consequence				Likelihood	Consequence		
<b>Theft (equipment)</b>	Poor security procedures	Need to replace stolen equipment	Possible	Moderate	Medium	Equipment monitored by stage manager Secure storage for festival equipment on site Performers responsible for own equipment Security team on site Security present when equipment unattended	Site logistics coordinator Stage manager Security team Festival staff Performers	Unlikely	Moderate	Medium	Yes
<b>Damage to equipment</b>	Internal: poor setup & storage practices External: damage caused by public e.g. vehicle hits stage	Damaged equipment requires replacing	Unlikely	Moderate	Medium	Secure, weatherproof storage on site Stages weatherproofed Vehicle access to main festival site restricted Public vehicle access to main festival site prohibited	Site infrastructure team Site logistics coordinator Parking & roads access manager Security team	Rare	Moderate	Medium	Yes
<b>Robbery of stalls</b>	Careless procedures, opportunities for thieves	Insignificant financial loss Physical injury to members of public / stall holders	Unlikely	Minor	Medium	Stalls encouraged to have responsible cash management procedures Market areas well lit at all times Stallholders responsible for own cash holding & security Security team on site Security patrolling site	Market stalls coordinator Security team Stallholders	Rare	Minor	Low	Yes

### 3.1 Table 4. Hostile Activity

Potential risk	Cause / source of risk	Impact	Consequence / likelihood of risk happening BEFORE mitigation		Level of risk BEFORE mitigation	Risk treatment: Strategies / controls to reduce risk	Parties responsible	Consequence / likelihood of risk happening AFTER mitigation		Overall level of risk AFTER mitigation	Level of risk acceptable
			Likelihood	Consequence				Likelihood	Consequence		
Weapon attack	Weapons brought on site and used against another individual	Injury to individual/s	Low	Major	High	Police vehicle searches prior to entry to the festival Event security vehicle searches at entry to the festival	NSW Police Security team	Rare	Major	Medium	Yes
Active Shooter within event	Weapon and ammunition brought into event by hostile individual	Death or serious injury	Rare	Catastrophic	High	Police vehicle searches prior to entry to the festival Event security vehicle searches at entry to the festival	NSW Police Security team	Rare	Catastrophic	High	Yes
Hostile vehicle attack	Vehicle access to restricted area by hostile individual	Death or serious injury	Rare	Catastrophic	High	Traffic management team restricting vehicle access to designated areas Water barriers to obstruct vehicle movement Vehicle no-go zones within festival Patrolling security staff Highly visible police presence on site and on entry to the event	Traffic team NSW Police WHS Team Security team	Rare	Catastrophic	High	
Act of terrorism	Opportunistic extremists	Death or serious injury	Rare	Catastrophic	High	Highly visible police presence on site and on entry to the event	NSW Police Security Team	Rare	Catastrophic	High	

