Adelaide Oval

Operations and Risk Management Plan

EVENTS SOUTH AUSTRALIA

ADELAIDE
SOUTH AUSTRALIA

OPERATIONAL PLAN
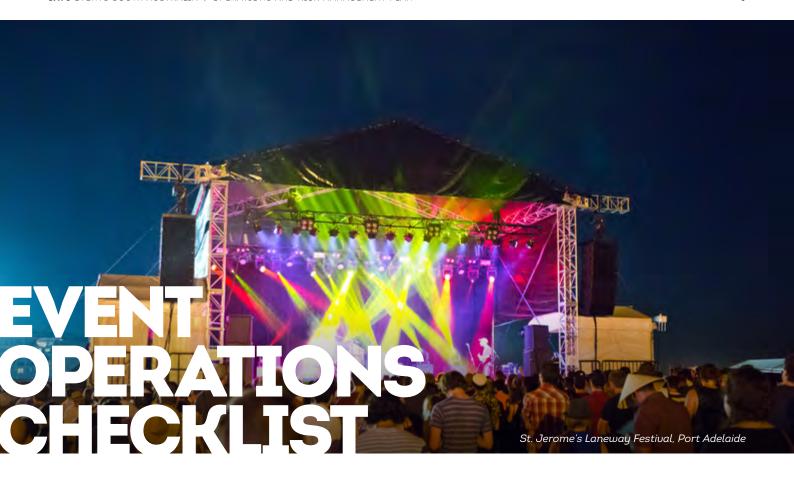
Royal Adelaide Show, Adelaide

An Operational Plan is essential to understanding what actions must be undertaken to set-up (and pack down) the event, who is required to assist and the timelines required to pull it all together.

The following checklist may assist you in identifying required tasks. Once each task is identified, it should be inserted into your Project Plan to ensure the action is administered.

Any quality control measures that you choose to enforce surrounding these actions should be communicated to all staff. An event manual may be a suitable way to circulate this information.

EVENT OPERATIONS CHECKLIST

St. Jerome's Laneway Festival, Port Adelaide

Check or consider the following:

SITE PLANNING:

- Access to mains power and utility services (water, sewer, etc.)
- Bushfire action plan
- Forecasting extremes of temperature
- High winds
- Potential for flooding
- Proximity to water bodies
- Terrain (cliffs, gullies, reclaimed/unusable land)
- Wildlife/fauna including insects and snakes
- Noise pollution
- Bump in and out – consider impact on neighbouring environment
- Consider using established event spaces
- Permissions and fees associated with hiring the event space
- Consider remediation charges – lawn re-establishment, replace damaged sprinklers etc.
- Disability access including site issues, general access issues, toilets and facilities, staff training and awareness
- Access for emergency services
- Pedestrian access into and out of the site
- Access for stakeholders and their vehicles
- Signage requirements
- Sponsor/expo marquees
- Parking space
- Environmental impact and potential for legacy
- Fencing and security

CREATING THE EVENT SITE PLAN:

- Drinking water sites
- Main power/water/gas control
- Alcohol/smoke free areas
- Pedestrian routes
- Picnic/quiet areas
- Public telephones
- Restricted areas
- Rubbish bins/skips
- Seating
- Security location
- Stage location
- Taxi and bus stops
- The surrounding area
- Toilets
- Media management
- Emergency access – emergency vehicles
- Emergency egress routes – pedestrians
- Emergency operations centre

Entertainment sites

Entrance and exit points

Staff site office

Temporary fencing

Event operations centre

Fire extinguishers and evacuation plan

Vehicle access routes

First aid posts

Food vendors/stalls

Information marquee

Licensed liquor consumption areas

Liquor outlets and toilet locations

Lost children/property

Back of house facilities (water, waste, etc.)

Car parking for staff, VIPs, media

EMERGENCY SERVICES PLANNING:

Is a safety officer appointed?

St. Johns attendance, first aid post – for public and event staff

SAPOL attendance required?

Recommend informing SafeWork SA – invite them to your event!

Is an information booth (include lost and found) required?

Inform fire service if event is enclosing infrastructure (e.g. race track for TDU, Clipsal, etc.)

Fire-fighting equipment (location dependant) extinguishers, water access, etc.

Extreme weather – liaise with senior forecaster at the Bureau of Meteorology

Security personnel and cash handling

SPONSOR/HIRED VEHICLES:

Keep a key register – have a sign-out book. Keep track of where vehicles are for traffic infringements.

Copy every driver's license. It will help if any speeding fines are incurred.

Ensure insurance and who's paying the 'excess' is taken care of.

Order fuel cards or set up a fuel account.

Manual or auto vehicles – some people can't drive manuals!

Vehicle accreditation – do car park passes need to be designed?

Do you need a forklift or telehandler? Operators require accreditation.

INFRASTRUCTURE AND SITE FACILITIES MANAGEMENT:

Waste management - including recycling and liquid waste

Public toilet unlocking/servicing

Portable toilet blocks – factors: anticipated crowd numbers, alcohol, duration of event, people with disabilities, parent/baby change room, pump out or sewer connect?

Security lighting – do you need to hire mobile light towers?

Electrical – on site personnel, refuelling, access, structure to cable to (temporary fencing), test and tagging

Temporary fencing

On-call or onsite plumber for toilets, back of house water supply, water disposal

Has the council turned sprinklers off?

Dial before you dig 1100, cable location and detection

Greenery watering

Weather protection – umbrellas, shade structures, volunteer marshalling areas, first aid

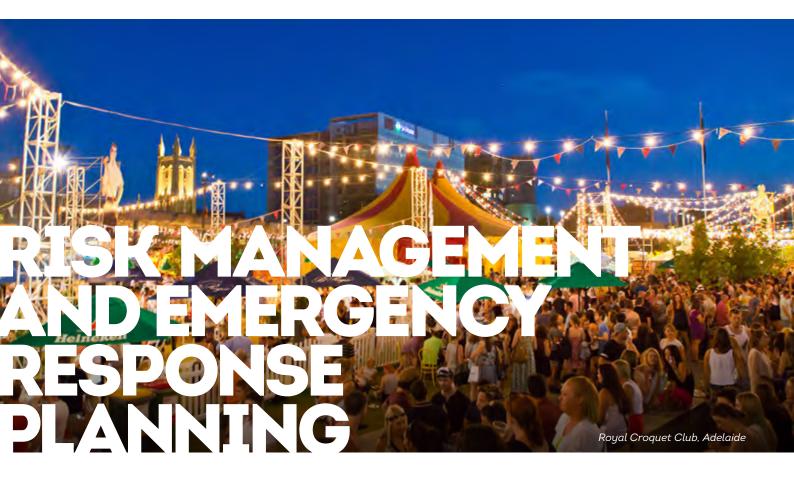Engineer certificates for structures – marquees, arches etc.

Mobile phone trunking – are you going to overload the system with anticipated crowds?

Flammable liquids/gases handling

Public catering – furniture, queues, food safety, alcohol, non-smoking areas

Liquor licence – alcohol consumption areas, quantity of security and toilets

This is not an exhaustive list, rather a collection of operational items that would need to be considered when planning for a successful event.

RISK MANAGEMENT AND EMERGENCY RESPONSE PLANNING

Royal Croquet Club, Adelaide

Risk management is the process of identifying risks associated with all aspects of the event, assessing the potential impacts, and developing an action plan to eliminate or reduce the severity of the risks.

Risk management planning sessions should be held months prior to the event with all staff and/or key volunteers. Ideally the session should be a relaxed brainstorm where all suggestions from all staff/volunteers are accepted. All risks, no matter how big or small, need to be addressed.

A hazard is something with the potential to cause harm. A risk is the likelihood that harm will occur from exposure to the hazard. For example, if you have identified electricity as a potential hazard in your workplace, the risk is the likelihood that a worker might be electrocuted because of exposure to electrical wires that are inadequately insulated.

Consider the internal and external influences on the event to help develop a comprehensive list of risks. Consider the risks that may be involved with:

- Chemicals and substances – any dangerous goods, asbestos, lead, waste

- Biological hazards and infectious diseases – a virus, contamination of food or beverages

- Physical hazards – property, equipment, confined spaces, working at heights

- Manual tasks hazards - the use of the human body to perform any kind of manual task

- Environment - such as noise, lighting, surrounding environment (including uneven floor surfaces, etc.)

- Psychosocial hazards - such as fatigue, work-related stress, workplace harassment and occupational violence

- Regulatory and government policy – such as water restrictions, insurance, carbon emission restrictions, air traffic restrictions

- Market – global financial events, cash flow, rising costs, consumer preferences

- Business – negative publicity, financial, resources

KEY STEPS TO THE RISK MANAGEMENT PLANNING PROCESS:

1. Develop risk categories

- Group together aspects of the event that will be subject to similar risks. This will simplify the process and make the plan user-friendly.

- Risk categories could be: human resources, media and marketing, commercial/sponsorship, associated events, sporting competition, etc.

2. Identify the risks for each category

- Write down each suggestion, no risk is too big or too small.

- Try to group risks together – e.g. injuries no matter how they are caused (fire, electrical, cuts) require the same course of action.

3. Controls currently in place

- What is already in place to reduce the risk?

- Do you already have first aid on site? Do you already have a back-up plan?

4. Rate the risk

- What is the likelihood of the risk occurring?

- What is the severity of the risk?

- This can be done using a risk register (see risk register below)

5. Treatments/actions and action officers

- Consider what more can be done to reduce or eliminate the risk.

- Each treatment/action requires an action officer, someone who will be responsible for ensuring the treatment/action is carried out.

6. Follow up

- For treatments/actions that can be carried out prior to the event, consider adding due dates to ensure the treatment/action is followed up.

- A good way to ensure all treatments/actions are followed up is to add the treatment/action to your team meeting agenda – do not remove the treatment/action until it is 100% complete.

QUICK TIPS:

- Involve the team – there is no right or wrong answer

- Be realistic

- The planning session should occur no later than two months prior to the event

- Follow up the treatments/action

- There is an International Standard for Risk Management it is ISO31000

EMERGENCY RESPONSE PLANS

WOMADelaide, Botanic Park, Adelaide

An emergency response plan is prepared by the event management team to allow for a coordinated response to any emergency that may occur within the restrictions of the event. All staff and volunteers must comply with the instructions within an emergency response plan.

An emergency response plan provides an outline of arrangements for effective and efficient actions to be implemented to manage any incident, serious incident or emergency during the event.

There are four sections to an emergency response plan, these are:

1. Prevention

What has already been done?

This is where the risk management plan would be useful.

2. Preparedness

What will be in place to assist in an emergency?

[i.e. Training for staff/volunteers, operations or management site office, communications on the day, committees that may involve emergency services.]

3. Response

How will staff/volunteers respond to a situation and what happens next?

[i.e. Reporting, notifying emergency services, communications on the day, notifying management, who has authority to make decisions, debrief, media management.]

4. Recovery

The coordinated process of supporting affected communities in the reconstruction of the physical infrastructure and restoration of emotional, social, economic and physical well-being.

QUICK TIPS:

- Work should commence on the emergency response plan no later than two months prior to the event.

- Involve the emergency services when writing the plan – they are the experts in their field.

- Emergency response plans can be difficult to write and very time consuming – consider getting outside help.

- Holding a staff/volunteer emergency response training session can be very useful– create a fictitious scenario for the team

- Present your event to the Emergency Services Major Event Coordination Committee (ESMECC) as they may be able to provide advice and guidance.

- Don't re-invent the wheel; start with an existing plan, if you have one.

RISK REGISTER

Event:	
Completed By:	
Date:	

RISK ASSESSMENT

Ref	Risk Description	Existing Controls (in place)	Initial Risk			Additional Controls (AC) (to be put in place)	Revised Risk		
			L	C	R		L	C	R
1									
2									
3									
4									

ACTION PLAN

AC Ref	Proposed Action	Responsibility	Due	Status Update
1				
2				

- **E: Extreme risk** – Immediate action required with specific control treatments specified – Chief Executive advised
- **H: High risk** – Action should be a priority – as a minimum, Unit Head should be made aware.
- **M: Moderate Risk** – Management responsibility to be specified – Unit Head should be made aware
- **L: Low risk** – Manage by routine procedures – Nominated Officer should monitor

			Likelihood				
			A	**B**	**C**	**D**	**E**
			Rare (might occur but only in exceptional circumstances)	**Unlikely** (might occur but only in unusual circumstances, strong uncertainty)	**Possible** (might occur in certain circumstances)	**Likely** (will probably occur in normal circumstances)	**Almost Certain** (expected to occur in most circumstances)
Consequences	**5 – Critical**	• Death of staff, financial loss in excess of $1 million, destruction or serious damage to most assets • Loss of service capacity for more than 1 month • Breach of governing legislation	H	H	H	E	E
	4 – Major	• Injury to staff, loss of critical mass of staff, financial loss up to $1 million, destruction or serious damage to key physical or information assets • Loss of service capacity for up to 1 month • Breach of non-governing legislation	M	M	H	H	E
	3 – Moderate	• Permanent loss of key staff, financial loss up to $100,000, damage to physical or information assets • Loss of service capacity for up to 1 week • Failure to comply with Directions and Instructions	L	M	M	H	H
	2 – Minor	• Temporary loss of key staff, financial loss up to $10,000 • Loss of service capacity for up to 1 day • Failure to comply with guidelines	L	L	M	M	H
	1 – Insignificant	• No impact on reputation • Internal impact only • Loss of service capacity for up to 2 hours • No injury, low financial loss	L	L	L	M	M

ADDITIONAL RESOURCES

Secret Garden Party, Barossa

Crime Prevention	Planning Safe Public Events and Practical Guidelines Events The Federal Government's National Crime Prevention Programme, in conjunction with the National Anti-Crime Strategy, commissioned some practical guidelines to assist with the planning and management of public events to minimise or prevent crime and violence and to maximise safety and enjoyment.
South Australian Police	Mass Gatherings and the Risk of Terrorism Mass gatherings and events are characterised by the concentration of people on a predictable basis. This site offers guidance and tools on how to assess whether your event is at risk of a terrorist attack and other associated risks.
SafeWork SA	Event Safety Administration/Event Safety Risk Assessment SafeWork SA regulates, promotes and encourages safe, fair and productive working lives. The Event Safety Management Information series is aimed at those involved in planning, organising and implementing small to medium sized community events, and is designed to assist organisers in ensuring that safe management systems are put in place.
Australia-New Zealand Counter-Terrorism Committee (ANZCTC)	Active Shooter Guidelines for places of Mass Gathering and the Protection of Places Mass Gathering from Terrorism Guidelines ANZCTC has released some publications regarding safe procedures during a serious emergency for places of mass gatherings, as well as resources which may assist in protecting your event from terrorism.