

Risk Management Plan

Dubbo Show

29th April – 1st May 2016

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The RMP for high risk activities of gate visitor entry control and collection of monies is not considered in this document for security purposes, any person wishing information on the content of this plan must contact the Dubbo Show Society secretary for advice.

There is one attachment to this document: Attachment 1 **PRE-OPENING AND DURING THE SHOW GENERAL INSPECTION CHECKLIST**

Risk Management Plan written and edited by:

Peter TREMBLE

WHS Officer

Dubbo Show Society

Risk assessment conducted in consultation with Show Society major event planning team.

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Scope of the Plan:

The scope of the plan established by the Dubbo Show Society Inc (Show Society) was to develop a practical but thorough risk management plan for the 2016 Dubbo Show.

It was agreed that the plan should complement and be compatible with those used by other agencies and that it conform with the Australian Standard ISO 31000:2009 Risk Management – Principles and Guidelines

The Context of the Plan:

From a strategic perspective, the plan is intended to provide a framework for improving collaborative links between participants, including local council, Showman's Guild, showground contractors and exhibitors with the emphasis placed on strengthening existing communication and management procedures.

From an organisational perspective, the plan conforms to the legislative obligations of participating agencies, in particular their workplace safety and emergency management responsibilities.

From a risk management perspective, the plan is designed to provide a practical tool compliant with the requirements of AS/NZS ISO 31000:2009 which is capable of identification, analysis, evaluation, treatment and control of risks to which all stakeholders may be exposed to during the Dubbo Show.

Risk Evaluation Criteria:

The risk evaluation criteria refer to the tolerability or acceptability of a risk. In the Show Society context the criteria refer to the degree of personal harm (injury) or damage to equipment, the environment or the Show Societies reputation which may be tolerated during the planned Show dates.

The Show Society planning team identified the following criteria as Zero tolerance for the 2016 Dubbo Show.

- Loss of life in areas of control for the show
- Injury (to participants and bystanders) which requires off site medical attention
- Significant equipment damage
- Avoidable environmental damage
- Breaches of statute
- Damage to participating organisations reputation

An Overview of the Risk Management Standard

All activities of an organisation involve risk. Organisations manage risk by anticipating understanding and deciding whether to modify it. Throughout this process they communicate and consult with stakeholders and monitor and review the risk and then controls that are modifying the risk. Therefore the need to manage risk systematically applies to all organisations and individuals and to all functions and activities within an organisation. This need should be recognised as of fundamental importance by all managers and staff. Risk management is recognised as an integral part of good management practice. (AS/NZS ISO 31000:2009 Risk Management – Principals and Guidelines)

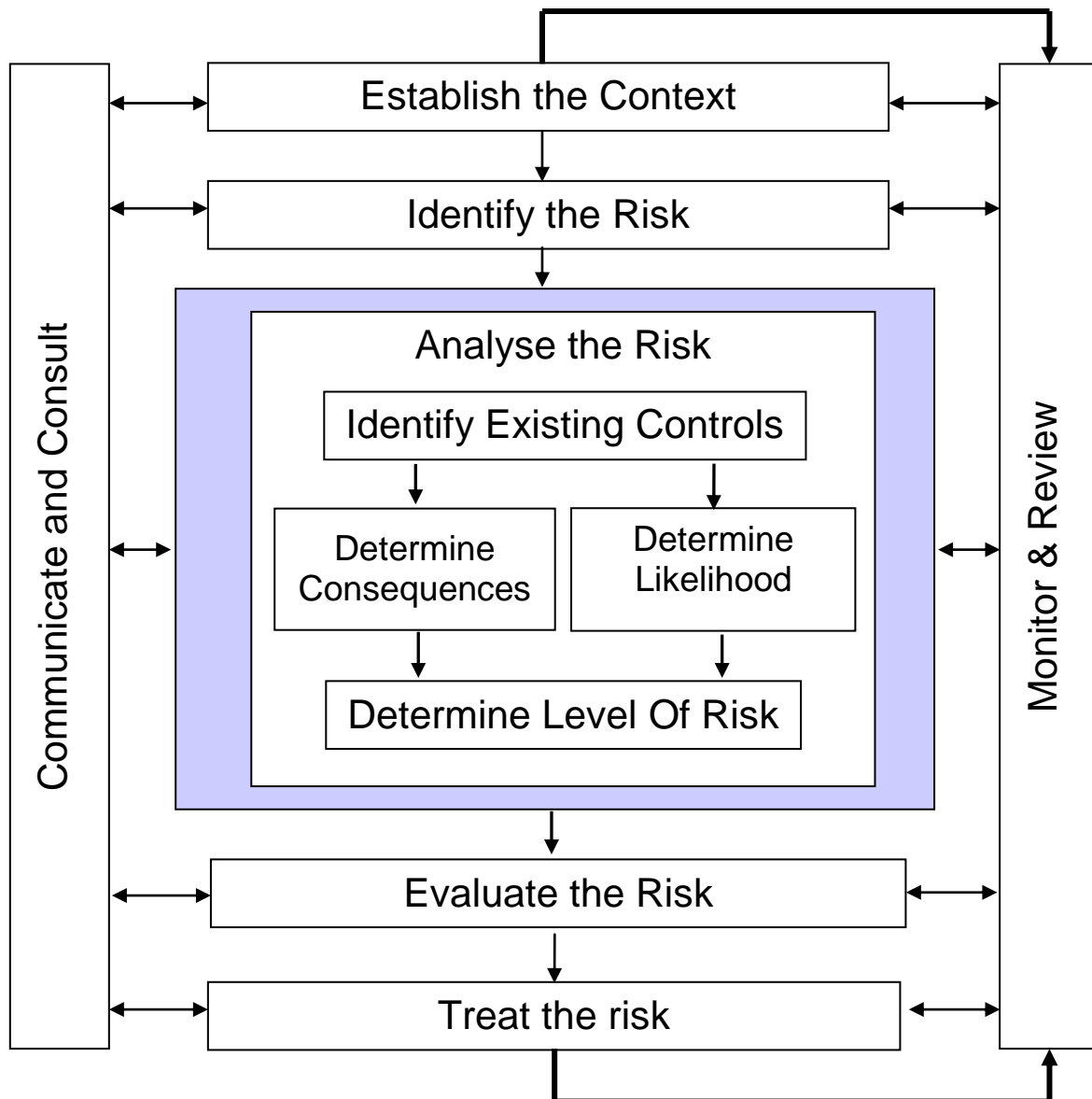
The NSW WHS legislation reflects the importance of managing workplace risk by requiring organisations to adopt a systematic approach to managing risks to health and safety in the workplace and to eliminate any foreseeable risk or if not reasonably practicable to control the risk. The Person Conducting a business or Undertaking (PCBU) must also consult with workers when decisions are made that could affect their health or safety.

Risk management is about identifying potential variations from what we plan or desire, and managing these to maximise opportunity or minimise losses. Managing risk means identifying and taking opportunities to improve performance as well as taking action to avoid or reduce the chances of something going wrong.

This plan for managing the risk assessed with the 2016 Dubbo Show has been developed from the Australian/New Zealand Standard for Risk Management AS/NZS ISO 31000:2009 and the NSW Workplace Health and Safety (WHS) Act 2011 and NSW WHS Regulation 2011.

Figure 1 provides a graphic representation of the main stages of the risk management process and will be expanded upon further in this document.

Figure 1 – The Risk Management Process



AS/NZS ISO 31000:2009

Procedure for Managing Risks

There were six stages in creating the Risk management plan for the 2016 Dubbo Show:

1. Determining the risk (Actual or perceived)
2. Analysing the Risk
3. Designing the risk Control Plan
4. Implementing the risk control plan
5. Reviewing the risk control plan

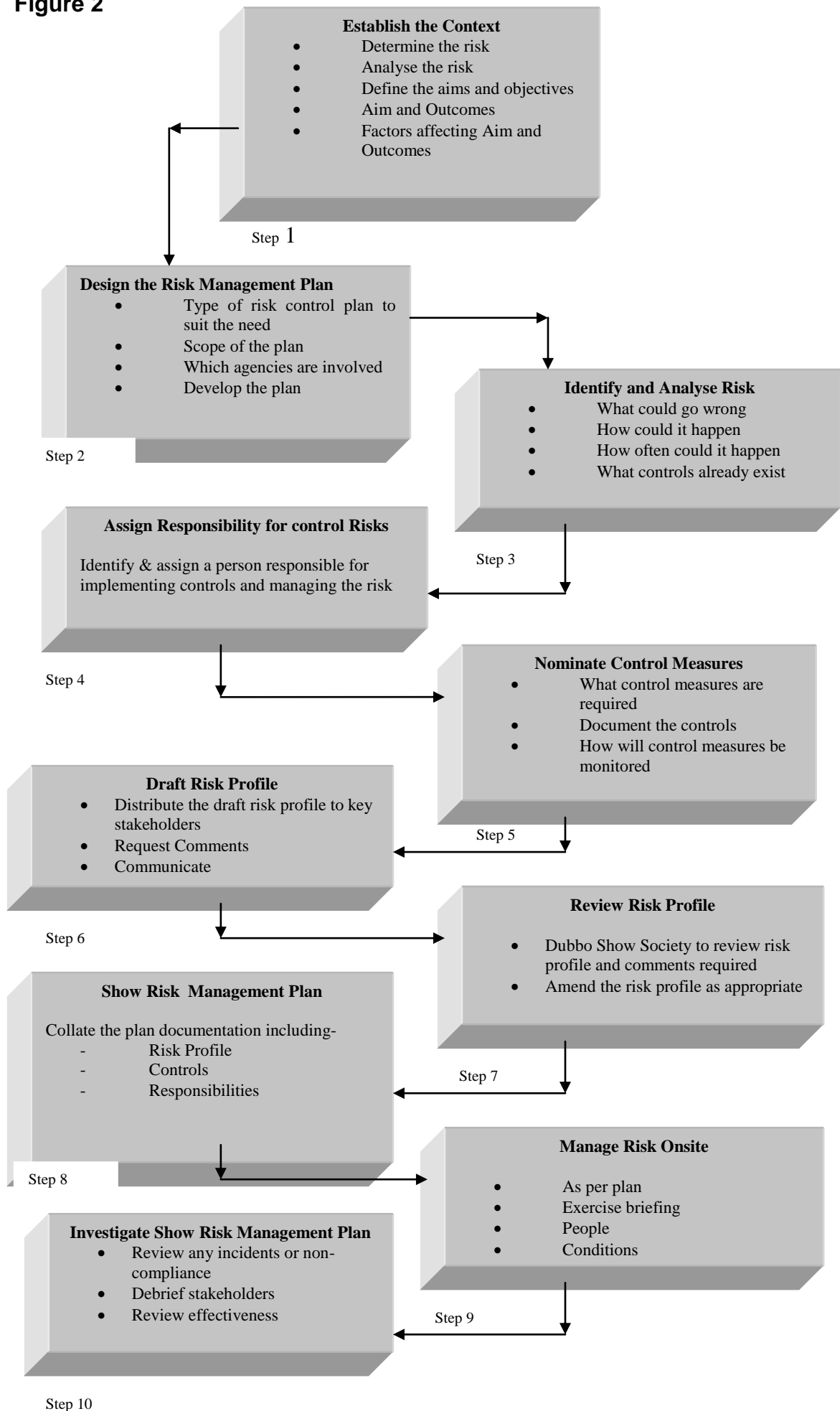
More detail of the outcome of this process is contained in the 2016 Dubbo Show Risk Register & Control plan.

The procedure adopted by the Show Society planning team described in this section was developed by a multidisciplinary team representing each of the key stakeholders as well as Local Government in formulating the Risk Management Plan for the 2016 Dubbo Show.

The guide is designed to guide users logically through each step and provides the necessary detail to assist stakeholders meet their statutory obligations particularly the provisions of the WHS Act 2011 and WHS Regulations 2011.

The procedure is graphically described in Figure 2 next page.

Figure 2



Identify Risk

Managing risks effectively means identifying what could go wrong and how it might happen.

This stage sought to identify and detail the risks inherent in the show activities with the aim of generating a comprehensive list of sources of risk that are associated with the show activities. The questions to be addressed during this step include:

- What can go wrong?
- How can it go wrong?
- Who can be injured or what can be damaged?

Analyse and Evaluate the Risk

The analysis of risk helps determine how significant the risk is and what we should be doing about it.

The Standard defines the process of risk analysis as the development of an understanding of the level of risk and its nature. Questions to be asked during this step include:

- How bad could it be or what are the consequences?
- How likely is it to occur?

In order to determine the level of risk, the consequences or severity of the harm or loss must be determined and then the likelihood of that degree of harm or loss occurring must be considered. Both these factors must be assigned taking into consideration the controls already in place to mitigate the risk.

The following four steps were used to develop the risk rating for the Risk management plan prior to controls being put in place

- (1) What are the **consequences** of this incident occurring? Consider what could reasonably have happened as well as what actually happened. Look at the descriptions and choose the most suitable Consequence.
- (2) What is the **likelihood** of the consequence identified in step 1 happening? Consider this without new or interim controls in place. Look at the descriptions and choose the most suitable Likelihood.
- (3) Using the risk calculator take step 1 **Consequence** rating and select the correct line. Take Step 2 **likelihood** rating and select the correct column. Where the line and column intersect is the risk rating
- (4) Using the outcome from step three (E, H, M or L) apply to the level of risk tolerance for guidance

Once controls to reduce risk are applied then the process of steps 1 through 4 are completed again to determine if the level of risk has been reduced to as low as reasonable possible.

The residual risk rating is then assessed as to determine if it is acceptable or not by the show society risk management planning team.

If the residual risk is unacceptable then other controls must be applied to reduce the risk.

The process of step 1 through 4 is repeated until the residual risk is as low as reasonably practicable.

For the purpose of the exercise the level of risk tolerability for the 2016 show listed below

Level of Risk Tolerance

E	Extreme Risk	Not tolerated IMMEDIATE action required to reduce risk
H	High Risk	If elimination is not possible the risk must be regularly monitored by show safety control staff
M	Moderate Risk	If acceptable, monitor using normal safe work procedures
L	Low Risk	Manage by routine procedures

Dubbo Show Society Risk Analysis Matrix:

1. Qualitative Measure of Consequence

Risk	Consequence	Description
1	Insignificant	No injury - no first aid - small financial loss - internal system review - user complaint
2	Minor	Non lost time injury – first aid on site treatment - financial loss - systems review
3	Moderate	Lost time injury – first aid on site treatment with medical follow up required - high financial loss-possible litigation, systems review - management concerns
4	Major	Permanent Injury – hospitalisation - major loss of service to users - major financial loss - possible litigation and fines - systems review by external agency - possible industrial action - public concern, adverse media attention
5	Catastrophic	Death - complete loss of service or output - huge financial loss - possible fine and compensation, likely litigation - systems reviewed by external agency - impact on morale - industrial intervention - loss of public support – adverse media attention

2. Qualitative Measure of Likelihood

Risk	Likelihood	Description
A	Almost Certain	Is expected to occur in most circumstances
B	Likely	Will probably occur in most circumstances
C	Possible	Might occur at some time
D	Unlikely	Could occur at some time
E	Rare	May occur but only in exceptional circumstances

3. Risk Calculator

Risk	Consequence				
	1. Insignificant	2. Minor	3. Moderate	4. Major	5. Catastrophic
Likelihood					
A. Almost certain	H	H	E	E	E
B. Likely	M	H	H	E	E
C. Possible	L	M	H	E	E
D. Unlikely	L	L	M	H	E
E. Rare	L	L	M	H	H

4. Level of Risk Tolerance

E	Extreme Risk	Not tolerated IMMEDIATE action required to reduce risk
H	High Risk	If elimination is not possible the risk must be regularly monitored by show society safety control staff
M	Moderate Risk	Acceptable continue monitoring using specific identified procedures
L	Low Risk	Manage by routine procedures

Name	2016 Dubbo Show	Risk Register & Control plan
Number	Version: 1	
Revision	15 th March 2016 V-001.00	

REF	THE RISK (What can happen & how it will happen)	RISK OF EVENT OCCURANCE WITHOUT CONTROLS		INITIAL RISK SCORE	RISK CONTROL PLAN (Strategies to eliminate or minimise the risk)	RISK OF EVENT OCCURANCE WITH CONTROLS		Residual RISK SCORE Acceptable Y / N
		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
1	Planning: No emergency management plan or show risk assessment conducted thereby allowing unidentified hazards to occur	4	B	E	<ul style="list-style-type: none"> Development of Emergency evacuation plan Development of 2016 Show Risk Management plan Publishing of plan to all stakeholders via Show society internet site 	3	E	M Yes
2	Car parking; Pedestrians struck by interacting with vehicle traffic inside showground perimeter	4	C	E	<ul style="list-style-type: none"> Only essential vehicles with approved passes allowed to park inside showground in defined car parking spaces Essential administrative vehicle traffic e.g. rubbish removal are employed at quiet times of the day All traffic is one way with maximum speed of (Walking speed) 10KPH in force Area safety officers observe and report any non compliance 	3	E	M Yes
3	Marquees: Construction, Collapse, Overcrowding, Fire, guy ropes & stakes and removal	3	C	H	<ul style="list-style-type: none"> All marquee and tents are erected to manufactures specifications All marquee and tent occupiers to have a management plan for tent collapse (not required to be documented but briefing provided to Show safety officers) Area safety officers monitor marquees for overcrowding Emergency management pan for fire to be observed by marquee occupier Guy ropes and stakes are checked for trip hazards ropes and stakes are clearly marked 	3	E	M Yes

REF	THE RISK (What can happen & how it will happen)	RISK OF EVENT OCCURANCE WITHOUT CONTROLS		INITIAL RISK SCORE	RISK CONTROL PLAN (Strategies to eliminate or minimise the risk)	RISK OF EVENT OCCURANCE WITH CONTROLS		Residual RISK SCORE Acceptable Y / N
		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
4	Grounds: Slip trip fall, inadequate waste receptacles, inadequate perimeter fencing, inadequate lighting, inadequate fuel chemical storage, inadequate electrical protection for leads and cords. Inadequate toilet facilities	3	C	H	<ul style="list-style-type: none"> Risk assessment checklist addressing identified items conducted by Show safety officer daily prior to event and during event and documenting any action to be taken. Attachment 1 to this document Safety officer has authority to stop any event if risk is identified as extreme Toilet facilities on ground with extra toilets hired for duration of show 	3	D	M Yes
5	Passageways & Paths: Inadequate for slippery when wet, sufficient dimensions, rubbish & obstacles, unprotected electrical cables, mobility impaired access & facilities	3	C	H	<ul style="list-style-type: none"> Risk assessment checklist addressing identified items conducted by Show safety officer daily prior to event and during event documenting any action to be taken. Attachment 1 to this document Safety officer has authority to stop any event if risk is identified as extreme 	3	D	M Yes
6	Grandstands: Condition, adequate and child proof safety railings, steps safety and condition, all access and egress points free from obstruction,	3	C	H	Review of grandstands daily prior to start of show, at least once during show day conducted by show safety officer	3	E	M Yes

REF	THE RISK (What can happen & how it will happen)	RISK OF EVENT OCCURANCE WITHOUT CONTROLS		INITIAL RISK SCORE	RISK CONTROL PLAN (Strategies to eliminate or minimise the risk)	RISK OF EVENT OCCURANCE WITH CONTROLS		Residual RISK SCORE Acceptable Y / N
		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
7	Fireworks: Non accredited fireworks controller, neighbours effected by fireworks, noise, effects on animals inside showground, fire started by fireworks	4	C	E	<ul style="list-style-type: none"> • Approved licensed contractor • Radio adds to inform public of time and date of fireworks • Portable fire extinguishers available supplied by fireworks contractor 	3	D	M Yes
8	Electrical equipment: Potential electric shock or electrocution to public or show ground employees	5	C	E	<ul style="list-style-type: none"> • All plug in electrical equipment electrically tested and tagged • Provision of test and tag facilities available at showground • Risk assessment checklist addressing identified items conducted by Show safety officer daily prior to event and during event documenting any action to be taken. • Safety officer has authority to stop any event if risk is identified as extreme 	5	E	H Yes
9	Safety communications: Show safety officer unable to be contacted during emergency.	3	B	H	<ul style="list-style-type: none"> • Two – way radios supplied to show office and safety officer • Mobile phone number of safety officer provided to show office and first aid office 	3	E	M Yes

REF	THE RISK (What can happen & how it will happen)	RISK OF EVENT OCCURANCE WITHOUT CONTROLS		INITIAL RISK SCORE	RISK CONTROL PLAN (Strategies to eliminate or minimise the risk)	RISK OF EVENT OCCURANCE WITH CONTROLS		Residual RISK SCORE Acceptable Y / N
		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
10	Emergencies & provision of first aid: Lack of emergency planning and first aid leading to confusion and poor decisions during emergency	4	B	E	<ul style="list-style-type: none"> • Provision of Risk management plan published on Show society website and available to all exhibitors and contractors • First aid facilities provided and manned by trained first aiders during show hours. 8.30 am – 5pm • Portable first aid kits available • First aid room adequately signposted and accessible to Emergency services • Incident report forms available at first aid office 	2	D	L Yes
11	Fire protection: Inadequate fire fighting facilities lead to small, controllable fires becoming large and uncontrollable	4	A	E	<ul style="list-style-type: none"> • Portable fire extinguishers and fire hoses tested and tagged within six months • Rural fire service are available as stand exhibitors during show 	4	D	H Yes

REF	THE RISK (What can happen & how it will happen)	RISK OF EVENT OCCURANCE WITHOUT CONTROLS		INITIAL RISK SCORE	RISK CONTROL PLAN (Strategies to eliminate or minimise the risk)	RISK OF EVENT OCCURANCE WITH CONTROLS		Residual RISK SCORE Acceptable Y/N
		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
12	Welfare of visitors, contractors or employees for show. Inadequate facilities lead to poor moral and reputation to show society diminished	3	C	H	<ul style="list-style-type: none"> Sufficient meal breaks for employees & volunteers Sufficient toilets available for show ground visitors Food and drink available to all show workers distributed by show society staff 	3	D	M Yes
13	Animal Control:	4	B	E	<ul style="list-style-type: none"> All animals under supervision of handlers at all times Animals not under owner supervision are housed in suitable stalls protecting animals from public Ensure sufficient tethering facilities available Vet on site or available Walkways for animals away from pedestrian access 	4	D	H Yes
14	Lost Children: Systems not in place unable to contact guardian	3	C	H	<ul style="list-style-type: none"> PA facilities available for communication of missing children Police called if identification of guardian not satisfactory 	3	D	M Yes

REF	THE RISK (What can happen & how it will happen)	RISK OF EVENT OCCURANCE WITHOUT CONTROLS		INITIAL RISK SCORE	RISK CONTROL PLAN (Strategies to eliminate or minimise the risk)	RISK OF EVENT OCCURANCE WITH CONTROLS		Residual RISK SCORE Acceptable Y / N
		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
15	Amusement Rides: Unlicensed operators, inadequate maintenance leading to injuries	4	C	E	<ul style="list-style-type: none"> • Dubbo City Council engineers inspect all rides for adequate maintenance and operator certification currency prior to event start up reporting • All plug electrical cables tested and tagged • All power pboxes have residual Currency device s fitted • Age and height restriction signs clearly visible to public • Approach and exit areas for rides free of obstructions • Areas fenced that prevent unauthorised access to structures or moving parts 	4	D	H Yes
16	Food Vendors: Inappropriate temperature control for hot or cold food vans Poor food handling techniques by food van operators	4	B	E	<ul style="list-style-type: none"> • Dubbo city council health inspectors assess all food vans on first day of show. • Health inspectors approve food van and employees as meeting health standards 	3	D	M Yes

REF	THE RISK (What can happen & how it will happen)	RISK OF EVENT OCCURANCE WITHOUT CONTROLS		INITIAL RISK SCORE	RISK CONTROL PLAN (Strategies to eliminate or minimise the risk)	RISK OF EVENT OCCURANCE WITH CONTROLS		Residual RISK SCORE Acceptable Y / N
		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
17	Gate keeper security and cash handler movement security. No security plan exposes workers to risk of psychological and physical injuries if robbery or threats were to occur	4	B	E	<ul style="list-style-type: none"> A confidential risk control plan is in place with all stakeholders briefed. This plan is not published for security reasons 	3	D	M Yes
18	Service, provision and sale of alcohol. No responsible service of alcohol plan in place	4	B	E	<ul style="list-style-type: none"> An alcohol management plan is in place approved by NSW Police Force licensing officer. This plan is not published for security reasons 	3	D	M Yes

References:

- ◆ NSW Workplace Health & Safety Act (2011)
- ◆ NSW Workplace Health and Safety Regulation (2011)
- ◆ Standards Australia/Standards New Zealand (2009) *AS/NZS ISO 31000:2009 Risk Management – Principals and Guidelines*
- ◆ Standards Australia/Standards New Zealand (2009) *HB 327:2016 Communicating and consulting about risk (Companion to AS/NZS ISO 31000:2009)*
- ◆ NSW WorkCover publication Risk Management at work guide 2001
- ◆ Code of practise for Risk Management Agricultural Shows and Carnivals
- ◆ Safety Culture and Risk “The Organisational Causes of Disasters” 2005, Andrew Hopkins, CCH publications

Attachment 1.

PRE-OPENING AND DURING THE SHOW GENERAL INSPECTION CHECKLIST

Site Manager/Safety Officer:

Inspected by: Date.....

If anything is checked NOT OK and explanation of what has been done to lower the risk must be completed and attached to this checklist. The show secretary must be notified immediately

ITEMS INSPECTED	OK	NOT OK	N/A
Please tick where appropriate			
Fire Prevention Safety inspection.			
Fireworks/Stunt Act Checklist. Arena cleared of all people except for fireworks / stunt staff			
Food and Catering inspection (Conducted by Dubbo City Council health inspectors).			
Grandstanding and seating inspection. Undertaken by site safety officer daily			
Parking inspection.			
Emergency Management.			

ITEMS INSPECTED	OK	NOT OK	N/A
Please tick where propriety			
Ample supply of 'incident report' forms and waivers distributed to relevant staff	✓		X
Inspection of all critical support and load bearing members in temporary structures.			
Adequate lighting for night operation			
Standby lighting in event of power failure			
Placement of Warning signage – Caution – Directional			
"No Smoking" – posted/enforced			
"No Eating/Drinking" – posted/enforced			
Height limit signage – posted/enforced			
Mobility Impaired access and facilities			
Final Slip, Trip and Fall Inspection			
Housekeeping requirements met			
Toilets and other facilities clean and open			
Portable Toilets in place and ready			
Approved Rubbish containers placed in high traffic/use areas			
Have contractors advised that no hazardous chemicals are being used without following approved procedures (Cleaning, Pest Control etc)			
Are Material Safety Data Sheets for Hazchems supplied and held on site			
Are all chemical containers clearly marked (Solvents, cleaners etc)			
If equipment such as cars, boats or machinery is displayed review environmental impact and protection from oil and fuel leaks			
If generators are used review environmental impact and protection from refuelling spillages.			
Is fuel and chemical storage restricted from Public access			
Has all rigging, light fixtures, speaker mounting and overhead attachments of any kind been inspected to confirm proper mounting and is equipment safety cabled?			
Does planned audience participation in any event require review			
If construction or maintenance is required to continue while events are in progress, has area been barricaded off and signs posted			
If welding is required on site are panels available to screen the workplace from public view. (Flash protection)			
If the event is licensed, have bar areas been defined			

ITEMS INSPECTED	OK	NOT OK	N/A
If event is a limited ticket entry event is security required			
If security is used is firm experienced and licensed			
Has security been briefed on items and areas to protect including goods in care etc.			
Have rosters been completed and relief staff rostered to allow breaks for company staff			
Have sub-contractors been advised of Award or Agreement conditions			
Inspect walkways from Parking area. If a night event is planned inspect under lights also			
Inspect areas where public will gather. Areas around Ticket boxes, Food Outlets, displays etc.			
Inspect seating areas. Chairs, Grandstands, benches on delivery and after delivery			
Check footings and structure are suitable			
Ensure that structures are not overloaded			
Have security review all Cash Control areas and income areas			
Safety Inspections of all water areas			
Inspect recreational areas; playground equipment, dance areas, beach or pool areas, picnic areas, rides etc			
Is adequate shelter from sun or rain available			
Are first Aid facilities sufficient for expected attendance			
Inspect Emergency equipment and emergency areas			
Inspect specific event areas (helipads, sky-diving landing, race courses expensive delays etc)			
Check during event to ensure staff and contractors comply with safety rules and regulations			
Quality control measures for Food. Carts and trolleys using pre-set routes on site.			
Food area cleanliness. Spillages to be cleaned regularly			
Merchandise pass Consumer Product Safety standards			
Check schedule of events so that public are not forced to run between events.			
Crowd Control - marshals required			
- trained personnel			
Safety announcements of PA			
Vehicle parking controls in place			
Fireworks review and controls in place and established with contractor			
On-site vehicles confirmed as insured (Third Party)			
Public Transport (Bus) parking or drop-off/pick-up zone			
Lost children procedures and facility established			
Translation services (including hand signing)			
Company Employee Training			
Contractor Employee Training			
Fire Evacuation			
Illness/Injury Procedures			
Press/Media reception and hosts/hostesses			
Ticketing and coupons sales staff and outlets			
Internal Communications			
External Communication (Inc Mobile Phones)			

Comments:

Inspected: Date:

Items inspected and found to be deficient and need additional controls

Issue identified	Control implemented to reduce risk