Event
Management Plan

PART B

To be developed in conjunction with Part A; Event Planning Guide

Event Name:

Event Date:

Event Planning Guide (Part A) & Event Management Plan (Part B) templates
developed by Central Goldfields Shire Council 2007

1

TABLE OF CONTENTS

EMERGENCY CONTACT LIST

Organisation	Contact	Address	Phone	Fax
Country Fire Authority - Maryborough	Daryl Wagstaff			
Manager, Community Safety CFA, Region 15 Head Quarters	Stephen Walls Ian Beswicke	209 Gillies St Wendouree Vic 3350	5338 2576	
Maryborough Police Station	Peter McCormick	Clarendon Street, Maryborough	5460 3366	5460 3366
Rural Ambulance Victoria				
SES				
St John's Ambulance				
Workcover				
Worksafe Victoria				

EVENT DESCRIPTION

PART ONE – INTRODUCTION

GENERAL POLICY STATEMENT

Objectives:-

To conduct an event by:
a.   To ensure the efficient and effective conduct of the event.
b.   Implement measures to prevent or reduce the causes or effects of emergencies.
c.   Manage arrangements for the response to emergencies when they occur.
d.   Assist employees, volunteers and the organisation to recover following an emergency.
e.   To ensure that all aspects of the event are conducted safety.

Emergency Response and Safety:
Hazards exist within all environments whether they are recognised or not. The need to prevent, respond to or recover from these hazards requires that we all actively participate in the event management process.

The Committee acknowledges its responsibility to provide a work place that is safe and without risk to health (Occupational Health and Safety Act, 2004). As part of the process of meeting this obligation, the Committee is committed to the development of this event management plan.

During development of the plan the following key elements of management were identified:

- Financial requirements and / or limitations.

- Promotion of _____ .

- Meeting the goals and objectives of all OH&S policy.

- Effects on business, industry and local agencies.

- Environmental impacts.

- Ongoing education of personnel on site in relation to hazards that exist and procedures to be adopted in the event of an emergency.

- Safety of the facilities.

- Management of emergencies including incident reporting.

- Provision of assistance and information to the emergency services, employees, and work place safety investigators.

- Support to persons injured.

- Support and counselling to all staff if required.

- Recovery.

- Prevention or mitigation of hazards.

AUTHORITY

This plan has been produced with the authority of the   .

This Event Management Plan (EMP) is the foundation of a systematic and co-ordinated approach to the management of the   . The event management planning process embraces the concepts of prevention, response and recovery to ensure the efficient delivery of quality product to the patrons of the   .

This plan has been produced pursuant to policy and commitment to health and safety of its employees, volunteers and the community.

This plan is the result of the co-operative efforts of the members of the Committee and the   _____

_____   _____
                                                                    Date

LEGISLATION AND OBLIGATIONS

The Committee is required to comply with various pieces of legislation. In relation to emergencies the following legislation and supporting / regulatory documents are relevant:

- Dangerous Goods Act, 1985;
- Environmental Protection Act, 1970;
- Health Act, 1958;
- Occupational Health & Safety Act, 2004;
- Australian Standard AS 3745, 1995, Emergency control organisations and procedures for buildings;
- Australian Standard AS 4360-2004, Risk Management;
- WorkSafe – Advice for Managing Major Events Safety.

The Committee is compelled to develop, maintain and promote an Event Management Plan. This is based on the various legislation listed above, the need to exhibit a general duty of care to event staff, volunteers, participants and visitors.

PART TWO – MANAGEMENT ARRANGEMENTS

EVENT MANAGEMENT

The _____ is the controlling unit of _____ for all aspects of this event. _____ will co-opt other units of the city as well as various organisations with specialist skills to ensure the event is ran professionally , safely and is a success. The final managerial and operational authority for all matters of a non emergency type lies with the _____.

Event Operations:-

Chief Warden:-

Location Wardens:-

EMERGENCY PLANNING COMMITTEE

The following representatives will form an emergency planning committee

MEDIA MANAGEMENT

During the event, there is a likelihood that the media will want to obtain an interview or statements. All employees should be aware that all media inquiries are to be directed to _____. If that person is not available the _____ will appoint an appropriate person to act as media liaison officer at the time of the event.

Subject to availability and appropriateness, media briefings will be conducted in an area to be determined.

DEBRIEFING ARRANGEMENTS

A debrief will take place as soon as practicable after the event. The _____ will convene and chair the meeting with a view to assessing the adequacy of the plan and to recommend any changes.

PART THREE – SAFETY AND EMERGENCY RESPONSE PREVENTION/PLANNING ARRANGEMENTS

THE ROLE OF THE ORGANISATION

The Committee recognise that they have a key role in prevention and mitigation activities to reduce the risk, or minimise the effects, of risks that may impact on the event. A review of existing policies and acting in accordance with Codes of Practice, Regulations and industry standards, combine to ensure that all measures possible are addressed to reduce the likelihood unplanned issues impacting on the conduct of the event.

RISK ASSESSMENT – OUTCOMES AND REVIEW

During the preparation of this plan a risk assessment was carried out to identify potential natural and man-made hazards that may impact on the event. The process used is not intended to exclude a consideration of any form of risk and, to this end, a flexible 'all hazards approach' was adopted in planning for the potential risks which may impact on the event.

The Australian/New Zealand Standard 4360:2004 Risk Management was used as a model, together with an 'Emergency Risk Management' annex as a guide for the risk assessment.

As a result of following this process the Committee has determined the following:

Context of Risk Assessment:

The _____ has endorsed a Committee which, in planning for this event, is charged with creating a safer event by identifying, analysing, assessing and treating all risks. This will be achieved through the application of an Emergency Risk Management process, modelled on the Australian/New Zealand Standard AS / NZS 4360:2004.

The terms of reference for the Committee are to consider the prevention, preparation, response and recovery phases of event planning in consultation with all stakeholders.

The Committee has identified and considered treatment options for a range of potential risks that may impact on the event. The identified risks will be continually reviewed and their ratings updated by the Committee with the approval of the   .

Listed are potential risks to the _____ identified by the Planning Committee. In each case the Risk Rating was determined by initially assessing the "Likelihood" and "Consequences" of an event against agreed descriptors.

RISK IDENTIFIED

Risk	Likelihood	Consequence	Level of Risk

Response guides have been developed for all high and moderate risks which are located in Part Five of this plan.

The Risk Assessment Process is documented within <mark>Appendix E (page **)</mark>

Level of Risk	Recommended Action
Extreme Risk	Immediate action required
High Risk	Senior Management attention needed
Moderate Risk	Management responsibility must be specified
Low Risk	Managed by routine procedures

Categories of Risk

Legal Issues	Inconsistencies between regulatory bodies. Inconsistencies between industry standards. Gaining buy-in from the regulator. Contractual conditions between event organiser, venue owner and suppliers. International acceptance of Victorian safety standards.
Financial Issues	Differing quality of insurance coverage. Cost of insurance cover.
People Issues	Transient workforce. Training costs and timing of event workforces. Discrepancies in the competency of event staff across the industry. Blame environment rather than positive safety culture. Nurturing safety cultural change. Venue familiarity of staff and spectators.
Community Support Issues	Public perceptions of safety. Public behaviour.
Resourcing Issues	Effective utilisation of resources. Deteriorating age and integrity of amusement structures. Resources to fund a dedicated safety person.
Operational Issues	Striking a compromise between safety and entertainment. Stakeholder engagement in risk assessment. Maintenance responses during the event. Audit function during the event. Collection of useful safety risk data.
Natural Event Issues	What natural events could impact on the planning.

PART FOUR – EMERGENCY RESPONSE ARRANGEMENTS

PREVENTION AND MITIGATION STRATEGIES

The following processes have been implemented to ensure a co-ordinated response to an emergency should it occur.

STRATEGY	RESPONSIBLE OFFICER/GROUP
Emergency Plan developed	
Staff trained in evacuation procedures	
Emergency Co-Ordination Centre established	
Emergency vehicle access identified and established.	
Trader protocols established	
Site Inspections	
First Aid Posts	
Police presence	

PREPAREDNESS

Wardens have been identified and trained. Assembly areas have not been determined for use during emergencies, due to nature of the crowds (free entry event) and the location of the event (city centre) full movement away from the affected area will be utilised. The MME and the emergency service organisations have agreed arrangements in place to respond to an emergency at any of the locations.

EDUCATION AND AWARENESS

The ability of staff to respond to an emergency situation, and in turn recover from the effects of an emergency, will depend on the attitude of the people affected. Appropriate actions from staff during emergencies will require education and awareness programs to be implemented for this purpose. The Committee will develop, support and promote appropriate prevention and awareness programs. This will also include an emergency awareness induction course for staff and volunteers.

RESPONSIBILITIES DURING AN EMERGENCY

Chief Warden/Location Wardens

- Take control of the situation at the appropriate location, if safe to do so.
- Ensure all personnel, staff and volunteers are accounted for.
- Ensure the safety of all visitors to the site.
- Hand over control to the Emergency Services on arrival.
- Assist the Emergency Services as required.
- Ensure any scene relevant to a work place accident or fatality is not disturbed or repaired until after any appropriate authorities have carried out an investigation of the scene.
- Ensure management is notified.
- Maintain a log of the incident.

Location Wardens are responsible for the co-ordination of activities of the Wardens in their area of the location. It is their responsibility to ensure, as far as practicable, the safety of staff, volunteers and visitors and, when necessary, arrange their orderly evacuation from danger. **IT IS NOT THE RESPONSIBILITY OF A LOCATION WARDEN TO ACTIVELY COMBAT EMERGENCIES**.

When required, Location Wardens will ensure that their area of responsibility has been totally evacuated, if safe to do so.

Location Warden

Will act as directed by the Chief Warden. Duties may include:

- Attending to emergency calls.
- Notifying the appropriate emergency service.
- Notifying the Chief Warden of the emergency.
- Establish and maintain communications with Chief Warden.
- Transmit and record instructions and information.

All other personnel

All other staff will act as directed by a Location Warden. Specific personnel may be allocated various tasks and should only be carried out if safe to do so.

COMMUNICATION SYSTEMS

Communication during an emergency is vital to ensure an efficient response to the emergency. Effective communications will assist in minimising the effects of the emergency while at the same time maximising the preservation of life. Three different types of communication are required in an emergency. At the Dalai Lama visit and community activities, communication in the different categories is achieved by:

Warning

Public Address Systems
Wardens Radio Network
Onsite Emergency Service and Support Organisations

Information/Instructions to Evacuees

Public Address Systems
Wardens Radio Network
Onsite Emergency Service and Support Organisations

Command of Members

Wardens
Emergency Service and Support Organisations
For main events, information will be via the Emergency Co-Ordination Centre

EVACUATION

A total evacuation of a location will, in most instances, be initiated by the Chief Warden or delegate. On some occasions it may be necessary for staff to self evacuate from the immediate area of a threat. It should be noted that the extent of evacuation may vary from one event to the next. Evacuations fall into three categories:

Full   resulting in all personnel moving out of a location;

Partial	resulting in designated personnel moving out of the location, or into another part of the location; or
Internal	resulting in personnel being directed to stay at the location for their own safety.

The type of evacuation will depend on the nature of the emergency and will generally be determined by the Chief Warden or a delegate.

In general terms, the sequence of evacuation should be based on ensuring the maximum number of people can be moved away from danger in the shortest possible time. To achieve this, it is necessary to implement a staged evacuation with those closest to the source of danger moving first. Within each group, able-bodied people should be the first to leave, followed by those with a disability, who should wait at a refuge location for later evacuation. (See "Persons with a mobility or sensory disability" below).

Delegation of Duty
If the Chief Warden is unavailable, responsibility will be delegated in the following sequence:

1.   Location Wardens

Persons with a Mobility or Sensory Disability

During an emergency, persons with a mobility and/or sensory disability may be at more risk than more ambient persons. It is therefore important for location wardens and wardens to be aware of persons with these disabilities within their locations and assess what additional requirements may be required to assist them should an emergency occur.

EMERGENCY SERVICES MEETING POINT
The nominated emergency services meeting point is _____ (Address).

EMERGENCY INCIDENT LOG
It is vitally important that accurate details of actions taken and decisions made in times of emergency are kept. Appendix C1 is an operational log sheet, which should be completed during such events. Copies of this log sheet are held by the communications officer at the operations centre.

TERMINATING EMERGENCY RESPONSE
When both the Incident Controller (on behalf of all responding agencies) and the Chief Warden are satisfied that the emergency has been resolved, response activities will be terminated. In making this decision, they will give consideration to the following factors:
- that all relevant authorities have completed all evidence gathering in relation to investigations
- that all outstanding actions have been identified and allocated in relation to clean up operations
- that all activities commenced under recovery (which should have commenced as soon as possible after impact) will not be compromised by the termination.

NON EMERGENCY ROLES

Chief Warden

The responsibilities of the Chief Warden are to:
- Administer the warden system.
- Co-ordinate locations with Location Wardens
- Ensure that there is a system in place to record all staff on site.
- To train/brief staff in their emergency roles.
- Undertake safety inspections of vendors/stallholders.

Location Wardens

- Good housekeeping so that litter does not accumulate to increase the danger of fire.
- Hazardous materials are not stored or used incorrectly, notwithstanding the nature of work.
- Furniture and/or equipment does not impede egress.
- Walkways are free of obstruction.
- Access and egress for emergency vehicles is not obstructed.
- Any irregularities are reported to the Chief Warden.
- Oversee vendors/contractors/volunteers.

PART FIVE – RECOVERY ARRANGEMENTS

BUSINESS CONTINUITY

In the event of a major emergency, it may take some time for the _____ and community activities to return to an acceptable post incident level of functioning. To facilitate this process as rapidly as possible, the Committee or their delegates will form a continuity management team (CMT). The make up of the team will vary depending on the nature and timing of the emergency and upon the availability of personnel to contribute to the team.

The team will be headed by the Chairperson or delegate and will be responsible for ensuring all necessary strategies are implemented and maintained in order to promote on-going continuity of service. The team should include representatives from all facets of the organisation's structure.

To ensure the CMT is prepared for such events, the emergency management planning committee should identify and prioritise business resumption issues.

Issues to be considered by the Continuity Management Team are, but not restricted to:

RELOCATION OF FACILITIES

The replacement locations will need to include adequate:
- power, water and gas supply
- sanitation facilities
- catering facilities
- building / staff security
- communications (radios, phones, faxes)

All decisions in relation to this will be the responsibility of the Chairperson or delegate.

ASSET REPLACEMENT

Should one or more assets fail, consideration will need to be given to both replacement as well as rescheduling of work priorities and staff commitments to compensate for the loss of productivity.

All decisions in relation to this will be the responsibility of the Chairperson or delegate.

PUBLIC RELATIONS AND SERVICE DELIVERY

Following any major emergency it is vital to make early, accurate contact with all effected participants and key stakeholders to advise them of the situation and what implications it will have for them.

All decisions in relation to this will be the responsibility of the _____.
All media via_____ or ops manager appointee.

INFORMATION PROTECTION

Most organisations rely heavily on their records both electronic and hard copy in order to continue to function. All electronic systems are backed up on a weekly basis, with the back up copies being stored off site.

All decisions in relation to this will be the responsibility of the Chairperson or delegate.

SUCCESSION PLAN

Should one or more members of staff be unable to continue to function as a result of an emergency, the organisation's capacity to continue will depend on effective planning for other staff to step into their roles either temporarily or permanently.

All decisions in relation to this will be the responsibility of the Chairperson or delegate.

CRITICAL INCIDENT STRESS MANAGEMENT/PERSONAL SERVICES

Being involved in emergencies, particularly those resulting in the death or serious injury of a work colleague, may have both short and long term impact for staff. In order to ensure any such effects are minimised to the _____ personnel, a proactive program has been developed to address employee education about the possible effects of exposure to such a critical incident.   The person responsible for administering this program is the Chairperson/Committee.

If staff require assistance or wish to talk to someone following an incident, this can be obtained from the Event Coordinator / Event Safety Coordinator._____.

PART SIX – EMERGENCY RESPONSE/PLANNING GUIDES

OPERATIONAL PLANNING GUIDES

APPENDICES

DISTRIBUTION LIST – APPENDIX A1

ORGANISATION	COPY NUMBER

GLOSSARY OF TERMS – APPENDIX A2

Location Warden	A person designated to ensure the efficient evacuation of all personnel from a specified area or facility
Assembly Area	A location at which personnel are to gather after evacuating
Chief Warden	A person responsible for managing the internal response to an emergency
Communications Officer	A person responsible for assisting the Chief Warden in sending, receiving and recording messages during an emergency
Control Agency	The emergency service organisation responsible for resolving the emergency (e.g. SES for flood, Fire Brigade for fire)
Control Point	The location from which the Chief Warden will operate
Emergency	An actual or imminent event which endangers, or threatens to endanger people, property or the environment
Event Safety Officer	A person/s responsible for ensuring that the event is conducted safely and the completion of site audits. Assist with the identification and control of hazards and risks throughout the whole event.
Holding Area	An identified location at which people with a disability that prevents them from easily evacuating can gather until sufficient assistance is available to escort them to the Assembly Area
Incident Controller	The officer of the control agency with overall responsibility for management of the response to the emergency
Warden	Person who is tasked to carry out a specific function during an emergency evacuation

			EMERGENCY INCIDENT LOG – APPENDIX C1 LOCATION: _____ TYPE OF EMERGENCY: _____ Page No: _____		
Date	**Time**	**From/To**	**Details**	**Action**	**Init**

ARMED OR DANGEROUS INTRUDER REPORT FORM – APPENDIX C2

Time Reported		Reported By	

Exact Location of Hostage Incident

Number of Hostages

Names of Hostages

If Name(s) are Unknown

Height		
Sex		
Age		
Complexion		

Number of Assailants

Notable Characteristics of Assailant(s)

Number Of Weapons

Description of Weapons

Mood of Assailant(s)

☐ Calm   ☐ Other _____

☐ Angry   _____

☐ Excited   _____

☐ Crying   _____

☐ Nervous   _____

☐ Irrational

Other Information

TELEPHONE BOMB THREAT REPORT FORM – APPENDIX C3

DON'T HANG UP YOUR TELEPHONE

WORDING OF THE THREAT:
(Try to record the exact words)

....

....

....

....

....

....

KEEP THE CALLER TALKING
(Try to obtain as much information as possible)
QUESTIONS TO ASK:
1. <u>When</u> is bomb going to explode?..........................

....

2. <u>Where</u> is it right now?..

....

3. <u>What</u> does it look like?.......................................

....

4. <u>What</u> kind of bomb is it? ....

....

5. <u>What</u> will cause it to explode? ....

....

6. <u>Who</u> placed the bomb? ....

....

7. <u>Why</u>?..

....

8. <u>Where</u> are you? ....

....

9. <u>What</u> is your name? ....

....

Estimated Age of caller ....

Sex of caller
...............................Intoxicated............................

Number at which call is received?...

Time: .... Date:............/............./.......................

CALLERS VOICE: Tick all applicable boxes

Q Calm	Q Nasal
Q Angry	Q Stutter
Q Excited	Q Lisp
Q Slow	Q Raspy
Q Rapid	Q Deep
Q Soft	Q Ragged
Q Loud	Q Clearing throat
Q Laughter	Q Deep breathing
Q Crying	Q Cracking voice
Q Normal	Q Disguised
Q Distinct	Q Accent
Q Slurred	Q Familiar

If voice is familiar, whom did it sound like?

....

....

BACKGROUND SOUNDS:

Q Street Noises	Q Factory machinery
Q Crockery	Q Animal noises
Q Voices	Q Clear
Q PA System	Q Static
Q Music	Q Local
Q House noises	Q Long distance
Q Motor	Q Booth
Q Office machinery	.... Ot
Q Children	....

THREAT LANGUAGE:

Q Well spoken	Q Incoherent
(educated)	Q Taped
Q Foul	Q Message read by
Q Irrational	threat maker

REMARKS: ....

....

....

....

REPORT CALL IMMEDIATELY TO:

Name: ....

Phone Number: ....

INJURY INCIDENT REPORT FORM – APPENDIX C4

Date:_____   Time of Injury:_____

Name:_____   Sex: Male   ☐   Female ☐

Home
Address:_____

Telephone:_____   Date of Birth:_____

Location:_____

Witness Name:_____   Witness Phone:_____

Description of Injuries:_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Description of Incident: _____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____
_____

Casualty referred to: Ambulance ☐   Hospital ☐   Doctor ☐
TICK RELEVANT BOX   Other _____

Specify place and address where patient was referred: _____

Reported by: _____   Date and Time: _____

SITE HOLDER SAFETY CHECKLIST – APPENDIX C5
To be completed during set up time at the Event

Event: _____ Date: __/__/____

Vendor Name: _____

Location: _____

ITEM	YES	NO	N/A
POWER			
All leads tagged			
RCD's in good repair and operating			
All leads off ground and fixed securely			
GAS			
Gas cylinders in good condition and less than 10 years old			
In use cylinders are outside the unit or structure			
Spare cylinders, full or empty, are stored externally			
Cylinders are not blocking exits			
Cylinders are secure			
Cylinders are on a level, non-combustible surface			
Cylinders are in a well ventilated location			
Cylinder safety outlet faces away from structure			
Cylinders are clear of ignition sources			
GAS APPLIANCES			
Appliances are away from the public			
Supply pipes/hoses in good condition (visual check)			
Combustible materials clear of appliances			
EXTERNAL EQUIPMENT			
All signage in good repair and appropriate			
Tables, chairs and umbrellas in good repair (visual check)			
EXTERNAL EQUIPMENT			
Umbrellas secured with stakes and pins			
Signage secured and not blocking traffic			
Hoses in traffic areas covered with safety mats			
Approach and exit areas free of obstructions			
Screens in good repair and secured safely			
Trailer draw bar and tow ball secure and not causing an obstruction			
WORK AREA			
Floors are smooth, free of spillage and clean			
Storage and preparation areas clean and free of obstructions			
Waste and areas clean and free of obstructions			
HEALTH & SAFETY			
Staff aware of procedures and requirements			
Emergency plan on display			
First Aid kit on hand			
Fire Extinguisher and Fire Blanket current and in good condition			
Exits clearly defined			

CHECKED BY _____ Date __/__/____

Signed _____

MAPS – APPENDIX D

RISK ASSESSMENT PROCESS – APPENDIX E

Identify Risks

In order to identify the potential risks, the following sections were used as a basis. For each question, all the types of emergency incident possible were considered.

As your event approaches, the Risk Assessment is used to check on areas such as:

- **Crowd management** - crowd movement and seating, alcohol sales and consumption, use of illegal drugs, noise control, services for people with disabilities and seniors, lost and found.
- **Natural Events** - fire, water damage, vermin, disease & contamination.
- **Political Circumstances** - legislative changes or changes in government policy
- **Individual Activity** - misappropriation of funds, fraud, vandalism, illegal entry, information misappropriation and human error.
- **Commercial and legal relationships** - including but not limited to contractual risk, product liability, professional liability and public liability.
- **Administration** – paid/volunteer staff, finances/accounting, contracts, permits/licences, agreements with local councils & government agencies.
- **Marketing and public relations** – media coverage, productions crews, sponsorship and sponsors.
- **Health and safety** - fireworks and pyrotechnics, medical services, fire safety, sanitation & maintenance, animals, decorations and equipment.
- **Security** - policing, hiring & briefing private security, crowd control, arrests, riots, anti-social behaviour, incident reporting, evacuation procedures.
- **Transport** - parking, public transport, traffic control.
- **Historical** - Have any emergencies occurred at this event or other similar events in the past?
- **Geographic -** What can happen as a result of the event's location?
  Keep in mind:
  - Proximity to flood plains, seismic faults and dams,
  - Proximity to companies that store, use or transport hazardous materials,
  - Proximity to major transportation routes and or airports.
- **Technological** - What could result from a process or system failure?
  Possibilities include:
  - Fire, explosion, hazardous materials incident,
  - Safety system failure,
  - Telecommunications failure,
  - Computer system failure,
  - Power failure,
  - Emergency notification failure.
- **Human Error** – What emergencies could be caused by staff error?
  Are staff trained to work safely?
  Do they know what to do in an emergency?
- **Physical -** What types of emergencies could result from the design or construction of the event?
  Consider:
  - The physical construction of the facilities,
  - Lighting – include emergency lighting,
  - Evacuation routes and exits,
  - Proximity of assembly areas.

CONSEQUENCE

Identifying one or more of these consequences would indicate the appropriate rating.

Catastrophic meaning:
- Large number of severe injuries. Extended and large numbers requiring hospitalisation required. General and widespread displacement of persons for extended duration. Significant fatalities. Extensive personal support (counselling) required
- Extensive damage. Organisation unable to function without significant support.
- Significant impact on environment and/or permanent damage
- Huge financial loss – unable to function without significant support.

Major meaning:
- Extensive injuries, significant hospitalisation, large numbers. Fatalities. External resources required.
- Significant damage that requires external resources. Organisation only partially functioning, some services unavailable.
- Some impact on environment with long term effects.
- Significant financial loss – some financial assistance required

Moderate meaning:
- Medical treatment required. Some hospitalisation. Localised displacement of people Personal support satisfied through local arrangements.
- Localised damage which is rectified by routine arrangements. Normal organisational functioning with some inconvenience.
- Some impact on the environment with no long term impact or small impact on environment with long term effect
- Minor financial loss.

Minor meaning:
- Small number of minor injuries. First aid treatment required. Some displacement of people). Some personal support required.
- Some damage to facilities. Some disruption
- Small impact on environment with no lasting effects.
- Minimal financial loss

Insignificant meaning:
- No injuries or fatalities. Small number or no people are displaced and only for a short duration. Little or no personal support required
- Inconsequential or no damage. Little or no disruption to organisation.
- No measurable impact on environment.
- Little or no financial loss.

When assessing consequences, consideration should be given to the adequacy of existing measures and controls to limit the impact the risk may have.

Where there was some difficulty choosing between two consequence ratings for a risk, the more extreme consequence was selected to plan for a worst case scenario.

ELEMENTS AT RISK

People
- What number of people will be affected?
- Could there be any fatalities?
- What major/minor injuries could be expected?
- Will the staff require support for mental health (debriefing, counselling information etc)

Infrastructure
- What infrastructure would be affected?
- What major/minor damage could be expected?
- Would water, power, gas or other connections be affected?
- Would complete or partial shut down of services be required?
- Would the business need to relocate?

Environment
- Would the environment be affected?
- What elements would be affected?
- Would damage be permanent or can it be rectified?
- How far will the environmental impact spread?

Financial
- Is the financial effect measurable?
- What would be the range of financial cost? For instance, between $200,000 and $300,000.
- What will be the degree of impact on the organisation's operations?
- What will be the degree of impact on the organisation's budget?
- What will be the direct cost of repairs, replacement, restitution, clean up etc?
- What would be the long-term viability of the event?

Likelihood Definitions

Almost certain meaning:
- The event is expected to occur in most circumstances.
- High level of recorded incidents and/or very strong anecdotal evidence.
- A strong likelihood the event will reoccur.
- Great opportunity, reasons or means to occur.

Likely meaning:
- The event will probably occur in most circumstances.
- Regular recorded incidents and/or strong anecdotal evidence.
- Considerable opportunity, reason or means to occur.

Moderate meaning:
- The event might occur at some time.
- Few infrequent, random recorded incidents or little anecdotal evidence.
- Very few incidents in associated organisations or comparable facilities.
- Some opportunity, reason or means to occur.

Unlikely meaning:
- The event could occur at some time.
- No recorded incidents or any anecdotal evidence.
- No recent incidents in associated organisations or facilities.
- Little opportunity, reason or means to occur.

Rare meaning:
- The event may occur only in exceptional circumstances.

Where there was some difficulty choosing between two likelihood ratings for a risk, the more frequent likelihood was selected to plan for a worst case scenario.

Ways to identify risk include:

Reviewing written information. Review communication strategies, programs of events, guest lists, contracts, insurance policies, and permits and licences prior to the event, e.g. reviewing insurance policies you may discover your event is only partially covered by your existing policy.

Meetings with stakeholders, emergency personnel, risk assessment specialists, contractors and committee. Meet with sponsors to confirm their expectations of acknowledgment and involvement they will have with your event. This will minimise misunderstandings and help to ensure sponsors are happy with the event and their contribution. Meet with risk assessment specialists, emergency personnel and contractors to provide insight into areas of risk that you had previously not thought of.

Survey the site. It can be very useful to walk through the facility/venue to identify risks. A walkthrough can reveal risks that may not have been displayed on maps or reports, e.g. a site survey may reveal an overflowing storm drain in an area you had planned for pedestrians, or branches of a large tree that will obscure the view of a staging area.

CREATING A RISK ASSESSMENT

STEPS 1 to 5	QUESTION AND COMMENTS
STEP 1	Obtain a copy of Central Goldfields Shire Councils Risk Assessment template or create your own
STEP 2	Identify tasks / process
STEP 3	Identify all the steps / processes involved with each task / process
STEP 4	Identify the hazards associated with the tasks / process
STEP 5	Assess the risk associated with each identified hazard (**Risk Ranking Table** and **Risk Rating Table**)
STEP 6	Determine the best control. Refer to the **Hierarchy of Control** for guidance. Use the test of practicability to determine which highest level control should be used.
STEP 7	Assess residual (remaining risk) for each proposed control. If the hazard can be eliminated, the residual risk score is 0 and the residual risk rating is 'nil'.
STEP 8	The responsible event manager must sign-off acceptance of the risk assessment. The responsible manager is to ensure the corrective actions are actionable. The responsible manager must sign-off that each corrective action is completed.
STEP 9	A copy of the risk assessment must be sent to the Central Goldfields Shire's Promotions Marketing Unit as part of your event plan at least four weeks prior to your event.

Risk Ranking Table

Probability		Consequence	
A	Almost certain	1	Insignificant:
B	Likely	2	Minor:
C	Possible	3	Moderate:
D	Unlikely	4	Major:
E	Rare	5	Catastrophic:

Risk Rating Table

	1	2	3	4	5
A	HIGH	HIGH	EXTREME	EXTREME	EXTREME
B	MEDIUM	HIGH	HIGH	EXTREME	EXTREME
C	LOW	MEDIUM	MEDIUM	EXTREME	EXTREME
D	LOW	LOW	MEDIUM	HIGH	EXTREME
E	LOW	LOW	LOW	HIGH	HIGH

Legend *Extreme risk*; immediate action required *High risk*; attention needed. *Medium risk*; responsibility must be specified. *Low risk*; Manage by routine procedures.

Hierarchy of control

Elimination	Removal of hazard / risk or discontinuing the process
Substitution	Using a less-hazardous process, chemical etc
Engineering	Changing the physical characteristics of the plant. For example: design modification or installation of guarding.
Isolation	Isolating the plant and using remote controls etc.
Administrative	Procedures that apply a safe system of work
Protective Equipment	Equipment that protects the user. This is the least preferred method of control and more suitable as a short term control measure

Legend

Level of Risk	Recommended Action
E = extreme risk	Immediate action required.
H = high risk	Senior Management attention needed.
M = moderate risk	Management responsibility must be specified.
L = low risk	Managed by routine procedures.

EVACUATION SUB PLAN – APPENDIX F
INTRODUCTION

The _____ will be held at the _____.

It is anticipated that over the four days of the festival approximately _____ people may visit this site. Accordingly it is vitally important that specific considerations are in place to respond to the need for a partial or complete evacuation of a site, should the need arise during an event.

The Victoria Police are responsible for evacuation. The decision to evacuate rests with the control agency for any given type of emergency, in conjunction with the Police and available expert advice. However should circumstances necessitate a decision prior to Police attendance or input, the decision to evacuate rests solely with the Chief Warden or their delegate.

SITE

Area

COMMUNICATIONS
A number of communication systems will exist within the site.

Each emergency service and other organisations operating on site will also have their own radio networks.

It will be possible to broadcast emergency messages across the public address systems that will be located on site, to varying degrees only.

EMERGENCY CO-ORDINATION CENTRE
To facilitate a co-ordinated response to an emergency during the event, the following arrangement will be in place.

Other Events
For this event, the Emergency Co-Ordination Centre will be located _____.
However, Agency Liaison Officers will not be present at this location during the events.

ALERT AND ACTION CODES
In the event of an incident requiring evacuation, the signal to proceed with the evacuation will be communicated by the most appropriate means to that Location Warden. The message will describe the area involved and the action to be taken.

One of three signals will be used:

- **Alert**- means open and secure all external barricades, be ready to evacuate, stay at your post and await further instructions. **Do not alert any patrons at this stage.**

- **Evacuate** - means commence evacuation immediately as per your specific instructions

- **All Clear** - means the emergency has been resolved. All actions taken in preparation for evacuation can be restored to normal (e.g. barricades can be secured again). You may return to normal duties, as directed by your supervisor.

In all cases, only staff in the area identified in the message need to respond.

EVACUATION ROUTES
Evacuation routes are pre-planned but may vary at the time of an incident, based on the following factors:

- Location of the emergency
- Nature of the incident
- Weather conditions/wind direction
- Other potential hazards

However due to the uniqueness of the sites, where practicable and safe to do so, evacuees will be directed as per the attached plans. This action will mitigate crowd masses impeding emergency vehicle access to the site via the primary identified routes as detailed in the attached plans.

ASSEMBLY AREAS

Due to the unique nature of the areas and activities involved in the event, it has been decided not to designate assembly areas.

RELIEF CENTRES
Relief Centres are identified within the Municipal Emergency Management Plan. The local government area to be utilised for this resource is:-

     The Central Goldfields Shire Council

The selection of the appropriate Relief Centre/s will be made by the Incident Controller in conjunction with the Emergency Response Coordinator.

They will take into account the following:
- Location of the Emergency
- Type of Emergency
- Wind direction
- Number of displaced people
- Number and type of injuries
- Advice from Emergency Services

Consideration needs to be given to other resources that may be required (e.g.. public health, emergency relief and special needs groups).

RETURN
Should the emergency be resolved in such a time and manner as to allow both the activity to continue and the evacuees to return to their viewing area, this will be encouraged. If the nature of the emergency cannot permit this to occur, the displaced people will be encouraged to make their way home, if it is safe to do so and they are unaffected by the emergency. Provision needs to be made for collection of motor vehicles from the course if return to site is denied.

EMERGENCY MESSAGES – APPENDIX G

Preworded messages have been produced to ensure a consistent and concise approach to emergency information made available to Festival visitors.

The language demographics of the crowd dictate that these messages must be delivered in both Greek and English.

Awareness

In order to raise the crowd awareness of Emergency Management strategies in place at the event, the following messages will be ********************

- "If there is an emergency near you, please follow the instructions of the event staff, they are trained to direct you in an emergency."

- "In case of an emergency, follow the instructions of Event staff"

Evacuation

In the event of an evacuation at the Festival the following message will be transmitted via **********

- "There is an emergency occurring at _____. Everyone in the immediate area should move away please follow the instructions of Event staff "

SCHEDULE OF EVENTS – APPENDIX H