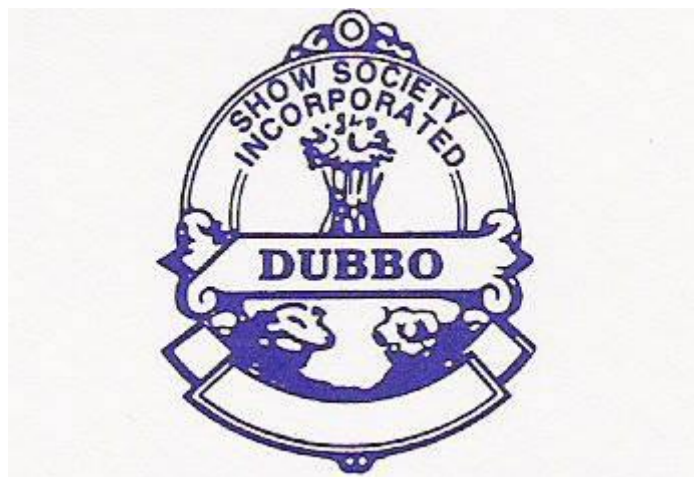


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# Risk Management Plan

# Dubbo Show

## 10<sup>th</sup> 11<sup>th</sup> & 12<sup>th</sup> May 2024

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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.*

*Any reproduction of this document must acknowledge the Dubbo Show Society as the owner of the document and Peter Tremble as the author.*

Risk Management Plan written and edited by:

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Dubbo Show Society

Risk assessment conducted in consultation with Show Society 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 2024 Dubbo Show.

It was agreed that the plan should complement and be compatible with those used by other agencies and that it conforms with the Australian Standard ISO 31000:2018 Risk Management – Principals and Guidelines.

This Plan builds on the Risk Management Plans for Dubbo Shows the years of 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022 & 2023.

## **The Context of the Plan:**

From a strategic perspective, the plan is intended to provide a framework for improving collaborative links between key stakeholders, including, 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, 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 31000:2018 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.

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The Show Society planning team identified the following criteria as very low tolerance for the 2024 show activities under direct control of the show society

- Loss of life.
- Serious Injury (to participants and bystanders) which requires off site medical attention.
- Significant equipment damage.
- Avoidable environmental damage.
- Breaches of legislation.
- 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 31000:2018 Risk Management – Principals and Guidelines)*

NSW Work Health and Safety (WHS) legislation reflects the importance of managing risk by requiring organisations to adopt a systematic approach to managing risks to health and safety and to eliminate any foreseeable risk or if not reasonably practicable to control the risk.

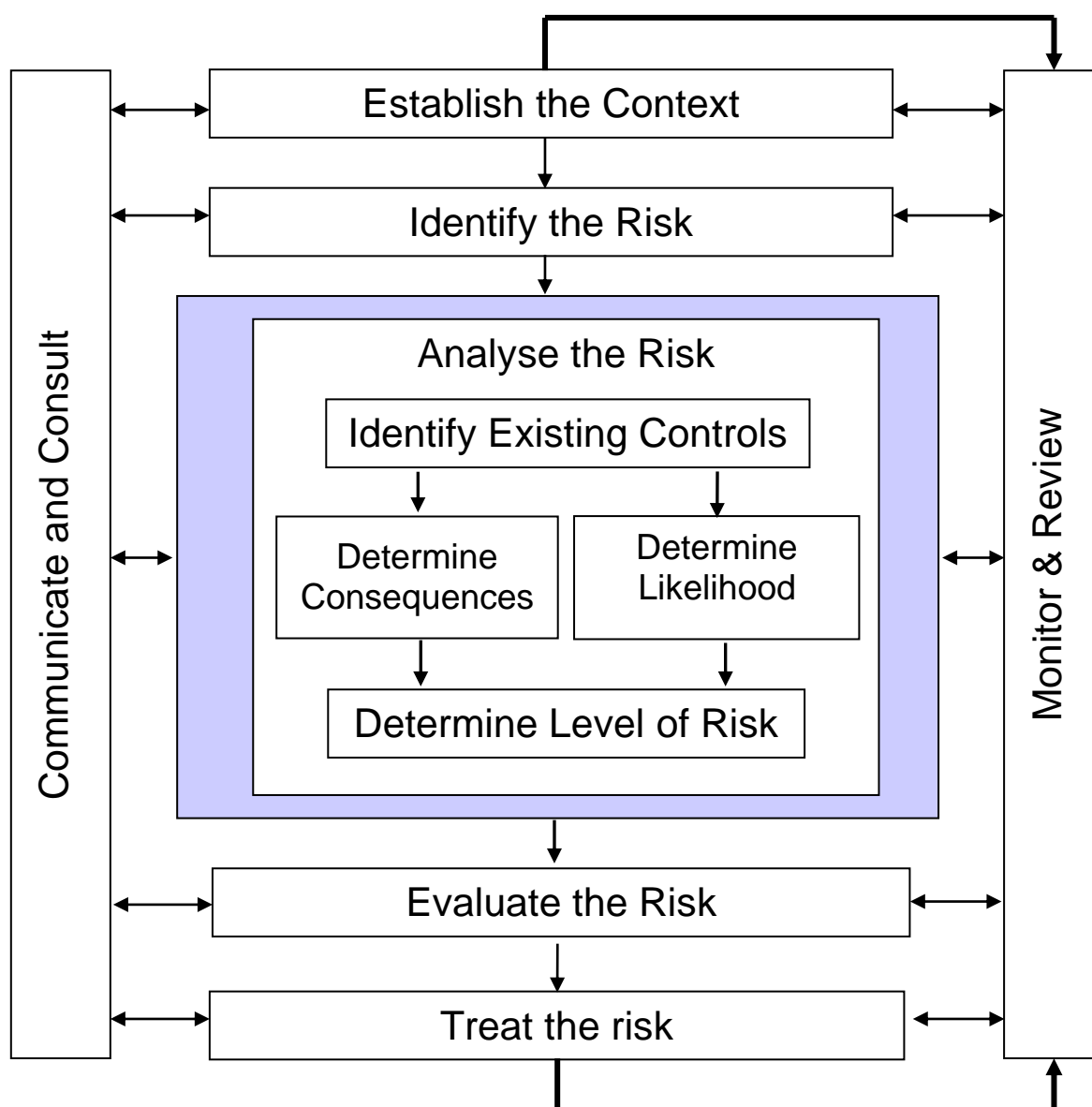
Risk management is about identifying potential variations from what we plan or desire and managing these to maximise opportunity or minimise losses. Managing risk means identifying and taking opportunities to improve performance as well as acting to avoid or reduce the chances of something going wrong.

This plan for managing the risk assessed with the 2024 Dubbo Show has been developed from the Australian/New Zealand Standard for Risk Management AS/NZS ISO 31000:2018.

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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 31000:2018

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## Procedure for Managing Risks

There were six stages in creating the Risk management plan for the 2024 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 2024 Dubbo Show Risk Register & Control plan.

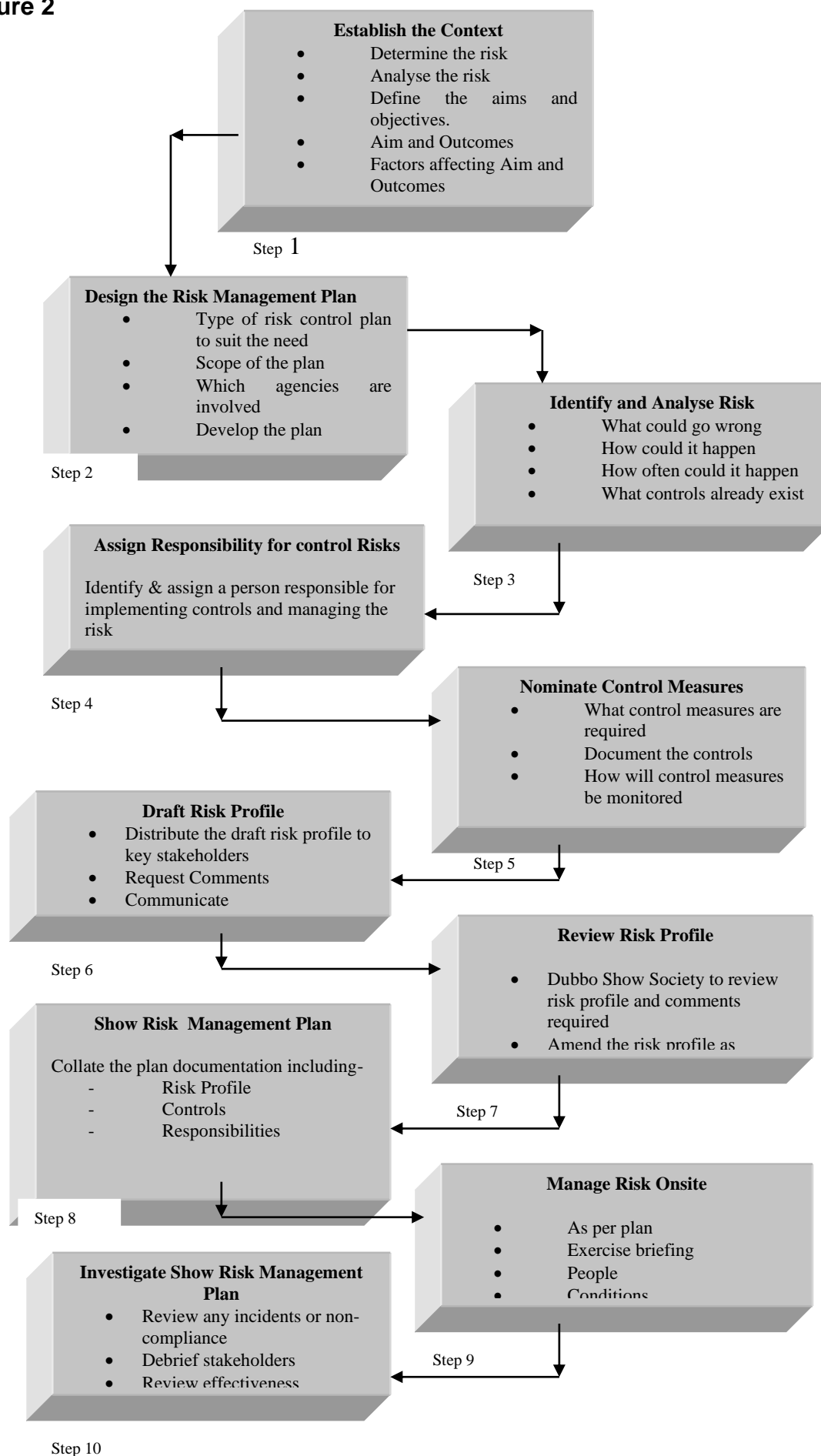
The procedure adopted by the Show Society planning team described in this section was developed by a multidisciplinary team representing each of the key stakeholders as well as Local Government in formulating the Risk Management Plan for the 2024 Dubbo Show.

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 Regulation 2017.

The procedure is graphically described in Figure 2 next page.

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**Figure 2**



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## 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.



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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 has 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 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 steps 1 through 4 is repeated until the residual risk is as low as reasonably practicable.

The exercise the level of risk tolerability for the 2020 show listed below.

#### Level of Risk Tolerance

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

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## 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				
Likelihood	1. Insignificant	2. Minor	3. Moderate	4. Major	5. Catastrophic
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

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		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
1	<b>Planning:</b> No emergency management plan or show risk assessment conducted thereby allowing unidentified hazards to go unrecognised.	4	B	E	<ul style="list-style-type: none"> <li>Development of Emergency evacuation plan</li> <li>Development of 2024 Show Risk Management plan</li> <li>Publishing of plan to all stakeholders via Show society internet site</li> </ul>	3	E	<b>M Yes</b>
2	<b>Car parking:</b> Pedestrians struck by interacting with vehicle traffic inside showground perimeter	4	C	E	<ul style="list-style-type: none"> <li>Only essential vehicles with approved passes allowed to park inside showground in defined car parking spaces.</li> <li>Essential administrative vehicle traffic e.g., rubbish removal is employed at quiet times of the day.</li> <li>All traffic is one way with maximum speed of (Walking speed) 10KPH in force.</li> <li>Designated safety officer to observe and report any noncompliance.</li> </ul>	3	E	<b>M Yes</b>
3	<b>Marquees:</b> Construction, Collapse, Overcrowding, Fire, guy ropes & stakes and removal	3	C	H	<ul style="list-style-type: none"> <li>All marquee and tents are erected to manufactures specifications.</li> <li>All marque and tent occupiers to have a management plan for tent collapse (not required to be documented but briefing provided to Show safety officers)</li> <li>Area safety officers monitor marquees for overcrowding</li> <li>Emergency management pan for fire to be observed by marquee occupier.</li> <li>Guy ropes and stakes are checked for trip hazards ropes and stakes are clearly marked.</li> </ul>	3	E	<b>M Yes</b>

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		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
4	<b>Grounds:</b> Slip trip fall, inadequate waste receptacles, inadequate perimeter fencing, inadequate lighting, inadequate fuel chemical storage, inadequate electrical protection for leads and cords.	3	C	H	<ul style="list-style-type: none"> <li>Risk assessment checklist addressing identified items conducted by Show safety officer daily prior to event and during event documenting any action to be taken.</li> <li>Safety officer has authority to stop event if risk is identified as extreme</li> </ul>	3	D	M Yes
5	<b>Passageways &amp; Paths:</b> 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"> <li>Risk assessment checklist addressing identified items conducted by Show safety officer daily prior to event and during event documenting any action to be taken.</li> <li>Safety officer has authority to stop event if risk is identified as extreme</li> </ul>	3	D	M Yes

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		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
6	<b>Grandstands:</b> 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
7	<b>Fireworks:</b> 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"> <li>SafeWork NSW Approved licensed contractor.</li> <li>Contractor provides copies of all risk assessment, licences, and insurances prior to display to event organisers.</li> <li>Radio adds to inform public of time and date of fireworks.</li> <li>Portable fire extinguishers available supplied by fireworks contractor</li> </ul>	3	D	M Yes
8	<b>Electrical equipment:</b> Potential electric shock or electrocution to public or show ground employees	5	C	E	<ul style="list-style-type: none"> <li>All general Power Outlets on the show ground are protected by Residual Current Devices (RCD's) maintained by DRC.</li> <li>Safety officer has authority to stop event if risk is identified as extreme.</li> </ul>	5	E	M Yes

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		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
					<ul style="list-style-type: none"> <li>A condition of exhibiting on site is that all <b>high-risk</b> electrical equipment is within current test date.</li> <li>Show safety officer holds national accredited training in in compliance with the Australian Standard AS/NZS 3760.</li> </ul>			
<b>9</b>	<b>Security, Command &amp; Control:</b> Area safety officers unable to contact each other or show society chief safety officer in event of emergency.	<b>3</b>	<b>B</b>	<b>H</b>	<ul style="list-style-type: none"> <li>Two – way radios supplied to area safety officers.</li> <li>Mobile phones carried by all show ground safety officers and stewards.</li> <li>Mobile telephone contact list published to all show ground employees and contractors.</li> </ul>	<b>3</b>	<b>E</b>	<b>M</b> <b>Yes</b>
<b>10</b>	<b>Emergencies &amp; provision of first aid:</b> Lack of emergency planning and first aid leading to confusion and poor decisions during emergency	<b>4</b>	<b>B</b>	<b>E</b>	<ul style="list-style-type: none"> <li>Provision of Risk management plan published on Show society website and available to all exhibitors and contractors.</li> <li>First aid facilities provided</li> </ul>	<b>2</b>	<b>D</b>	<b>L</b> <b>Yes</b>

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		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
					<p>and always manned during show hours.</p> <ul style="list-style-type: none"> <li>• Nationally Accredited First aid personnel available</li> <li>• Portable first aid kits available</li> <li>• High risk areas Woodchop and Show jumping have dedicated first aid staff attending.</li> <li>• First aid room adequately signposted and accessible to Emergency services</li> <li>• Incident report forms available at first aid office.</li> <li>• Evacuation plans in place for actual or threatened terrorist attack.</li> <li>• Emergency services on ground throughout show dates Police, RFS &amp; VRA</li> <li>• See emergency evacuation plan <b>attachment 2</b></li> </ul>			

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		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
11	<b>Fire protection:</b> Inadequate fire fighting facilities lead to small, controllable fires becoming large and uncontrollable	4	A	E	<ul style="list-style-type: none"> <li>• Portable fire extinguishers and fire hoses available and accessible.</li> <li>• Rural fire service is present with loaded tanker trucks available as stand exhibitors during show</li> </ul>	4	D	<b>H</b> <b>Yes</b>
12	<b>Welfare of visitors, contractor, or employee for show.</b> Inadequate facilities lead to poor moral and reputation to show society diminished	3	C	H	<ul style="list-style-type: none"> <li>• Sufficient meal breaks for employees &amp; volunteers.</li> <li>• Sufficient toilets available for show ground visitors</li> </ul>	3	D	<b>M</b> <b>Yes</b>
13	<b>Animal Control:</b>	4	B	E	<ul style="list-style-type: none"> <li>• All animals tethered and under control of owner.</li> <li>• Animals not under owner supervision are housed in suitable stalls protecting animals from public.</li> <li>• Ensure sufficient tethering facilities available.</li> <li>• Vet on site or available</li> <li>• Walkways for animals away from pedestrian access</li> </ul>	4	D	<b>H</b> <b>Yes</b>



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		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
14	<b>Lost Children:</b> Systems not in place unable to contact guardian	3	C	H	<ul style="list-style-type: none"> <li>Designated child-minding facility available with first aider in attendance</li> <li>PA facilities available for communication of missing children</li> <li>Police called if identification of guardian not satisfactory.</li> </ul>	3	D	M Yes
15	<b>Amusement Rides:</b> Unlicensed operators, inadequate maintenance leading to injuries	4	C	E	<ul style="list-style-type: none"> <li>Dubbo City Council engineers inspect all rides for adequate maintenance and operator certification current.</li> <li>Reporting above as acceptable to Show Society Secretary prior to show start.</li> <li>All electrical cables tested and tagged.</li> <li>Age and height restriction signs clearly visible to public</li> <li>Approach and exit areas for rides free of obstructions.</li> <li>Areas fenced that prevent unauthorised access to structures or moving parts</li> </ul>	4	D	H Yes

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		CONSEQUENCE	LIKELIHOOD			CONSEQUENCES	LIKELIHOOD	
16	<b>Animal Activist Protesters.</b> Interruption of show activities casing angst and frustration to exhibitors and judges.	3	C	H	<ul style="list-style-type: none"> <li>Cease activity in area of protesting.</li> <li>No Show society staff are to interact with protesters physically or verbally.</li> <li>Call Police</li> <li>Use mobile phones to record protest activity and give to Police on arrival</li> </ul>	3	E	M Yes
17	<b>Food safety</b>	3	C	H	<ul style="list-style-type: none"> <li>Dubbo regional council undertake food safety checks with vendors on site.</li> <li>Food vendors comply with conditions of food service license</li> </ul>	3	E	M Yes
18	<b>Amusement attraction rides</b>	4	C	E	<ul style="list-style-type: none"> <li>Dubbo regional council undertake safety and licence checks with ride operators.</li> <li>Ride operators comply with condition of licencing with SafeWork NSW</li> </ul>	3	E	M Yes

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## References:

- ◆ NSW Workplace Health & Safety Act (2011)
- ◆ NSW Workplace Health and Safety Regulation (2017)
- ◆ SafeWork NSW code of practise How to manage work health and safety risks 2019.
- ◆ WorkCover NSW code of practise Cash in transit 2002
- ◆ Standards Australia/Standards New Zealand (2018) *AS/NZS ISO 31000:2018 Risk Management – Guidelines*
- ◆ Work Safe Tasmania Code of practise for Risk Management Agricultural Shows and Carnivals
- ◆ Safety Culture and Risk “The Organisational Causes of Disasters” 2005, Andrew Hopkins, CCH publications

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