

MOONLIGHT CINEMA

RISK MANAGEMENT PLAN

A. INTRODUCTION

Moonlight's risk and threat assessment considers the likelihood and impact of the various risks and threats on the event and forms the basis for the preparation of safety, security and emergency management planning.

The assessment process is based on the Australian Risk Management Standard – AS/NZ 4360 -1999. The five key stages are:

- Risk context
- Risk identification,
- Risk evaluation,
- Risk assessment, and
- Risk management advice.

The risk context, risk identification and risk management advice components are assessed during each specific risk assessment. The risk evaluation and rating process common to all risk assessments is also outlined in this plan.

This plan contains the following components:

- A. Introduction
- B. A number of typical hazards and associated risk management strategies have been identified
- C. The methodology for the classification of event risks common to all risk assessments the rating of risks is described
- D. Moonlight's risk and threat assessment including an analysis of those risks associated with the event that will require specific risk management initiatives.

B. TYPICAL HAZARDS

There are a small number of hazards that have been identified as "typical", that is, of all potential risks, these are the ones most likely to arise in the regular course of Moonlight's operations. Typical hazards include:

- Manual handling
- Hazardous substances
- Electrical
- Cash handling
- Lost child

Manual Handling

Soft tissues injuries caused by manual handling related hazards constitute a very high percentage of workers compensation claims in all types of industries and vocations. Therefore, Moonlight Cinema has developed a specific Manual Handling Checklist for employee use. The Venue Manager, either on advice of

employees or contractors, or through scheduled reviews of the organisation's manual handling processes, will conduct the assessments in consultation with the persons who conduct the manual handling task. Completed inspections will be filed with the Event Coordinator for future review.

Moonlight is committed to ensuring:

- Plant and equipment used in the workplace are, where appropriate and as far as reasonably practicable, designed, constructed and maintained so as to eliminate risks arising from their manual handling;
- Work practices carried out in the workplace involving manual handling are designed, as far as reasonably practicable, so as to eliminate risks arising from manual handling; and
- The working environment is designed to be, as far as reasonably practicable, consistent with safe manual handling activities.

Hazardous Substances

Hazardous substances include toxic and flammable substances, explosives and corrosives. Typical hazardous substances include, kerosene, oil, cleaning agents, acids and caustic soda.

Material Safety Data Sheets (MSDS) for all hazardous substances used in the workplace must be obtained and an entry made in the Register of Hazardous Substances.

The Register of Hazardous Substances will be retained by the National Venue & Operations Manager.

(Material Safety Data Sheets should be updated every 5 years. Moonlight Cinema will obtain MSDS's direct from the manufacturer or supplier as necessary.)

All containers that hold hazardous substances must be appropriately labeled such that the substance is clearly identified, basic health and safety information is provided and the label is not removed, defaced or altered. Moonlight Cinema prohibits storing hazardous substances in used drink bottles etc.

Electrical

Moonlight will ensure that the use of electrical wiring, portable tools and extension leads will be maintained in accordance with the Australian Standard 3760 – In service safety inspection and testing of electrical equipment. Where a more specific provision is not made in the Standard, conformance will be to the provisions of Australian Standard 3000 - Wiring Rules.

All electrical leads, portable power tools and other electrical equipment will be tested and inspected by a suitably qualified person and labeled with a tag of current date before being brought on site. Where this is not possible, Moonlight will be advised immediately and assistance by a competent person in order to comply with the requirements of the Standard will be sought.

Cash Handling

Moonlight recognises criminals are always looking for ways to beat crime prevention systems and will often risk being caught for a small amount of cash. As a result, Moonlight's employees have a risk of being involved in a robbery or violent incident.

Moonlight recognizes there are no guarantees when it comes to preventing a robbery or a violent incident. However there are a number of different factors that will help to reduce the likelihood of a robbery or violent incident occurring and to reduce the risk of injury if an incident occurs. These factors include:

- Being committed;
- Being prepared;
- Training & Supervision; and

- Review.

Being Committed

Being committed is the first step towards reducing the risk of a robbery or a violent incident. Being committed means:

- Assessing the risks in the workplace – Assessing the risk to our staff in our cash handling areas. These might include gaps in security, the location of the cash register, not being able to see the front door;
- Consulting with our employees – asking our staff if they have any ideas on how to make their workplace safer; and
- Investing time and money in the short term to reduce the potential costs in the long term.

Being Prepared

There are a number of ways to reduce the risk of robberies. The methods available fall into two categories:

- *Safer working practices;*
- *Physical options; and*

Safer Working Practices

The following practices will be adopted by Moonlight to reduce the risk of robberies:

- Being alert – keeping an eye on people near cash handling areas;
- Training our staff to make sure they know and follow safety procedures;
- Minimizing stored cash – only keeping a small amounts of money in the cash register;
- Banking regularly – keeping a minimum amount of money on the premises;
- Restricting access to cash handling areas;
- Keeping safes and drop boxes locked, not leaving the keys in sight;
- Having our cash collected at different times of the day;
- Keeping doors locked before and after business hours and, if possible, when counting cash; and
- Not telling people how much cash we keep on the premises.

Physical options

The following physical options will be considered by Moonlight to reduce the risk of robberies:

- Positioning the cash handling areas away from entries and exits;
- Separating the cash handling area from the general workplace;
- Making sure staff can see in and out of the cash handling area
- Lighting can make the target highly visible and increase the chances of offender identification;
- Having a mini safe/drop box, strong room or other safety box fitted and making sure it's out of public sight;
- Having time delay locks fitted to all compartments and counter safes;
- Using security guards or other security guarding devices;
- Displaying 'emergency numbers' in a prominent position for staff

Training & Supervision

Training

All of our staff will receive training on cash handling procedures. This will be covered in the initial induction. Our cash handling induction will cover:

- Cash handling procedures;

- Emergency procedures;
- How to make sure staff vision is not blocked;
- What to do during an incident;
- What to do after an incident, including who to contact;
- How to use security devices;
- Confidentiality – not telling anybody about how much money is kept on the premises;

Supervision

The level of supervision afforded to our employees will be based on the experience, age and capability of the employee. For example, a young unsupervised worker may be at a higher risk of being targeted by an offender.

Lost Child

If Moonlight personnel discover a Lost person/ child:

Staff introduces themselves to the person/ child and request they accompany them to the Moonlight Box Office Shed. (No child is to be left alone with a member of the event staff for an extended period of time and wherever possible staff of the same sex as the child are to be responsible for the care)

Staff must attempt to obtain as many of the following details if possible.

- Who did you come to the movie with?
- Where did you last see the guardian?
- Did they tell what to do if you got lost? If yes... what did they tell you?
- What is your name?
- What is the guardians name?
- How old are you?
- What colour hair do they have?
- What is the child wearing?
- What height is the child?
- Does the child or the guardian have a mobile or home phone? If yes do they know the #?
- Contact the CW and report the lost person/child.
- CW undertakes search for parents
- If not immediately found CW to advise Parkland Rangers to assist in search
- If search unsuccessful contact 000- Police
- Event staff stay with the person until they guardian/ Police arrive.
- When Guardian arrives
- Event staff request to see ID of the companion in the situation involving a child. Ensure the child is familiar with the person pick in them up.
- If staff are approached by a parent with a lost child or an adult (perhaps aged) who is lost.
- Question the person to ascertain the following:
- Staff attempt to obtain as many of the following details if possible.
- Where did you last see the missing person?
- Did they get told what to do if you got lost? If yes... what where they told?
- What is your name?
- What is the missing person's name?
- How old is person?
- What colour hair do they have?
- What is the person wearing?
- What height of the person?
- Does the person have a mobile phone? If yes do they know the #?
- Do they know the persons home ph#?

Internal Incident Reporting and Investigation

Near Miss Incident

A 'near miss' is an incident exposing any person to the risk of injury or property to the risk of damage and should be considered as a warning sign indicating a potential problem that could result in a serious injury. Therefore, where there is a near miss at any of our workplaces, the National Venue & Operations Manager is to be notified and responsible for conducting an investigation to identify the underlying causes with recommendations on any appropriate remedial action. Where any risk arising from the hazard cannot be immediately eliminated or controlled, details will be added to the Risk Management Register.

Minor Injury and/or Damage Incident

When an incident occurs which results in a minor injury requiring first aid treatment and/or damage to equipment or premises that has no effect on work, the National Venue & Operations Manager is to be notified and responsible for conducting an investigation to identify the underlying causes with recommendations on any appropriate remedial action. Where any risk arising from the hazard cannot be immediately eliminated or controlled, details will be recorded in the Risk Management Register.

Significant Injury and/or Damage Incident

When an incident occurs which results in the need for a significant level of first aid treatment, treatment by a Doctor and/or damage to equipment or workplace structure such that there is significant interference with work, the National Venue & Operations Manager is to be notified and responsible, together with the Venue Manager and employee representative + Group Risk Manager, for conducting an investigation in accordance with the Incident Report and Investigation Form. Where any risk arising from the hazard cannot be immediately eliminated or controlled, details will be recorded in the Risk Management Register.

C. CLASSIFICATION OF EVENT RISKS

The identified risks are assessed according to the qualitative scales for **Likelihood** and **Effect** in the following table. The table is based on Appendix E to AS/NZS 4360 (1999) Risk Management.

Likelihood and Effect

Likelihood			Effect		
	Rare	May only occur in exceptional circumstances. No recorded incidents or any anecdotal evidence of occurrence; and/or No recent incidents in other recent events elsewhere <i>Virtually no opportunity, reason or means to occur at the event</i>		Insignificant	Measurable financial effect, less than \$1,000 over the period of the event; and/or Negligible effect on operations for the Event No local public image influence No influence on staff morale/ productivity

Likelihood			Effect		
	Unlikely	Could occur at some time but not expected. One or two recorded incidents at past or like events; and/or Unsubstantiated anecdotal evidence of occurrence; and/or Some opportunity, reason or means to occur at the event.		Minor	There will be a measurable cost, between \$1,000 and \$50,000 and/or A complaint or interruption and/or One or two injuries or medical reports Reported minor local public image influence Reported but insignificant influence on morale/ productivity
	Possible	Might occur at some time. Few, infrequent random recorded incidents at past or like events; and/or Some anecdotal evidence of occurrence; and/or Known opportunity, reason or means to occur at the event		Moderate	There will be a measurable cost, between \$50,000 and \$150,000 and/or Some complaints or interruptions and/or Small number of injuries or medical reports Possible public relations and public image damage Minor influence on staff morale/ productivity
	Likely	Will probably occur in most circumstances. Incidents have been recorded or a trend has been established; and/or Strong anecdotal evidence from a variety of sources from past events and/or Considerable opportunity, reason or means to occur		Major	Could noticeably impact on the Event; cost Between \$150,000 and \$500,000, and/or Wide-spread patron dissatisfaction and media attention arising from this and/or Severe injuries, and/or Long delays or interruptions to the program of the Event, and/or Serious public relations damage, requiring considerable effort to rectify during and after the Event, and/or Litigation after the Event, and/or Noticeable loss of commercial standing for future events,

Likelihood			Effect		
					and/or Noticeable influence on staff morale/ productivity duringe Event
	Almost certain	Level of reported incidents indicates an endemic situation or a sustained campaign against MOPT or others at the event; and/or A strong likelihood of future occurrence, because of identified circumstances; and/or Great opportunity, reason or means to occur		Catastrophic	Very serious disruption to the Event, possible show stopper Long term profitability of the Event adversely affected, with costs over \$500,000 and/or At least one death and widespread injuries and property damage and/or Public, commercial and international image of Event very seriously affected, requiring very concentrated effort and cost to rectify afterwards and/or Class action and individual ambit litigation claims and/or Major influence on staff morale/ productivity and ability to perform their duties for remainder of event

Event Risks – Rating Table

An overall rating for each risk is obtained from the look-up table below. For each of the combinations, there is an overall risk rating of *Low*, *Moderate*, *High*, or *Extreme* as shown in the matrix. The rating is also calculated as the produce of the two numbers for likelihood and effect, ranging from 1 (Low) through to 25 (Extreme)

LIKELIHOOD	EFFECT (CONSEQUENCE)				
	Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
5 (Almost certain)	M	H	E	E	E
	5	10	15	20	25
4 (Likely)	L	M	H	E	E
	4	8	12	16	20
3 (Possible)	L	M	M	H	E
	3	6	9	12	15
2 (Unlikely)	L	L	M	M	H
	2	4	6	8	10
1 (Rare)	L	L	L	L	M
	1	2	3	4	5

Risk Management Action Required

When the overall rating is determined, Moonlight’s operations manual details the risk management treatments required to manage risks rated “High” or above. It also reflects that the following actions have been taken and that the appropriate management notifications have been made.

E	Extreme risk	Immediate action required
(15 to 25)		
H	High risk	Senior management attention required
(10 to 12)		
M	Moderate risk	Management responsibility must be specified
(5 to 9)		
L	Low risk	Manage by routine procedures.
(1 to 4)		

D. SAFETY AND SECURITY RISK ASSESSMENT

Risk Context

Moonlight has conducted an event safety and security risk assessment to identify and rate those risks and threats likely to impact on the conduct of the event. In general, all identified risks or threat mechanisms have accompanying risk mitigation strategies and those risks or threat mechanisms rated high or greater shall be specifically addressed.

Safety and Security Risk Assessment

The assessment lists those risks considered most likely to impact Moonlight's operations at the BG, additional to those typical hazards previously outlined.

Item No.	Risk Mechanism description	Likelihood	Impact	Rating	Promoter's Risk Mitigation Strategy	Promoter's Event Management Actions (Operational Plan Reference)
1.0	Back Of House Risks					
1.1	Inadequate staff training	2	2	Low	Suitably qualified and experienced staff are engaged and attend an induction session prior to commencement of the season; VM conducts nightly briefings	Ops manual includes induction procedure
1.2	Accident involving staff during installation and pack down of event site including fencing	2	2	Low	Suitably qualified and experienced staff are engaged to undertake the work, introduced to site OH&S guidelines and supervised throughout by the Venue Manager	OH&S guidelines provided to staff and sub-contractors as they are engaged
1.3	Failure of event structures including temporary fencing	1	4	Low	Event site inspected as-built by qualified engineer prior to POPE licence being issued	Engineering certification secured prior to season opening
1.4	Interruptions due to power or other technical failure	3	3	Moderate	Ticketing system design incorporates stand alone capability in the instance of power failure; technical or power failure procedure planned	Ops manual includes session cancellation procedure

Item No.	Risk Mechanism description	Likelihood	Impact	Rating	Promoter's Risk Mitigation Strategy	Promoter's Event Management Actions (Operational Plan Reference)
1.5	There is a risk that injury could occur while working at heights	2	2	Low	Where possible suitably qualified sub-contractors are engaged to install screen; staff induction includes instructions for working at heights	Ops manual includes induction procedure
2.0	Front Of House Risks					
2.1	Incidents of robbery, violence and theft	2	2	Low	Staff induction includes robbery safety checklist training; qualified (unarmed) security staff engaged to attend the site throughout the season	Emergency plan includes survival rules
2.2	Incidents of injury or illness amongst staff, patrons or other persons	3	2	Moderate	Emergency control structure, communications and procedures have been planned; staff undergo emergency response training at the time of induction including for instances of serious injury or illness; and contact with emergency services is established prior to the event	First Aid kit stored on site with signage to mark its location; Emergency plan directs staff to call emergency services in the instance of a serious nature
2.3	Illness amongst staff or patrons caused by food contamination	1	2	Low	No known history of food contamination at previous Moonlight events. All relevant food hygiene permits and associated licences in place	First Aid kit on site; emergency services called in serious instances; F&B staff must observe first class hygiene and cleanliness standards at all times

Item No.	Risk Mechanism description	Likelihood	Impact	Rating	Promoter's Risk Mitigation Strategy	Promoter's Event Management Actions (Operational Plan Reference)
2.4	Occurrence of intoxication on site	3	1	Low	Liquor license granted on the basis that all bar staff are RSA certified; procedures with regard to intoxicated persons is included in staff induction session; qualified (unarmed) security staff engaged to attend the site throughout the season	General site security provided by TBA depending on liquor licence application
2.5	Risk of injury due to electrical cabling	2	2	Low	Site laid out to minimise exposed cabling; no cantilevered cabling; where possible cabling is conducted underground	First Aid kit on site; emergency services called in serious instances
2.6	Lost or missing person turning into an abduction	1	3	Low	No known history of abduction at previous Moonlight events. Emergency control structure, communications and procedures have been planned; staff undergo emergency response training at the time of induction including for instances of bomb or other immediate threats; and contact with emergency services is established prior to the event. In the case of suspected abduction, emergency services are called to site.	Emergency plan includes procedure to manage lost of missing persons; in the instance of suspected abduction, emergency services called immediately

Item No.	Risk Mechanism description	Likelihood	Impact	Rating	Promoter's Risk Mitigation Strategy	Promoter's Event Management Actions (Operational Plan Reference)
2.7	On site emergency including bomb threat or fire	1	4	Low	No known history of bomb or other immediate threats at previous Moonlight events. Emergency control structure, communications and procedures have been planned; staff undergo emergency response training at the time of induction including for instances of bomb or other immediate threats; and contact with emergency services is established prior to the event	Emergency plan includes procedure for bomb or other immediate threat and fire
2.8	Incidents of civil disorder or political protest	1	4	Low	No known history of civil disorder at previous Moonlight events. Emergency control structure, communications and procedures have been planned; staff undergo emergency response training at the time of induction including for instances of localised civil disorder; and contact with emergency services is established prior to the event	In the instance of civil disorder (or similar) the VM follows Emergency management plan procedures for fire
2.9	Slips, trips and falls on site due to uneven ground or other cause	4	2	Moderate	Site inspections prior to and during season with regard to trip hazards; measures including lighting and barriers introduced to the site as necessary	First Aid kit on site; emergency services called in serious instances

Item No.	Risk Mechanism description	Likelihood	Impact	Rating	Promoter's Risk Mitigation Strategy	Promoter's Event Management Actions (Operational Plan Reference)
2.10	Accident due to tree branch fall	2	2	Low	Site prepared by Botanic Gardens management in advance of season including regular assessment of tree condition by horticultural team, and selective pruning; site inspections prior to and during season	In the instance of injury, First Aid kit on site; emergency services called in serious instances; branch collected for Parks mgmt
2.11	Incidents of patrons climbing on trees or event structures	3	1	Low	Site staff PDs include task to monitor and attend to patrons climbing trees and structures	Patrons asked to return to the ground; repeat offenders ejected from the site
2.12	Audience disorder due to dogs or other animals on site	2	1	Low	Patrons with dogs briefed by gate staff regarding pets in the enclosure; dog leads, water bowls and food stored on site	Patrons asked to control the relevant animal; repeat offenders ejected from the site
2.13	Poor image due to toilet uncleanliness	3	2	Moderate	Toilet services conducted by Moonlight contractor	Regular inspections to ensure cleanliness
2.14	There is a risk that underage patrons may see an inappropriate film	1	1	Low	Program guidelines agreed to ensure compliance with relevant censorship legislation including signage at box office; ID check/s	Ops manual outlines procedure for display of film rating and reviewing ID
3.0	Other event risks					
3.1	Vehicle collisions with other vehicles, staff, patrons or other persons	1	4	Low	Plan developed in consultation with qualified sub-contractor to manage ingress and egress of vehicle traffic, flow within the park, parking and pedestrian access;	In the instance of injury, First Aid kit on site; relevant emergency services called in instances of serious injury and damage

Item No.	Risk Mechanism description	Likelihood	Impact	Rating	Promoter's Risk Mitigation Strategy	Promoter's Event Management Actions (Operational Plan Reference)
3.2	Poor image due to general public and customer complaints	4	3	High	Phased communications program developed for local residents; customer service procedure for complaints developed & maintained; dedicated staff engaged to co-ordinate customer service matters	Customer service procedure for complaints is followed
3.3	Incidents of adverse or extreme weather conditions	4	2	Moderate	Rain out or inclement weather procedure in place; expert advice sought regarding high wind impact on screen and fence structures	Ops manual includes session cancellation procedure
3.4	Damage to the site caused by vandalism	3	3	Moderate	Daily site set up procedure includes inspection of site perimeters, structures and equip with regard to damage including vandalism; graffiti removalist engaged as necessary	Structures, equipment or dressing repaired or replaced as necessary
3.5	There is risk during bump-in / out that vehicles on site will damage park	3	2	Moderate	In accordance with Moonlight's standards operations, measures such as temporary grass protectors are utilised (if required)	Ops manual outlines proper procedure for directing delivery vehicles

Event Risks and Risk Mitigation Measures

The following schedule of event risks and mitigation measures outlines the full scope of potential risks that have been considered in the course of developing this plan.

Item No.	Risk Mechanism Description	Typical Risk Management Measure
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1.0	Back Of House Risks	
1.1	Failure of event structures	Prepare safety, loading design/construction of event structures
1.2	Accidents due to bicycle impact with crash barriers, sign posts and track side objects	Check safety arrangements and identify risk management measures to manage the risks. Confirm crash fence configuration are suitable for the event
1.3	Movement of vehicles – bump in/out	Check safety arrangements are in place where vehicles are accessing areas when and where there is pedestrian movement
1.4	Manual handling of heavy objects and equipment	Confirm all event staff are trained in appropriate lifting techniques
1.5	Accidents due to electrical safety	Trust approval of electrical arrangements. All works conducted by licensed electricians – confirm unimpeded access to electrical equipment in an emergency is possible
1.6	Accidents due to hazardous materials including gas for cooking and inflammable materials	Check safety arrangements and identify risk management measures to manage the risks – fire protection equipment – containment of spills
1.7	Event staff training	Confirm all event staff are trained in their allotted tasks
1.8	Adequate event staff and staff fatigue	Confirm adequately event staff are available for the event and staff rest breaks are included in the event run sheet.
2.0	Front Of House Risks	
2.1	Demographics of patrons/spectators – age, groups, gender, other likely to disrupt proceedings	Check crowd management arrangements and identify risk management measures to manage the risks. Confirm that the demographics and behaviour of patrons/spectators has been taken into account
2.2	Civil disturbances – History of protests against promoter, behaviour and injuries to patrons/spectators	Check crowd management arrangements and identify risk management measures to manage the risks. Confirm that the demographics and behaviour of patrons/spectators has been taken into account
2.3	Weapons and missiles – history of incidents of this type of event not taken into account.	Confirm the history of missile related incidents for events of this type have been taken into account
2.4	Inadequate bag searches	Confirm need, nature and extent of searches to be carried out for this event

2.5	Inadequate pat down procedures	Confirm need, nature and extent of searches to be carried out for this event
2.6	Drink containers sold onsite	Confirm control measures
2.7	Alcohol related incidents – history – demographics – hot weather and extended run time	Confirm the history of alcohol related incidents for events of this type have been taken into account. Confirm control measures to be put in place
2.8	Threats against persons – history – demographics -	Confirm the history of a range of threats against persons at recent or similar events has been taken into account.
2.9	Illness/injury due to food contamination	Caterers have risk management plan for food and beverage contamination including incident management procedures
2.10	Illness/injury general	People trained in first aid are spread throughout front of house staff. Response procedures in place eg access to the incident site by ambulance
2.11	Injury due to criminal activity	Response procedures in place eg contact and access to the site by police
2.12	Hold-ups	Armed hold-up training provided to for persons handling cash
2.13	Bomb Threats - history of incidents of this type for events of this type not taken into account	Confirm history of bomb threats at recent or similar events has been taken into account.
2.14	Fire - history of incidents of this type for events of this type not taken into account	Confirm history of fires and arson threats at recent or similar events has been taken into account.
2.15	Inadequate protection for flammable liquids/gas used in event.	Confirm that all precautions for protection for flammable liquids/gas used in the event have been taken.
2.16	Use of excessive electrical equipment leading to a fire.	Confirm that excessive electrical equipment has been inspected for fire hazard.
2.17	Slips trips and falls - History of incidents of this type for events of this type not taken into account	Confirm the history of this type of incident at recent or similar events has been taken into account.
2.18	Specific site hazards	Survey site, event for specific hazards. Prepare site maps and plans showing barriers and protection measures. Provide independent inspection of work-sites and completed event

		facilities
2.19	Telecast or recording equipment leading to hazards for people.	Confirm that hazards due to telecast or recording equipment have been identified and addressed
2.20	External activities at venue leading to hazards for people.	Confirm that external activities at venue leading to hazards for people before entering, have been addressed
2.21	Accident/injury due to poor siting of facilities or equipment.	Confirm that hazards due to poor siting of facilities or equipment, lighting and/or inadequate signage have been identified and addressed
2.22	Accident/injury due to inadequate signage. ??	Ensure that contractors have detailed safety plans for the workplace.
2.23	Accident/Injury general	Prepare OHS plan for work areas, event and bump-out.
3.0	Other event risks	
3.1	Interruption due to industrial action (Front-of-house staff, security, catering, cleaning, maintenance.	
3.2	Interruption due to adverse weather; wind, flooding, etc.	
3.3	Interruptions due to licenses not obtained.	
3.4	Interruptions due to faulty equipment (scoreboards, etc).	
3.5	Interruptions due to traffic delays.	
3.6	Interruptions due to staff not turning up.	
3.7	Interruptions due to loss of communications.	
3.8	Interruptions due to failure of IT/ timing systems.	
3.9	Interruptions due to loss of power.	
3.10	Interruptions due to loss of water supply.	
3.11	Interruptions due to loss of gas supply.	
3.12	Interruptions due to failure of ticketing system and/or equipment.	
3.13	Poor image due to preparations not being complete.	

3.14	Loss or damage to competitor equipment while in venue.	
3.15	Losses due to inadequate incident management (instructions, policies, procedures, training and numbers of staff).	
3.16	Interruptions due to possible terrorist incident.	
3.17	Lost child turning into a disappearance or an attack.	
3.18	Inadequate viewing of event. Tiered seating impedes vision.	
3.19	Theft of possessions (patrons, contractors, performers, corporate entertainment and merchandise,	
3.20	Theft of materials.	
3.21	Theft of equipment.	
3.22	Theft of cash.	
3.23	Theft of valuable items and merchandise.	
3.24	Losses due to ambush marketing.	
3.25	Losses due to illegal merchandising.	
3.26	Losses due to "souveniring".	
3.27	Losses due to ticket scalping.	
3.28	Damage due to Graffiti.	
3.29	Damage due to vandalism.	
3.30	Damage due to malicious damage or sabotage.	
3.31	Other	

12. EVENT AND PUBLIC SAFETY

A. OHS OBLIGATIONS AND POLICY

OHS Obligations – The Law

Moonlight Cinema acknowledges that the occupational health and safety law requires employers to protect both employees and non-employees (including contractors, visitors and members of the public) against risks to their health and safety whilst at work.

To this end, Moonlight Cinema is committed to be on the offensive to search for, detect and eliminate, so far as is reasonably practicable, any possible areas of risk to safety.

In determining whether it is *reasonably practicable* Moonlight will weigh up the seriousness of the risk and the:

- state of knowledge about the risk and available means to eliminate or reduce the risk;
- time and difficulty in eliminating or reducing the risk, and
- cost of eliminating or reducing the risk to the lowest practicable level.

Moonlight Cinema will:

- develop and implement effective procedures to systematically identify hazards, assess risks and eliminate or control risk to the lowest level reasonably practicable;
- provide a mechanism for communication and consultation with employees;
- develop and implement systems of work that are safe and without risk;
- provide premises that are safe and without risk to health;
- provide plant (machinery, equipment and appliances) and substances used in the workplace that are safe and without risk;
- provide adequate information, instruction, training and supervision to employees, and
- provide adequate facilities for the welfare of employees.

Moonlight Cinema understands that everyone in the business, irrespective of position, has an important role to play.

OHS Obligations – What we will do

- Develop an OHS policy
- Identify and provide adequate resources to effectively eliminate or reduce workplace risk.
- Promote a safe workplace culture by listening to employees' needs and concerns and encouraging compliance with this system.

The Venue Managers & Supervisors will:

- Ensure sub-contractors have accepted Moonlight's Purchase Order for services procurement prior to the commencement of any work;
- Ensure sub-contractors have taken out Public Liability cover of at least \$10,000,000 (copies of policies to be maintained);
- Ensure sub-contractors have taken out Workers Compensation cover for all employees and ensure their sub-contractors provided the same for their employees (copies to be maintained);
- Ensure employees and sub-contractors of Moonlight are adequately skilled and experienced to perform the work safely;
- Monitor sub-contractor and employees OHS performance in their area of responsibility;
- Make decisions within their spending authority for the control of OHS issues;
- If the decision required is outside their spending authority, directly represent the required control to executive management;
- Review and authorise a Site Safety Plan (including safe work methods and site safety rules) in consultation with the senior staff of Moonlight;

- Communicate the SSP to all personnel on-site, either directly or through formal delegation to the sub-contractor;
- Schedule and minute Project & Safety Meetings for all employees and sub-contractors;
- Ensure interaction and compliance with the local Park's procedures and operating systems;
- Ensure that information regarding accidents and injuries on site is available to Moonlight management and representatives from the local Park;
- Ensure all accidents and incidents are properly reported.

Sub-Contracting

Sub-contracting representatives shall be accountable for:

- Providing and maintaining their equipment (including hazardous substance containers) in a safe condition compliant with regulatory requirements;
- Complying with the Site Safety Plan and instructions given to them by Moonlight;
- Supervising their workers on site;
- Reporting any accident or injury to Moonlight as soon as possible;
- Reporting any hazard to Moonlight as soon as possible;
- Ensuring that their work areas do not pose an uncontrolled risk to other persons in the workplace;
- Ensuring that their work areas are kept as clean and tidy as possible and are left in such a state on completion of the contract; and
- All electrical leads and portable appliances are properly tested and tagged.

When sub-contractors are working on site, OHS legislation in all states and territories imposes responsibilities on both Moonlight and on the sub-contractor. Addressing these OHS responsibilities will require activities by both parties.

Employees

Employees will:

- Keep their workplace clean and tidy;
- Comply with the Site Safety Plan;
- Report all accidents and incidents to their supervisor;
- Report all hazards they identify to their supervisor;
- Familiarise themselves with emergency procedures including the location of exits and fire fighting equipment as relevant.

Moonlight Cinema will incorporate these responsibilities into position descriptions as deemed necessary and ensure occupational health and safety performance features in all employee appraisals.

OHS Policy

Our OHS Policy is the public statement of Moonlight Cinema's commitment, intention and principles in relation to the management of occupational health and safety.

The OHS Policy provides the framework for setting occupational health and safety objectives.

The OHS Policy is documented, displayed in the workplace in recognition of Moonlight Cinema's commitment to health and safety.

Statutory Incident Reporting

Moonlight Cinema will report all incidents to the Workplace Safety Regulator as required by law. Moonlight Cinema will seek legal advice to assist in making this determination should the need arise.

Management Review

Moonlight Cinema recognises that effective, diligent leadership in OHS requires management to participate and take an active interest in the system's ongoing refinement and use. To keep abreast of safety developments and provide necessary support to achieve stated policy objectives, the company will convene regular Management Meetings to a review of the following:

- **Management Responsibility.** Status of plans, or programs and activities in place or planned. Any OHS related performance management issues concerning employees or contractors.
- **Consultation.** Discussion of any safety related concerns raised by employees or other persons and the efficacy of processes in place to encourage ongoing dialogue.
- **Risk Management.** Confirm hazard identification processes being implemented and that outstanding entries in Risk Register are being closed out within agreed timeframes.
- **Training.** Confirm all statutory and practical OHS training has been undertaken or scheduled and that future training needs, due to changes in process / personal etc have been anticipated.
- **Records.** Monitor compliance with documented standards and company policy and procedure controls for records.

Any outstanding entries from previous meetings will be tabled and subject to review until such time as they have been completed to the satisfaction of the Management group.

Unscheduled reviews may be initiated as an immediate response to a major safety non-conformance.

Meeting records will be maintained in a file and in the custody of the Venue Manager.

B. CONSULTATION

Introduction

Moonlight Cinema will clearly communicate the company's expectations and detail how it will comply with the law and prevent accidents, whilst employees must express their concerns and offer suggestions to help keep the workplace safe. Consultation will not be restricted to meetings, but be an ongoing process to constantly evaluate, monitor and review our business to make sure it is as risk-free as possible.

When we will consult

In determining how often we will consult, Moonlight Cinema will take into account the following circumstances:

- When risks to health and safety arising from work are being assessed or reviewed;
- When decisions are made about the measures to be taken to eliminate or control those risks;
- When introducing or altering the procedures for monitoring those risks;
- When decisions are made about the adequacy of facilities for the welfare of employees;
- When changes that may affect health, safety or welfare are proposed to the premises where our staff work, to the systems or methods of work or to the plant or substances used for our work, and
- When decisions are made about the actual way we propose to consult.

How we will consult

Moonlight Cinema will consult in a variety of ways such as safety meetings at the start of set up on site, through toolbox talks, or integrating safety issues into the agenda of existing discussion forums.

In determining who and how many people will be involved in these discussions Moonlight Cinema will take into account variables including: size, type of work performed (high risk / low risk), work arrangements (geographic locations / composition of teams / shift work) and the subjective characteristics of employees (high proportion of labour hire or contractors / people from non-English speaking backgrounds / standard of existing communication).

Moonlight Cinema will examine and comply with any prevailing legal requirements regarding the appointment of an OHS representative, Responsible Officer or similar.

What will be discussed

When meeting to discuss safety, Moonlight Cinema will encourage discussion on the following (inclusive) list of issues:

- Review policies and procedures or other safety initiatives the business has introduced – are they working - can they be improved?
- Investigate any new risks that have been identified that need to be fixed.
- Review controls implemented since the last meeting to make sure they have been effective.
- Develop and review a list of regular activities (such as training, inspections or meetings) to be undertaken during the year.
- Discuss the findings of any incident investigation and follow-up remedial actions.
- Review hazard reports and risk assessments and follow-up remedial actions.
- Consider any safety training needs.

Moonlight Cinema will maintain records of these meeting as appropriate and ensure the minutes are accessible to all staff and reviewed at subsequent meetings. This will keep everyone properly informed and accountable. A copy of the minutes shall be forwarded to the National Venue & Operations Manager for his personal reference.

Information Review

Moonlight Cinema will monitor on an annual basis, the OHS Regulator's web site to keep abreast of any changes to legislation or new developments in OHS risk management. There are a variety of means and methods where OHS information may be sourced including accessing the following internet links:

- <http://www.workcover.nsw.gov.au>
- <http://www.workcover.victoria.gov.au/>;
- <http://www.workcover.act.gov.au/>
- <http://www.whs.qld.gov.au/>
- <http://www.workcover.com/default.asp>
- <http://www.workcover.wa.gov.au/>
- <http://www.austlii.edu.au/>;
- <http://www.cdc.gov/niosh/homepage.html>
- <http://www.standards.com.au/>

OHS consultancy support, OHS training information availability, workers compensation, injury management and other OHSIM services may also be sourced at:

- <http://www.thebriefgroup.com.au>

C. TRAINING

Introduction

The occupational health and safety law requires that Moonlight Cinema provide such information, instruction and training as may be necessary to ensure the safety of employees and non-employees (such as contractors and labour hire staff).

The level of instruction and training we provide will be commensurate with the nature of risk and the experience, skill and knowledge of the persons exposed to that risk.

Training Needs Analysis

The Venue Manager will ensure that a Training Needs Analysis ("TNA") is conducted in relation to, and in consultation with, all employees to identify the nature of training required to support the company's efforts to maintain a safe place of work. The TNA will take into account matters including:

- Position description.
- Mandatory legal training requirements.
- Statutory licensing requirements.
- Known or anticipated workplace risks.
- Organisational requirements.
- Codes of Practice / Australian Standards.
- The employees' prior training, skills and experience.

The TNA will identify what core competencies are required and training employees will require in meeting those competencies.

Training Matrix

Upon completion of the TNA the Venue Manager will ensure that the findings are recorded in the Training Matrix. The Training Matrix lists the competencies for each employee required to address their respective training needs. It also includes reference to any mandatory training prescribed by the prevailing OHS legislation and makes provision for employees' license details to be recorded.

Induction Training

Employees and Contractors & Labour Hire Staff

Moonlight Cinema acknowledges that inductions are a good opportunity to demonstrate our commitment to occupational health and safety.

New employees and contractors will be inducted in accordance with Moonlight's Induction Kit. Both the inductee and person conducting the induction sign to acknowledge that the induction has been completed.

Site Induction - Task Specific Training

Moonlight shall carry out an induction to ensure that all personnel working on site understand their OHS responsibilities and Moonlight's safety procedures. If Moonlight deems appropriate, responsibility for conducting Site Inductions may be delegated to the sub-contractor to induct their own employees. This delegation will only occur when Moonlight are satisfied the sub-contractor is competent to do so. Site Inductions shall cover:

- OHS legislation as it applies to this workplace;
- OHS Consultation and Communication;
- OHS Risk Management;
- Emergency Procedures and First Aid; and
- Site Safety Rules.

Standards of Competency for all Tasks and Task Allocation

Moonlight will ensure that its employees and the employees of its sub-contractors are adequately trained to a level of competency sufficient to ensure their health and safety when at work.

The assessment of competency is the dual responsibility of both Moonlight and our sub-contractors who will undertake a training/competency assessment of all employees prior to the commencement of work on the site.

Site Safety Plan (SSP)

All workers of the Principal Contractor are to be introduced to the relevant content of the site safety plan and a copy is to be kept on site at all times.

Engaged sub-contractors will be trained in the relevant content of the plan. A copy will be given to the sub-contractors.

D. RECORDS AND RECORDS MANAGEMENT

General

Moonlight Cinema accepts that the law requires that certain types of documentation is retained at the workplace and that keeping good records is also important for consistency, training, auditing and continuous improvement.

Storage & Retention

Records are retained for the periods prescribed by prevailing legislative requirements and recognised best practice principles.

Records associated with particular risk management issues may be kept for longer than the specified period at the discretion of management; otherwise records are to be destroyed upon reaching their retention limit. Any registration of plant requirements mandated under the various State or territory legislatures will be complied with.

Records are stored in areas that guarantee, as far as is reasonably practicable, protection against any disaster such as fire or flood. Care is taken to ensure that locations chosen are accessible and situated where operations essential to the effective functioning of the system are performed.

Documents can be retained in hardcopy, film or electronically.

Review

Where the system is silent, safety management related documentation shall be reviewed where the circumstances make it necessary to do so. Outdated or redundant documents shall be removed from all points of issue. Any obsolete documentation that is to be retained for legal purposes is to be identified and appropriately filed.