

EVENTS SOUTH AUSTRALIA

SITE OPERATIONS AND RISK MANAGEMENT PLANNING



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ACKNOWLEDGEMENT

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Aboriginal people have made and continue to make a unique and irreplaceable contribution to the State of South Australia.

The South Australian Government acknowledges and respects Aboriginal people as the State's first people and nations and recognises Aboriginal people as traditional owners and occupants of South Australian land and waters.

The South Australian Government acknowledges that the spiritual, social, cultural, and economic practices of Aboriginal people come from their traditional lands and waters, and that Aboriginal people maintain cultural and heritage beliefs, languages and laws which are of ongoing importance today.

This plan acknowledges and respects that all tourism activity and development takes place on lands and waters traditionally owned by South Australia's Aboriginal peoples and encourages Aboriginal communities to be a part of the current and future success of the South Australian Visitor Economy.



Above

Wadna Aboriginal Culture Tours, Flinders Rangers & Outback

Cover

Santos Tour Down Under, Fleurieu Peninsula

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SITE OPERATIONS PLAN

A Site Operations 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 checklist below 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.

It may also be important to define and communicate quality control measures that will be put in place for event staff.

EVENT SITE OPERATIONS CHECKLIST

Check or consider the following:

SITE PLANNING:

- Access to main power and utility services (water, sewer, etc.):** Ensure that the event site has reliable access to essential utilities to support the event's infrastructure and facilities.
- Any bushfire potential?:** Assess the risk of bushfires in the area and implement necessary precautions or emergency plans if required.
- Forecasting extremes of temperature:** Consider weather forecasts to prepare for extreme temperatures and take appropriate measures to ensure the well-being of attendees.
- High winds:** Plan for potential high winds and secure structures and equipment accordingly.
- Is the site subject to flooding?:** Evaluate the risk of flooding and implement measures to mitigate potential damage.
- Proximity to water bodies:** Consider the proximity of the site to water bodies and plan for any related challenges or opportunities.
- Terrain (cliffs, gullies, reclaimed/unusable land):** Understand the terrain for proper event layout and logistics planning.
- Wildlife/fauna including insects and snakes:** Be aware of local wildlife and implement measures to ensure the safety of attendees.
- Noise - consider impact on neighbouring environment:** Minimise noise impact on the surrounding environment and local residents.
- Bump in and out - consider impact on neighbouring environment:** Plan for the setup and dismantling of the event with minimal disruption to the surroundings.
- Consider using established event spaces:** Evaluate existing event spaces that may have infrastructure and permits in place.
- Permissions and fees associated with hiring the event space:** Ensure all necessary permits are obtained, and fees are paid for using the event space.
- Sponsor/expo marquees:** Plan locations for sponsor and expo marquees in coordination with overall site layout.

ACCESSIBILITY AND SAFETY:

- Disability access:** Ensure the site is accessible to individuals with disabilities, including facilities, pathways, and staff awareness.
- Access for emergency services:** Provide clear access routes for emergency services and establish communication protocols.
- Pedestrian access into and out of the site:** Plan for safe and efficient pedestrian flow within the event site.
- Access for stakeholders and their vehicles:** Coordinate access for event stakeholders and their vehicles.
- Signage requirements:** Install clear signage for directions, emergency exits, and important information.
- Parking space:** Ensure there is adequate parking space for attendees and manage traffic flow effectively.

ENVIRONMENTAL IMPACT:

- Impact on the local environment; can the event leave any legacy items?:** Minimise the environmental impact of the event and plan for responsible waste management.
- Fencing and security:** Implement necessary fencing and security measures to protect the event site and attendees.
- Attendance capacity:** Determine and adhere to the maximum capacity of the event site to ensure safety and compliance with regulations.
- Consider remediation charges – lawn re-establishment, replace damaged sprinklers, etc.:** Plan for any potential damage to the site and associated remediation efforts.

CREATING THE EVENT SITE PLAN:

- Drinking water sites.
- Emergency access – emergency vehicles.
- Emergency egress routes – pedestrians.
- Entertainment sites.
- Entrance and exit points.
- Event and emergency operations centre.
- Fire extinguishers and evacuation plan.
- 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.
- Pedestrian routes.
- Picnic/quiet areas.
- Restricted areas.
- Rubbish bins/skips.
- Seating.
- Security location.
- Stage location.
- Taxi and bus stops.
- The surrounding area.
- Toilets.

EMERGENCY SERVICES PLANNING:

- Is a safety officer appointed?
- 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 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.
- Vehicle access routes.
- Water for fire trucks.
- Staff site office.
- Temporary fencing.
- Main power/water/gas control.
- Media management.
- Non-alcohol areas.
- Dry zones
- 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.**
- Plumber onsite?** – For toilets, back of house water, waste water disposal, on call.
- Has the council turned **sprinklers** off?
- Call **1100** to **Dial Before You Dig** and help prevent damage and disruption to underground pipe and cable networks.
- 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 expected numbers?
- 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 relative to an event site that would need to be considered when planning for a successful event.

RISK MANAGEMENT AND EMERGENCY RESPONSE PLANNING

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 reduce or eliminate 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, staffing,
- **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/actions.
- There is an International Standard for Risk Management; it is ISO31000

EMERGENCY RESPONSE PLANS

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?
- 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?
- 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 to work through and respond to and involve the entire team.
- Don't re-invent the wheel; start with an existing plan, if you have one.

RISK REGISTER

EVENT	
COMPLETED BY	
DATE	

RISK REGISTER

REF	RISK DESCRIPTION	INHERENT RISK (WITHOUT CONTROLS)			CONTROLS IN PLACE	RESIDUAL RISK (WITH CONTROLS)			TREATMENT PLAN IF RESIDUAL RISK IS UNACCEPTABLE
		L	C	R		L	C	R	
1									
2									
3									
4									

ACTION PLAN

AC REF	PROPOSED ACTION	RESPONSIBILITY	DUE	STATUS UPDATE
1				
2				
3				
4				

QUALITATIVE RISK MATRIX – LEVEL OF RISK

LIKELIHOOD					
CONSEQUENCES	A Rare Once in ten years. Might occur but only in exceptional circumstances (< 5% chance of occurring)	B Unlikely Once in five years. Event could occur but is not anticipated, strong uncertainty (5-25% chance of occurring in foreseeable future)	C Possible Once a year. Event could occur at some time. Past occurrences have been minimal. (26-50% chance of occurring in medium term)	D Likely Once a month. Will probably occur in normal circumstances. Past occurrences are known. (51 – 85% chance of occurring in short term)	E Almost Certain Once a week or daily. Expected to occur in most circumstances. (> 86% chance of occurring)
5 - Catastrophic	M	H	E	E	E
4 - Major	M	M	H	H	E
3 - Moderate	L	M	M	H	H
2 - Minor	L	L	M	M	H
1 - Insignificant	L	L	L	M	H

E: Extreme Risk - Immediate action required with specific control treatments specified. CE to be advised immediately

H: High Risk – Risk treatment / Action Plan required. CE should be made aware

M: Medium Risk – Risk treatment / Action Plan is required if further mitigation is possible, monitor regularly. Executive manager should be made aware

L: Low Risk - Manage by routine procedures - nominated staff member should monitor

QUALITATIVE MEASURES OF CONSEQUENCE OR IMPACT

	DESCRIPTOR	IMPACT ON 2030 VISITOR EXPENDITURE TARGET (\$12.8B)	MEDICAL (INJURIES TO STAFF OR A MEMBER OF THE PUBLIC)	DIRECT FINANCIAL LOSS (INCL GST)	DISRUPTION TO SATC OPERATIONS, EVENT, PROJECT DELIVERY OR PROCUREMENT	LEGAL, CONTRACTUAL AND REGULATORY COMPLIANCE BREACH	REPUTATION / BRAND / MEDIA COVERAGE
5	Catastrophic	Greater than 10%	Fatality / fatalities or severe ongoing permanent disability	Over \$10m	Significant impact / disruption upon SATC operations, event, project delivery or procurement. Staff and/or partners are permanently affected.	Major breach of legislation or contract (which exposes the SATC to significant legal ramifications). Contract termination and sustained contract dispute almost certain.	Sustained negative publicity/ Parliamentary inquiry. Long-term damage to reputation.
4	Major	5-10%	Inpatient hospitalisation and actual or severe potential disability	\$1m - \$10m	Major impact upon SATC operations, event, project delivery, or procurement (high risk of failure or significant disruption). Staff and/or partners are impacted over an extended period.	Moderate breach of legislation or contract (which exposes the SATC to legal ramifications). Contract termination and sustained dispute is likely.	Widespread negative publicity that lasts for months / Ministerial intervention. Sustained damage to reputation and loss of confidence with key stakeholders.
3	Moderate	1-5%	Medical treatment required and several days off work	\$100k - \$1m	Moderate impact upon SATC operations, event, project delivery or procurement. Would not threaten the event but would mean that the event would be subject to manageable change. Staff and /or partners are impacted in the medium term.	Failure to comply with Government Instructions and/or Guidelines. Breach of contract resulting in substantial performance management and possible dispute.	Negative publicity that lasts for weeks. Significant but short-term damage to reputation.
2	Minor	Up to 1%	Minor injuries requiring First Aid treatment by a trained officer. (no hospital treatment or permanent disability)	\$10k - \$100k	Minor impact upon some aspects of the SATC operations, event, project delivery or procurement. Staff and/or partners are impacted in the short term.	Failure to comply with internal policies and procedures. Immaterial breach of contract that may require performance management.	Some negative publicity that lasts for days. Temporary minor negative impact upon reputation. Internal Review.

*This is an example of a major event. Please adjust accordingly.

ADDITIONAL RESOURCES

SOUTH AUSTRALIAN POLICE	<p><u>Mass Gatherings and the Risk of Terrorism</u></p> <p>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.</p>
SAFEWORK SA	<p><u>Event Safety Administration/Event Safety Risk Assessment</u></p> <p>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.</p>

CONTACT US

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WEBSITES

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