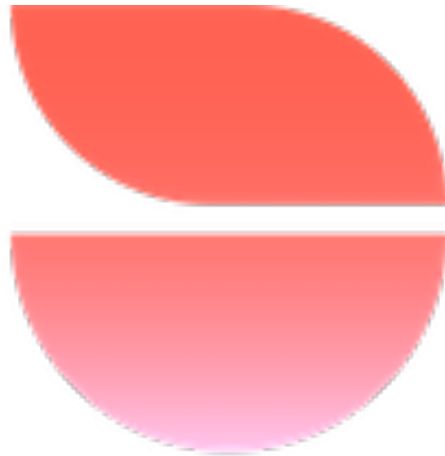




Event Risk Assessment



The Drop

The Drop Festival 2020

Manly

Disclaimer

Prepared by Sheridan Consulting Group Pty Ltd for The Drop Festival, December 2019.

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Distribution

Name	Organisation
Jeremy Stones Andy Rigby	The Drop Festival
TBC	WSL
Phillip Lane Catriona Shirley Damian Ham	Northern Beaches Council
Alice Duxbury	NSW Licensing – Music Festivals
Justin Tynan	Mustard Hospitality Management
Gary Lai	St John NSW
Lauren Mason	NSW Ambulance
Adam Smith	Dancewise – Harm Minimisation
Momo Vassilev	Avert RISK
Lee Puklowski Peter Armstrong	I-SEC Security
Jason Reimer Sascha Orrock	NSW Police Force
Louise Barker-Allen Bethany Lansom	NSW Health – Disaster Management
Andrew Rogers	Noise Consulting & Management
Gregory Armbruster	NSW Ministry of Health

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1 Introduction

This document is an Event Risk Assessment for The Drop Festival, Manly, to be held at Keirle Park, Manly, NSW on Saturday 14th March 2020. It is a practical plan considering the overall approach to risk and operational detail.

This Risk Assessment reflects regulatory requirements, standards and guidelines, risk management for key elements of the event, and risk controls and specific mitigating actions.

Sheridan Consulting Group have been engaged by The Drop Festival to complete an Event Risk Assessment on the event to be held at Keirle Park, Manly, NSW.

The Risk Assessment has been completed in compliance with AS/NZS ISO 31000 “Risk Management – Principles and Guidelines” with consequences assessed and operational/ event controls and activities put in place.

The Risk Assessment has identified a number of risks that are associated with the event and these risks have been rated. Recommended risk controls have been made against each risk in an attempt to eliminate or minimise the inherent risk rating to an acceptable level. However, it must be noted that not all residual risk ratings will reduce despite the application of risk controls and this is where the action taken is extremely important such as immediate action or senior management attention or manage by routine procedures etc.

Implementation of the risk controls is the responsibility of The Drop Festival to manage and follow up and those stakeholders identified in the risk register.

The risks included but not limited to under The Drop Festival Manly Event Risk Management Strategy are:

- Crowd Management
- Security & Public Safety
- Site & Structural Safety
- Event demographic and patron behaviour
- Experience of organiser or key suppliers
- Flood Risk Management
- Alcohol Management & Licensing

2 Background

Keirle Park in the suburb of Manly, in Sydney's Northern Beaches will host The Drop Festival on Saturday 14th March 2020. This will be the third event of The Drop Festival. The event is a music festival that will follow the Australian leg of the World Surf League Championship (WSL). The event focuses on good food, music and art in a family friendly environment that brings world class artists alongside world class surfers.

3 Scope of Risk Management Plan

This document is to be read in conjunction with the following documents;

- The Drop Festival Manly Event Management Plan
- The Drop Festival Manly Emergency Response Plan
- The Drop Festival Manly Security Management Plan
- The Drop Festival Manly Crowd Management Plan
- The Drop Festival Manly Medical Management Plan
- The Drop Festival Manly Health Management Plan
- The Drop Festival Manly Traffic Management Plan
- The Drop Festival Manly Transport Management Plan
- The Drop Festival Manly Harm Reduction Plan
- The Drop Festival Manly Safe Event Guidelines
- The Drop Festival Manly Alcohol Management Plan
- The Drop Festival Manly Adverse Weather Plan
- The Drop Festival Manly Noise Management Plan
- The Drop Festival Manly Waste Management Plan
- The Drop Festival Manly Flood Risk Management Plan
- NSW Government – Guidelines for Music Festival Event Organisers – Revised December 2019

This covers all safety and security activities scheduled for The Drop Festival Manly, including safety risks to staff, contractors, and members of the public. It covers the operational period from bump in on Tuesday 10th March 2020 until bump out and venue handover on Monday 16th March 2020.

4 Duty of Care

NSW Work Health and Safety Act 2011

From 1 January 2012, events hosted in NSW fall under the Work Health and Safety (WHS) Act 2011.

Under the Act, The Drop Festival is considered as a 'Person Conducting a Business or Undertaking' (PCBU) and as such has specific obligations and duties as the event producer.

Under section 5 of the Act, The Drop Festival must manage risks:

- To eliminate health and safety risks so far as is reasonably practicable; and
- If it is not reasonably practicable to eliminate risks to health and safety, to minimise those risks so far as is reasonably practicable.

This duty applies to the health and safety of workers engaged or caused to be engaged by The Drop Festival for the event.

Under the Act, these people could include:

- Employees
- Contractors or subcontractors to The Drop Festival Manly event; and
- Employees of contractors or subcontractors to The Drop Festival Manly event.

Other organisations supplying goods and services to the event also have obligations to comply with reasonable instructions from The Drop Festival regarding health and safety and to manage safety risks under their control.

The Act also imposes responsibilities on The Drop Festival and other stakeholders who deliver goods and services to the event, toward the health and safety of members of the public that are affected by the activities of the event.

5 Event Details

The Drop Festival – Manly 2020, is a ticketed event that occurs over a single day. Patrons can either pre-purchase tickets or buy tickets on the day if not already sold out. The Drop Festival is an 18+, licensed event.

The Drop Festival Manly will feature various artists playing over the course of the afternoon and evening in a family friendly environment.

The event will commence from 1:00PM and conclude at 10:30PM and is expected to draw a crowd of 4,500 - 5,000 people, with Maximum Capacity of 7,000 Pax.

Artists performing at The Drop Festival 2020 are;

- Allday
- Ball Park Music
- Boy & Bear
- DZ Deathrays
- Graace
- Kita Alexander
- The Presets

Key Dates for The Drop Festival Manly are;

Date	Activity
Tuesday 10th March	Site markup, site build, plant deliveries
Wednesday 11th March	Stage build, site build & temporary structures
Thursday 12th March	Stage build, site build & stock deliveries
Friday 13th March	Production load in, site dress & stock, site lighting test, stage lighting focus
Saturday 14th March	EVENT DAY
Sunday 15th March	Load out site & staging
Monday 16th March	Load out site & staging – Venue handover

5.1 Site Plans

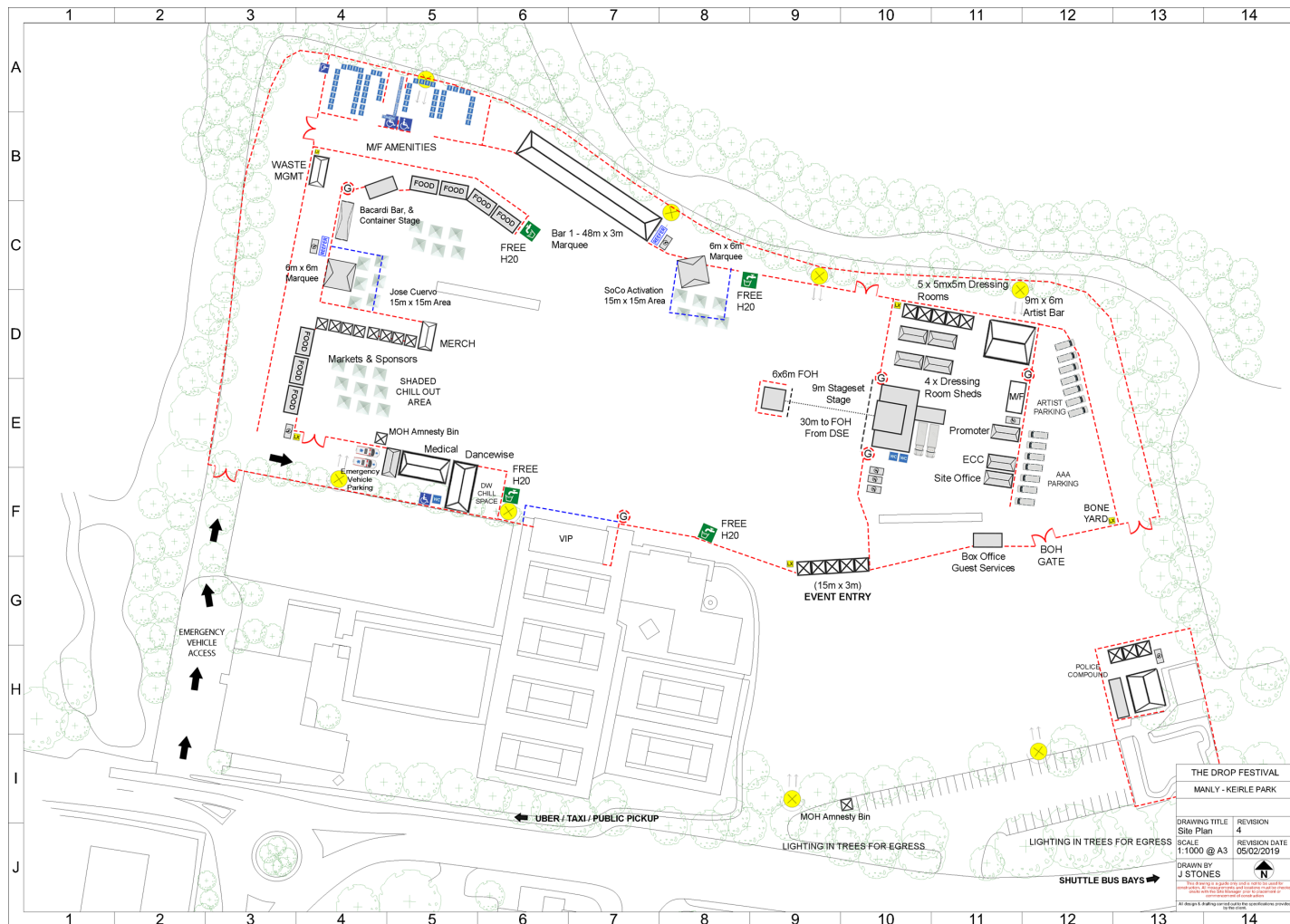


Image: Internal Site Plans for The Drop Festival Manly.

6 Document Review

The following documents were reviewed in order to complete this Event Risk Assessment;

- The Drop Festival Manly Event Management Plan
- The Drop Festival Manly Risk Plan
- The Drop Festival Manly Production Schedule
- The Drop Festival Manly Site Plans
- The Drop Festival Manly Emergency Response Plan
- The Drop Festival Manly Traffic Management Plan
- The Drop Festival Manly Security Management Plan
- The Drop Festival Manly Noise Management Plan
- The Drop Festival Manly Medical Management Plan
- The Drop Festival Manly Health Management Plan
- The Drop Festival Manly Transport Management Plan
- The Drop Festival Manly Harm Reduction Plan
- The Drop Festival Manly Event Safety Management Plan
- The Drop Festival Manly Alcohol Management Plan
- The Drop Festival Manly Adverse Weather Plan
- The Drop Festival Manly Flood Risk Management Plan

7 Communications

On-site communications will occur via:

- Two-way radio – amongst event management team and security
- Mobile phone – amongst event management team and other external stakeholders; and

Portable Radios

Radios for all key management personnel & security staff, with a mixture of RSM, in-ear earpieces and discreet microphones.

Mobile Phones

Mobile phones shall be carried by all Event Management Team stakeholders. In the event of an emergency they are the secondary mode of communications after two-way radios.

There will be a complete Event Contact List that will be distributed to all managers for the event.

8 Emergency Procedures

Emergency procedures for The Drop Festival Manly will be executed under the event specific Emergency Response Plan. The site will have an Emergency Control Organisation (ECO) under the ERP which covers specific responsibilities and roles during an incident.

Emergency Management

The Chief Warden will take charge of the emergency situation and handover to responding emergency services.

Access to Exit Routes

Emergency exit routes and assembly areas shall be accessible at all times.

Clear access route for emergency vehicles will be available to Keirle Park. There will be staging areas for ambulance and other emergency service vehicles within the event space.

Emergency Assembly Areas

The Emergency Response Plan will have emergency assembly areas and the ECO will direct all occupants of the event to the assembly area in the event of an emergency evacuation.

9 Consultation

The methodology used for the project was based on the following activities:

- Consultation and information gathering from The Drop Festival, Northern Beaches Council, NSWPF;
- Meetings with The Drop Festival and other stakeholders.
- Consultants professional judgement.
- Build and Bump-out Schedule (Project Plan);
- Event Site Plans;
- Event Run Sheet
- Safe Work Method Statements for higher risk activities
- Any other documentation that may assist with this event's risk assessments.

10 Risk Assessment Process

The Sheridan Consulting Group strategic risk management methodology incorporates the identification of risks within a thematic framework around **People, Property, Information and Reputation**. Underpinning this methodology is professional experience and the guidance from the following standards / codes of practice and publications. This enables a detailed, nuanced and holistic approach to strategic risk management within the context of the event.

- WHS Legislation and Codes of Practice.
- AS/NZS ISO 31000:2018 Risk Management Principles and Guidelines. (Standards Australia).
- HB 158-2010 Delivering assurance based on ISO 31000:2018 – Risk Management – Principles and Guidelines (Standards Australia).
- HB 167:2006 Security Risk Management (Standards Australia).
- AS/NZS 4421: 2011 Guards and Patrol Security Services
- AS 8004: 2003 Protection Programs for Entities
- HB 229: 2006 Why and How of Complaints Handling Handbook (Standards Australia)
- Australia and New Zealand Police Advisory Agency Recommendations for CCTV Systems (2014).
- Security Risk Management Body of Knowledge (SRMBOK) – RMIA.
- The Purple Guide to Health, Safety and Welfare at Music and Other Events.
(<http://www.thepurpleguide.co.uk/>)
- The Green Guide (Safety at Sports Grounds) Department for Culture, Media and Sport
<http://www.safetyatsportsgrounds.org.uk/publications/green-guide>
- Managing Crowds Safely – A guide for organisers at events and venues
<http://www.hse.gov.uk/pubns/books/hsg154.htm>
- Understanding Crowd Behaviours: Guidance and Lessons Identified
<http://library.college.police.uk/docs/cabinetoffice/guidancelessons1.pdf>
- NSW Government Accessibility Guidance
http://www.dpc.nsw.gov.au/programs_and_services/events/event_accessibility
- Event starter guide: A resource for organising events in New South Wales
<http://www.walgett.nsw.gov.au/f.ashx/Eventsguide.pdf>
- National Emergency Risk Assessment Guidelines: practice guide Australian Government
<https://www.ag.gov.au/EmergencyManagement/Tools-and-resources/Publications/Documents/Handbook-series/NERAG-Handbook11.pdf>
- Active Shooter Guidelines For Places Of Mass Gathering - Australia-New Zealand Counter-Terrorism Committee <http://www.nationalsecurity.gov.au/Media-and-publications/Publications/Documents/active-shooter-guidelines-places-mass-gathering.pdf>

- National Guidelines For The Protection Of Places Of Mass Gathering From Terrorism - Australia-New Zealand Counter-Terrorism Committee <http://www.nationalsecurity.gov.au/Media-and-publications/Publications/Documents/national-guidelines-protection-places-mass-gatherings.pdf>
- National Guidelines For Protecting Critical Infrastructure From Terrorism - Australia-New Zealand Counter-Terrorism Committee <http://www.nationalsecurity.gov.au/Media-and-publications/Publications/Documents/national-guidelines-protection-critical-infrastructure-from-terrorism.pdf>
- AS3745:2010 'Planning for Emergencies in Facilities'.
- Facility Management Association 'Guidelines for Managing Risk' 2004.
- Music Festivals Act 2019.

Sheridan Consulting Group has prepared a Strategic Risk Register specific to The Drop Festival Manly 2020.

Risk is measured in terms of the likelihood of an event occurring and the magnitude of the consequences. The methodology was undertaken in accordance with the Australian/New Zealand Standard – Risk Management – Principles and guidelines (AS/NZS ISO 31000:2018) and the companion document Risk Management Guidelines (HB 436:2004).

As an outcome, those risks identified and the analysis of likelihood and consequence as well as suggested mitigation strategies will be entered into a risk register. Once mitigation strategies are suggested, the identified risks are then further reviewed to determine how the likelihood / consequence and risk level can be influenced. A final residual risk level is then achieved for each identified risk.

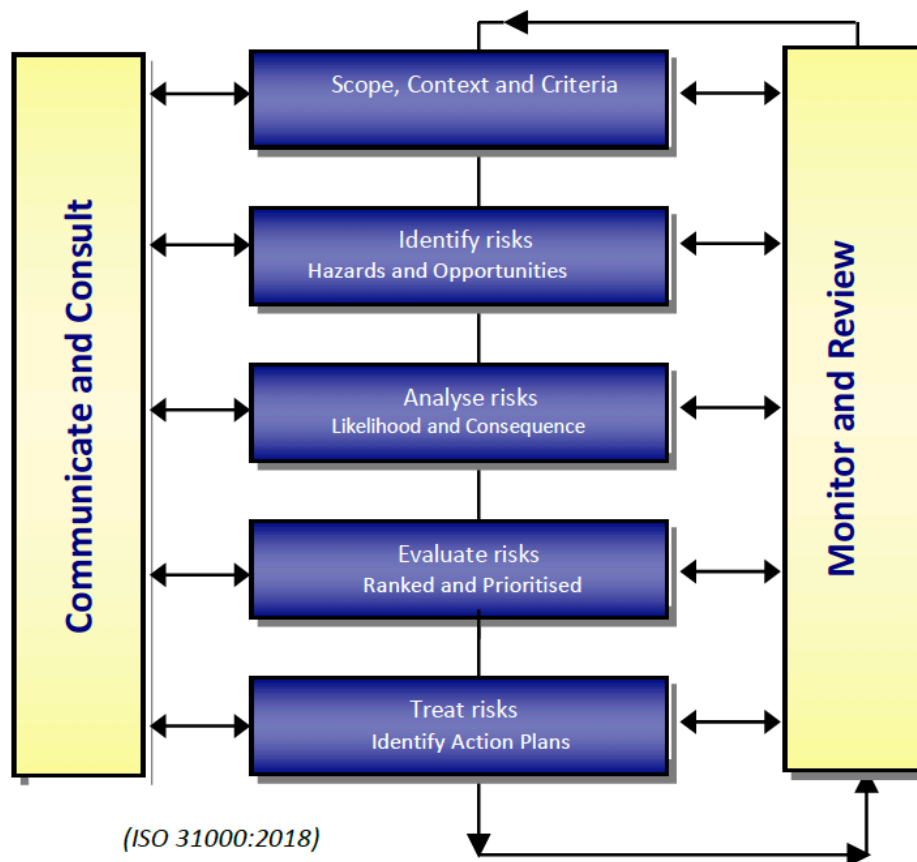
Key risks will be grouped under a thematic approach as follows;

- Public Safety / Injury.
- Traffic / Transport.
- Command / Control / Communication.
- Emergency Management / Crisis Management.
- Media/ Communications / Reputation management.
- Security (Crime and Terrorism).

In undertaking this risk assessment, and development of mitigation strategies, the review team has obtained information from the following areas:

- Interviews with key people.
- Site Inspections.
- Review of venue documentation.
- External sources of information.

Event Risk Management Process – Overview



Control Hierarchy

The control hierarchy is a list of control measures, in priority order, that can be used to eliminate or minimise exposure to hazards. Below is the control hierarchy with general examples of each control measure:

Elimination - Avoid the risk by removing the hazard completely.

Substitution - Use less hazardous procedure/substances equipment/process.

Isolation - Separate the process from people using barriers/enclosures or distance.

Engineering - Controls Mechanical/physical changes to equipment/materials/process.

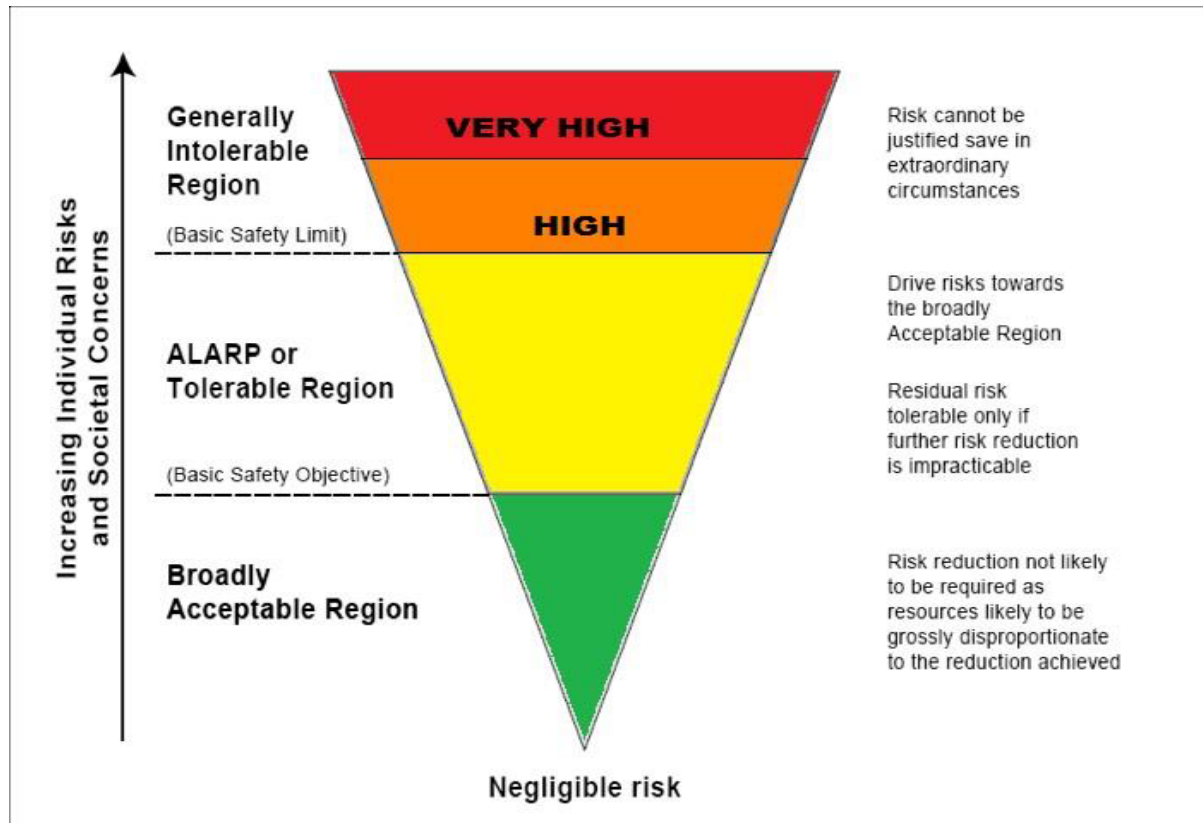
Administrative - Controls Change procedures to reduce exposure to a hazard

Personal Protective Equipment - Gloves, hats, boots, goggles, masks, clothing etc.

Toleration of Risk

ALARP – As Low as Reasonably Practical

Cost effective Mitigation processes



11 Risk Tables

TABLE 1 - LIKELIHOOD ASSESSMENT		
LEVEL	DESCRIPTOR	GENERALISED DESCRIPTION/INDICATORS
A	ALMOST CERTAIN	There is credible information suggestion that the incident/event/action will occur.
B	LIKELY	The incident/event/action has been assessed as likely to occur
C	POSSIBLE	The incident/event/action may occur
D	UNLIKELY	The incident/event/action has been assessed as unlikely to occur
E	RARE	The incident/event/action could occur in exceptional circumstances

TABLE 2 - CONSEQUENCE TABLE		
LEVEL	DESCRIPTOR	GENERALISED DESCRIPTION/INDICATORS
1	INSIGNIFICANT	No injuries to people; No assets lost; Minor damage only to assets; No disruption to programs and goals.
2	MINOR	Minor injuries to people - medical treatment not required; Incident contained on-site; Recovery operation not required; Minor loss or damage to assets; Minor disruption to programs or goals.
3	MODERATE	Some injuries to people - medical treatment required; Incident contained on-site with external assistance; Recovery operation required; Moderate loss or damage to assets; Moderate disruption to programs or goals.
4	MAJOR	Extensive personal injuries resulting in hospitalisation OR single death; Incident extends off-site and required coordinated multi-agency response; Extensive recovery operation required; Major loss or damage to assets; Major disruption to vital programs and functions.
5	CATASTROPHIC	Multiple deaths; Incident extends off-site and requires a significant coordinated multi-agency response; Containment may not be possible; Significant detrimental effects requiring an extensive recovery operation; Critical infrastructure/asset loss; Significant disruption, including possible termination, to vital programs and functions.

TABLE 3 – RISK ANALYSIS MATRIX						
CONSEQUENCE						
LIKELIHOOD		1 INSIGNIFICANT	2 MINOR	3 MODERATE	4 MAJOR	5 CATASTROPHIC
	A (ALMOST CERTAIN)	LOW	MEDIUM	HIGH	EXTREME	EXTREME
	B (LIKELY)	LOW	MEDIUM	HIGH	EXTREME	EXTREME
	C (POSSIBLE)	LOW	MEDIUM	MEDIUM	HIGH	HIGH
	D (UNLIKELY)	LOW	LOW	MEDIUM	MEDIUM	HIGH
	E (RARE)	LOW	LOW	MEDIUM	MEDIUM	MEDIUM

TABLE 4 - RISK CRITERIA TABLE		
DESCRIPTOR	TREATMENT	GENERALISED DESCRIPTION/INDICATORS
EXTREME	AVOID	Immediate action required - Risk shall be eliminated or if elimination is not possible - controlled by taking actions to reduce the likelihood / consequences or both. Executive attention required. Further research recommended on analysis or vulnerability
HIGH	TREAT	Action Required – specific risk controls Senior Management attention required – focused and detailed review and attention. Further research may be required on analysis or vulnerability
MODERATE	TREAT	Some action required – risk controls / generic or specific to risk context (SOPS) Management responsibility must be specified
LOW	ACCEPT	Action may not be required – monitor and review Managed by routine procedures

12 Risk Register

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
1	Public Safety/Worker Safety	Insufficient planning and lack of integration between event stakeholders to address risks and safety issues across the event resulting in injury/ death of a person/s.	C	4	H	<ul style="list-style-type: none"> Development of Risk Management Plan and Event Management Plans Development of Security Management Plan Development and signoff of Medical Plan and first aid on site Identification and engagement of key stakeholders for plan development Sharing of plan documentation and required sign offs of all event planning documentation Security Guards deployed as per the Security Management Plan Security Guards trained in First Aid Site walkthrough and inspection completed by Safety Officer prior to event 	E	4	M	The Drop Festival WSL Northern Beaches Council Engaged Contractors

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> Identified vulnerable sites rectified prior to event commencement and monitored during event. CCB's on standby and qualified contractors to isolate or rectify hazard. All staff and contractors complete pre-event induction training 				
2	Terrorism	<p>Terrorism Act committed resulting in persons injured/ death and potential site lockdown or site evacuation, event cancellation.</p> <p>Included Attack methods;</p> <ul style="list-style-type: none"> Vehicle as a Weapon Attack (VAW) Improvised Explosive Device (IED) Vehicle Borne Improvised Explosive Device (VIED) 	D	5	H	<ul style="list-style-type: none"> Understanding the current threat environment Knowledge of the national threat level and any changes made Knowledge of Australia's Strategy for Protecting Crowded Places from Terrorism Situational and environmental awareness Assessing the level of threat in the context of the event Staff training and development in building a strong security culture 	D	4	M	<p>The Drop Festival</p> <p>NSWPF</p> <p>I-SEC Security</p> <p>Emergency Services</p>

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
		<ul style="list-style-type: none"> Active Armed Offender (AAO) 				<ul style="list-style-type: none"> Staff training in response to attack methods including dynamic lockdown, stay safe principles Training in detect, deter, delay strategies Shared Emergency Response Plan, Security Management Plan developed and ready for activation, including clearly documented roles and responsibilities in the event of an emergency/ incident Physical Security measures including target hardening, CCTV, access control, Security and Police presence, perimeter patrols, accreditation policy. ECC activated for event. 				
3	Crowd Management	Failure to manage crowds during ingress, egress and circulation resulting in; crowd reaching critical capacity crowd crush	C	5	H	<ul style="list-style-type: none"> Security Management Plan developed identifying detailed crowd information and management methods. Conduct Crowd Capacity analysis – 12,000 for site 	D	3	M	The Drop Festival I-SEC Security

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
		resulting in crowd panic, poor crowd behaviour leading to persons injured/ death, discomfort to crowd, crowd flow pinch points, damage to property and negative publicity.				<ul style="list-style-type: none"> Establish communication protocols for crowd management Ingress expected to be staggered. Arrival profile known from prior events. Ensure Security is deployed as per the Security Management Plan Utilise and monitor CCTV in crowd dense areas to assist early intervention ECC in operation Use crowd control barriers at key locations to assist crowd management Use CCB to stop access into areas that are beginning to overcrowd Wayfinders and signage Information sharing amongst key event stakeholders of event plans and through pre- event exercises and briefings 				<p>Northern Beaches Council</p> <p>Emergency Services</p>

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
4	Command, Control and Communication	Insufficient planning and resourcing to achieve event objectives. Failure in an integrated command, control and communication model resulting in delayed and uncoordinated response	D	4	M	<ul style="list-style-type: none"> Development of Risk Management Plan Training on the Communication, Coordination, Command and Control protocols for the event Clear sign off to ensure consistency in identified risks/ treatments and response Event Control Centre activated for event with representatives from all key stakeholder groups Coordinated working group for the planning phase to ensure sharing of information Identified Police Commander / support roles Incident command model ICCS or similar in place for consistency of command Command log / incident log maintained throughout the event Escalation process in place Briefing / de brief process in place. 	E	3	M	The Drop Festival I-SEC Security Emergency Services ECO

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
5	Security Management	<p>Failure to plan for security management/ response of security incidents that include;</p> <ul style="list-style-type: none"> • Anti-social behaviour • Weak Access management • Perimeter breaches • Contraband breaches • Violent behaviour • Intoxicated persons • Authorised access breaches • Resulting in injury to persons or decrease overall safety of site • Missing child/ persons • Protestors 	C	4	H	<ul style="list-style-type: none"> • Security Management Plan developed and shared with stakeholders • Security Management plan developed in consultation with Security Crowd Management Plan, Traffic Management Plan and Emergency Management Plan • Security Guard Deployment as per the SMP • Security Guards complete site induction • Security Guards trained in first aid • Security Guards aware of security SOP's • Security to monitor crowd behaviour • Security to check accreditation and manage access points around the event site • Security to monitor patron behaviour and respond. • Medical and first aid onsite • Security to liaise with Police 	D	2	L	<p>The Drop Festival</p> <p>I-SEC Security</p> <p>Emergency Services</p> <p>NSWPF</p>

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
6	Traffic Management	<p>Failure to plan the management of traffic in and around the event site/venue resulting in;</p> <ul style="list-style-type: none"> Traffic congestion Dangerous mix of vehicles and pedestrians Negative impact in the event of an emergency evacuation Blocked ingress and egress routes resulting in; Pedestrian injury/ death, vehicle/ pedestrian conflict, vehicle / vehicle collision, frustrated crowds, blocked emergency evacuation and access points, crowd crush, 	C	4	H	<ul style="list-style-type: none"> Development of Traffic Management Plan Development of TCP's Development of traffic plans in line with the Emergency Management Plan and Crowd Management Plan Implementation of traffic controllers on point duty at strategic locations Communication of walking routes via VMS and signage Implementation of target hardening strategies for identified vulnerable locations Separation of pedestrians from vehicles using CCB's Information sharing amongst key event stakeholders of TMP and through pre-event exercises and briefings Transport Management stakeholders consulted on plan to coordinate public transport requirements to assist the event ingress and egress. 	D	3	M	<p>The Drop Festival</p> <p>I-SEC Security</p> <p>Emergency Services</p> <p>NSWPF</p> <p>Traffic Controllers</p> <p>Avert RISK</p>

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
		traffic jams and delay in event commencement.								
7	Emergency Management	Inadequate Emergency Management Procedures through lack of planning and a delayed or inadequate emergency response resulting in injured persons, death.	D	4	M	<ul style="list-style-type: none"> Development of Emergency Response Plan ready for activation Identification of members of the ECO (Emergency Control Organisation) and role and responsibilities Development and awareness of Emergency Evacuation Plan Training of Emergency Management Plan prior to event through briefings Police Commander / Forward Commander provided event information for review NSWPF user pays – dedicated roaming patrols 	E	3	M	The Drop Festival I-SEC Security St Johns NSW Emergency Services NSWPF ECO

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
8	Media Communication / Reputation	Failure of communication protocols in media messaging and spokesperson in relation to an incident resulting in incorrect messages to media impacting event patronage, reputation and safety of patrons	C	4	H	<ul style="list-style-type: none"> All plans reviewed and signed off for consistency in messaging around an event incident Risk and communications plans developed and in place prior to event. Clear signoff protocols and communication protocols understood and followed Communication devices maintained and use correctly Regular event operations meetings to take place All event staff and contractors briefed on communication protocols Onsite inductions to take place Ongoing contact with stakeholders Emergency and critical incident communications to the public to be handled by the Police Commander / and or ECC Communications officer. Experienced media team. 	D	2	L	The Drop Festival WSL Northern Beaches Council I-SEC Security Emergency Services NSWPF

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
9	Extreme Weather	Extreme weather including; High Winds, torrential rain, lightning strikes leading to dangerous conditions causing injury and an unsafe site.	C	4	H	<ul style="list-style-type: none"> Weather monitored via the Beaufort Scale using www.bom.gov.au prior to and during event Compare wind speeds to temporary structures prescribed tolerance level. Adverse Weather Plan developed and ready for activation Weather history known for time of year. Shelter in place procedures in place. Medical and First Aid personnel on site Security Guards trained in first aid Emergency evacuation plan developed and in place for activation if required All structures inspected and approved by qualified building regulations consultant Supply of weather appropriate gear Communication protocols in place including loud hailers to communicate and direct patrons 	D	2	L	The Drop Festival Northern Beaches Council I-SEC Security Emergency Services St Johns NSW

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
10	Infrastructure Site Risks	Infrastructure failure experienced via; Chemical spill, no water supply Unsafe worksite, rigging failure, power outage, fire, loss of power resulting in injury, death, damage to property, crowd panic - resulting in injury/ death, event closure, reputational damage.	C	4	H	<ul style="list-style-type: none"> All contractors on site inducted to site Site work areas to be kept clean WHS standards and guidelines adhered to Security Officers are trained in first aid All contractors required to provide PPE All workers to use safety equipment when required All electrical compliant with IP65 standards for outdoor use Trips and safeties in place for safe outdoor electrics Riggers and expert contractors on site to rectify failure Contingency plans in place where possible Emergency and Evacuation plan developed and in place for activation if required. Communication protocols in place for an emergency evacuation All temporary structures to be signed off as safe. 	D	3	M	<p>The Drop Festival</p> <p>Northern Beaches Council</p> <p>Emergency Services</p> <p>Safety Officer</p> <p>Engaged Contractors</p>

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
11	Production Risks	Production failure experienced via; Communications failure – pre-event, onsite, freight, dispatched late, damaged on arrival, lost, Landowner restrictions and approval permits, Onsite delivery unacceptable impacts, production contract breaches, failure to meet obligations, Quality standards – physical and customer expectation, Appropriate resources – skills and knowledge, artist collaboration, design and engineering, technical production structural and durable	C	5	E	<ul style="list-style-type: none"> • Early Stakeholder identification and engagement including landowners • Clear guidelines and framework around all compliance and requirements to meet deadlines – landowner permits etc • Guidelines to include approval and license permit process • Planning documentation completed covering; • Event operation plan, site plans and layout, security risk management plan, WH&S safety plan, and event site capacity assessment. • Recruitment and induction of appropriately skilled staff • Early planning for freight and selection process for freight processes 	D	3	M	<p>The Drop Festival</p> <p>Northern Beaches Council</p> <p>Safety Officer</p> <p>Engaged Contractors</p>

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> Experienced event team and contractors who have organized numerous similar events. Implementation of clearly defined contracts with scheduled deliverables and milestones. Ongoing management by production manager highlighting issues early. Production planning to include a communications strategy / plan pre event and during event which correlates with the overall event communications plan Quality standards to meet ISO 9001. 				
12	Security / Safety	Intoxication – patron who is affected by alcohol or other substance becomes aggressive, argumentative, quarrelsome or poses a danger to themselves or others.	D	4	M	<ul style="list-style-type: none"> Security deployed across event footprint Security Management Plan Alcohol Management Plan Harm Reduction Plan 	D	2	L	The Drop Festival

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> RSA accredited staff to ensure responsible service of alcohol Business as usual for bars NSWPF if necessary Ambulance if required Alcohol to cease service at 9:30PM 				Northern Beaches Council I-SEC Security NSWPF Mustard Hospitality Mgmt
14	Security	Access Control / Security Breach	C	4	H	<ul style="list-style-type: none"> Security guards deployed across event footprint Security Management Plan Clear signage between public area, VIP area and 18+ area Tickets with relevant area 	D	2	L	The Drop Festival I-SEC Security

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> Access control procedures in place Strong access control in place 				NSWPF
15	Security	Unauthorised drone observed operating over event space.	C	3	M	<ul style="list-style-type: none"> Layered security approach CCTV observing event site CASA regulations Designated no-fly zone NSWPF onsite to escalate if necessary ECC in operation 	D	2	L	The Drop Festival I-SEC Security Northern Beaches Council CASA NSWPF

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
16	Terrorism Response	VAW – Hostile Vehicle Attack resulting in injury / death to patrons and / or staff.	D	5	H	<ul style="list-style-type: none"> Vulnerable areas identified Security on site trained in first aid Medical staff and ambulance on site Event STOP procedures ECC in operation Numerous escape routes Permanent HVM features already in place in some areas Temporary HVM features to be implemented Traffic controllers and TMP Detours and road closures in place to redirect vehicles CCTV systems in place across event site NSWPF onsite Layered security approach ERP evacuation of event site ASIO intel in lead up to event 	D	4	M	The Drop Festival I-SEC Security Northern Beaches Council NSWPF Avert RISK St Johns NSW

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
17	Terrorism Response	IED – Improvised Explosive Device leading to explosion and resulting in injury, death and property damage	D	5	H	<ul style="list-style-type: none"> Security onsite performing white level inspections Regular patrols to locate any planted item Regular environmental maintenance to ensure items cannot be easily hidden Event STOP procedures ECC in operation Numerous escape routes Security trained in first aid Medical staff and ambulance on site CCTV cameras across event footprint NSWPF response – Bomb Squad NSWPF onsite for event “See something, Say Something” campaign Suspicious package procedures HOTALERTS Layered security approach ERP evacuation of site 	D	4	M	The Drop Festival I-SEC Security Northern Beaches Council NSWPF Emergency Services St Johns NSW

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> ASIO intel in lead up to event 				
18	Terrorism Response	AAO – Active Armed Offender leading to injury and death of staff and patrons	D	5	H	<ul style="list-style-type: none"> Security onsite trained in behavioural observation NSWPF onsite Event STOP procedures Security trained in first aid ECC in operation Medical staff and ambulance on site Numerous escape paths Numerous evacuation routes Rapid police response and procedures to engage target CCTV coverage of event footprint Shelter in place or Lockdown if able to utilise nearby businesses ERP developed detailing AAO response Layered security approach 	D	4	M	The Drop Festival I-SEC Security Northern Beaches Council NSWPF Emergency Services

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
										St Johns NSW
19	Lighting	Inadequate lighting resulting in injury / accidental damage to property / potential for crime to occur	C	3	M	<ul style="list-style-type: none"> Event is taking place in space that is already partially lit Additional temporary light towers implemented in areas of poor visibility Focus on key pedestrian routes and viewing areas Nearby businesses provide residual lighting Safety Officer inspection of event area CCTV covering event area Area receives ample natural light during the day 	D	2	L	The Drop Festival Northern Beaches Council Engaged Contractors Safety Officer
20	Safety	Slips, trips and falls due to unsafe and / or uneven surfaces	C	3	M	<ul style="list-style-type: none"> Safety Officer inspection of event site and pedestrian routes to identify any vulnerable areas 	C	2	M	The Drop Festival

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			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> • Liaising with stakeholders to ensure any vulnerable areas are amended • Addressing any identified areas pre-event • Site used daily and well maintained • First aid onsite • Security officers onsite • CCB available to cordon off any unsafe areas • Cable trays to manage cables on ground • Back of house areas fenced off from public • Fencing to separate infrastructure and build areas from public 				I-SEC Security Northern Beaches Council Safety Officer Engaged Contractors
21	Safety	Extreme Weather – heatstroke / heat exhaustion	C	3	M	<ul style="list-style-type: none"> • Outline risks, signs and effects of heatstroke during induction • Sunscreen provided • Water stations located around site • Adequate shade across event site 	D	2	L	The Drop Festival

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> Weather for time of year known Event runs during the evening after sunset First Aid onsite Security trained in first aid 				Northern Beaches Council Safety Officer Emergency services
22	Noise Pollution	Excessive noise caused by performances at main stage area resulting in complaints from nearby residents or businesses	C	3	M	<ul style="list-style-type: none"> Noise Consultant engaged Noise Management Plan developed Music curfew is half hour prior to event finish (10PM) Event is advertised with local residents informed of event date and timings Early Stakeholder engagement Time of actual performances are in the evening when majority of businesses are closed for the day. 	D	2	L	The Drop Festival I-SEC Security

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			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> Event takes place on a Saturday Relatively short time of event activation 				Northern Beaches Council Noise Consultant Engaged Contractors
23	Safety	Falling tree limb near or along event area strikes patron or staff resulting in injury or death	C	3	M	<ul style="list-style-type: none"> Local council regularly inspect tree growth Any “dead” or loose limbs identified by Safety Officer and then trimmed or cut away Regular maintenance occurs Security guards to cordon off unsafe area if issue cannot be removed Pre-event inspection to identify and rectify hazards 	D	2	L	The Drop Festival I-SEC Security

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
										Northern Beaches Council Safety Officer
24	Emergency Management – FIRE	Fire occurring either along the event route or in area directly adjacent that poses a risk to the safety of persons	C	3	M	<ul style="list-style-type: none"> Event Specific Emergency Response Plan outlining FIRE response Numerous evacuation routes Numerous escape paths Fire & Rescue NSW response is rapid Security, NSWPF and Wardens to assist public in exiting the event site Event STOP procedures FFE onsite across event space 	D	2	L	The Drop Festival Northern Beaches Council Engaged Contractors

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> Fire advice pre-event regarding fire bans and any current and relevant situations across NSW that may affect event VMS boards can be programmed to display emergency messages ECC in operation 				<p>Emergency Services</p> <p>ECO</p>
25	Legal & Financial	Legal and financial issues such as contract breaches, failure to meet deadline or agreed upon obligation refusal to meet contract requirement resulting in financial loss, event failure and reputational damage	C	3	M	<ul style="list-style-type: none"> Contracts signed to protect event and stakeholders Insurances in place Compliance with all relevant regulations Penalties for failure to meet contract requirements Back up contractors available Legal Team support Stakeholder support Additional funds available if necessary Advice from accounts department on economic trends and futures 	D	2	L	<p>The Drop Festival</p> <p>WSL</p> <p>Northern Beaches Council</p> <p>Stakeholders</p>

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
										Engaged Contractors
26	External Events	International events impacting on event such as Mass delays of flights Change in the terror level Change in government policy such as natural resource restriction, carbon tax etc	C	3	M	<ul style="list-style-type: none"> Event advertised long in advance with ample time to organise Vast majority of patrons are local and will not be affected by international events Escalation plan in event the Terror Threat Level rises Management of all stakeholder companies aware of current legislation and policies Any change to a government or event related policy would be advertised or gazetted prior to event with ample time to adjust planning. 	D	2	L	The Drop Festival WSL Northern Beaches Council Stakeholders Contractors
27	Production Risk	Delay in build or bump in resulting in event delay or poor experience and reputational damage	C	3	M	<ul style="list-style-type: none"> Experienced event team Reputable contractors Venue support 	D	2	L	The Drop Festival

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> Production schedule Bump in / Bump out schedule Contingency plans Adequate time and resources to meet deadlines and complete 				Stakeholders Engaged Contractors
28	Security – Cyber	Online system breach / hack / sabotage – loss of IP, personal and / or confidential information lost resulting in financial loss and reputational damage	C	3	M	<ul style="list-style-type: none"> Firewalls in place IT support onsite to assist and rectify Any sensitive information either encrypted or otherwise protected Only trusted servers used Backup systems available to ensure event proceeds 	D	2	L	The Drop Festival Northern Beaches Council IT & AV Contractor
29	Lost Child	Child lost in crowd resulting in panic and poor experience, lack of systems	C	3	M	<ul style="list-style-type: none"> Lost Child Procedures in place Children under 16 to be accompanied by an adult 	D	2	L	The Drop Festival

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			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
		in place to manage results in poor media coverage and reputational damage				<ul style="list-style-type: none"> Radios to communicate internally PA System to communicate externally Volunteers on standby CCTV available across event site Effective lighting to assist Security located across event space NSWPF onsite to assist Volunteers onsite 				I-SEC Security Northern Beaches Council NSWPF
30	Food Poisoning	Patrons effected by food poisoning requiring medical treatment leads to legal and reputational damage	C	3	M	<ul style="list-style-type: none"> Experienced vendors engaged for event Minimum amount of food trucks / vendors Appropriate infrastructure in place for refrigeration Health inspections and certificates required before any contract agreement Inspections of vendors to ensure working and food handling area is hygienic First Aid onsite 	D	2	L	The Drop Festival Northern Beaches Council

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> Health Management Plan 				Safety Officer Engaged Contractors
31	Hygiene	Toilets not working properly leading to an unsafe and unsanitary event space	C	3	M	<ul style="list-style-type: none"> Contractors available to rectify Additional toilets located across event site Numerous nearby businesses available Pump trucks available to empty early if required Waste Management Plan Health Management Plan 	D	2	L	The Drop Festival Northern Beaches Council Clean Vibes Engaged Contractors

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
32	Queue Management	Poor queue management resulting in antisocial behaviour, poor patron experience and reputational damage	C	3	M	<ul style="list-style-type: none"> I-SEC are crowd professionals and will implement pre-emptive crowd safety techniques Event staff on the ground to assist Wayfinders in place to direct crowds Ensure staff and volunteers are well briefed to effectively assist patrons Numerous routes to exit event space CCTV to observe key areas or pinch points CCB to block off areas that are reaching capacity Event is dynamic with lines for amenities and vendors generally 	D	2	L	The Drop Festival I-SEC Security
33	Asset Protection	Stage and other event infrastructure to be used during event is stolen, damaged or destroyed	C	3	M	<ul style="list-style-type: none"> Security onsite to patrol and guard equipment during bump in to ensure no persons steal, vandalise or destroy equipment Secure storage of equipment CCTV coverage of the area 	D	2	L	The Drop Festival I-SEC Security

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			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> Protective lighting with minimum black spots to ensure persons cannot approach undetected NSW Police presence Pre-event safety checks 				<p>Northern Beaches Council</p> <p>Engaged Contractors</p> <p>NSWPF</p>
34	Emergency Management	Emergency Service Vehicles unable to access emergency incident inside event space resulting in death	C	3	M	<ul style="list-style-type: none"> ERP developed and shared outlining emergency access points Numerous designated emergency access points Designated waiting bays for emergency service vehicles inside event space Event STOP procedures ECC in operation with all stakeholders including emergency services 	D	2	L	<p>The Drop Festival</p> <p>I-SEC Security</p> <p>Northern Beaches Council</p>

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
										Emergency Services Avert RISK Traffic Controllers
35	Public Order	Issue motivated group – non-opposing The Drop Festival itself (e.g Extinction Rebellion) enters event space and causes delay and / or event stoppage by disruption, attaching themselves to infrastructure	C	3	M	<ul style="list-style-type: none"> NSWPF onsite Police monitors social media and other information outlets regarding IMG gatherings and meetings Access control procedures Security screening will locate any IMG related banners Security onsite and trained in behavioural observation Event STOP procedures 	D	2	L	The Drop Festival WSL Northern Beaches Council

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> CCTV located across site ECC in operation CCB onsite Fencing onsite to restrict access to back of house areas or other infrastructure Event history NSWPF Rescue if special removal is required 				I-SEC Security NSWPF
36	Public Order	Issue motivated group directly opposing The Drop Festival – opposing views to music festivals or environmental impact arrive onsite resulting in event stop or delay and / or injury to participants and crowds	C	3	M	<ul style="list-style-type: none"> Police onsite to remove, arrest or move on Police monitoring social media and other outlets of information regarding proposed gatherings Security onsite Access control procedures Security screening will locate any IMG related banners CCTV covering event area and greater CBD area Medical staff onsite 	D	2	L	The Drop Festival I-SEC Security Northern Beaches Council

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> Security trained in first aid Event history Public intervention ECC in operation Redeployment of security if necessary Additional police resources if necessary 				NSWPF
37	Infrastructure Planning	Lack of portable toilets or poor positioning of toilets across event space resulting in public urination, poor hygiene and negative media	C	3	M	<ul style="list-style-type: none"> Adequate amount of portable toilets Portable toilets located across entire event space Signage and wayfinders to locate nearest toilets Toilets dedicated to certain areas such as 18+ area or other VIP / reserved areas Health Management Plan 	D	2	L	The Drop Festival WSL Northern Beaches Council

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
										Engaged Contractors I-SEC Security
38	Property Damage	Nearby and adjoining businesses are damaged / vandalised by crowds during ingress or egress	C	3	M	<ul style="list-style-type: none"> NSWPF onsite Security onsite Stakeholder engagement CCTV in operation across event site Many businesses are interactive with event Crowd profile known Minimal incidents in previous years 	D	2	L	The Drop Festival I-SEC Security NSWPF
39	Infrastructure Risks	Pre-existing service, underground water main or gas main bursts under event site or immediate viewing area	C	3	M	<ul style="list-style-type: none"> Event STOP Procedures Pre event checks completed Relevant organisations conduct regular maintenance 	D	2	L	The Drop Festival

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> Early stakeholder engagement Relevant contractor available to rectify Service isolated if possible Small area of event site cordoned off and event continue Evacuation if necessary 				Engaged Contractors Northern Beaches Council
40	Disability Access	Insufficient planning resulting in no or limited disability access points and disability viewing areas resulting in poor media coverage and reputational damage	C	3	M	<ul style="list-style-type: none"> Early stakeholder engagement Designated disability pick / up and drop off areas Designated areas for disability access and viewing Liaison with relevant stakeholders, estimated number of persons known Equal Access Consultant 	D	2	L	The Drop Festival WSL Northern Beaches Council Stakeholders

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
41	Communication	Poor Communication system resulting in poor distribution of information in both normal and emergency situations	C	3	M	<ul style="list-style-type: none"> ERP developed that includes communications plan VMS boards can be used to display information ECC in operation Radios between security and event team and volunteers Mobile phones to be used as a contingency in the event radios fail 	D	2	L	The Drop Festival ECO I-SEC Security Northern Beaches Council
42	Public Safety	Patron under the effect of illegal or illicit substance falls ill and possibly overdoses	C	4	H	<ul style="list-style-type: none"> Medical Management Plan Health Management Plan Harm Reduction Plan Security onsite and trained in first aid NSWPF onsite and trained in first aid 	C	3	M	The Drop Festival

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> Security screening to locate contraband Emergency services located within event site and ready Emergency access points to be made available Recent update in Music Festival Legislation Doctor and Nurse stationed onsite as per new Music Festival Legislation for immediate action if required Ministry of Health to oversee all Health and Medical documents 				Northern Beaches Council I-SEC Security NSWPF NSW Ambulance St Johns NSW
43	Crowd Management	Members of crowd seen to be consuming alcohol or other illicit substance in event area	C	3	M	<ul style="list-style-type: none"> NSWPF roaming patrols of event space Security deployed across event space CCTV covering event area and crowd viewing areas Confiscation of alcohol 	D	2	L	The Drop Festival

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> Alcohol free zones outside of 18+ areas Signage displayed across event site Wristbands given to 18+ patrons NSWPF intervention if required Alcohol Management Plan Harm Minimisation Plan 				Northern Beaches Council I-SEC Security NSWPF
44	Transport	Lack of public transport available during ingress and egress resulting in crowd build up around roadways and poor experience	C	3	M	<ul style="list-style-type: none"> Event Management Plan Transport Management Plan developed Dedicated pick up & drop off locations Dedicated areas for taxis and rideshare services Adequate signage Large amount of crowd are local residents Event area is in walking distance to Manly town centre Security and event staff monitoring egress 	D	2	L	The Drop Festival Northern Beaches Council I-SEC Security

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
										Avert RISK
45	Communication	Communication failure caused by network crash or other factor resulting in loss of radio network	C	3	M	<ul style="list-style-type: none"> Mobile phones to be used as a contingency, whatsapp groups, messenger etc Contact list of all major stakeholders distributed in ECC 2-way radios do not require wireless network Security on own radio network NSWPF on own dedicated radio network Contractor onsite to rectify and fix Dedicated network provider for event communications 	D	2	L	The Drop Festival Northern Beaches Council Engaged Contractors I-SEC Security NSWPF

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
46	Emergency Management	Bomb threat received resulting in event stop, mass panic and possible explosion	C	4	H	<ul style="list-style-type: none"> Bomb threat checklist NSWPF investigation NSWPF response Event STOP procedures ERP detailing bomb threat and evacuation procedures Security onsite to assist 	C	3	M	The Drop Festival NSWPF Emergency Services Northern Beaches Council
47	Crowd Management	Crowd surge towards specific viewing area resulting in bottle neck, pinch points and crowd crush causing injury and / or death	C	3	M	<ul style="list-style-type: none"> I-SEC Security are crowd management experts who will intervene early to avoid crowd issues CCB deployed if areas become overcrowded and unsafe Crowd profile known from previous events 	D	2	L	The Drop Festival I-SEC Security

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> Strong communication between event staff and security to direct crowds Signage and wayfinders across event site to assist crowd movements 				
48	Crowd Management	Members of the crowd seen to be climbing event infrastructure to gain better view of stage which could result in fall and injury	C	3	M	<ul style="list-style-type: none"> Security onsite to ensure persons do not climb event infrastructure NSWPF onsite to assist security in directing persons down from any unsafe area CCB used to cordon off potential climbing areas CCTV to observe any persons climbing event infrastructure 	D	2	L	The Drop Festival I-SEC Security Safety Officer NSWPF

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
										Emergency Services
49	Infrastructure Risk	Power failure resulting in lighting and other production equipment failing resulting in event delay	C	3	M	<ul style="list-style-type: none"> Pre-event checks of critical infrastructure Backup power sources and or generators available as a contingency Streetlights serve as residual lighting Contractors onsite and available to rectify an issue Safety Officer inspection of equipment Event Management Plan Event Specialist Electrical Provider Dedicated event electricians 	D	2	L	The Drop Festival Safety Officer Engaged Contractor
50	Traffic Management	Poor traffic management resulting in patrons and vehicles sharing space resulting in risk of collision	C	3	M	<ul style="list-style-type: none"> TMP developed by Avert RISK Road closures in place to separate patrons and vehicles Re-opening plans created by Avert RISK in consultation with NSWPF Target hardening in vulnerable locations 	D	2	L	The Drop Festival Avert RISK

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			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> Traffic controllers on radio network with event management Adequate time allowed for road reopening under Road Occupancy Licence ECC in operation 				Safety Officer Engaged Contractors
51	Electrical	Electrocution to staff or public resulting in injury or death	D	4	M	<ul style="list-style-type: none"> Electrical Contractor to perform spot checks of electrical items All equipment to be tested and tagged in accordance with AS3000 – 2007 Site Safety Rules and Risk controls set out in Contractor Handbook and Site Inductions Non-compliant equipment will not be used and will be removed from site Event Specialist Electrical Provider Dedicated event electricians 	E	4	M	The Drop Festival Northern Beaches Council Safety Officer

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			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
										Engaged Contractors
52	LPG Cylinders	Poor storage or handling of LPG gas cylinders causing fire, gas leak or explosion resulting in injury or death	D	4	M	<ul style="list-style-type: none"> Cylinders are to be mounted securely in correct manner and used in accordance with the LPG Gas Code AS1596 LPG cylinders to be stored securely Site Safety Rules and Risk controls set out in Contractor Handbook and Site Inductions Non-compliant equipment will not be used and will be removed from site All food vendors to follow local council regulations Fire extinguishers to be located near all storage areas 	E	4	M	The Drop Festival Northern Beaches Council Safety Officer Engaged Contractors
53	Waste Management	Build-up of rubbish due to lack of bins or bins not being regularly emptied resulting in unsanitary area,	C	2	M	<ul style="list-style-type: none"> Bins clearly marked Numerous bins available in event area Security and police presence to deter littering 	D	2	L	The Drop Festival

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
		biohazard risk and insects and rodents				<ul style="list-style-type: none"> Waste Management Plan Event staff to communicate any overflowing bins or unsanitary conditions to management Contractors to empty overflowing bins 				Safety Officer Clean Vibes
54	Emergency Management – FLOOD	Extreme weather in lead up to event or during event resulting in event area flooding	C	3	M	<ul style="list-style-type: none"> Event Management Plan NSWPF onsite Security to assist Flood Survey completed Emergency Response Plan Flood Risk Management Report Weather thresholds will be monitored in case of severe rain Event STOP procedures Security redeployment 	D	2	L	The Drop Festival I-SEC Security NSW Health Northern Beaches Council

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
										Engaged Contractors
55	Infrastructure Risk	Plant machinery incident resulting in injury or death to staff or contractors	D	4	M	<ul style="list-style-type: none"> Contractor Handbook Event Induction All contractors must provide copies of their Licences Spotters to be used where required All Contractors must wear relevant PPE in accordance with Australian Standards Only appropriately licenced and competent operators may use plant and equipment Barriers and warning signage erected around work area and fully demarcated to prevent public on site during build Persons using equipment are trained in safe operation All contractors to submit and follow SWMS for potentially dangerous work 	E	3	M	The Drop Festival Northern Beaches Council Safety Officer Engaged Contractors

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> Safety Officer to supervise all Bump In and Bump Out activity Emergency Response Plan Have Spill kits available on site in case of machine failure 				
56	Key Personnel	Loss of key staff / insufficient training / staff fatigue resulting in production issues and possible event delays	C	3	M	<ul style="list-style-type: none"> All staff, suppliers to be inducted before they commence work and are expected to follow the WH&S Guidelines. All contractors properly briefed and given sufficient time to deliver. Contractors to have appropriate staff levels with appropriate breaks. Staff provided with adequate PPE/ Sunscreen Cross training of key event staff in the various tasks to ensure continuity of knowledge 	D	2	L	The Drop Festival WSL Northern Beaches Council Engaged Contractors

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
57	Reputation	Poor experience posted on social media resulting in negative media coverage and reputational damage	C	3	M	<ul style="list-style-type: none"> Social media staff member on site monitoring comments Experienced social media team Appropriate response given on social channels FAQs provided on website Purchase confirmation emails provided Rapid response to ticketing enquiries / requests Rapid updates to social media comms, signage & The Drop website regarding event information 	D	2	L	The Drop Festival WSL Northern Beaches Council
58	Licensing	Sale and consumption of alcohol during the course of the event	C	3	M	<ul style="list-style-type: none"> Mustard Hospitality Management – Event Licensee RSA trained bar staff Consultation with NSWPF Licensing Officer Consultation with NSW Licensing – Music Festivals Alcohol Management Plan Health Management Plan Harm Reduction Plan 	D	2	L	The Drop Festival Northern Beaches Council NSWPF

#	Risk Type	Risk Description	Inherent Risk Rating			Control Measure	Residual Risk Rating			Responsible Person/s to complete actions
			Likelihood	Consequence	Rating		Likelihood	Consequence	Rating	
						<ul style="list-style-type: none"> Alcohol sales to cease at 9:30PM – 1 hour prior to event close Moat fence line developed to ensure alcohol cannot be easily passed from AA area to minors 				Mustard Hospitality Mgmt NSW Licensing
59	Public Health & Safety	International Health Incident; Coronavirus outbreak and possible spread due to mass gathering	C	4	H	<ul style="list-style-type: none"> Regular checks of NSW Health website Regular checks of DFAT website Regular checks of WHO website Advise any persons who have recently travelled to / from Wuhan to stay home and not attend event until confirmed clear of virus First Aid / Medical onsite if necessary Encourage good practice of hygiene 	D	4	M	The Drop Festival Ministry of Health

13 Risk Management & Compliance

13.1 Roles & Responsibilities

Event Manager – is responsible for the planning and delivery of a safe event in accordance with the Work Health and Safety Regulations, Australian Standards and Codes of Practice.

Chief Warden and Deputy Chief Warden are responsible for planning for Emergencies in facilities AS3745.

All contractors and subcontractors must abide by the WHS and legislation, Australian Standards and Codes of Practice including The Drop Festival Event Safety Guidelines.

Guests and the general public also have a duty to take reasonable care for their own health and safety following reasonable instructions that are given to them by The Drop Festival and other supporting event staff and volunteers.

13.2 Safety Officer

The Safety Officer will have the relevant experience in events and performing:

- Active monitoring of safety during all phases of the event
- Conduct site safety inductions
- Coordinate safety briefings
- Review planning documentation
- Intervene where unsafe work practices are observed
- Facilitate hazard and risk management
- Consult and liaise with event management and workers

13.3 Incident Reporting

In the event that an incident occurs, follow the guidelines set out in the Event Management Guidelines, Security Management Plan or The Drop Festival Emergency Response Plan.

In any incident, if possible, make the location safe and then notify the Event Manager.

13.4 Contractor Safety Management

As part of its positive due diligence obligations under the WHS Act, The Drop Festival must ensure that it's contractors assess and manage risks associated with their work on the event.

All contractors shall be closely monitored to ensure their activities do not create undue risks to themselves or the public.

Where a SWMS has been submitted and approved by The Drop Festival for safe working activities for the event, The Drop Festival will closely monitor the contractor to ensure it completes its work activities in accordance with those set out in the SWMS.

13.5 Insurance

The Drop Festival maintains a database of Insurance Certificates of Currency for public liability and workers compensation for stakeholders and suppliers to the event.

The Drop Festival Event Manager has access to the database summary and electronic copies of the certificates for compliance purposes.