Event Risk Management Plan

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City of
Bayswater

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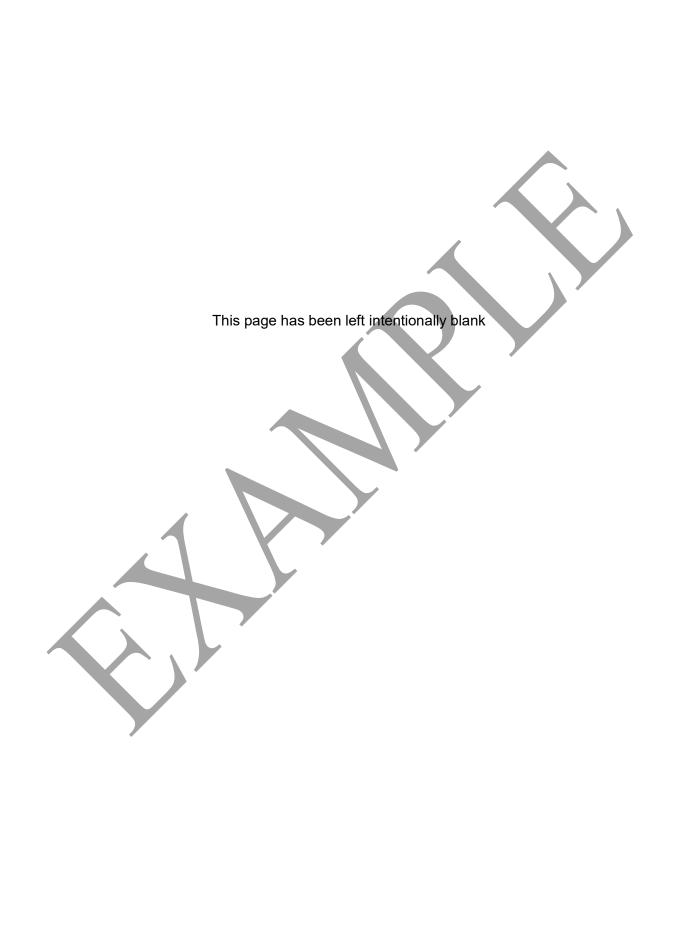
<<Event Name>>
Management Plan

<< Brief Description of Event >>
Anticipated Attendance: << # PAX>>

Current as at <<Date>>

Version Control			
Version #	**Changes Made**	**By Whom**	**Date**

Signatures			
Date	**Name**	**Job Title**	**Sign**

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Distribution List			
Name	**Organisation**	**Contact**	**Function**

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Event Overview

Provide an overview of the event; include:
- *Date / Time*
- *Venue*
- *Activities (Program)*
- *Expected Attendance*

Objectives

List the objectives of the event (Why are you conducting this event).
For example:
- *Increase community awareness of business area*
- *Increase visitors to the area*
- *Support Community interaction*
- *Promote local talent*

Scope

The scope of this Event Management Plan covers the ownership, management and co-ordination of the <<Event>>. This includes:
- All stages of the event from pre-event planning through to post event review.
  - *Planning*
  - *Organising*
  - *Promoting*
  - *Hosting*
  - *Close out & Review*
  - *List any other event stages*

- All activities within the event program
  - *Bump in (Set up)*
  - *List the program of activities*
  - *Bump out (Restore)*

Relationships & Management

Responsibility & Management Profile

City of Bayswater

List the responsibility areas that the City will control. Examples:

- *Coordinate and manage community groups, commercial operators and entertainment requirements at <<location>>.*
- *Manage infrastructure requirements which include marquees, staging, generators, mobile restrooms and temporary fencing.*
- *Coordination of event parking and cleaning.*

<<Other Management Entity 1>>

List the responsibility areas that the entity will control. These entities may include:
- *Traffic Management*
- *Master of Ceremonies*
- *Other Event Management Partners*

Decision Tree

Consider and complete the following details to document who has the authority to delay or cancel the event, or components of the event.

Event Delay or Cancellation			
When	**Prior to Event**	**Event Day: Operations**	**Event Day: Emergency**
Where		*<<Event Command>>*	*<<Event Command>>*
Who Delay:			
Who Cancel:			
How			

Internal Stakeholders

Name	Position	Contact	Function
Council Sponsorship			
Executive Sponsorship			
Event Management			
Event Support			

External Stakeholders

Name	Organisation	Contact	Function
Emergency Management / Response			
Media / Marketing			
Management / Administration?			
Presenters / Performers / Activity Owners			

Operational Management

The following sections cover all operational considerations for the event, patrons, suppliers / partners and support functions.

Venue Dynamics

Provide full details of the venue, ingress and egress overview.

Noise Considerations

Include details relating to start and finish times, sound level limit calculations, PA system set-up, monitoring responsibilities, complaint management and event notification. Noise from stage construction and deconstruction activities before and after the event should also be considered and stipulated

Lighting Considerations

Include considerations for lighting requirements. These should cover:
- *Area Lighting*
- *Emergency Lighting*
- *Safety Lighting*
- *Exit Signs*

Order of Proceedings

Insert a timetable applicable to the Event

High Risk Activities

List the high risk activities occurring at the event and high level mitigation strategies

Structures & Installations

List the structures and any regulatory approvals required. Examples include:
- *Marquees*
- *Stalls*
- *Stages and support systems*
- *Control / First Aid Centres*
- *Portable facilities*
- *Electrical Installations*
- *Fencing*

Crowd Dynamics

Discuss requirements for the following areas:
- *Crowd Controllers, Ticketing Collectors, Security Officers*
- *Probable areas of concern*

Complete "Crowded Places Self-Assessment Tool", discuss outcomes and any required actions

Communications

Discuss how communications will be managed pre, during and post event. This must cover:
- *Event Coordinator availability*
- *Event Team structure and responsibilities (if functions are delegated)*
- *Complaints*
- *Interaction between 'providers' and the Event Coordinator*
- *Interaction between Emergency personnel and the Event Coordinator*

Traffic Management

If applicable, detail any:
- *Parking requirements set up and controls required.*
- *Pedestrian foot traffic that may need to be controlled*
- *Road closure requirements, including responsibility to liaise with Main Roads and approval conditions / requirements.*
- *Access requirements for bump in and bump out activities*
- *Public Transport arrangements, liaison and control requirements.*

Amenities

Consider and provide details of the following areas.

Toilets
Discuss how the provision of toilets meets the event requirements.

Cleaning
Discuss the cleaning arrangements for pre, during and post the event.

Water
Discuss the availability of potable water for:
- *Drinking*
- *Hygiene*
- *Cooling Purposes*
- *Fire Fighting*

Food
Food and drinks must be made available to patrons for events longer than 4 hours.

Discuss the provision of food and drinks for the event.

Parking including ACROD
Discuss how the parking meets the event requirements.

Waste Management

Provide details for the following:
- *Provision of bins, recycling considerations*
- *Collection times and process*

Medical First Aid

Discuss the requirements for:
- *Provision of First Aid*
- *Reporting of medical incidents*
- *Ability to access emergency medical care*

Emergency Management

Note: A specific Emergency Management Plan must be prepared if the attendance is expected to exceed XXXX.

Event Situation
Insert a picture / floor plan of the event site or venue, showing ingress egress, muster points location of event control and other points of interest as required.

Emergency Control Organisation

The following roles and responsibilities have been allocated to this event.

Role	Name	Contact Details
Chief Warden		
Deputy Chief Warden		
Area Warden		
First Aiders		
Lost Children		
Event Information		

Emergency Procedures

The following potential incidents have been identified as relevant for this event. Specific Emergency Procedures have been included in the Appendices.

Pick the relevant ones or add others as necessary

1. Anti-social Behaviour, Violence or Attack
2. Bomb Threat or Suspicious Item
3. Fire
4. Lost Child
5. Severe Weather
6. Medical Emergency
7. Pyrotechnic Fault / Explosion
8. Exceeding Venue Capacity
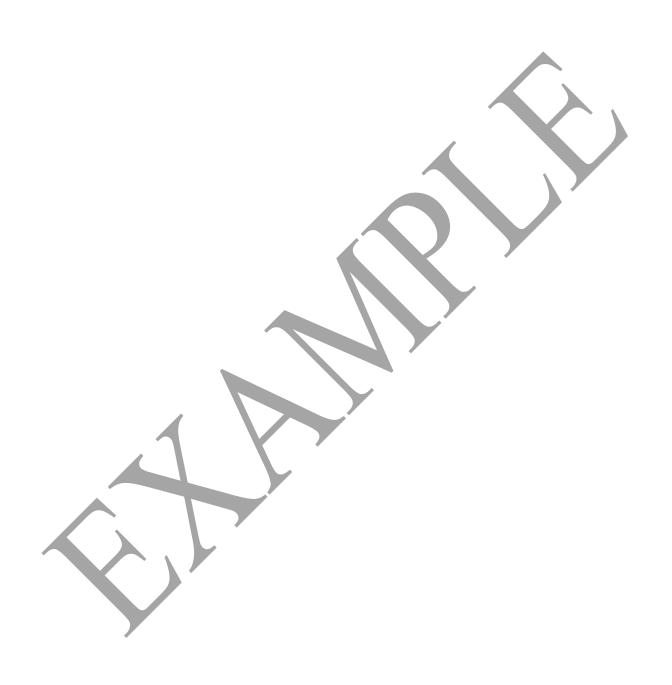9. Power failure
10. Hostile Vehicle

Compliance (Exhibitors / Participants / Contractors)

Copy and paste the table from the Event Workbook.

Compliance (Exhibitors / Participants / Contractors)						
	Contract		Insurance		Permits / Approvals	
E / P / C Name	Detail	Status	Detail	Status	Detail	Status
Fireworks 'R' us	Currently with Legal	Outstanding	$20M PL	Held		
Booze Bus Lounge	Contract signed	Held	$20M PL	Outstanding	Liquor Licence	Outstanding
Dodgy Marquees	To be arranged	Outstanding	$50M PL	Outstanding		
Sparky Lectrics	Quote / Invoice only	N / A	$25m PL	Held		

Checklist

☐   A copy of the DAIP Contractor Guide has been sent to all External Contractors

☐   You have sighted a copy of a Working with Children check for all stakeholders

☐   A copy of this Risk Management Plan has been to all stakeholders.

☐   Have you checked all items in your first aid kit is in date

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Risk Management

Risk Criteria

Risks are assessed using the following criteria. These criteria are aligned with the City's overarching Risk Management Framework, however have been realigned to reflect the scale of events against overall City operations. Whilst they do not exceed the City's framework, event risks should not be compared to City – wide risks.

Consequences

	Health	Financial	Interruption	Reputation	Infrastructure / Venue / Environment
Insignificant (1)	Negligible injuries – no treatment required	< $500	No material interruption	Reputation not affected	No damage.
Minor (2)	First aid treatment required.	$501 - $5,000	Short term, recoverable delays.	Minimal / low impact.	Minor damage, immediate on-site repair
Moderate (3)	Medical type injuries / Ambulance or hospitalisation.	$5,001 - $50,000	Noticeable delays to event program, requiring effort to remediate.	Moderate impact. Effort required remediating.	Moderate damage, external assistance required
Major (4)	Death of individual or multiple serious injuries	$50,001 - $500,000	Major delays to event program	High impact. Major effort / cost required remediating	Significant damage, prolonged restoration actions.
Catastrophic (5)	Multiple deaths or serious injuries	> $500,000	Event Cancellation	Very high multiple impacts. Irrevocable	Irreversible damage. Extensive activity and external assistance required.

Likelihood

	Description	Probability
Almost Certain (5)	Expected to occur in most circumstances.	> 90% chance of occurring
Likely (4)	Probably occur in most circumstances.	60% - 90% chance of occurring
Possible (3)	Should occur at some time.	40% - 60% chance of occurring
Unlikely (2)	Could occur at some time.	10% - 40% chance of occurring
Rare (1)	May only occur in exceptional circumstances	< 10% chance of occurring

Risk Matrix

Consequence / Likelihood	Insignificant (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Almost Certain (5)	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely (4)	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible (3)	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely (2)	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare (1)	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

Risk Acceptance Criteria

Risk Rank	Description	Criteria	Responsibility
LOW	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to general operational oversight	Event Manager
MODERATE	Monitor	Risk acceptable with adequate controls, documented procedures and subject to specific operational oversight.	Manager, Community Development
HIGH	Urgent Attention Required	Risk acceptable with effective controls and a specific risk action plan, documented procedures and dedicated operational management.	Director / CEO
EXTREME	Unacceptable	Risk not accepted. Activity to be removed or further controlled until risk rating can be objectively reduced to acceptable levels.	Not Applicable

Control Rating

Rating	Description	General Considerations
Effective	There is little scope for improvement.	The control is: 1. A physical object, technological system or human action. 2. Mitigates an unwanted risk sequence (prevents or detects). 3. Is measurable or auditable.
Adequate	There is some scope for improvement.	
Inadequate	There is a need for improvement or action.	

Initial Risk Assessment

Use the spreadsheet to complete, then copy and paste across. This must be completed in Excel.

City of Bayswater
Events Team - Initial Risk Assessment

Initial Risk Considerations		Inherent Risk
Event Management	Additional Team effort required / Some gaps in capacity or capability / Limited experience	Moderate
Budget	$25,001 - $100,000	Moderate
Event Category	Family Events / Markets / Local sporting groups	Moderate
Number of expected patrons	1,001 - 2,000	High
Entry Restrictions	Open to general public; free or prior number not known	High
Crowd Dynamics	Fairly static, no expectation of pushing, competition	Low
Venue Dynamics / Egress	Open Air	Low
Lighting	Evening - Normal lighting	Moderate
Duration	4 - 8 hours	High
Structures	Multiple Marquees / Stage and support systems	High
Event Activities (Choose highest risk)	Market Stalls	Moderate
Drugs & Alcohol	No Alcohol / No expectation of illicit drugs	Low

Comments

Completed By:

Date:

Risk Summary Table

Paste the Risk Summary Page from the Workbook

Risk Summary	Initial Risk Assessment			Final Risk Assessment		
Risk Area	# Risks Identified	Max Risk	Min Risk	Outstanding Treatments	Max Risk	Min Risk
Event Planning - Objectives	5	Low	Low	5	Low	Low
Event Planning - Commitment	2	Low	Low	2	Low	Low
Event Planning - Management	4	Low	Low	4	Low	Low
Event Planning - Budget	2	Low	Low	2	Low	Low
Event Planning - Scheduling	5	Low	Low	5	Low	Low
Event Planning - Stakeholders	5	Low	Low	5	Low	Low
Event Planning - Other	1	Low	Low	1	Low	Low
Event Organising - Management	2	Low	Low	2	Low	Low
Event Organising - Contractors	3	Low	Low	3	Low	Low
Event Organising - Venue Design	10	Low	Low	10	Low	Low
Event Organising - Promotion	5	Low	Low	5	Low	Low
Event Organising - Other	1	Low	Low	1	Low	Low
Event Hosting - Bump in	4	Low	Low	4	Low	Low
Event Hosting - Bump out	3	Low	Low	3	Low	Low
Event Hosting - Administration	3	Low	Low	3	Low	Low
Event Hosting - Management	3	Low	Low	3	Low	Low
Event Hosting - Vol' / Event Staff	8	Low	Low	8	Low	Low
Event Hosting - Budget	2	Low	Low	2	Low	Low
Event Hosting - Venue	5	Low	Low	5	Low	Low
Event Hosting - Contractors	3	Low	Low	3	Low	Low
Event Hosting - Vendors	3	Low	Low	3	Low	Low
Event Hosting - Crowd	13	Low	Low	13	Low	Low
Event Hosting - Performers	5	Low	Low	5	Low	Low
Event Hosting - Structures	5	Low	Low	5	Low	Low
Event Hosting - Other services	7	Low	Low	7	Low	Low
Event Hosting - Other	3	Low	Low	3	Low	Low
Event Close Out - Promotion	2	Low	Low	2	Low	Low
Event Close Out - Management	2	Low	Low	2	Low	Low
Event Close Out - Other	1	Low	Low	1	Low	Low

Outstanding Treatments

Only Include as and when progress reports are required. Copy and paste from spreadsheet

Risk Detail		Treatments Information			
Context	**Description**	**Description**	**Owner**	**Due Date**	**Status**
Event Planning - Objectives	*Misinterpreted*				
Event Planning - Objectives	*Inability to measure success*				
Event Planning - Objectives	*Lack of communication with Event Sponsor*				
Event Planning - Objectives	*Target audience not understood*				
Event Planning - Objectives					
Event Planning - Commitment	*Lack of Event Sponsor commitment*				
Event Planning - Commitment					
Event Planning - Management	*Limited capacity to manage event*				
Event Planning - Management	*Limited capability to manage event*				
Event Planning - Management	*Event planning / management shared*				
Event Planning - Management					
Event Planning - Budget	*Insufficient to meet objectives*				
Event Planning - Budget					
Event Planning - Scheduling	*Potential for venue conflict*				
Event Planning - Scheduling	*Potential for date conflict*				
Event Planning - Scheduling	*Inadequate time provided for planning (rush job)*				
Event Planning - Scheduling	*Changes to schedule*				
Event Planning - Scheduling					
Event Planning - Stakeholders	*External stakeholders not identified*				
Event Planning - Stakeholders	*External stakeholders not engaged*				
Event Planning - Stakeholders	*Internal stakeholders not identified*				
Event Planning - Stakeholders	*Internal stakeholders not engaged*				
Event Planning - Stakeholders					
Event Planning - Other					
Event Organising - Management	*Roles and responsibilties unknown / not clear*				
Event Organising - Management					
Event Organising - Contractors	*Inadequate contracts in place*				
Event Organising - Contractors	*Missed permits, licences, insurances*				
Event Organising - Contractors					
Event Organising - Venue Design	*Inadequate first aid posts*				
Event Organising - Venue Design	*Public amenties insufficient (toilets / water)*				
Event Organising - Venue Design	*Insufficient Parking*				
Event Organising - Venue Design	*Road congestion*				
Event Organising - Venue Design	*Disability access insufficient*				
Event Organising - Venue Design	*Noise management illconsidered*				
Event Organising - Venue Design	*Lighting inadequate*				
Event Organising - Venue Design	*Electrical requirements not considered*				
Event Organising - Venue Design	*Food requirements not considered*				
Event Organising - Venue Design					
Event Organising - Promotion	*Negative publicity (event type / other factor)*				
Event Organising - Promotion	*Incorrect timing of marketing*				
Event Organising - Promotion	*PR Team inadequacies*				
Event Organising - Promotion	*Incorrectly targetted*				
Event Organising - Promotion					
Event Organising - Other					
Event Hosting - Bump in	*Schedule not followed / conflicts / delays*				
Event Hosting - Bump in	*Specific delivery/service not made*				
Event Hosting - Bump in	*Access*				
Event Hosting - Bump in					
Event Hosting - Bump out	*Egress*				
Event Hosting - Bump out	*Schedule not followed / conflicts / delays*				
Event Hosting - Bump out					
Event Hosting - Administration	*Ticketing failure*				
Event Hosting - Administration	*Double bookings (seats / venues)*				
Event Hosting - Administration					
Event Hosting - Management	*Failure to monitor social media / crowd reactions*				
Event Hosting - Management	*Incident not reported appropriately*				
Event Hosting - Management					
Event Hosting - Vol' / Event Staff	*Not inducted*				
Event Hosting - Vol' / Event Staff	*Fail to arrive*				
Event Hosting - Vol' / Event Staff	*Not trained*				
Event Hosting - Vol' / Event Staff	*Not enough*				
Event Hosting - Vol' / Event Staff	*Talking to the media*				
Event Hosting - Vol' / Event Staff	*Misconduct*				
Event Hosting - Vol' / Event Staff	*Inability to communicate with*				
Event Hosting - Vol' / Event Staff					
Event Hosting - Budget	*Inability to meet unforseen expenses*				